



**Our vision is  
"to deliver excellent Housing Services"**

# **Asset Management Strategy**

# **Newark and Sherwood Homes Limited**



# ASSET MANAGEMENT STRATEGY

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## **1. Introduction**

Newark and Sherwood Homes (NSH) is an Arms Length Management Organisation (ALMO) that has responsibility for the management and improvement of the Newark & Sherwood District Council's housing stock. The District Council is a major provider of social housing in the district and provides good quality, well managed housing for tenants and their families including the provision of housing advice for local residents.

Newark and Sherwood Homes was formulated in 2004. The Company was registered in June 2004, and trading commencing on 1<sup>st</sup> November 2004 following the Office of the Deputy Prime Minister, authority for the Council to delegate its Housing Services to Newark and Sherwood Homes. The Companies vision is to:

### **'Deliver Excellent Housing Services'**

The companies 3 key objectives are:

- To deliver upper quartile and improving performance in customer satisfaction and all areas of service provision
- To be providing Housing Services within the community
- To provide investment and service solutions to deliver sustainable Homes and sustainable Communities in the future

Newark and Sherwood Homes has one shareholder, which is Newark and Sherwood District Council. The constitution of the Company can only be amended by the Council, and any substantial change to the constitution would require authority from the Department for Communities and Local Government (CLG). The services provided to the Council are governed by a comprehensive management agreement. The initial term of the agreement is to 2010 with an option for the Council to extend for five years.

The formulation of the Company and the successful achievement of a two star rating for the service in July 2005 that has enabled the Council to access £49.5m of additional capital investment funding through the ALMO funding stream. The first and second tranche funding (£15.5m first tranche with a further £11.31m second tranche) for 2005/6 to 2007/8 has been successfully spent with good progress being made on the delivery of this investment to enable the Councils housing to reach the Decent Home

Standard by 2010. A further £11.31m has been released to deliver the 2008/9 Decent Homes Programme.

Newark and Sherwood Homes' Asset Management Strategy has been developed to deliver the objectives of the Company and to support the priorities of the District Council. This Asset Management Strategy supplements the District Council's own Asset Management Strategy and concentrates on the Housing portfolio managed by Newark and Sherwood Homes, which includes, houses, garages, land and open spaces.

## **2. What is Asset Management?**

The National Housing Federation in its publication on developing strategies for Asset Management defines the concept of Asset Management and Asset Management Strategy in the following way:-

**Asset Management** is the range of activities undertaken to ensure that the Housing Stock meets the need and standards for the future. This goes beyond investing in good repair and improvements. Asset Management Strategy is about reviewing and changing the asset base to end up with the right accommodation in the right location.

**An Asset Management Strategy** is a plan for an organisation to make decisions on developing, retaining, investing in and selling properties. The strategy is critical for the future viability of the organisation itself.

## **3. Aims of the Asset Management Strategy**

The aims of this strategy is to support the NSH Business Plan and to set out the parameters for the physical management of the buildings (housing and non-housing) managed by NSH. The strategy will set out the organisation's position with regard to potential growth and regeneration for the period 2008-2013

The following relate to the successful delivery of the Asset Management Strategy:-

- a. To deliver a programme of works to meet the Decent Homes Standard by 2010
- b. To provide, develop and maintain high quality housing stock to meet the needs and demands of the organisations existing and future customers.
- c. To contribute to neighbourhood regeneration and sustainability via a programme of environmental improvements.

- d. To involve customers and other Stakeholders in the delivery of the Asset Management Strategy
- e. To maintain robust stock condition information that can be used for putting together annual maintenance programmes and meaningful budgets as well as 5 and 30-year financial projections
- f. To maintain a balanced portfolio of housing through refurbishment, remodelling and conversion,
- g. To maintain our properties through programmes of responsive maintenance, void repairs, planned maintenance and cyclical maintenance
- h. To identify opportunities to utilise renewable energy sources and associated technology to benefit our tenants and our carbon footprint
- i. To drive efficiency and Value for Money (VFM) into asset management functions
- j. Integration of the Asset Management Strategy into the Company's Risk Management Framework.

#### **4. Why Asset Management is Important**

Asset management is an essential business process. The efficient utilisation of the asset base is crucial to the viability of the business. It is therefore vital that a range of activities are in place to ensure that the assets managed by NSH meet needs and standards now and in the future and will continue to generate the income required to maintain the viability of the business.

A major driving force for this strategy is the Decent Homes Standard, which requires basic housing fitness throughout the councils stock of rented homes. NSH is on track to satisfy the requirements of this standard on or before the target date of 2010.

Furthermore, sustainability of the neighbourhoods in which these homes are located is a key driver for this strategy. NSH is committed to building sustainable communities as envisaged by the Government's Communities Plan. Sustainable communities ensure that our customers are happy in their homes and that the investment of funds in keeping homes in a good state of repair can be serviced from a flow of rental income in the future thus reducing the risk of difficult to let and difficult to manage property.

The Audit Commission has included Asset Management as one of the Key Lines of Enquiries (KLOE). The KLOE places emphasis on organisations having in place an effective Asset Management Strategy that focuses on the delivery of capital investment, Adaptations, Responsive Repairs and other investment functions. It is paramount that all asset management functions are lean and that value for money is continually reviewed due to the level of expenditure in this area.

## **5. Implementation**

The following steps will ensure that the Asset Management Strategy is effectively implemented:-

The Asset Management and Investment Manager will instruct service leaders to brief the revised Asset Management Strategy to their teams within a month of the initial briefing.

The Asset Management and Investment Manager will issue a corporate e-brief and newsflash to explain the purpose of the Asset Management Strategy.

The Asset Management and Investment Manager will instruct the Business Services Department to post the revised Asset Management Strategy on the shared directory to give accessibility to all.

The Asset Management and Investment Manager will provide a copy of the strategy to NSDC and other key stakeholders

The Customer Services Director will consider updates on the Key Performance Indicators outlined in section 27 of this strategy.

The Asset Management and Investment Manager will review the strategy annually to ensure it is fit for purpose.

## **6. Asset Profile**

NSH currently manages 5,438 properties in the Newark and Sherwood District comprising:

- Affordable, well maintained general needs housing of all types and sizes.
- Supported housing sheltered flats, bed spaces and bungalows,

The properties are managed from offices in Newark, Ollerton and Hawtonville.

## **7. Non Housing Assets**

NSH's overriding focus is to deliver excellent housing services. Nevertheless, the organisation manages several non-housing assets. These include:

- 30 Community Centres
- 933 Garages
- 19 Play areas
- 3 Offices including 1 works depot

## **8. Stock Condition Data**

In 2001, Property Techtonics, a professional consultant, carried out an industry standard stock condition survey. The surveys were carried out on 10% of the stock with the results of the physical surveys cloned to the remaining 90%. Tribal Resourcing subsequently validated the data collected and the survey results were then fed onto the Lifespan system.

From the survey results the ALMO Building Cost Model was produced that formed the basis of the ALMO Bid for Decent Homes Funding.

Prior to commencement of The Decent Homes Programme NSH commissioned our two partner contractors Connaught Partnerships and Bullock Construction to survey 100% of our Housing Stock for Decent Homes Compliance with additional specialists companies carrying out 100% mechanical and electrical surveys to validate stock condition data held and further inform the Decent Homes Programme. The data has overlaid the original stock condition data held.

Currently our in house surveyors update the stock condition data on completion of the Decent Homes work to inform future elemental replacement programmes.

NSH are currently in the process of procuring an Asset Management System. This system will allow the consolidation of all surveys and databases and provide a central point for data management. It is intended that the system will link with the housing management system and provide customer facing staff with up to date details of both the current year and future year's investment programme. The system will also deliver efficiencies as responsive repairs and the void team will have informed data of when replacement programmes are likely to take place. The system will also hold details on defects liability periods and warranties.

In order to update our stock condition data a range of additional tools are being used to feed into the delivery of the Asset Management Strategy. These include:

- a. Stock Condition Surveys
- b. Database of progression towards meeting Decent Homes Standard
- c. Responsive and cyclical repairs costs analysis
- d. Planned maintenance and investment costs analysis
- e. Tenant satisfaction surveys
- f. Market research on customers including demographic profiles

As part of the delivery of the strategy, we will validate the stock condition database by instructing an independent surveyor to complete surveys of at least 50 units each year for comparison with the data held to confirm that our financial projections are in line with the data held and that the properties we manage meet the Decent Homes Standard.

The data available will be modelled to produce a 30-year programme of work for inclusion in NSH's financial projections for all existing stock and this programme will be communicated to customers later in the year.

## **9. Risk**

NSH has a well established Risk Management Framework. In addition, we have Strategic and Operational Risk Maps that outline the major risks that may prevent us from delivering our various strategies, including the Asset Management Strategy. The key risks that need to be considered in delivering the Asset Management Strategy are:-

Failure to meet the Decent Homes Standard by 2010

Failure to successfully implement the Asset Management System

Securing funding for delivery of investment programmes beyond 2010

## **10. The Strategy**

The housing stock is NSDC's principle tangible asset and investment in improving and maintaining the condition of the stock is one of the major expenditure items. The major driving forces behind the Asset Management Strategy in terms of existing stock are:-

To meet the requirements of the Decent Homes Standard by 2010

To have a planned maintenance programme that maintains the housing stock at a prescribed standard for the future for the benefit of the customer

To ensure that the existing stock is appropriate for the needs of current and future customers

To deliver environmental works that improves the customer's way of life and the sustainability of properties.

The major areas of work for the next year in support of our strategy covering the existing housing stock are to:-

Delivery of the environmental works programme

Identify long term programmes of cyclical and planned maintenance as well as refurbishment projects to maintain the existing stock and to meet the expectations of our customers.

Utilise the stock condition database to identify the programmes

Improve the quality and value for money of all maintenance activities including responsive repairs

Benchmark against similar organisations and nationally recognised rates and elemental costs to demonstrate the value for money of all of our maintenance services

Identify required funds and propose other forms of income to deliver the maintenance programmes identified

Identify maintenance definitions that clearly categorise all works into appropriate headings and link this to aligning management accounts information to the maintenance definitions

Review of the best use and viability of all housing and not housing stock and ensure fit for purpose

Meet the requirements of the European Tendering Regulations

## **11. Decent Homes Standard**

NSH are currently delivering a £49.5 million Decent Homes Programme with two partnering contractors. The programme was jointly procured with A1 Housing in 2005. We are on target to meet the standard by March 2010.

It is the intention of NSH to continue to utilise the stock condition database to identify non-decent stock beyond 2010. Currently the level of decency is at 72%

Alongside this piece of work, NSH has been actively consulting with its customer to determine what their priorities are in terms of future improvements within their homes. This aspirational standard has been called 'Decent Homes Plus'. This standard was approved at the Repairs Monitoring Group following customer consultation

The 'Decent Homes Plus' standard is a standard that ensures properties benefit from the following:

Double glazing

More frequent replacement of kitchens and bathrooms

Remodelling of kitchens

Replacement doors and frames

Alongside this, we provide a full Tenants Choice range for customers whose property forms part of the Decent Homes Programme. The choices available were consulted with customer's prior commencement of the programme.

## **12. Investment**

As part of the implementation of the Asset Management Strategy NSH will continue to consult with its customers on the investment priorities for 2009 onwards. It is intended to utilise the Continuous Improvement Group (CIG) with wider exposure coming from Homes from Homes. As a result of this, we will be in a position in 2009 to consult with our customers of the longer term investment plans of NSH.

## **13. Environmental Works**

Alongside the Decent Homes Programme, an environmental works programme is being delivered that focuses on the external environment of the stock. This initiative ensures that improvement works are not simply confined to the inside of properties.

In 2007/8, £500,000 was committed to the programme and a further £500,000 of environmental works will be delivered in 2008/9 at Chatham Court and other key schemes.

This concept surrounding the environmental works programme concentrates on the "Kerb Appeal" of properties, alongside security and reduction in anti social behaviour (ASB). The scheme has previously supported extensive works at Tithe Barn Court, where works were carried out to improve communal lighting, common area security and parking provision. As a result of this, voids at the scheme have reduced and the affects of ASB have reduced.

Smaller environmental works are delivered by the Community Investment Fund. This scheme allows our customers to propose minor works such as improvement to common areas, upgrading parking, provision of buggy stores and supporting resident based initiatives.

#### **14. Cyclical Redecoration**

All the properties that NSH manages are externally redecorated on a 6-year cycle. The painting includes both external and internal (only communal areas). External painting is undertaken at all properties where wood is in place and comprises the repair (if required) and redecoration of any windows, doors, fascias fencing and pergolas. Internal painting is undertaken and includes paintwork to all communal areas of schemes.

The Asset Management Strategy will support our strategy to improve cyclical performance by benchmarking the level of service provided and by ensuring that up to date data on the cyclical programme is held and accessible to other areas of the business that provide investment functions.

#### **15. Responsive Repairs**

Currently the responsive repairs service is predominantly delivered by the in house repairs team, and the work provided by external contractors provides a benchmark on service delivery and cost. However, the service is currently being market tested in order NSH can improve the level of service provided to the customer and proving value for money in service delivery.

As part of the review of service we are aligning specifications and where possible ensuring that all investment activity standardises materials.

As part of the market testing of the responsive repairs service we are consulting with customers and improving the level of service provided. This will include extended working hours, repair reminders to customers who are awaiting a repair plus the inclusion of an annual property health check.

The inclusion of an annual property health check will ensure that we visit all properties on an annual basis and carry a pre defined set of tasks, including updating stock condition data, carrying out any minor repairs and checking the functioning of key property elements. This process should ultimately reduce the level of responsive repairs and increase the ratio of responsive to planned repairs in line with the Audit Commission guidance and significantly improve value for money in service delivery.

It is intended that the responsive repairs service will be available, at a cost, to others groups for minor day to day repairs within their homes. This will be available in 2009 and will further develop the Leaseholder Service and Improvement Scheme.

The Asset Management Strategy will support our strategy to deliver a customer focused responsive repairs service by ensuring that we consult with customers to ensure the service meets their demands and that they are shaping the service required. The strategy will ensure we are reviewing all investment related functions and identify repairs hotspots that can feed into a larger planned maintenance programme and achieve delivery efficiencies.

## **16. Void Repairs**

In consultation with our customers, the relet standard has been updated to achieve a higher standard of relet and along with choice based lettings, has had the affect of improving the quality of the relet property on offer and enabled applicants to choose their property rather than it being "allocated".

NSH complete approximately 350 voids per year at an average cost of £1400. We utilise tenant inspectors to ensure that the standard of relet is being delivered by our contractors. Relet works are delivered by the in house repairs team and an external contractor. This provides a flexible option in the delivery of the service and allows us to benchmark cost and service delivery. As part of the market testing of the responsive repairs service we will test this service with the outside market.

Alongside the market testing of the responsive repairs service we are testing the void service to determine the efficiency of the service. This process will be completed in August 2008 and as a result we will be awarding a long term contract for the delivery of the void service.

NSH are likely to encounter issues surrounding relets over the forthcoming year. These include relet costs increasing given the impact of the environmental legislation on charges for property clearance and "tipping". We will therefore assess our strategies to minimise the impact of these changes and explore with our customers the introduction of a "reward" system for tenants cleaning and clearing properties before vacating them.

As part of the delivery of void services NSH need to ensure we meet published KPI targets for voids without compromising standards or adherence to health and safety requirements in terms of gas and electric checks.

## **17. Gas Servicing**

In order to deliver an effective asset management service we need to ensure the successful delivery of the gas servicing function. This is a high risk area to the company and to ensure the health and safety of our customer's processes are in place to meet the Gas Safety and Use Regulations 1998.

In order to deliver an effective service we are continually looking to implement initiatives to secure access to customer's homes. Recently this has included incentivising access to customer's homes. Going forward the use of gas restrictor valves for hard to access properties may be considered.

## **18. Adaptations**

This is a key area to Newark and Sherwood Homes due to the age profile of our customers. A Best Value Review of adaptations was commissioned in 2007/08 that evaluated the level of service offered. As a result an action plan was formulated that will improve the level of service offered to our customers. The budget provision for 2008/09 has been significantly increased to meet the current demand of adaptation referrals. During 2008/09 we will look to move to a prioritised adaptation referral system and carry out a feasibility review of employing an in house Occupational Therapist.

Some recent improvements in adaptations is the development of a fast track system for minor works and the procurement of a framework agreement to reduce the delivery time of adaptations

## **19. Asbestos**

NSH currently holds asbestos information on a 10% sample of the properties it manages, plus all common areas and community centres. We have recently reviewed the approach to asbestos management and as part of the implementation of the asset management system we will upload the asbestos register onto the system.

## **20. Sustainability**

The Asset Management Strategy will seek to ensure that we work towards more energy efficient properties. Recent examples of this include the PVCu window replacement programme, ensuring that all of the older properties have loft and where possible wall insulation and fitting "A" rated heating appliances five years before Part "L" of the Building Regulations stipulated them. We will continue to roll out improvement programmes in support of more energy efficient homes and will measure

out success by the average SAP rating across our estate. The SAP rating score as at 31<sup>st</sup> March 2008 is 75.6.

We are also continuing to look at renewable energy technologies with the aim of benefiting our tenants by providing them with affordable heating. We are considering a pilot to install Air Sourced Heat Pumps as part of the Decent Homes Programme. Alongside this, we will produce a plan for energy related initiatives. The plan will be aimed at benefiting our tenants, improving our carbon footprint and helping to deliver greener strategy.

Furthermore, we will continue to introduce new technology such as "A" rated boilers as installed on the Decent Homes Programme and we will continue to seek funding from utility companies to deliver energy efficient programmes.

Following work on a pilot scheme at Hawtonville, we will introduce Energy Performance Certificates (EPC's). The certificates will show the energy efficiency and carbon performance of the dwelling.

Over the next 12 months we will further develop our Energy Advice Service to customers of NSH and are considering a pilot in water recycling.

Longer term we will need to ensure that the property we manage meets the requirements of our customer. This may include remodelling of stock where this no longer meets the demands of the market, reviewing the options with the Council for the disposal of stock and the review of non housing related assets, such as community centres and garage sites, to ensure they remain fit for purpose.

## **21. Health and Safety**

Health and safety is a key consideration in the delivery an effective asset management function. This includes ensuring that robust systems and procedures are in place to manage legionella and other mechanical and electrical services. Built within our structure is a dedicated Health and Safety Officer whose role to ensure effective management arrangements are in place. This person also provides client Construction, Design and Management services for all major investment activity and is the interface between ourselves and the Council for all risk related activity.

## **22. Digital Switchover**

Digital switchover involves the switch-off of the analogue terrestrial transmissions network that has been in place since the 1930s and its replacement with all-digital terrestrial network. At present digital and analogue signals are broadcast simultaneously. Switchover will affect all

viewers who have any televisions, VCRs, etc through which they can only receive analogue services.

To receive TV services after switchover, all televisions will need to be converted either by the purchase of a set-top box, or by the purchase of an integrated digital television (iDTV) which has an in-built digital tuner, or through connection to a cable or satellite digital service. The government is committed to achieving digital switchover between 2008 and 2012 on a phased region by region basis

The properties managed by NSH will not be affected until 2011 although there is a substantial level of investigation involved in this matter, the completion target should not be set any later than end of 2010. As a result of the switchover NSH has identified the properties with communal aerials and is developing a comprehensive implementation plan by the end of 2008/9 financial year.

### **23. Growth**

It is obviously important that when pursuing growth opportunities that management and maintenance is taken into account and the longer-term implications for asset management – not only from an organisation point of view but also, perhaps more importantly, from a tenant perspective.

Effective housing management is not simply a function on its own; it is now achieved through partnership working. This covers community development, tackling anti-social behavior, welfare benefit advice and many other issues. Related to this, securing growth opportunities is not simply about effective development, it is about all elements of the organization delivering the best possible results. Reputation, effective relationships with a variety of stakeholders, and effective management can be important drivers for the success of a scheme. Tied into the effects of the growth point and the potential for NSH to become a preferred partner for the Council the strategy needs to consider the management or ownership of potential new developments.

Newark and Sherwood Homes as an ALMO is at a stage where we are reviewing our options for the future and considering our services wider than NSDC. This can include maintenance services to the wider community and management services to private landlords and RSLs.

### **24. Procurement and Value for Money**

We need to ensure that the objectives of the Asset Management Strategy link with the key objectives of the Procurement Strategy and the Value for Money Strategy. As a result of this, we need to ensure that the asset management services are being delivered in a cost effective approach and

the value for money is a key driver in service delivery. The strategy will place emphasis on the continued benchmarking of the cost and level of service provided with our peers. NSH are currently reviewing the available options to benchmark the service, this may include joining the checkmate benchmarking club that is run by Constructing Excellence.

As part of the delivery of the strategy, we will consider joint procurement initiatives in the delivery of our services.

NSH is part of the Central England Procurement Partnership. This is a consortium that is looking to secure £250million in savings on capital programmes over the next 5 years. Going forward the use of other consortia such as the Northern Housing Consortium will be considered.

## **25. Consultation**

The Asset Management Service needs to be focused on our customers and an essential part of the strategy will be regular consultation with tenants, through the Continuous Improvement Group (CIG), the Service Development Group (SDG), the Federation of Tenants and Resident Associations and with other key stakeholders.

We are currently looking to develop Tenant Inspectors who will be used to benchmark the investment services and standards provided by NSH. These will be used to review current live investment programmes, including Decent Homes, and benchmark against our peers. Tenant Inspectors will meet regularly to benchmark service delivery.

## **26. Equality and Diversity**

The Asset Management Strategy links into the Equalities and Diversity Strategy and more widely the Code for Racial Equality. We will seek to ensure that the accommodation provided takes into account the needs of those with disabilities, black and minority ethnic and other disadvantaged groups. Equality and Diversity will form a key part of any future tender and our strategy on Equality and Diversity will be sent to contracting partners and other stakeholders. We will ensure, through the procurement process, that our contractors meet basic standards on equal opportunities and equality and diversity. An equality impact assessment on the strategy will be undertaken prior to implementation and approval.

We have assessed our tenant profile and as at the update of the strategy we have 4643 tenants who are over the age of 60 and a total of 61.9% who have a declared disability. As part of the implementation and delivery of the objectives of the Asset Management Strategy, we must ensure that the services we deliver meet the needs of our customer base.

## **27. Performance Management**

NSH have established a schedule of Key Performance Indicators (KPI's), known as the balance scorecard, for all areas of work undertaken, including those covered by the Asset Management Strategy. As a result the KPI's to be measured to evaluate the effectiveness of this strategy, and its implementation, will be taken from the balance scorecard and will include:-

Repairs satisfaction with all asset management functions (%)

Relet time (days)

Repairs by appointment made and kept (%)

Decent Homes Standard (%)

Decent Homes Programme - Elements replaced or installed as a proportion of the approved programme (Number)

Standard Assessment Procedure (SAP) Rating (Number)

Repairs Completed by Priority Codes (%)

Proportion of Gas Services Completed (%)

The process for evaluating our performance against these KPI's is as follows:-

Performance is reviewed reviewed on a traffic light basis and is considered as part of staff 1 to 1's. Where targets are not met a remedial action plan is formulated that should detail actions that rectify the problem. Non compliance is reported on an exception basis.

## **28. Delivery**

In order to deliver the Asset Management Strategy we will measure performance as outlined in the strategy and associated action plan and report to the Executive Leadership Team and Board as required.

## **29. Monitoring and Review**

The Asset Management and Investment Manager is responsible to the delivery of the Asset Management Strategy. The strategy will be reviewed on an annual basis to ensure it is fit for purpose.

Asset Management and Investment Manager  
July 2008

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Signing



Audio Tape

V.8

## Asset Management Strategy (AMS) - Action Plan to Deliver the AMS July 2008

### Lead Officer – Asset Management and Investment Manager

The action plan includes all significant areas of work necessary to deliver the AMS.

Source: C = Customer led, M = Management led, R = Regulatory requirement, S =Strategy led

Ref	Action	Source	Time scale	Lead	Outcome	Required Resources	Measure	Progress 0-100%	Comments
A	Consult on the Asset Management Strategy	C	Jul '08	AMIM	Stakeholder, customer views reflected in the delivery of the AMS	None	Minutes of meeting, feedback		
B	Post approved strategy on shared directory, advise staff	M	Nov '08	AMIM	Staff aware of existence of new AMS	None	Company wide brief		
C	Brief the strategy to service leaders	M	Nov '08	AMIM	Managers briefed	None	All service leaders briefed		
D	Senior managers brief the AMS to their teams	M	Nov '08	SLT	Teams briefed	None	All teams briefed		
E	Corporate e-brief issued to explain the purpose of the AMS	M	Nov '08	AMIM	All staff briefed	None	All staff briefed		

Ref	Action	Source	Time scale	Lead	Outcome	Required Resources	Measure	Progress 0-100%	Comments
F	Benchmark maintenance services against others	M	Mar '09	AMIM	Benchmark group set up/other benchmark sources utilised (e.g. Housemark, Checkmate)	None	Benchmark data identified and utilised		
G	Complete works to meet the requirements of Decent homes by 2010	R	Mar '10	CM	All properties meet Decent Homes	Approved Investment budget.	Validation by consultant		
H	Evaluate our procurement approaches taking account of the Procurement Strategy and the VFM Strategy	M/R	Sep '09	AMIN/FM	Procurement actions and training needs established	May need some consultancy support	Procurement action plan in place		
I	Validate the stock condition database	M	Dec '08	IM	Stock condition report issued by consultant	Consultant	Variances <10%		
J	Explore options to reduce costs in asset management functions, involve customers and T & E	M	Sep '09	CM/RM	Costs are reduced in real terms from 2007/8 to 2008/9	None	Reduction in costs of 10%		

Ref	Action	Source	Time scale	Lead	Outcome	Required Resources	Measure	Progress 0-100%	Comments
K	Evaluate the impact of estates improvements completed during 08/09	M	Apr '09	CM	Tenants satisfaction with improvements measured	None	Tenants >95% satisfied		
L	Implement Tenant Inspectors	C	Oct '08	AMIM	Benchmarking and customer consultation	Minimal Budget	Benchmark data		
M	Produce a plan for sustainability programme for 2009/10	S	Mar '09	CM	Energy plan to meet objectives	Action Plan	Benefit to tenants, improved carbon f/p		
N	Deliver programme to improve SAP rating of properties	M	Mar '09	CM	Improved efficient stock	Investment programme budget	SAP rating to achieve 78 points		
O	Further develop energy advice service	M	Mar '09	AMIM	Improved service to customers	Budget for training and PR	Reduced number of customers in fuel poverty		
P	Review responsive repairs service following tender process	M	Sept '09	PEM	Tenant satisfaction of service	None	Tenants >95% satisfied		

Ref	Action	Source	Time scale	Lead	Outcome	Required Resources	Measure	Progress 0-100%	Comments
Q	Consolidate SCS data into Asset Management System	M/C	Sep '08	IM	Consolidated SCS	None – linked to AMS purchase	30 year investment programme		
R	Review approach to incentivising gas servicing access	M	Mar '09	CMM	Improved access rates	None	Access rates over 75% at visit 1 stage		
S	Deliver digital upgrade programme	M/C	Mar '10	CM	Upgraded digital service to customers	Investment programme budget	IRS upgrade to common aerial systems		
T	Pilot relet clearance reward scheme	M	Sep 09	RRM		None	Reduction in relet costs		
U	Agree investment priorities with customers	M/C	Nov '08	AMIM/CM	Embed costs into financial model	None	Minutes from CIG		
V	Communicate long term investment plan to customers	M/C	Mar '09	CM	Agreed priorities for investment programme	None	Article in Homes from Homes		

Ref	Action	Source	Time scale	Lead	Outcome	Required Resources	Measure	Progress 0-100%	Comments
W	Review use and sustainability of all stock as required	M/C	Mar '10	AMIM/CSD	Review completed and report issued to Board with recommendations	May need some consultancy support	Report issued and Board approval		
X	Review use on non housing stock to ensure fit for purpose	M/C	Sep'09	AMIM	Review completed and issued to Board with recommendations	May need some consultancy support	Report issued and Board approval		
Y	Develop Sustainability Strategy	S/M	Sep 09	AMIM	Implemented sustainability strategy	May need some consultancy support	Strategy issued and Board approval		
Z	Review the AMS	M	Sep '09	AMIM	Revised AMS issue to Board for approval	None	Revised AMS approved by Board		

**Key**

AMIM – Asset Management and Investment Manager

CM – Contracts Manager

CMM – Cyclical Maintenance Manager

PEM – Property and Estates Manager

CSD – Customer Services Director

IM – Investment Manager

RRP – Responsive Repairs Manager

SLT – Service Leadership Team