

**WAVERLEY BOROUGH COUNCIL**

**LANDLORD SERVICES ADVISORY BOARD**

**31 MARCH 2022**

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**Title:**

**HOUSING ASSET MANAGEMENT STRATEGY**

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**Portfolio Holder:** Cllr Paul Rivers, Co-Portfolio Holder for Housing (Operations)

**Head of Service:** Hugh Wagstaff, Head of Housing Operations

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

To share the final draft version of the Housing Asset Management Strategy (HAMS) document with the Board for comment and any recommendations they wish to make to the Strategic Asset Manager and Portfolio Holder for Housing.

**2. Recommendation**

It is recommended that the Board:

- i review and make any comments on the draft Housing Asset Management Strategy,
- ii request an Executive Summary of the Strategy be developed for publication,
- iii recommend that the Executive approves the Housing Asset Management Strategy for adoption by the Council, and
- iv undertake to monitor the implementation and performance of the strategy.

**3. Reason for the recommendation**

To provide Board members the opportunity to comment on the strategy, support the adoption of the strategy and to monitor the implementation and outcomes of the strategy.

**4. Background**

4.1 Consultants Faiththorn, Farrell and Timms (FFT) were appointed in autumn 2021 to support Waverley in the development of a new eight-year Housing Asset Management Strategy to cover the period from 2022–2030 (Annexe One) in line with the Council's strategic objective to become carbon neutral by 2030. The strategy replaces the previous 2015-20 strategy and the Interim Action Plan for 2021 and is supported by a detailed HAMS Action Plan 2022-2030.

4.2 An integral part of this work involved carrying out a detailed Energy Study of all available data to support the direction of this strategy and to provide financial projections for future investment in both energy efficiency and decarbonisation improvements.

4.3 As part of the overall commission and key to future investment planning, an asset appraisal model has been created. This allows for the whole stock to be assessed and ranked based on a range of financial and non-financial performance metrics and an appraisal framework to be developed as part of actively managing priorities.

4.4 A comprehensive suite of more detailed technical appendices underpins the overall strategy document.

4.5 On 22 February 2022, the Council resolved to undertake a strategic review of the 30 year Housing Revenue Account Business Plan during 2022/23. The Housing Asset Management Strategy will inform the strategic review. The strategy provides an objective and technical view of the stock and priority objectives to manage, maintain and improve homes.

### **Development of the HAMS**

4.6 In developing this strategy extensive data analysis, and corporate and sector research has been undertaken. This has been further supported by a full review of existing Waverley strategies, service plans, internal policies and procedures.

4.7 Internal consultation with officers was also carried out to identify lessons learnt from the previous strategy and how these could be addressed in the new strategy.

4.8 This strategy provides the baseline and background of the current service and strategic and corporate objectives of Waverley. It provides evidence to support these objectives and commitments and outlines the thinking behind the overall approach taken.

### **Key Themes**

4.9 The strategy has been developed to support the efficient and effective delivery of asset management as a core requirement of the Council's landlord obligations. It provides a framework under which the investment detailed in the Housing Revenue Account Business Plan 2021 – 2050 and strategic priorities within the Corporate Plan 2020 – 2025 can be achieved. Over the period of this strategy a key objective will be to address the Climate Emergency Crisis declared in September 2019.

4.10 The strategy outlines the approach and commitments the Council is making under the following key themes:

- Understanding our service, assets, customer and stakeholder requirements
- Providing modern homes across the borough

- Proactively decarbonising our homes
- Ensuring homes are safe and secure for tenants and leaseholders

4.11 The strategy has been designed to go beyond our 'business as usual' activities being delivered through both responsive repairs and Core Capital Programme works.

4.12 Each theme within the strategy has a Strategic Objective, which is supported through individual commitments. These are captured in our strategy Action Plan and will be used to drive Property Services service planning.

## **Consultation**

4.13 Consultation was carried out with internal staff/teams in the development of the strategy and focused both on the previous strategic period as well as identifying plans for the future.

4.14 Key teams and stakeholders were consulted to gather as much insight into the current areas of best practice and excellence as well as suggestions for improvements and barriers to delivery. This included Planned Works, Compliance and Repair teams and also Housing Development, Sustainability, Procurement and Finance teams.

4.15 The consultation was also used to:

- Review the relevant teams, roles and responsibilities across the Council
- Identify the key future priorities for each team to be able ensure that the HAMS supports these
- Discuss the positive impacts and challenges of the current HAMS and aspirations of the new HAMS
- Understand the internal culture, communication and management of HAMS and property services team overall within Waverley.

4.16 The strategy has also been developed in consultation with tenants and leaseholders through discussions with the Tenants Panel and engaging with tenants at a series of consultation events in Autumn 2021. Additionally, a review of current service standards, performance indicators, complaints and feedback to identify areas of improvement and current best practice was undertaken, including input from the recent STAR survey (June 2021).

4.17 Key members have also been consulted at various stages in the development of the strategy including the Leader of the Council, Portfolio Holders for Housing and for Sustainability.

## **HRA Business Plan and Stock Condition Data (Keystone)**

4.18 In developing the strategy, a detailed internal assessment of all relevant data was carried out; this has provided a baseline position (Q3 2021/2022) to be able to identify the areas of strategic investment.

4.19 For the purposes of this strategy the July 2021 HRA Business Plan has been used with adjusted figures for the four years up to 25/26 have been included from current Budget Review process (Feb 2022). The expenditure has been profiled against stock condition data held within the Council's asset management system (Keystone) to identify known investment priorities and areas where there may be under or over investment allocated over the strategy period.

## **5. Relationship to the Corporate Strategy and Service Plan**

The AMS focuses on the effective and efficient management of resources and assets to meet housing need and supports a key objective of the Corporate Plan (2020 – 2025) in providing 'good quality housing for all income levels and age groups'.

## **6. Implications of decision**

### **6.1 Resource (Finance, procurement, staffing, IT)**

This report has no direct financial implications however the Asset Management Strategy will inform budget setting going forward.

Managing and maintaining the Council's housing stock generates a significant revenue stream each year. In order to ensure that the stock is maintained to a good standard, significant investment is required each year. The Housing Asset Management Strategy complements and informs the 30-year HRA Business Plan and aims to ensure that financial resources are appropriately invested and achieves long term sustainability.

### **6.2 Risk management**

Actions and mitigations relating to the strategy are included on Corporate Risk Register.

### **6.3 Legal**

There are no direct legal implications arising from this report.

### **6.4 Equality, diversity and inclusion**

A full Equality Impact Assessment of this strategy document has been carried out and no areas of concern were highlighted.

### **6.5 Climate emergency declaration**

A key priority within this strategy is to decarbonise our homes and to devise longer term strategies and approaches to becoming Carbon Neutral by 2030. It will also support the objectives in the Climate Change Strategy and Carbon Neutral Action Plan.

## **7. Consultation and engagement**

Strategy developed with housing team, tenant feedback, reflections from the Tenants Panel, former Housing O&S committee and Executive members.

**8. Other options considered**

A Housing Asset Management Strategy is a key document in ensuring that the housing stock meets the needs and aspirations of the Borough and its residents.

**9. Governance journey**

This report will be presented to Landlord Services Advisory Board on 31 March, Executive on 5 April and Council on 26 April.

**Annexe:**

Annexe 1 – Housing Asset Management Strategy 2022-2030

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**Background Papers**

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

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Agreed and signed off by:

Legal Services: 17 March 2022

Head of Finance: 17 March 2022

Strategic Director: 8 March 2022

Portfolio Holder: 18 March 2022 (PR PF and SW meeting 7 February)