

# Housing Asset Management Strategy – Progress Update



**Landlord Services Advisory Board**  
**24 November 2022**  
**Heather Rigg – Operations Manager**

# Agenda

## Background and Context

## Key Headlines

- Core Themes
- Lessons Learned
- Influencing Factors
- Commitments & Progression to date

# Background – Housing Asset Management Strategy (HAMS)

- framework for investment to achieve strategic priorities
- published in April 2022
- agreed LSAB to receive regular updates



# Core Themes

1. Understanding our service, homes, tenants and stakeholder requirements
2. Providing modern homes across the borough
3. Proactively decarbonising the homes
4. Ensuring homes are safe and secure for tenants and leaseholders

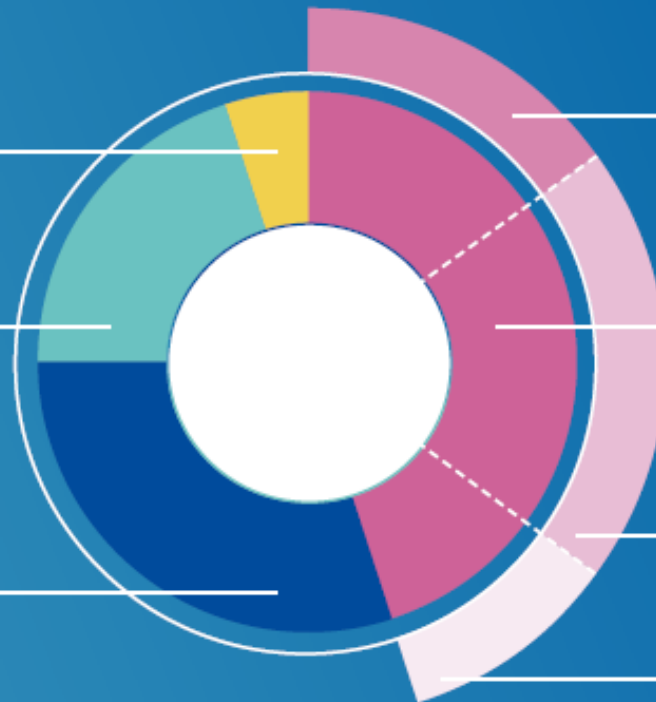
# Housing Stock Breakdown

## Our homes by type

Senior Living  
**5%**

Bungalows  
**20%**

Flats  
**30%**



Pre 1945 house  
**15%**

Houses  
**45%**

1945-64 house  
**20%**

Post 1974 house  
**10%**

# Lessons Learned

## Key themes

### Communication

- HAMS forms part of team plans and personal objectives
- Operational leads have been assigned
- This ensures the document is understood by officers

### Data Planning

- Data cleansing of duplicated data or corrupt/outdated data
- Improving resilience and systems understanding of Asset Management Systems

### Accountability

- Quarterly review meetings chaired by Service Improvement Manager to ensure accountability of delivery
- Linked to key corporate deliverables such as Climate Change Action Plan
- Actions reviewed for relevance regularly

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# Influencing Factors

- **Resident Voice**

- ❖ STAR survey in May/June 2021
- ❖ TLF – Tenant Satisfaction survey on Repairs commences April 2022
- ❖ Tenant Satisfaction Measures for Reg of Social Housing with pilot due to commence in Jan 2023 and reporting from April 2023

- **Corporate Priorities**

- ❖ Meeting Local Housing Needs
- ❖ Provision of Affordable Housing (in terms of rent and running costs)
- ❖ Appropriate mix of homes
- ❖ Geographic Spread
- ❖ Maximising the use of properties in terms of size and need
- ❖ Identification of land assets for future development



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# Influencing Factors

- **National Picture**
  - ❖ Regulatory Reform including new Building Safety Legislation
  - ❖ Impact of cost-of-living rises
  - ❖ Impact of rising energy costs
  - ❖ Widening Regulator of Social Housing (RSH)
- **Housing Revenue Business Plan Review**
- Review of spending priorities
  - ❖ Consideration of the spend profile
  - ❖ Funding
  - ❖ Resourcing and Procurement
- **Decarbonisation of our Homes**

# Four Key Themes

## 1. Asset Data, Planning and Service Delivery

- To understand our properties and tenants to drive constant performance improvement and innovation

## 2. Modern Homes

- Providing homes which are warm, secure, high quality and affordable

## 3. Energy Efficiency and Decarbonisation

- To improve the energy efficiency of our homes whilst supporting those in fuel poverty

## 4. Compliance and Building Safety

- Ensuring our properties are safe, secure and compliant, meeting our landlord obligations

# Asset Data, Planning & Service Delivery

## Four Commitments:

1. Implementation of the data health check
2. Develop 5 year works and procurement plan
3. Staffing capacity review (HOLD)
4. Create contract management framework



# Modern Homes

## Six Commitments:

5. Develop Modern Home Standard
6. Create a clear management and resolution framework for disrepair linked to damp, mould and condensation
7. Review our key component replacement or overdue components to develop programme to be 100% compliance with Decent Homes
8. Annual Strategic Appraisal statement
9. Create longer term garage strategy (HOLD)
10. Review current resident engagement and feedback opportunities

# Energy Efficiency & Decarbonisation

## Six Commitments

- 11 Clear definition of terminology for energy related terms
- 12 Develop Property Service Energy Strategy
- 13 Develop baseline carbon outputs generated through contractors and supply chain
- 14 Develop Gas Boiler Strategy
- 15 Submit a funding bid for SHDF Wave 2
- 16 Assess the impact of energy efficiency measures and the impact on tenants

# Compliance and Building Safety

## Four Commitments

- 17 Review management and reporting processes to understand the need for compliance reporting systems
- 18 Assess roles and responsibilities of officers and contractors to define roles, qualifications and accreditations
- 19 Develop 5-year servicing programme
- 20 Create a suite of communication templates and literature

# Conclusion

- The Housing Asset Management Strategy is a live document that is well understood by the Property Service Team.
- It is under constant review to ensure actions are appropriate and relevant
- After a challenging start it is gratifying that actions are progressing



# Questions

