

WAVERLEY BOROUGH COUNCIL
RESOURCES OVERVIEW AND SCRUTINY COMMITTEE
20 MARCH 2023

Title:

**HOUSING ASSET MANAGEMENT STRATEGY -
IMPLEMENTATION PROGRESS REPORT**

Title:

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Portfolio Holder: Cllr Paul Rivers, Co-Portfolio Holder for Housing

Head of Service: Andrew Smith, Executive Head of Housing

Key decision: No

Access: Public

1. Purpose and Summary

1.1. The purpose of this report is to provide an update on the progress made on the implementation of the Housing Asset Management Strategy (HAMS) which was agreed in April 2022 and to request the Committee's feedback and comments.

1.2. Officers first reported on the HAMS project in November 2022 to the Landlord Services Advisory Board [LSAB HAMS Update Presentation](#)

2. Recommendation

2.1. It is recommended that the Committee scrutinise and comment on the progress made to date.

2.2. It is recommended the Committee agree to receive sixmonthly updates.

3. Background

3.1. The Housing Asset Management Strategy (HAMS) provides a framework for investment to achieve the strategic priorities via four key themes:

- **Understanding our service, homes, tenants, and stakeholder requirements:**
- **Providing modern homes across the borough**
- **Proactively decarbonising the homes**
- **Ensuring homes are safe and secure for tenants and leaseholders.**

- 3.2. **Theme One:** Understanding our service, homes, tenants, and stakeholder requirements - *To understand our properties and tenants to drive constant performance improvement and innovation*
- 3.3. Key achievements this period –
All our homes are to have a stock condition survey by an external company. The return date for tenders was January and four were received. Technical marking of the tenders took place in collaboration with representatives from the Landlord Services Advisory Board. A preferred bidder has been identified with recommendations to award are awaiting formal approval from the Portfolio Holder for Housing. The contract remains on target to commence mobilisation from April 2023
- 3.4. Significant data cleansing of the asset management IT system in preparation of the stock condition surveys.
- 3.5. A procurement exercise is under way to identify a specialist IT consultant who will assist with a wider review of our Housing IT Systems. The project will deliver a set of recommendations and options for Housing IT improvements, to ensure efficient productivity of teams, clear information to tenants and robust auditable record keeping.
- 3.6. **Theme Two:** Providing modern homes across the borough. - *To understand our properties and tenants to drive constant performance improvement and innovation.*
- 3.7. Key achievement this period:
A 5-year Procurement Programme of works has been produced and remains under constant review to ensure key priorities are identified and met.
- 3.8. A domestic heating position paper approved by Members which details a gas boiler replacement programme up to 2030. [v2 Heating Position Paper for warmth safety and efficiency Part One - Domestic Gas Boiler Programme.pdf \(waverley.gov.uk\)](#)
- 3.9. **Theme Three:** Proactively decarbonising the homes - *To understand our properties and tenants to drive constant performance improvement and innovation.*
- 3.10. Key achievement this period –
Funding has been secured to recruit an Energy Efficiency Project Officer, who will act as the Housing Operations lead Officer in energy efficiency, thermal upgrade and retrofit solutions for our homes. They will have responsibility for managing thermal Improvement programs and projects through engagement with specialists' organisations and suppliers, with responsibility for a mixture of capital investment project works to support the priorities of having our homes with a minimum of EPC C and achieving net carbon zero in the Borough by 2030.
- 3.11. **Theme Four:** Ensuring homes are safe and secure for tenants and leaseholders - *To understand our properties and tenants to drive constant performance improvement and innovation*

- 3.12. Key achievements this period –
A multi-disciplinary damp and mould project team has been established, and work is underway to provide solutions that will help manage damp and mould across our tenants' homes: including a process and policy review, technical and non-technical training for the team, and a proactive communications strategy in line with Housing Ombudsman Service's recommendations in its report on damp and mould.
- 3.13. We have completed a review of our compliance IT management systems, and as a result have purchased a new compliance software programme (The Compliance Workbook) which will allow us to manage the documents of compliance against current regulations.
- 3.14. We have procured a contract for fire remediation and fire door replacement to address issues identified in Fire Risk Assessments, and by tenants and officers.
- 3.15. A Review of fire alarm installations at the Senior Living Schemes is underway to identify system upgrade needs.
- 3.16. In line with changes to the Regulatory Reform (Fire safety) Order 2005 (January 2023) all tenants in flat blocks have received letters on fire door information and fire safety instructions. The information has also been put on the website. An article on fire safety is due for the Spring Edition of Homes & People magazine.
- 3.17. The Community and Estates team continue to regularly inspect the communal areas of blocks of flats to identify safety issues and act as required.

4. Accountability

Quarterly review meetings of the HAMs action plan chaired by Service Improvement Manager will continue to ensure delivery.

5. Relationship to the Corporate Strategy and Service Plan

The report supports the Council's Corporate commitment to promote "*Good quality housing for all income levels and age groups*" and aim to "*be the best council landlord in the Southeast and to be acknowledged so by our tenants.*"

6. Implications of decision

6.1. Resource (Finance, procurement, staffing, IT)

There are no direct finance implications because of this progress report. Any costs relating to the Housing Asset Management Strategy Implementation will be funded within approved HRA budgets.

6.2. Legal

This update report has no direct legal implications, however the Council as landlord has a duty to ensure the appropriate management and maintenance of the stock it holds.

6.3. Equality, diversity, and inclusion

Any significant changes to the service that result from the action plan will be subject to an Equality Impact Assessment to ensure that they do not have any adverse impacts on equality.

6.4. Climate emergency declaration

Any works resulting from the action plan will be subject to an environmental and sustainability review where applicable.

7. **Consultation and engagement**

Tenants and leaseholders have been and will continue to be consulted on the implementation of the Asset Management Strategy.

8. **Other options considered.**

Doing nothing will mean that the feedback received will not be used to improve the service and progress of the HAMS action plan and will negatively impact our relationship with tenants.

9. **Governance journey**

Report to Landlord Services Advisory Board and O&S Committee on a 6 monthly basis

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: Annie Righton, Strategic Director 22.02.23

Legal Services: Ian Hunt, Interim Deputy Borough Solicitor 22.02.23

Head of Finance: Candice Keet, Senior Accountant 02.03.23

Portfolio Holder: March 2023