

Property Services

ASST MANAGEMENT STRATEGY – OVERVIEW

June 08

Summary

■ **Asset Management Strategy** – How we should maintain, repair and renew the stock.

■ **Asset Management Plan** - How it is going to be paid for and when will it be required.

Key Objective – Our Vision

■ ***“A sustainable portfolio that provides safe, affordable and well maintained homes for our residents, within estates and communities in which people choose to live.”***

Unpacking the Vision

In seeking to achieve this vision we have developed six key delivery areas that are critical to our success, and which help explain what our vision means in practical terms:

- 1. Housing Needs and Economic Sustainability
- 2. Environmental Sustainability
- 3. Stock Condition
- 4. Service Levels
- 5. Inclusion and engagement
- 6. Value for money and affordability

Housing Needs and Economic Sustainability

- Model developed to assess each property
- The demand for Housing and Council policy is an important factor in assessing options.
- Directs us towards an all asset approach e.g garages, business case for continuing to manage leasehold interests.

Environmental Sustainability 1

- ***“Hackney Homes will aim to ensure we take every practical opportunity to conduct our activities and use resources today in a responsible and sustainable manner. We aim to protect the environment and meet the needs of the present without compromising the needs of future generations.*”**
- ***We will also take the lead for provision of advice and support to our residents to enable them to contribute to this undertaking.”***

Environmental Sustainability 2

- Energy Efficiency
- Raising awareness
- Advice and training
- Green Estates Initiative
- Working with the Council

Stock Condition 1

- As a consequence of past budget constraints the current stock has suffered from long term under investment in planned and cyclical maintenance programmes of work.
- Our new Asset Management Database, Codeman 4, has been populated with a range of condition data and as well as replacing a number of separate systems, will be used for the detailed planning of all future programmes of work. The system also contains the HH Asbestos Register.

Stock Condition 2

- The Stock Condition survey from which the strategies and costs are derived was carried out in 2002/03. This sample survey covered around 85% of the stock externally and 10% internally. Since that time a further 13,000 properties have been surveyed or re-surveyed externally and over 4,000 internal surveys have been carried out.
- The Asset Management System will continue to be populated and updated and has produced indicative programmes for 2008/09 and has produced 30 year profiles of stock investment need. Major investment through the Decent Homes programme has made significant improvements, so that by 1st April 2008 66.7% of our stock met the Decency Standard.

Stock Condition 3

- The cost of bringing the remainder of the stock up to the “reasonable landlord standard”, that is above the minimum Decent Homes standard, by 2012, is estimated to be £177 million

Service Levels

- There are well developed and understood Service Standards and KPIs on the Decent Homes programme. These standards and KPIs are now adopted on Planned repair and maintenance programmes. These are reflected in the Asset management strategy.
- The Disabled Adaptations service needs particular focus as it makes such a difference to the quality of life for tenants. The service is jointly delivered by Hackney Homes and Hackney Council and is described fully in the AMS.

Inclusion and Engagement

- Neighbourhood Investment Boards (NIBs), which are chaired by Residents agree annual programmes of work and officers are accountable to the NIB for reporting on programme delivery in their areas.
- A range of consistent consultation and resident engagement procedures have been developed for each of our service areas. Resident satisfaction monitoring and associated validation processes are employed by each service area.
- We will continue to engage with and listen to residents regarding criteria for assembly of major works and security programmes as well as in respect of individual projects and contract management meetings.

Value for Money and Affordability

- We have developed a Value for Money Strategy which is designed to ensure that we adopt best practice, improve efficiency and implement a culture of continuous improvement.
- On the Decent Homes programme, 10% savings have been achieved across all building elements. This equates to around £7m in respect of the last two years of work.
- Our innovative approach to supply chain management is to be shared with other organisations through a consortium.
- The sums of money needed to keep the housing stock in decent condition through to the middle of the century are large, several hundreds of millions of pounds. It is not known at this stage whether these resources will be available. Annual reviews of the future cost estimates in the Asset Management Strategy will be carried out.



Further Development of the Strategy

- Work is required to address the issues of non-housing but associated property e.g. garages etc.
- An analysis of the costs, benefits and options of continuing to manage properties that are wholly or largely leasehold tenures
- An Estate Planning Process & Decent Estates.
- Development of a complementary Procurement Strategy.

