



# *Better homes, stronger services*

**Housing Asset Management Strategy**

**2024/25 – 2028/29**



# Contents

Introducing our Strategy

Key facts about our homes

The challenges we face

Our asset management strategy priorities

1. Stronger voices
2. Better data and decision making
3. Better repair and maintenance
4. Better homes
5. Stronger places
6. Stronger teams and better value for money

Delivering our strategy



# Introducing our strategy

Our Asset Management Strategy sets out six interrelated priorities for the effective management of the Council's housing assets. The strategy provides an overarching framework that sets out our approach to all aspects of our work. It covers works required to keep our homes safe, to planned programmes of component replacement, through to estate management and regeneration.

In developing the strategy, we have acted on our tenants' views. Tenants want their homes to be kept in good repair, wind and watertight, to be safe and have up-to-date facilities such as kitchens and bathrooms. We now need to build on this consultation and engagement to grow and increase the contribution of residents across all our activities.

Our arrangements with Qualis Group - a wholly owned multidisciplinary company of the Council - are fundamental to us being able to deliver the range of well designed, expertly informed, high-quality services our residents need and that we want to provide. To be successful, we will be reconfiguring the services we receive so they are based on a set of shared business objectives that optimise value for money for the Housing Revenue Account, while also delivering a sustainable operating model for Qualis.

To build a **better and stronger** approach to asset management, we need to have reference to a set of drivers for change for social housing providers:

- Building safety & compliance – addressing new rules through new roles and new relationships and meeting the requirements of enhanced levels of regulation.
- Zero carbon 2050 – putting in place retrofit programmes that incorporate energy efficiency and renewable technology, supported by new skills & supply chains.

- Increased focus on existing stock quality & desirability – tackling damp & mould, other hazards, disrepair & meeting a set of fit for the future standards.
- Customer excellence – developing a culture of openness and respect, reflecting the tenant 'voice' with genuine involvement and input and effective management of complaints and redress.
- New homes delivery – supporting the delivery of additional homes for affordable or social rent through our asset management work.
- Placemaking – taking a broader view of home & neighbourhood to deliver better opportunity and address physical & mental health (green spaces, walkability, crime & ASB)
- Asset performance - understanding stock condition, using data-driven active asset management practices to evolve the housing portfolio.

## Our approach to asset management

'Asset Management' is the term used to describe the range of activities we need in place to make best use of resources to maintain & improve our asset portfolio, support our corporate ambitions & reflect residents' future needs & aspirations.

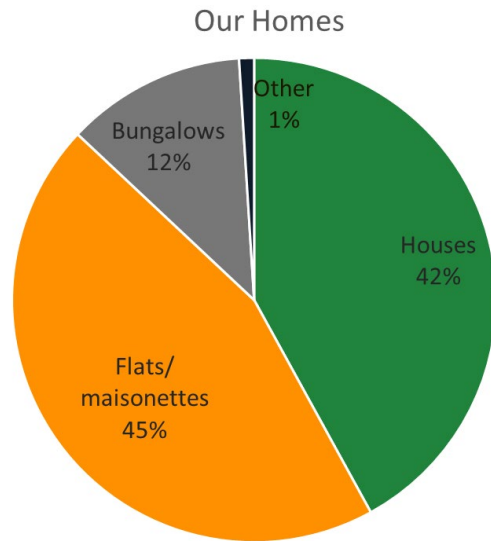
While asset management includes repairs and maintenance, it is about much more than this. It includes updating, improving, and investing in properties and estates so they provide good quality homes in places people want to live.

Our Asset Management Strategy therefore includes a wide range of work and activities including maintaining safe and healthy homes that are in good repair, carrying out energy efficiency works, and modernising and regenerating our properties and estates, all with a focus on the needs of residents.

# Key facts about our homes

Our housing portfolio contains around 6,200 social rented homes and 200 affordable rented homes. We also manage around 1,090 leasehold homes. All homes are within the Epping Forest District Council boundary, and we are the largest landlord in our area.

42% of our homes are houses, 45% are flats or maisonettes, and 12% are bungalows.



We spend around £4.75M each year carrying out day-to-day repairs and minor works and around a further £2.2M carrying out servicing and safety checks of heating, electrical, fire safety systems, lifts and other installations.

Every year, we have a turnover of tenancies of around 6%, equating to around 390 homes. We spend around £2.8m a year preparing properties

for reletting - around £7,350 per home. This is too high and needs reducing.



# The challenges we face

## 1. Providing safe homes that meet regulatory requirements

- Meeting the wide range of new and pre-existing legislation, regulation, and practice to ensure residents are safe in their homes, including meeting the current and future Decent Homes Standard.

## 2. Repairs and investment

- Carrying out repairs more quickly and at lower cost, improving levels of satisfaction with the repairs service, so we meet the needs and expectations of our tenants.
- Having better planned and managed, better value programmes of investment work, stretching resources to maximise impact.

## 3. Improving the quality and suitability of the homes and services we provide

- Maximising the benefits of works on empty properties and improving void standards, reducing expenditure levels so we let homes at a standard that supports sustainable tenancies at a cost we can afford.
- Modernising homes and services, so they better meet the current and future needs and aspirations of residents, including carrying out disabled adaptations.

## 4. Improving the quality and success of the places and neighbourhoods we manage

- Delivering joined up estate management services so people can live in well managed places about which they feel proud to call home.
- Putting in place effective partnership working with organisations and agencies where together we can secure greater combined outcomes.

## 5. Effective use of data

- Gathering and optimising the use of the best information and data through property surveys, inspections, and routine activities to develop a 'golden thread' to make properly informed decisions about how, when and where we spend money investing in homes.

## 6. Energy efficiency

- Fully understanding the range and cost of carrying out works to bring our homes up to Energy Performance Band (EPC) C by 2030.
- Upscaling plans and works programmes for retrofitting homes to raise levels of thermal insulation and to use renewable energy.

## 7. Dynamic portfolio management

- Understand property performance, effectively using the outputs of ARK ASAP - ensuring a proactive approach to the regeneration and disposal of properties so over time the stock of properties evolves to best meet the needs of residents and the Council.
- Regenerating properties and estates to unlock their potential, including an approach to the future of garage sites and re-acquiring right to buy homes and facilitating the development of new homes.

## 8. Improving the Customer Experience

- Meeting the needs and expectations of residents for excellent standards of modern service delivery when repairs and investment work is carried out.
- Improving how residents are involved and engaged so views help shape and inform all asset management works and services.

## 9. Designing a whole organisation approach where Qualis and the Council work together to meet shared objectives

- Developing a shared vision and delivery plan with the Council that maximises the role, benefits, and potential of Qualis as our principal contractor.
- Maximising partnership working within and across all teams to ensure everyone works collaboratively to a set of shared goals.

## 10. Effectively resourcing our work

- Ensuring the optimum team structure with clear roles and responsibilities and the right skills, capabilities, and capacity to deliver all repairs, maintenance, and investment works.
- Having in place or accessing sufficient financial resources to fund all asset management activities.

# Our asset management strategy priorities

**Our Asset Management Strategy is built around six priorities. These have been informed by our tenants' priorities and respond to the key challenges we and the wider social housing sector face.**

By delivering our priorities we will provide services and homes that are **stronger and better**. Our strategy provides a firm foundation to ensure all our homes are *'safe, fit for purpose and fit for the future'*.

Our six priorities are interlinked. For example, delivering better repair and maintenance programmes will also help drive the delivery of an improved customer experience. Likewise, delivering the best approach to planned investment relies on an intelligent, data-led approach to asset management, while also raising the quality of our homes, places, and neighbourhoods.

By implementing our priority actions, we will make best use of our resources and strengthen our ability to provide much needed, good quality affordable housing in our area.

## Our asset management strategy priorities

1. Stronger voices.
2. Better data and decision-making.
3. Better repair and maintenance.
4. Better homes.
5. Better places.
6. Stronger teams and better value for money.

The Social Housing (Regulation) Act 2023 received Royal Assent on 20 July 2023. The Act carries through many of the themes identified in the Government's 2020 White Paper - The Charter for Social Housing Residents. The Act strengthens the powers of the Regulator of Social Housing to enforce standards on all housing providers. This involves a proactive consumer regulatory regime including powers to inspect. There are four Consumer Standards and a Code of Practice.

# 1. Stronger voices

## Listening and acting on what people say

**We will provide opportunities for our tenants and partners to influence and be involved in decisions affecting homes and services. We will seek to communicate in a way that is open, honest, and respectful and be accountable to tenants for our performance.**

To help develop our Asset Management Strategy we conducted an extensive consultation exercise to understand our tenants' priorities.

The message was clear. That we need to focus on the basics of getting repairs done, keeping people safe in their home, investing in kitchens and bathrooms, as well as improving the energy efficiency of homes, and improving external areas.



## Communication and engagement

We want our tenants to be meaningfully involved in decision-making and in helping to shape our services – ensuring we always work in a tenant-focussed way. When things go wrong, we will strive to learn from complaints and from the feedback we receive.

We will work with our resident engagement team to devise and coordinate a new style of consultation and engagement, so residents' views properly shape the services we provide. This will include working with the Tenant & Leaseholders Panel, Community Champions and block and court ambassadors.

We will carry out annual tenant surveys and routine transactional surveys when repairs are undertaken. We will act on feedback and complaints to drive improvements to services.

## Being accountable to residents

The regulatory Transparency, Influence and Accountability Standard requires us to *“provide information so tenants can understand what to expect from their landlord and hold their landlord to account.”*

We aim to always communicate in a way that is open, honest, and respectful. We will provide all tenants with opportunities to have their say - to influence and be involved in decision-making.

We will communicate effectively to tenants about our plans and their delivery. We will listen and act on feedback on how they might be improved

We will provide timely, clear and accessible information to our tenants on how we are performing and how this compares with others. Tenants will have the opportunity to scrutinise and hold us to account for our performance.

## Working with partners

We also want to develop and enhance we deliver services by working effectively in partnership with others. This includes our contractor partners particularly our main contractor Qualis.

We will also seek to collaborate with other teams across the Council and draw on the skills, experience and knowledge of our councillors.

### Our actions for delivering stronger voices in asset management:

1. Use surveys, complaints and feedback to drive service improvement.
2. Work with the resident engagement team to actively involve tenants in the development of our service offer and future plans.
3. Provide timely, clear and accessible information to our tenants on how we are performing and how this compares with others
4. Put in place effective arrangements for Qualis, councillors and key partners to influence and improve our plans and services.





## 2. Better data to inform decision-making

### Improving the quality and use of data

**We will collect, manage and use robust data about our assets. We will strengthen our understanding of the condition and performance of homes and use this to make evidence-based decisions on actions to improve their performance.**

Good data is fundamental to good decision-making and is essential for an effective approach to strategic asset management.

We will embed a robust approach to data management to ensure we hold a 'single version of the truth'. This is key to our decision-making, to providing assurance and managing and scrutinising performance.

We will also ensure we have the skills and effective systems and processes to produce the information, business intelligence and insight we need to drive evidence-based asset management decisions.

### Understanding stock condition

When we carry out work in homes, it provides an opportunity to understand the current condition, future investment needs, and how well services are delivered. We must therefore have effective systems and processes for recording and analysing data. This could be from day-to-day repairs, from our statutory compliance work, or from our work in preparing empty properties for reletting. These insights will be used to inform decisions on service improvements and asset planning.

We will also ensure we hold accurate, up-to-date and robust data on our stock by carrying out further surveys in 2024/25.

To help supplement our stock condition surveys, we will develop our information and data on the energy efficiency of homes. We are working with partners at Parity Projects to develop data for key archetypes of property. This will provide crucial insights to inform the development of our energy efficiency strategy.

### Future performance

We need to use the data from our day-to-day activities, from the stock condition surveys, and from our energy efficiency modelling work to help scope out and cost how we can meet future requirements and standards.

Alongside the development of our Asset Management Strategy, we have been conducting a strategic assessment of asset performance.

This assessment takes a broad range of financial, quality and sustainability data to assess the relative performance of our stock.

Assessing the performance of our homes is a dynamic and complex process. As such the outcomes cannot be definitive. However, we now have new and valuable insights into the strengths and weaknesses of different stock groupings. By understanding the performance and return we can develop our plans and policies to meet future needs, maximise value for money and meet regulatory expectations.

The assessment will allow us to identify learning about the factors contributing to good performance. It will also help us make informed decisions on future investment through robust option appraisal of individual properties, groups of properties or whole estates.

This will consider the available courses of action from remodelling, redevelopment, or disposal to a range of estate or area-based interventions, all designed to improve performance.

## Our actions for delivering better data and decision making:

1. Ensure we hold reliable and accurate data to inform how we design and deliver services and prevent avoidable problems arising.
2. Further strengthen our understanding of the condition of our stock by completing our programme of stock condition surveys during 2024/25.
3. Complete our strategic assessment of asset performance and use the outcomes to make informed decisions on future investment including option appraisals of poorly performing homes.



### 3. Better homes that are ‘fit for the future’

#### Meeting current standards and future expectations

**We will ensure all homes meet all legal and regulatory compliance requirements. Our ambition is to move beyond meeting minimum standards to improving both the quality and desirability of our homes to ensure long-term sustainability.**

#### Safe homes that meet legal and regulatory standards

Keeping homes safe is a clear priority for our tenants. The introduction of Awaab’s Law further emphasises the importance we already place on proactively addressing damp and mould and disrepair issues.

We will develop a transparent approach to proactively dealing with damp and disrepair issues. We will survey homes regularly to check their condition and seek out problems using risk-based approaches. We must embed a positive ‘safety culture’ across the Council with all staff and contractors acting as our ‘eyes and ears’ to help identify and address issues relating to the condition or safety of homes.

We will also ensure robust arrangements are in place to meet inspection, testing, repair and servicing requirements and deliver outstanding levels of statutory compliance – supported by robust assurance arrangements.

This includes maintaining good performance on gas safety, electrical and fire safety, lift servicing, water quality and asbestos and structural surveys.

We will build on our Scorecard and Dashboard to implement our new Compliance 365 system for recording, monitoring, and reporting on our performance in meeting our statutory compliance work.

#### Quality homes that meet future standards

Our ambition is to move beyond meeting the minimum Decent Homes Standard to ensuring all our homes are sustainable and meet our tenants’ future needs and expectations - so they are ‘fit for the future’.

While this includes raising the energy efficiency of homes, it goes beyond this, to include a wider range of fit for purpose standards.

We will build on our energy efficiency work to develop a Retrofit Energy Efficiency Strategy designed to meet our environmental targets. We will prioritise a combination of ‘easy wins’ and works to the worst performing properties so all homes meet EPC C by 2030. We will also develop a plan for making the homes ready for ‘net zero’ by 2050.

We will use the analysis and reporting on energy performance and prospects to help inform our strategic decisions around the energy efficiency and wider retrofit works.

It is also important that we are ‘funding and finance ready’ for securing external resources to supplement our own monies, supported by having long term delivery partners in place.

In addition, we want to work with tenants to continually develop our understanding of residents’ needs and requirements for homes that are modern and ‘fit for the future’, with reference to fixtures, fittings, and facilities.

To do this, we will set up a ‘Future Homes’ group to consider and devise future-facing property/home standards for our homes drawing on the insights and experience of our tenants, councillors, contractors.

#### Lifetime homes and disabled adaptations

Ensuring homes meets tenants’ needs was a particular priority for older people. We will explore ways that we can ‘future-proof’ homes and improve safety and convenience for all age groups by identifying and

removing potential hazards and improving accessibility. This can often be done easily and cost effectively through simple changes in design, space and layouts incorporating elements of the 'Lifetime Homes' standard.

We will work with our tenants to identify and implement practical and cost-effective solutions to maintain their quality of life usually in their existing home.

We will set an annual budget that will allow us to meet tenants' identified needs for adaptations quickly.

We will also make best use of our stock by reletting adapted homes to households with similar needs.

### **Our actions for delivering better homes:**

1. Fully understand how our homes meet the Decent Home and Home Standard and proactively maintain decency.
2. Proactively identify and deal effectively with significant hazards, including mould and disrepair.
3. Embed a robust approach to ensuring all homes are safe and in good condition and providing assurance to tenants & decision-makers.
4. Implement a new system to support the management and assurance of our legal and regulatory compliance requirements.
5. Develop a Retrofit Energy Efficiency Strategy with clear milestone delivery targets so all homes meet EPC C by 2030 – where practicable integrated into our 5-year investment programme and delivered on a 'worst first' basis.
6. Develop a detailed and fully funded longer-term plan to work towards 'net zero' homes by 2050.
7. Work with tenants, contractor partners and other stakeholders to co-create our plans to achieve net zero carbon homes - building momentum for and trust in our plans.



## 4. Better repair and maintenance

### Delivering effective and efficient repairs and planned maintenance

**We will provide an efficient responsive repairs service with improvements in the number of repairs done on time. We will carry out works to empty homes to good standards and relet them as quickly as possible, while also seeking to reduce void costs, and support improved tenancy sustainment. We will also use better data to inform the development of our investment plans and improve decision-making.**

Ensuring our homes are maintained in good condition is our tenants' highest priority. This involves ensuring we invest wisely in facilities such as kitchens and bathrooms and by delivering responsive repairs and repairs in voids quickly and to a good standard.

#### Providing efficient responsive repairs services

Responsive maintenance covers day-to-day repairs identified by tenants and those identified through inspections, housing and neighbourhood management activities.

We aim to provide a high-quality, reliable service that meets tenant's needs and expectations. However, performance in recent years has fallen short of our ambition.

We will develop a new Repairs and Maintenance Policy setting what and how we will deliver against agreed service standards.

We will work closely with Qualis as our delivery partner and with tenants in developing the new policy. Our ambition is to improve the organisation

and reliability of the service, completing repairs more quickly within shorter target timescales, and improving levels of tenant satisfaction.

Ultimately, by getting more repairs done on time we will drive higher tenant satisfaction and improve overall housing quality.

#### Void works that support sustainable tenancies

Repairs to voids are very different from day-to-day repairs because delays in repairing a void have an immediate effect on rental income.

In common with many social landlords, we need to explore ways to reduce void costs and times. We will take opportunities to identify cross-organisational learning to help prevent 'avoidable' high-cost voids e.g. through the use of recharges and active tenancy management.

We also need to ensure our processes deliver a cost-effective and coherent approach to reletting empty homes quickly while meeting tenants' expectations and supporting tenancy sustainment.

We recognise the importance of void standards in letting homes, especially for those with limited incomes and support needs. We will therefore ensure we have an appropriate and clearly understood Void Standard that also incorporates working with tenants to identify and implement measures to help them successfully create and sustain their tenancy.

While a property is empty, it can be an ideal time to carry out extensive works more easily and cost effectively, especially items such as insulating floors and walls, installing new heating systems, kitchens, and bathrooms. This may lead in some cases to higher cost voids. We will therefore adopt a flexible and collaborative approach across the business for identifying any planned investment that would be best being carried out when specific properties or property types become empty.

To help manage and contain expenditure on voids in the longer term, we will explore how we can better target and expand our tenancy sustainment services.

### Well-designed planned maintenance

We will develop and publicise a ‘rolling’ 5-year programme of planned maintenance. Proper maintenance and preventative work on an ongoing basis should maximise the lifespan of components, so we replace them only when needed, as well as helping minimise responsive repair costs.

Our approach to planned maintenance will be informed by our stock condition surveys and the data in our Asset Management System. It will also be informed by business intelligence and insight drawn from our wider repair activities, our work with tenants, and be agile to changes in legal and regulatory requirements.

Stock condition survey outputs will further improve our data. Accurate and robust data will enable us to make better use of our resources and make evidence-based decisions on our future planned maintenance programmes.

#### Our actions for delivering better repair and maintenance:

1. Work with Qualis and tenants to develop a new Repairs & Maintenance Policy setting out core service standards.
2. Work with tenants to develop target specifications for all repair, void & planned maintenance works considering whole-life costs and the optimum balance between cost, durability and appearance in choosing materials.
3. Develop and deliver a rolling 5-year investment programme based on our stock performance modelling drawing on data and ‘business intelligence’ from across the organisation.



## 5. Stronger places

### Improving the quality and success of our estates

**We will take a broader view of a home – looking beyond the four walls – recognising the importance of the quality of the places and neighbourhoods we manage. We will look for opportunities to use the investment in our assets to support regeneration and create sustainable communities.**

**We will use our asset management work to help create neighbourhoods that are safe and well-maintained to enhance people's health and wellbeing and support stronger communities.**

We know that parts of our area need physical regeneration and environmental improvements. We also know that health and other inequalities are focussed on our estates.

We will help drive stronger shared collaboration between tenants, Council services and other stakeholders to deliver a range of asset focussed initiatives. This will help us meet and go beyond the requirements of the regulatory Neighbourhood and Community Standard.

We will also extend our experience of investing in planned maintenance on estates into more comprehensive estate regeneration and environmental improvements. We want to see our areas thrive through improved health, wellbeing, skills and employment opportunities and equal access for everyone.

### Stronger neighbourhoods

Our ambition is to help create neighbourhoods that are safe and well-maintained, and where people want to live, work and play.

We will protect and enhance public and green spaces for local people to enjoy and enhance their health and wellbeing.

We will work with other teams, partner organisations and with tenants to respond proactively to issues that impact negatively on estates, such as nuisance or anti-social behaviour and the poor maintenance of shared and open space. This includes:

- Tenants being 'good neighbours', caring for gardens and communal areas and reporting issues when they arise;
- Carrying out repairs and renewals promptly to common areas of blocks of flats, pathways and parking areas, maintaining gardens and communal areas to the good standards, and 'designing out' problems through an 'asset-led' approach'; and
- Having effective management practices and techniques in place to actively identify and reduce crime and anti-social behaviour, working with the police and community partners.

Starting with a pilot, we will work with a broad range of tenants to define local Neighbourhood Standards. These need to reflect the issues that matter most to people at a local level. This may include improvements in the quality and maintenance of communal and green spaces, the effectiveness of neighbourhood management, and initiatives to tackle crime and anti-social behaviour.

Importantly, to deliver the standards will require us to work effectively with partners at a local level to provide clear service standards and initiatives against which tenants can hold us to account.

## Stronger regeneration initiatives

We also recognise how the poor-quality design and appearance of our housing assets can adversely impact on the success of our estates and neighbourhoods.

We will integrate our investment in homes and places, developing plans for regeneration where opportunities exist. These longer-term solutions may involve regenerating properties and estates that suffer from poorer quality design, property conditions and neighbourhood management issues.

We will use our strategic assessment of asset performance to identify potential schemes and put them forward to other teams and partners for consideration and appraisal. This will help support the use of our existing asset base for the delivery of remodelled properties or new, additional good quality social and affordable rented homes across our area.

### Our actions for delivering stronger places:

1. Work with tenants to develop bespoke local neighbourhood standards to reflect specific local concerns and priorities.
2. Work with partners on the Epping Forest Community Safety Partnership to improve safety and security and enhance the quality of place.
3. Work with partners to explore opportunities to provide new affordable housing through the active asset management of homes and spaces particularly where this will support neighbourhood regeneration and/or address poorly performing homes.





## 6. Stronger teams and better value for money

### Optimising the impact our of resources

**We will put in place the right resources and arrangements to deliver our asset management strategy and use them to best effect. We will have skilled and knowledgeable teams, contractors, and suppliers, along with the financial capacity to deliver a well procured and managed range of repair and investment works. Effective performance management and governance arrangements will support the delivery of better value for money.**

It is important that we use our scarce resources well to help reduce costs and make our expenditure go further. The quality of our people, the organisations we work with, and our governance arrangements must all be channelled into ensuring we maximise the impact of our work.

### Staffing and culture

The quality of our people is fundamental to us being a strong, efficient, and effective organisation. We need a culture that supports continuous learning and development and where our leaders motivate and support people and teams to be accountable for their decisions.

We will aim to be a partner and employer of choice, where we can attract, retain, and develop people with the skills and knowledge we need for the future, working to deliver better shared outcomes.

We will invest in recruiting and retaining skilled and talented people as we seek to build a newly reconfigured housing asset management team. The

team needs to have a size and structure appropriate for the scale of our operation, with the right blend of expertise needed to deliver a modern, forward-facing repair and asset service.

### A strong, strategic client

How we work with Qualis, and other contractor partners will be important in delivering value for money. We must therefore be a strong strategic client.

We need to maximise the potential and opportunities of Qualis as our principal contractor partner through the delivery of shared business objectives.

We will work in partnership with them to procure effective delivery arrangements and to continuously improve performance through best practice contract management – based on a ‘right first time’ approach.

To help achieve our shared goals, we will reshape our Service Level Agreement with an ambition to deliver best quartile performance at a cost that represents good value for money.

Our arrangements with Qualis will be supported by a range of other complementary and supplementary contractor arrangements. We will develop an HRA Procurement Strategy that looks holistically at obtaining best value. This will leverage efficiencies to secure the optimum blend of price/quality, supported by effective contract management.

### Performance and benchmarking

We will develop a suite of performance measures for our repair and maintenance services. These will define our ambitions and will be used to actively manage our performance and drive continuous improvement. The newly reconfigured arrangements with Qualis will have performance targets based on our ambitions for the partnership.

Benchmarking is important in demonstrating that our services represent good value for money. Our most recent benchmarking data has highlighted some areas where costs and performance fall short of our ambition.

We will regularly use benchmarking alongside performance information to help assess and understand where improvements to services need to be made and as a tool to help drive up standards performance levels.

### **Effective governance**

We will establish robust governance arrangements to oversee the delivery of our strategy and ensure we meet the highest standards in terms of transparency and being accountable to our tenants.

To help support delivery and good governance, we will establish a multi-disciplinary Strategic Asset Management Group. The group will comprise representatives from the assets team, Qualis, senior leadership and councillors.

We will ensure our Asset Management Strategy supports - and is supported by - a strong Housing Revenue Account (HRA) Business Plan so we have the funding and capacity to deliver our objectives and priorities.

### **Our actions for having stronger teams and delivering better value for money:**

1. Put in place new 'fit for purpose', appropriately sized, team structure for the Housing Asset Management Service.
2. Develop the role of the Council as a strategic client to Qualis and other contractors, built on partnership working and strong, trusted relationships.
3. Restructure the Service Level Agreement between the Council and Qualis to deliver better outcomes and value for money.
4. Work with Qualis to develop a robust Business Plan to support the delivery of the asset management strategy priorities underpinned by clear service level expectations.
5. Develop an HRA Procurement Strategy that sets out how the Council will achieve best value for money through in-house (through Qualis) and external contractor delivery, supported by effective contract management processes.
6. Strengthen performance management systems, ensuring our Key Performance Indicators (KPIs) align with the Council's vision and priorities.
7. Use benchmarking on an ongoing basis to demonstrate performance, processes, structures and costs represent good value for money.
8. Establish a multi-disciplinary Strategic Asset Management Group to support delivery of the Asset Management Strategy.

# Delivering our asset management priorities

**The success of our Asset Management Strategy will rely on our ability to deliver what we have set out to do. We have developed a range of key actions across each of our asset management priorities. These actions follow through into our delivery Action Plan.**

The Action Plan is designed to be a 'live' document. The actions will be reviewed regularly and updated as works and initiatives progress and as new legislation and regulatory requirements emerge. This will ensure the Asset Management Strategy remains 'current', being viewed as a living document that it is continually monitored and reviewed to drive forward our activities.

We cannot deliver everything we want straightaway. This means we are going to have to prioritise our time and resources, so we strike the right balance in delivering the works and activities across our six asset management priorities. This will ensure tenants see the necessary benefits while also meeting the needs and capacity of the Council.

Our progress in carrying out all our asset management work, activities and initiatives will be constantly reviewed through the Council's governance structures. This governance includes consideration and decision-making through our Strategic Asset Management Group as well as independent audits and scrutiny.

