



Homes for Haringey

Asset Management Strategy 2018 – 2023

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Foreword

This document sets out our Asset Management Strategy with detailed targets and outcomes for the period 2018 to 2023.

Our first Asset Management Strategy was produced in July 2006 and subsequently updated in 2007 and 2010. This document sets out progress and achievements since then, and follows a review of the Strategy against current best practice in Asset Management and changes in legislation.

It also reflects the changed context in which we will be delivering the Strategy. With the recent changes in housing policy, establishment of self – financing, and end of Decent Homes funding, it is timely to refresh the Strategy.

The Welfare Reform and Work Act 2016 put in place a requirement for Councils to reduce their rents by 1% a year for four years and this represents a significant reduction in the resources available to the Council to deliver the desired standard of stock investment. The proposed levy on higher value voids, as set out in the Housing and Planning Act 2016, represents a second challenge to the resources available within the Housing Revenue Account (HRA). The full impact of the proposed levy is not yet known, given that implementation has been deferred for the next two years.

The Strategy has been developed in partnership with the Council to ensure it is aligned to and supports delivery of current Council objectives and priorities. As such, it forms part of a wider suite of strategies linked to the Council's new overarching Housing Strategy and Corporate Plan.

The Asset Management Strategy is for the use of staff, residents, the Homes for Haringey Board, Council Officers and Members, and any other individual or organisation interested in the Asset Management service provided by us.

Residents have been consulted about the Strategy and agreed the key objectives we are seeking to achieve over the next five years.

The new Strategy will enable us to deliver investment programmes that are resident focused and value for money, beyond what was achieved through the Haringey Decent Homes programme.

It will embed the principles of active Asset Management, whereby we will review the longer term financial viability and demand for stock before making any investment decisions.

Delivering the agreed outcomes of the Strategy will form a key business priority for Homes for Haringey as part of the extended management agreement with the Council.

The will be challenged, revised and updated as part of our business planning cycle. In particular, it is likely we will need to update the Strategy following the Building Regulations review which is currently ongoing.

If you wish to discuss anything in this document, or would like further information, please contact Asset Management Policy and Strategy on 020 8489 1067 or email majorworksenquires@homesforharingey.org

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Executive Summary

Our Asset Management Strategy 2018 -2023 sets out a strategic framework within which we will manage, maintain and invest in our housing assets. We aim to deliver capital investment, planned/cyclical maintenance, repairs to empty property and responsive repairs programmes in a structured and sustainable way. The Strategy contains a series of tasks, outputs and outcomes all linked to improvements in performance and delivering value for money.

This Strategy is based on:

- Council and resident priorities
- The findings of the 2011 and 2015 Stock Condition Surveys
- Current assumptions around the resource position
- Latest best practice in Asset Management

Key reference documents are listed and, if appropriate, are attached as appendices. The document has been cross-referenced with existing Council and Homes for Haringey plans and strategies.

In order to deliver the Strategy, we need to ensure that the requirements of the stock are affordable in the context of the 30 Year HRA Business Plan, and that this is 'joined up' with competing pressures for resources; namely for estate regeneration and new build.

The key drivers for delivery of the Strategy are:

- Principles of active Asset Management – taking a long term and strategic view in all decision making
- Keeping homes safe, warm and to a good quality standard
- Delivering sustainable investment which contributes positively to the local community
- Improving the quality of life for residents on our estates
- Building the expectation that tenants will do more for themselves, supported by their landlord

The Strategy will be delivered using:

- Quality and accurate stock condition information
- Effective resident engagement
- Effective procurement
- A professional Asset Management planning and delivery team

Through the delivery of the Strategy we will:

- Establish a coherent, 5-year capital investment programme which delivers value for money
- Protect and improve the overall performance of the Council's Housing Revenue Account (HRA) assets
- Look for opportunities to add value to the portfolio, via potential infill or new build opportunities
- Use resident feedback to establish priorities and choices where resources allow
- Manage resident expectations and share information with them about the Council's resource position, so that they fully understand the environment in which we work.

Homes for Haringey will regularly monitor its Asset Management Strategy performance, using the following measures:

- Compliance with the Homes and Communities Agency's (HCA) 'Home Standard'
- Decent Homes Standard
- Customer satisfaction
- Health and Safety compliance
- Yield (Net Present Value) per property/block
- Affordability of the programme of works in the context of the Business Plan

1. Introduction

1.1 Context

Homes for Haringey was launched in April 2006 following a resident-led stock option appraisal and a positive vote for an Arms Length Management Organisation by Haringey Council tenants and leaseholders. In 2007 Homes for Haringey was awarded two stars by the Audit Commission Inspectorate which enabled the Council to access Decent Homes funding.

The Decent Homes Programme began in 2008; at which time 58% of Haringey's stock was decent. As at the 31st March 2017, over 10,700 homes had been brought up to the Decent Homes Standard. This brought the percentage of homes meeting the standard up to 78.9%. We are on course to increase this percentage to above 81.0% of the stock by the end of this year, with an additional £24.6m due to be spent on Decent Homes work in 2017/18, and a further 600 homes expected to be brought up to the Decent Homes standard.

Resident Satisfaction has been consistently high throughout the duration of the programme; averaging 94% for tenants and 83% for leaseholders and is currently running at 95% overall.

The focus of the last nine years has largely been on component renewal; driven by the need to comply with the Decent Homes funding requirements. This has led to the essential renewal of a number of key components including windows, roofs, kitchens and bathrooms. The external environment and common parts, which fall outside the scope of the Decent Homes standard, have been lesser priorities for investment during this period.

Following the end of the Government funded Decent Homes programme, and the emergence of Housing Revenue Account (HRA) self-financing, council's now have greater freedoms to set their own direction and to develop asset management plans that meet their local needs.

The new investment standard and changes in approach to stock investment, as approved by October 2016 Cabinet, were developed with reference to current best practice in asset management, learning from other social housing organisations, and consultation with our stakeholders about what are priorities should be and how these can best be delivered.

New approach includes communal and estate environmental works which were not covered by DH and which will improve the overall quality

of life for residents on our estates. We will also seek to add value to the portfolio through possible infill and new build in tandem with investment works.

The 2018 Asset Management Strategy needs to have a broader and longer term perspective; covering all HRA assets, which will be assessed for their viability and contribution to the overall 30 Year Business Plan. This in addition, to delivering better outcomes for residents, through consolidating our investment programmes by adopting a more estate based, 'holistic' approach which now includes the external environment and common parts.

Alongside this, we have reviewed our current processes for measuring resident satisfaction and will be putting in place new measures which will enable us to better capture the resident experience throughout works delivery.

Having sought advice from leading housing consultants and experts in developing our new approach; together with learning from resident feedback, we believe we now have an appropriate framework in place, which will best enable us to deliver future investment in the housing stock.

More detail on how the programme has been developed, is set out in the accompanying 5 Year Investment Plan document.

In 2017, the Council agreed to extend the management agreement with Homes for Haringey for a further 10 years. The new Asset Management Strategy will be key to shaping how Homes for Haringey Property Services will deliver Council requirements for the maintenance and future investment in its housing stock.

1.2 Homes for Haringey Mission, Vision, Aims and Key Objectives

The Asset Management Strategy is designed to support Homes for Haringey's Mission, Vision and Aims and Objectives, which are set out in our Business Plan. Our Mission is 'Working with residents to provide quality housing services and decent homes'. As the Council's housing company, we have adopted the Council's vision for housing:

'Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.'

To ensure we achieve our vision we have three strategic aims. They are:

- Work in partnership to prevent homelessness and help those in housing need
- Provide excellent housing management services and improve life-chances for Haringey residents
- Improve existing homes and increase the supply of high quality affordable housing.

Four cross cutting themes run through everything we do:

- Equalities and diversity
- Involving residents
- Sustainability
- Working in partnership with stakeholders.

1.3 Asset Management Strategy Aims

Our Asset Management Strategy sets out:

- How we deliver all capital investment, planned/cyclical maintenance, repairs to empty property and responsive repairs
- A strategic framework from which informed decisions can be made about investment in and maintaining our housing and related assets
- How we deliver value for money and improve the service we provide to residents.

Our detailed objectives and how we arrived at them are set out in section 3.

1.4 Principles of the Asset Management Strategy

We have adopted the following key principles:

- An 'Active' approach to Asset Management – taking a long term and strategic view in all decision making
- Keeping homes safe, warm and to a good quality standard
- Delivering sustainable investment which contributes positively to the local community
- Improving the quality of life for residents on our estates
- Involving residents in determining priorities
- Building the expectation that residents do more for themselves supported by their landlord
- Adding value to the portfolio, for example through infill, as part of investment works

The Strategy will be delivered by:

- Actively managing and maintaining the quality and currency of our stock condition data
- Actively engaging and consulting residents to ensure our asset management activities address their current and emerging needs
- Procuring works and services for delivery that provide good value for money and high standards of quality
- Supporting a professional team to deliver the Plan with ongoing review of management arrangements to ensure they remain fit for purpose
- Use of a viability model to assess the performance of existing assets, followed by an options appraisal process for further review
- Assessing the condition, performance and opportunities associated with other related assets e.g. garages
- Assessing the social as well as the financial value of our assets
- Considering opportunities for 'joined up' wider area regeneration and for the development of new homes

1.5 Strategic Context and Links to Corporate Plans and Strategies

In order to deliver the Strategy, we need to balance competing financial pressures with the aims of the Strategy. Our Asset Management Strategy is therefore aligned to the 2018 Mid Term Financial Strategy and a number of key Council strategies.

1.5.1 Haringey Council's Corporate Plan 2015 – 18

Haringey Council's Corporate Plan, *Building a Stronger Haringey Together*, sets out the Council's overall priorities and programme of work for the period 2015-2018. It identifies housing as one of its five priorities, committing us over that period to '*Create homes and communities where people choose to live and are able to thrive*'. Within this objective the plan states that the Council's aims are to:

- Deliver Decent Homes
- Improve some Council owned estates by building new, good quality, energy efficient affordable housing for rent and sale.

1.5.2 Housing Strategy 2016 – 2021

Haringey's Housing Strategy establishes the Housing outcomes critical to achieving these objectives. The key priorities are to:

- Improve help for those in housing crisis
- Ensure that housing delivers a clear social dividend
- Drive up the quality of housing for all residents
- Achieve a step change in the number of new homes built

The Asset Management Plan aims to support these objectives.

1.5.3 Haringey Council's Capital Strategy 2015 – 2025 and Corporate Asset Management Plan 2016 – 2026

In developing our Asset Management Strategy, we have taken account of Haringey Council's new Corporate Asset Management Plan. This provides a long term strategy for the Council's property assets and management which underpins and supports the delivery of the 2015 – 2025 Capital Strategy. The main aim of Haringey Council's Capital Strategy is to ensure that the council only holds property assets that are required in direct or indirect support of service priorities and corporate objectives, and that these are managed efficiently and effectively to demonstrate good use of resources and value for money.

The Corporate Asset Management Strategy is the key driver for all capital decisions within the Council, including those assets managed and maintained by Homes for Haringey.

1.5.4 Stock Investment and Estate Renewal Policy October 2016

The Asset Management Strategy is focused on Council stock but also supports, and is closely aligned to, the Estate Renewal Policy whose purpose is:

- To set out the Council's approach to making estate renewal decisions and establish the principles for investment in estate renewal
- To complement the Estate Renewal, Rehousing and Payments Policy and facilitate resident engagement both before and after any decisions are made
- To support the social and economic regeneration of areas of Haringey and the economic growth and benefits that residents receive
- To assist in the creation of mixed and balanced communities
- To set out clearly the delivery approach, including the role of the new Haringey Development Vehicle.

1.5.5 Haringey Development Vehicle (HDV)

The Council is in the process of establishing a Joint Venture with the private sector to carry out extensive estate and other private development. As this programme of works develops we will adjust the strategy and plan to ensure it compliments these works.

2. Our Housing Assets

2.1 Property Portfolio

Homes for Haringey manage 15,423 council properties: 14,094 tenanted general needs, 909 supported housing, 419 Community Good Neighbour and 4,917 leasehold. **(20,339)** homes in total).

Table 1: Tenanted stock by archetype as at 1st April 2017

Pre 1945 small terrace houses	1,277
Pre 1945 semi detached	193
All other pre 1945 houses	2,017
1945-64 small terrace houses	20
1945-64 large terrace/semi/detached	70
1965-74 houses	445
Post 1974 houses	686
Non-traditional houses	113
Pre 1945 low rise flats	874
Post 1945 low rise flats	852
Medium rise flats	6,112
High rise flats	2,550
Bungalows	214
TOTAL	15,423

Table 2: Tenanted stock by bedroom size as at 1st April 2017

0 bedrooms (bedsit)	144
1 bedroom	5,568
2 bedrooms	5,244
3 bedrooms	3,754
4 bedrooms	594
5+ bedrooms	119
TOTAL	15,423

2.2 Supply and Demand

Approximately 26.7% of Haringey households live in social housing accommodation, 31.5% in private rented and 40.3% are owner occupiers.

In common with other London authorities, Haringey is faced with a severe imbalance in the demand and supply of affordable housing. There are over 3,000 households in temporary accommodation and as at January 2018, 9,500 applicants on the Housing Register.

This is coupled with an increasingly unaffordable private sector in both the rented and owner occupier markets. In 2017, the average house price in Haringey was £664,048. With an average borough household income of £36,011, the owner occupied sector is unavailable to the majority of residents.

As a consequence of very high demand and limited supply, all stock can be let. We do, however, have a mismatch between demand and supply with well over a third of the stock comprised of one bed units when the highest demand, as expressed on the Council's Housing Register, is for 2 bed (52%) and 3 bed (36%) units.

Addressing identified need in appropriate locations is therefore a key consideration in the appraisal of existing stock and determination of new supply initiatives.

2.3 Reviews of Asset Portfolio

Homes for Haringey hold the key data that enables us to work with the Council to make effective decisions about the stock. Homes for Haringey is responsible for the data quality, updating it and ensuring that it can be analysed in order to make good decisions about the housing stock. This will include decisions about investment, disposal or remodelling and alternative use of assets. There is an agreed process between the parties to enable assets to be evaluated as they become vacant to ensure that the Council meets its commitments to the Government and its residents in a financially prudent way.

2.3.1 Commercial Portfolio

The management of the Housing Revenue Account (HRA) commercial portfolio is currently carried out by the Council's Corporate Property Services Business Unit. There is a separate review of these of these assets which will be reflected in this strategy once it has concluded.

2.3.2 Garages

We used the findings from the 2015 stock condition survey to feed into a wider strategic review of the garage portfolio. This looked at occupancy, demand, rental charges and potential alternative uses, including:

- Retention of garages with investment to improve standards and decrease vacancy rates; thus increasing revenue
- Conversion of garage sites to commercial managed storage facilities

- Use of sites for development

A number of initiatives are currently being progressed by the Council's Strategic Housing team.

2.3.3 Supported Housing

There is a relatively wide range of supported housing provision with the Borough, comprising scheme based low rise flatted stock, self-contained bungalows and one tower block. The majority of dwellings are one bed units, with only a small number of two bed units available. All schemes have a full time scheme manager. All the retained supported housing stock has received substantial investment through the Decent Homes programme.

In 2016/17, a condition survey of all the supported housing stock was undertaken by Ridge and Partners. This included recommendations for further appraisal and future options. Ridge concluded that, while the general standard of provision within sheltered schemes is good, the configuration, layout and condition was variable.

The findings from the Ridge study are now being considered as part of a wider Council review, currently underway, into supported housing need and provision in the borough. The outcome and recommendations arising from the report will be taken into consideration in our future works planning.

2.4 Stock Condition

One of the key drivers for a delivering an effective Asset Management Strategy is having access to robust stock condition data.

In 2015, Homes for Haringey commissioned Ridge and Partners to undertake a condition survey, covering approximately half of the Council's housing stock. The survey consisted of internal and external surveys on a selected sample of dwellings; including energy surveys. It also covered garages, high-rise and non-traditional dwellings, with some specialist engineering inspections.

The data collected has been combined with the results of the 2011 survey, also carried out by Ridge, which covered the other half of the stock. Across the two surveys access was gained to approximately 80% of the stock. Where access has not been gained survey data has been cloned from similar surveyed properties. All this information has been uploaded into SAM Codeman, our Asset Management database. The stock

condition data in SAM Codeman is also updated annually to reflect the renewal of components carried out through the major works programme to ensure the data remains up to date and accurate.

As a result, we now have a comprehensive stock condition database from which we are able to make informed decisions about future investment options.

The stock condition results have been combined with desk-top budgetary information to formulate an ideal investment profile over 30 years. This indicates a total 30-year investment requirement of £1.424b, of which £401m is required within the first five years.

Based on this data we have produced a set of cost tables alongside an affordable investment programme which best meets stock condition priorities and has a positive impact on our decency position. This is set out in more detail in section five. To ensure the investment standard remains affordable some possible investment areas have been excluded. These are –

- Flat to pitch conversions
- Significant energy efficiency works
- Significant estate improvements/re-design resources

In order to further enhance our knowledge about the stock, we have commissioned additional specialist surveys of complex mechanical and electrical systems. These are typically defined as the services that exist within common parts of blocks such as a communal boiler and its central distribution. This exercise is being carried out throughout 2018 and will provide us with a more definitive complex mechanical and electrical asset database and a more robust costed profile of works required, for use within the investment planning process.

2.5 Decent Homes assessment

By March 2017 the level of decency has increased from 58% of the stock as at the start of the programme in 2008, to 78.9%. This takes into account approximately 900 homes annually falling into non – decency over the period and 790 homes that were removed from the programme which are subject to options appraisal.

All of the homes on estates pending regeneration consideration received essential repairs and maintenance works in 2016/17, and, subject to the outcome of the option studies, will either be transferred to the regeneration vehicle or retained for mainstream investment. The

remaining non-decent stock is made up of homes that received work in the early years of the programme but have since fallen out of decency and will be included in the first few years of the successor programme.

The new Investment Plan has been designed to ensure that 100% decency is achieved by the end of the 5-year period, barring stock where investment may be restricted due to regeneration.

3. Review of existing Strategy and future objectives

3.1 Review of existing Asset Management Strategy (2010)

As part of the development of future objectives for the new Asset Management Strategy, Homes for Haringey have undertaken a review of the 2010 Plan with reference to:

- Current best practice in asset management (Royal Institute of Chartered Surveyors (RICS), Housing Quality Network, Department of Communities and local Government Guidance (DCLG)
- Learning from other social housing organisations
- Consultation with our stakeholders about what the priorities are for the next five years.

3.2 Asset Management Self -Assessment check-list

We developed the following best practice checklist and used it when reviewing the existing Plan:

- Do we have a good understanding of the asset management challenges we face?
- Is our Strategy linked to and consistent with other key strategies both within Homes for Haringey and the Council?
- Do we address current and future need?
- Are residents fully engaged in drawing up and delivering the Asset Management Strategy?
- Are we making the best use of our assets?
- Do we have an accurate and up-to-date stock condition database?
- Do we have clear repairs and investment programmes based on an objective prioritisation process?
- Does our investment planning address life cycle costs, sustainability, regeneration, energy efficiency and wider community outcomes?
- Do we show clearly how asset management activities lead to delivery of value for money?

- Do we show how option appraisal is carried out and translated into decision making?
- Do we ensure legal liabilities are fully addressed, for example compliance with current gas safety regulations?

3.3 Progress to Date

There has been much progress since we last updated our Asset Management Strategy in May 2010:

- Decent Homes programme delivered with high levels of resident satisfaction averaging 94% over 9 years (currently 95%)
- Major Works delivery partnerships successfully established and cost efficiencies of 14% achieved through a Common Supply Chain
- Successful in bid for £11.4m additional Decent Homes backlog funding
- Used Decent Homes funding to leverage £1.6m of external funding to deliver a range of retrofit measures through the Social Housing Energy Savings programme (SHESP); Community Energy Savings programme (CESP; and Carbon Emissions Reduction Target (CERT)
- Working closely with the Council in the development of the Housing Investment and Estate Renewal Strategy. This includes exploring potential to increase housing supply through new homes/new build initiatives.
- Have been 100% compliant with the gas safety regulations since 2009
- Developed a comprehensive stock condition database and asset management information system
- Seen year on year improvements in the performance of our in-house Repairs and Voids service: overall void turnaround time reduced from 41.5 days in 2013/14 to 29 days by December 2017, and rent loss reduced from 1.09% to 0.67% for the same period; Percentage of all repairs completed within timescale has increased from 94.2% in 2013/14 to 96.9% by the end of December 2017.
- Established a multi-disciplinary Property Services directorate which enables more joined up working between the asset management, maintenance and repairs functions.
- Successfully delivered conversion of a disused care home into a temporary accommodation hostel.

3.4 'Gap' analysis and future focus

The key findings from the self-assessment indicate that:

- We have not been making the best use of our assets; proactively using options appraisal to inform decision making. A broader perspective is required, which incorporates all Housing Revenue

Account (HRA) assets including garages and land; reflecting long term investment need and stock viability. This includes maximising opportunities for increasing housing supply.

- Capital/revenue works programmes need to be better configured in order to deliver value for money and improve resident satisfaction.
- Although good progress has been made in developing and updating our Asset Management database, additional specialist surveys are needed to address knowledge 'gaps' in respect of mechanical and electrical services.
- Residents need to be more effectively engaged in Asset Management activity through a wider range of methods than the traditional meetings based approach.

The new Strategy therefore sets out what we will be doing differently as a result of these lessons learnt which is addressed in more detail in section 5 of the document. This includes:

- Developing a more streamlined investment programme
- Holistic approach externally – going to estates once
- Gaining efficiencies through smarter programming and procurement
- Building in adequate time for planning, preparation and execution
- Using a Viability Model to inform investment decisions
- Implementing a new resident engagement strategy
- Consolidation and integration of all asset data across the service to ensure programmes are better aligned and deliver value for money
- Commissioning additional specialist surveys to enhance knowledge of stock
- Developing a programme of new supply initiatives

3.5 Key Objectives of the Asset Management Strategy

We have agreed the following key objectives with the Council and in consultation with residents:

- Develop a new Major Capital Works investment programme for delivery from 2019/20
- Deliver an efficient and effective responsive repairs and void property service which provides value for money

- To undertake as much work as possible in a pre-planned way
- To deliver works and services efficiently with minimum disruption to residents
- Ensure homes can be heated efficiently and cost effectively, whilst reducing overall environmental impact
- Help to regenerate Haringey's neighbourhoods and provide well managed and attractive environments that feel secure and welcoming
- Ensure housing stock and related assets are not maintained simply because they are part of the portfolio, but are actively challenged against a range of assessments that consider their viability and contribution
- Develop effective systems and software to support the Asset Management Strategy
- Be legally compliant in relation to health, safety and access for people with disabilities
- Meet the needs and aspirations of current and future residents
- Consult, listen to, and engage residents fully in the development and implementation of the Asset Management Strategy.

In support of the above we also aim to:

- Improve customer access and increase overall satisfaction with the service provided
- Deliver services which are consistent with achieving our equality and diversity obligations

3.6 Continuous Improvement

Homes for Haringey are committed to continually reviewing the service we provide to identify improvements that will reduce costs and improve the service to our residents. In 2011 an external review of Haringey repairs service (HRS) was the catalyst for the HRS transformation plan that has led to significant cost reduction and service improvements.

In 2017, we commissioned a further review of Property Services, with a view to informing future service delivery options, and establish a basis for further improvements during the term of this Asset Management Strategy.

As a result, we now have a detailed Repairs Service Improvement Plan in place; progress on which is reported monthly to the Senior Management Team and Property Services Improvement Programme Team.

4. Funding the Strategy

The Housing Revenue Account (HRA) Business Plan defines the resources available to Homes for Haringey for the management and maintenance of the housing stock.

There are a number of constraints imposed on the 30 Year Business Plan including: funding availability, borrowing limits, rent levels as well as external factors such as market costs, government policy and regulatory standards which are subject to change and could have a significant impact on the cost of delivering the Asset Management Strategy.

The loss of income associated with the recent Government imposed rent reduction has impacted our ability to deliver the full investment requirements identified by the stock condition survey. It has therefore been necessary to reassess the profile, timing and extent of works to be undertaken in future programmes to allow us to deliver an affordable investment standard. (detail set out at section 5.4).

The current assumption, as set out in the new Mid Term Financial Strategy 2018/19 to 2022/23, is that budgets will be set for five years allowing for longer term planning and flexibility between years, therefore moving away from short term annual planning cycles.

The following table shows the approved capital budget for stock investment over the next five years:

Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Total Years 1-5
£45.310m	£50.000m	£53.000m	£50.000m	£50.000m	£248.310m

5. Delivering our Objectives

5.1 Sustainable Investment

Homes for Haringey recognise that great care needs to be taken not to invest in poor performing areas at the expense of others; nor should high risk re-investment occur without due consideration, options appraisal and piloting. Investment will therefore be prioritised with a bias towards those units that are deemed to be of low risk and high demand; 'core' stock.

5.1.1 Viability modelling and Options Appraisal

Homes for Haringey will assess viability and re-investment priorities using the Stock Viability Model which takes into account a range of factors including demand/desirability and projected costs. The appraisal process results in individual properties being allocated a red, amber, or green re-investment status. (RAG)

The portfolio is divided into one of three categories:

1. **Red** – those properties deemed to be of high risk (i.e. requiring higher than average levels of re-investment or cost, in order to maintain them in a good lettable condition), and/or that are in low demand.
2. **Amber** – those properties that offer peripheral performance and that require further investigation to be reclassified as either red or green
3. **Green** – those properties that are in high demand and that require average or below average levels of re-investment, or 'core stock'.

Re – investment is influenced by these categories as follows:

1. **Red** No major expenditure. To be maintained on an 'essential only' limited responsive basis, plus essential statutory works – e.g. gas servicing. Options Appraisal to be undertaken.
2. **Amber** Further investigation required before major investment. Consider options appraisal to assess the impact of any re-investment or future works requirements and the likely impact on demand
3. **Green** – Expenditure permitted.

Property in Red or Amber status is to be the subject of further investigation, or review through an options appraisal, until they are either re- classified or until such time as an alternative strategy is agreed e.g. disposal or development.

The assessment of cost is made with direct reference to the Asset Management Database and associated reports. Demand has been assessed with reference to housing management perceptions informed by void turnover rates and other factors such as security and levels of anti-social behaviour.

5.2 New Investment Standard

The new investment standard has been designed to ensure the Council maintains its statutory and legal duties and keeps properties wind, watertight and safe. It includes the following:

- All stock survey items – maintaining the whole asset including the common parts
- Structural repairs
- Fire Safety
- Estate Improvements
- New areas such as soil vent and water supply pipe works
- All items affecting decency

Further detail of the works included in the scope are set out at Appendix 2.

It is important to note therefore that we will be expanding the scope of works from just the defined 'decent homes' standard, and instead undertaking a broader programme of cyclical works to ensure we comply with our duties as a landlord.

Works will generally be carried out at the time the property is included in the major works programme. This may result in some renewals being carried out later than required. In these instances, the items in question will continue to be maintained through the responsive repairs service until they can be renewed. In some cases, where an item is assessed as having a remaining useful life of only a few years at the time a property is included in the programme, this item may be renewed ahead of schedule if other works are being carried out at the same time in order to minimise disruption. The main exceptions to the above will be lift renewal and essential structural repairs.

Overall, however, the planned programme for delivering the new investment standard over the next 5 years will enable us to reach full decency by the end of this initial cycle. This includes addressing newly arising need, to maintain this position.

5.2.1 New Investment Standard Costs

Homes for Haringey have produced 30 year cost tables to show the cost of delivering the affordable standard. Where possible cost assumptions and timing of expenditure are based on stock condition survey data. Where survey data is not available allowances have been made based on desktop analysis and historic data.

Due to the funding constraints, desirable but non-essential works, such as flat to pitched roof conversions and the costlier energy efficiency improvements, such as solid wall insulation, have been omitted from the standard.

Affordable Standard 30 Year Capital Cost Profile

The affordable investment standard that has been developed sets out the investment required in the stock over the next 30 years. This is set out in the 30-year business plan cost tables. A summary of the capital investment requirement over the next 30 years is shown in the table below:

	Years 1-5	Years 6-10	Years 11-30	Total
Capital Investment required	£248.310m	£167.148m	£626.229m	£1,041.687m

To complete the works required over the next five years the investment needed is £248.310m. As well as the cost of works, this figure also includes allowances for fees at 5% and salaries at £2.000m per annum.

5.3 Delivery

In order to achieve our objectives, we are proposing to transform our delivery methods. Currently, the capital programme is split across several main programme areas, each focussing on different building components. In addition, the current contract arrangements do not easily lend themselves to allowing effective integration of these programmes. This can inevitably lead to inefficiencies as a consequence of engaging multiple different contractors working on multiple programme streams. Not only does this require increased internal resources for managing and monitoring works; it can also cause unnecessary disruption to residents; impacting on overall levels of satisfaction. This is particularly relevant for leaseholders who need clarity around what works they will be getting and need to budget for.

Homes for Haringey are therefore planning to collapse the existing capital programme into the following main work streams:

- External and Estate Works (including communal areas)
- Internal Works
- Essential Health and Safety/Compliance

5.3.1 Externals and Estates programme

The externals programme has been devised using the following criteria for prioritisation:

- Investment need as identified by the stock condition survey
- Stock Viability Model – dwellings with green RAG Status i.e. positive NPV
- Stock which has not benefitted from major investment in the previous 5 years
- Dwellings or estates with higher than average repair costs

The following stock has been included in the overall five year Investment plan but currently not programmed within the earlier years:

- Sheltered housing pending outcome of review
- Stock subject to regeneration plans/options appraisal
- Stock which has been in the most recent years of the Decent Homes programme
- Stock ranked in the bottom half for need with respect to Decent Homes items

Schemes not programmed in the earlier years can be brought forward and the plan adjusted as required.

This is the most significant area of investment and the focus of most work from 2019/20 to 2022/23, with a total value of £153m. The externals programme will pick up the renewal of all components outside the property, so drawing together existing externals works and items such as door entry systems, landlord's electrics, and common part decorations and planned maintenance.

The programme will be established to work across the borough on a geographical basis, with homes in the worse condition being prioritised.

While the vast majority of works will be channelled into our main stream externals works programme, the budget will be top sliced each year to fund out of sequence works related to Health and Safety and compliance which cannot wait for the mainstream cycle. This will cover works arising

from Fire Risk Assessments such as installing fire doors, as well as essential structural repairs.

5.3.2 Internals programme

The scope of the proposed internal works programme will pick up existing areas of work currently delivered through the internal element of the Decent Homes programme and includes kitchens, bathrooms, smoke detectors and electrics. A separate budget of £3.5m will be earmarked specifically for boilers and central heating systems to fund repairs and replacement. This will largely be on a reactive basis but will retain an element of planned renewals.

We have developed a 5 year internals works programme which is focussed on renewal of components which are beyond their economic life or will be by the end of the initial 5-year cycle. We have calculated that all internal items identified as requiring works, can be completed within the 5-year cycle at a cost of circa £22.3m. This is based on the assumption that, as we progress through the 5-year programme, we only replace items required up to that point.

The internals programme will run separately from the main externals programme. This allows for works to be undertaken in more parts of the borough at any one time. It offers Homes for Haringey and the Council more flexibility in managing annual budgets and reflects the way in which the construction industry operates.

As with the externals programme, all stock identified as requiring investment in the next five years has been included; although for the internals, these have not yet been allocated to specific years. Given the 'scattered' nature of this stock, the intention is to work with the new contractor/s to develop cost effective work packages, which allow for some degree of flexibility in programming between years.

5.4. Procurement

During 2018 we will be procuring a new measured term contract (MTC) for internal works. This contract will not be subject to leaseholder consultation, hence either one contractor can be appointed, or preferably two contractor providers to be appointed to provide some peer competition and comfort in respect of programme delivery.

It is proposed that internal works will mostly be supervised, and the MTC administered, by directly employed Homes for Haringey staff, with an emphasis upon quality, accurate measurement and billing. Clerks of Work will therefore report to a Project Manager/Contract administrator. We will

not be utilising the services of an external consultant to administer the internal work programme.

Whilst term contracts are very effective vehicles for the provision of simple and repetitive components (such as kitchens, bathrooms, rewires and heating systems), they are less effective when it comes to the delivery of more complex works and where specialist services (such as concrete repairs or new common boiler systems) are required. Therefore, for external works we will be using a number of separately procured contracts which will cover work in common parts as well as external and estate areas.

The current consultancy framework concludes at the end of March 2018. A new, bespoke arrangement is being set up which will support the delivery of our works programmes. In respect of our external works programme, we will need additional support to design and specify the proposed works. We are now completing the procurement of these services with the new consultant expected to be in place from March 2018.

The new procurement activities will support the principles described elsewhere in this Strategy. Critically, they will be focused on ongoing contract management, improvement of performance and value for money.

5.5 Five Year Investment Plan

Our new approach has been developed on the basis that 2018/19 will be an interim year between completion of the Decent Homes programme and full implementation of the new investment plan; based on the new investment standard, from 2019/20.

As such, this gives sufficient time for pre – construction activity and piloting the new approach; following approval of the Asset Management Strategy. This includes: implementation of the new procurement strategy; completion and analysis of the new complex mechanical and electrical surveys; resident consultation; and detailed design work for the estate external/communal programme.

Critically, this also enables us to assess the requirements for fire risk works and the impact of any review of the building regulations.

Once contractual commitments from 2017/18 are excluded, the remainder of the 2018/19 is largely made up of essential maintenance and Health and Safety works. Detail of the full £45.3m programme are set

out in the accompanying 5 Year Investment Plan document. A detailed forward programme of works has been devised to cover internal works up to and including 2022/23; and external works for 2019/20 and 2020/21. This is also covered in more detail in the aforementioned document.

5.6 Responsive Repairs

Responsive repairs and works to void properties are typically undertaken by Haringey Repairs Service (HRS); the Council's direct labour organisation. The location of all asset management functions, including the repairs service, within a single Property Directorate, provides the opportunity to combine all the available resources to deliver more integrated programmes.

Through better planning, Homes for Haringey aims to let more works on a pre-planned way, moving away from a more reactive approach. This will deliver better value for money through savings on economies of scale. Consistency of product and standards will be improved through adherence to the new investment standard.

The Knowledge Management team are working to ensure there is better sharing of data across the service; thereby enabling HRS operatives to make rational decisions about the requirement to undertake a repair in view of forthcoming investment plans thus avoiding undue expenditure. Similarly, the team will use data from repairs to augment the stock condition data and inform investment programming.

Significant improvements have been made in the repairs service over the last 6 years. The implementation of the HRS Transformation Programme in 2013/14 achieved considerable successes in controlling costs within budget, increasing the productivity of operatives, reducing unit costs for both repairs and voids, and establishing robust performance and customer satisfaction reporting systems. The focus of the Transformation Programme was on ensuring HRS costs were kept within budget and financial controls put in place so that this could be sustained in subsequent years. The Repairs Management Improvement Programme which followed in 2014/15 continued to build on these achievements; but with an increased focus on customer satisfaction and performance.

Overall performance on all aspects of the service is currently managed through the Property Improvement Programme. (see section 6.5)

Given the budget constraints, and in order to achieve cost efficiencies, HfH are currently looking at how we can get residents to do more for

themselves, supported by their landlord. This includes ensuring strict adherence to delivering agreed landlord repair obligations only. As part of this, residents are being reminded of what their own obligations are with respect to repairs. HRS are also promoting a number of initiatives to increase use of resident self-service on line e.g. films on how to carry out a simple repair are now available on the Homes for Haringey website.

5.7 Void Works

Void works include statutory testing of gas and electrical systems, as well as carrying out the works required to the property to make it fit for incoming residents. The extent of works undertaken is defined within the Lettable (Void) Standard. Homes for Haringey aim to minimise the amount of time that any dwelling is unoccupied. Our key objectives are:

- To improve the value for money, quality and performance of the end to end Voids and lettings process for all property types.
- To improve the following key areas of performance;
 1. Customer satisfaction with their new home and the voids process.
 2. The percentage of rent lost from void periods.
 3. The standard of repair and cleanliness of empty properties.
 4. The overall turnaround time of the void and lettings process.

Progress to date:

- Overall turnaround time reduced from 41.5 days in 2013/14 to 29.5 days at the end of December 2017.
- Rent loss due to void periods reduced from 1.09% in 2013/14 to 0.67% at the end of December 2017
- A new lettable standard has been implemented, which allows minor snagging work to be completed after the new tenant has moved in.
- We have made process changes to allow better coordination between the different teams involved in voids; reducing time lost through handoffs.
- Improvements to utility management, sign ups and transfers have reduced staff time and provide better customer service.
- Viability Model used to assess options for high value voids and provide recommendations on retention or disposal.

Improvements to the voids process will remain a key element of our business plan from 2018 onward.

5.8 Compliance

Homes for Haringey have developed contracts to ensure that all of the Council's landlord obligations are fulfilled, helping to ensure the health

and safety of residents, staff and visitors. All properties that have been subjected to a stock condition survey have also been assessed for compliance with the Housing Health and Safety Rating System (HHSRS).

Stock condition survey data is also informed by the results of specialist testing and inspection contracts that cover a range of compliance obligations and include:

- Asbestos containing materials
- Electrical Safety
- Water safety (legionella and scaling risks)
- Gas (annual testing and servicing of boilers) and
- Lifts
- Fire Safety

In addition to a cyclical testing regime, safety of these items will be assessed when a property is void.

A set of compliance specific performance indicators have been developed to enable Homes for Haringey to report on its performance in this area.

5.8.1 Asbestos

Current legislation requires us to manage asbestos containing materials in the stock and take all reasonable steps to minimise the risk of exposure of our employees, tenants and leaseholders, to asbestos. We therefore comply with the latest Health and Safety Executive's best practice guidance HSG 264, in our management of the stock and the delivery of construction activity.

Homes for Haringey currently maintain an asbestos register. The Asbestos team update the register with the results of their own activities in tenants' homes, as well as those provided by the Major Works contractors. Although the register is maintained as a standalone application, the details are uploaded to the Council's Open House Management System, (OHMS) which is accessible to staff in Homes for Haringey and the Council. This enables us to 'flag' job tickets for homes where asbestos is present and alert operatives to the presence of asbestos before they enter a home. We also provide a copy of the register to all external contractors, supplemented by regular updates of new information.

Where asbestos surveys are undertaken, residents are informed of the results and given appropriate advice.

5.8.2 Fire Safety

We currently undertake type 1 fire risk assessments for all Homes for Haringey managed housing stock, which consists of a non-destructive survey of the common parts only; carried out in accordance with the guidance as set out in "DCLG Fire safety in purpose-built blocks of flats" and "BS9999".

We complete the Fire risk assessments in line with the frequencies set out in our Fire Safety Policy which are based on the type of property or the risk rating assigned from the previous fire risk assessment. Currently we undertake fire risk assessments based on the following frequencies;

- Tower blocks, sheltered accommodation and hostels – annually
- Medium rise blocks (up to 6 stories) – every 3 years
- Low rise street conversions – every 5 years

The risk assessment generates an "Action Plan" outlining what actions must be taken to further reduce the fire risk including recommendations which may require future investment.

We review the fire risk assessments incorporating investment recommendations into the design specification for future refurbishment schemes. We then re-inspect the buildings upon completion of schemes to provide a revised and updated assessment.

We also review the overall outcomes of the fire risk assessment programme to establish overarching investment priorities across the property portfolio.

It is likely that our approach to fire safety will change once the Building Regulations review is concluded and the strategy will be amended accordingly.

5.9 Disabled Adaptations

One of the Council's goals for older people, is to enable them to live independently in their own homes for as long as possible. In support of this, and in order to comply with the requirements of the Disability Discrimination Act 2005 (DDA), the Council makes annual budgetary provision for adaptations. As part of our Major Works planning, Homes for Haringey use the services of a dedicated occupational therapist. This is in addition to the wider service provided by the Council to all residents; which we publicise through our web site and other Homes for Haringey publications.

5.10 Energy and Warm homes

The Council has adopted a target to reduce carbon emissions in the borough by 40% by 2020 against a 2005 baseline. It has also recently set the ambition to deliver a zero carbon borough by 2050. To date a 27% reduction in carbon emissions has been achieved. Works undertaken by Homes for Haringey which have contributed to reducing carbon emissions and the provision of affordable warmth include:

- the installation of full gas central heating where this does not exist
- the use of efficient condensing boilers
- the installation of double glazing
- the installation of cavity wall insulation
- the improvement of loft insulation to at least 300mm
- Proper insulation of hot water cylinders and pipe work

Over the course of the Decent Homes Programme, Homes for Haringey successfully used Decent Homes funding to leverage £1.6m of additional external funding through the SHESP, CESP AND CERT schemes to deliver a range of retrofit works. This has helped us to deliver insulation to our cavity wall stock and some external solid wall insulation to hard to treat blocks.

Much of the possible low cost, high impact measures such as cavity and loft insulation has been carried out. This now leaves the harder to treat and problematic stock (for example solid walled street properties, in conservation areas) which require more expensive and difficult to deliver measures such as internal/external wall insulation.

The affordable standard includes for cavity wall and loft/roof insulation as well as energy efficient boilers and double glazing but, due to the constraints of funding, there is no provision for more expensive energy efficiency improvements such as solid wall insulation. We will continue to seek grants to supplement energy efficiency initiatives wherever possible. However, with the demise of the Green Deal and associated reduction in funding through ECO, this is proving extremely difficult.

We have mapped out SAP ratings across the borough, using data from energy surveys held in our Asset Management data management system. (Average 65.4). Working with the Council, we will use this information to help identify and target areas/stock with high levels of fuel poverty and low SAP ratings; alongside exploring options for incorporating energy measures into planned work programmes.

In addition, as part of Homes for Haringey's financial inclusion work, we will continue to advise and support residents in ways to improve the efficiency of their energy use. As such we have been in partnership with LEAP (Local Energy Advice Programme) since February 2017. This project is funded by the warm home discount industry initiatives; the partnership was set up by Agility Eco, and includes Groundwork, and IncomeMax. Groundwork

recruit and train qualified Green Doctors. During the home visit the Green Doctor:

- Gives energy efficiency hints and tips to help residents save money and keep warmer for less.
- Installs a range of free energy saving measures in the home, such as low energy LED lightbulbs, reflective radiator panels, and draught-proofing to wooden windows and doors (depending on the suitability of the property). These measures save up to £90 off energy bills each year.
- Help check if the resident is on the cheapest energy tariffs using Agility Eco's dedicated switching website. If they are not, they can help residents find a cheaper energy tariff during the visit. Switching gas and electricity to the cheapest tariff can save on average £287 each year.

Since July 2017 Homes for Haringey have referred about 200 residents, and the first 100 visits resulted in residents saving in total over £50,000. In addition, Green Doctors can also make referrals to a range of other local voluntary and statutory health/ social services, as well as to IncomeMax; a specialist benefit and debt advice organisation.

6. Implementation

6.1 Staff Resources

Homes for Haringey has reviewed its organisational structure to ensure its proper alignment in the context of a client oriented housing repairs and maintenance service. This includes the role of the Asset Management Policy and Strategy Manager who is responsible for producing and updating the Asset Management Strategy and the Knowledge Management Team which is tasked with the planning of asset management activity. The Director of Asset Management is responsible for overall implementation.

The staffing structure differentiates the requirement for 'planning' versus 'delivery'. It reflects the anticipated resource requirements to enable the implementation of the Asset Management Strategy through a range of projects. The structure that has been put in place has sufficient resources to manage all categories of work, with specialist support provided by external consultants and specialists, as and when required.

Homes for Haringey's asset management responsibilities include resident communication, consultation, contract development, tendering and administration, works identification and supervision.

6.2 The Asset Management Group (AMG)

The Director of Asset Management will oversee implementation of the Strategy, in conjunction with the Asset Management Group (AMG). This group, comprised of Homes for Haringey and Council officers, will assess works programmes, consider options appraisal in the context of viability model findings, consider wider initiatives, monitor and review performance and take ownership of the new investment standard, reassessing it from time to time in the context of the Business Plan.

6.3 Resident Consultation and Participation

During 2015/16 Homes for Haringey consulted with residents, resident groups, volunteers, staff, partners and Board on a new Community and Resident Engagement Strategy. This strategy was approved in May 2016 by the Homes for Haringey Board and sets out how we would like to reach more of our residents and offer more ways for them to give us their views and shape our services.

Our new engagement strategy embraces the flexibility offered by digital communications (email, social media, text messaging and smart phone applications) and relies less on traditional meeting-based approaches.

The Home for Haringey App allows residents to access their account, report a repair, receive key messages from the organisation and access engagement opportunities. We have also recently launched our new look website.

Given the significant changes brought about by both the Welfare Reform and Work Act 2016 and the Housing and Planning Act 2016, we have carried out a programme of engagement with residents to ensure that they understand the financial position, how it has arisen and make them aware of the difficult choices that the Council has to make.

Resident engagement and consultation around the Asset Management Strategy and delivery of the new programme is being undertaken at two levels. We established a resident focus group to work with us at a strategic level in developing the new Asset Management Strategy and associated resident engagement plan. This is in addition to the more local engagement that will take place during the project scoping and delivery stage.

The resident's engagement programme includes:

- Meetings with Resident Forums, to engage residents in understanding the impact of the new legislation, and the changes to the investment programme of work, as a result of the Housing and Planning Act.
- Newsletters to residents outlining; position regarding investment need across the borough and results of stock condition survey, current financial position and changes nationally.
- A new section on the website related to capital investment, with updated search functionality.
- After the Asset Management Strategy is approved, a newsletter will be sent to residents, outlining a timetable for publication of the programme and details of local consultation plans.

6.4 Asset Management Systems

The Asset Management Database forms the cornerstone of the Asset Management Plan and produces data and information for individual programmes as well as the Business Plan. We currently use a market leading integrated asset management software system – SAM Codeman. This software is integrated with the Open Housing Management System (OHMS) currently in place for managing the housing stock data and tenant and leaseholder records.

The benefit of using SAM Codeman is that it allows us to store our stock condition data, calculate levels of decency, project future costs and

carry out scenario planning. This means we can more accurately determine the investment needs in our homes and target our resources accordingly.

SAM Codeman also generates the stock condition survey form to collect information about our stock and provides cost reports at various levels including borough-wide, ward, housing area, estate, block, and individual property. This helps inform programming and stock investment decisions.

In addition, a suite of standardised Homes for Haringey documentation and reporting tools has also been developed. This is linked into OHMS and SAM Codeman. This system has been developed to allow contractors to provide updates and reports on their jobs when work is on site and in warranty. It also covers a range of information including resident satisfaction. This is used to update OHMS and the Project Reporting System (PRS), a monitoring tool which was developed by Homes for Haringey to allow us to report on the progress of works.

The key benefits of the above are in the:

- Provision of a Housing Health & Safety rating for each property
- Development of a successful search facility on our web site to enable residents to view key information about works to their home which is linked to data received from our contractors
- Access to information held on Open House Management System (OHMS) through pre-defined reports
- Access to records of all historic, current and planned work against a property
- Generation of surveys and collation of the data
- Access to warranty, defects liability and asbestos information
- Training and development of Homes for Haringey staff in the use of software to ensure that the system develops according to the needs of the business
- Development of Constructor Key Performance Indicators and appropriate reporting systems.

6.4.1 Data Integration

A project is underway with the specific aim of improving efficiency through better data integration across Property Services and comprises the following 3 key strands.

- Consolidating all compliance data to enable easy access and reporting

- Ensuring stock condition data is maintained to the best of our ability by utilising a wide range of data sources to ensure cost certainty of future investment requirements
- Data sharing between Asset Management and the Haringey Repairs Service so operatives are aware of any Defects Liability Period (DLP), warranty or planned works that may affect repairs delivery at a property.

6.5 Performance Management

We will carry out an annual review and update of our Asset Management Strategy to make sure that it remains properly aligned to the business plan and related strategies.

Resident's will be engaged in any review and monitoring of the Strategy, through the task and finish focus group which worked with us in developing the new Plan.

The updating process will enable us to assess how well we have delivered against the priorities and targets set and identify areas for improvement. It will also enable us to use feedback received from residents and latest best practice developments to ensure our Asset Management Plan and associated action plan remain current.

Regular reports will be provided to the Property Services Improvement Programme Team, Homes for Haringey Board and the Council on progress with developing the Asset Management Plan objectives.

The key monitoring of the Asset Management Strategy will be undertaken by the aforementioned Asset Management Group (AMG). It reports directly to the Corporate Plan Priority 5 Board which is focused on improving the quality of homes in Haringey.

We will monitor our asset management performance using the following measures:

- Compliance with the HCA's 'Homes Standard'
- Proportion of the stock meeting the Decent Homes Standard
- Yield (Net Present Value) per property/block
- Customer satisfaction with their home, neighbourhood, works and services provided
- Health and Safety compliance
- Affordability of the programme of works in the context of the Business Plan

Property Services have in place a Property Improvement Plan which is reviewed on a monthly basis by the Senior Management Team. Projects

are aligned to Business Plan outcomes and performance management framework measures.

6.6. Risk Management

In drawing up the Asset Management Strategy, we have undertaken a detailed risk analysis and considered corrective measures to minimise risk as far as is practicable. This feeds into the overall Homes for Haringey Risk Management Strategy.

Our approach to risk management for Major Works is a two-tier process. This consists of a Strategic Risk Register and a Programme Delivery Risk Register which identifies and monitors risk at a contract area level. The risk registers cover a number of areas including communications, finance, time, resources, and performance.

The key risk to the Strategy being achieved relates to the availability of confirmed funding. In addition, statutory obligations or building regulations and similar external issues are subject to change and could have a significant impact on the Plan and costs.

The major risks that are included within the overall register include:

- Lack of funds leading to the inability to maintain adequate standard of investment;
- Procurement and administration of contracts that do not deliver good value for money;
- Inappropriate design and specification of materials;
- Insufficient staff resources and skills to manage programme delivery;
- Re- investment costs in excess of the budgetary allowance;
- Expenditure on items not included in the Business Plan cost tables
- Components not meeting the anticipated life cycles
- Ineffective management of resident engagement in new delivery arrangement

Appendix 1 Document Register

The following is a list of sources of information used to inform the content of the Asset Management Plan

- Haringey Corporate Plan 2015 - 2018
- Haringey Council Corporate Asset Management Strategy 2015 - 2025
- Haringey Council Corporate Asset Management Plan 2016 – 2026
- Haringey Council Housing Strategy 2016
- Haringey Council Housing Investment and Estate Renewal Policy 2016
- Homes for Haringey Business Plan 2015
- Ridge and Partners Stock Condition Survey report 2015
- Homes for Haringey Community and Resident Engagement Strategy 2016
- Homes and Communities Agency Home Standard (April 2012)
- Royal Institute of Chartered Surveyors, Guidelines on Asset Management in Local Government
- Housing Quality Network: Best Practice in Asset Management Toolkit

New Investment Standard Summary

INTERNAL ITEMS	
Kitchen	Renewed on a 'just in time' basis. Where space and/or layout is considered inadequate, improvements to be made where possible.
Bathroom	Renewed on a 'just in time' basis
Electrical Wiring/CCU	Renewed on a 'just in time' basis
Boiler/Heating	Renewed on a 'just in time' basis. New systems installed where not currently in place.
Smoke and CO Detectors	Renewed on a 'just in time' basis. If not currently present in property they will be installed.

EXTERNAL & COMMUNAL ITEMS	
Front Door	Renewed on a 'just in time' basis
Roof	Renewal or Repair of Roof covering and/or structure as required.
Windows	Renewed on a 'just in time' basis
Rainwater Goods	Renewed on a 'just in time' basis
Fascias/Soffits/Barge-Boards	Renewed on a 'just in time' basis
Structural Repair	Essential repairs will be undertaken.
Wall Finish/ Brickwork repairs	Essential repairs will be undertaken.
Other External Dwellings Doors	Renewed on a 'just in time' basis
Communal Entrance Door	Renewed on a 'just in time' basis
Door Entry System	Existing systems renewed on a 'just in time' basis
Communal Electrics/Lighting	Renewed on a 'just in time' basis
Insulation	Loft insulation to be installed or topped up to min 270mm where possible. Cavity wall insulation to be installed where possible.
Lifts	Lifts will be renewed on a 'just in time' basis
Other communal and external items (e.g. fencing, communal flooring etc.)	Where these items exist they will be renewed on a 'just in time' basis

ESTATE WORKS	
Estate improvements, Unadopted roads/paths/ drains/sewers/lighting, play areas)	An allowance is made for these works. An assessment of what is required will be made when an estate is included in the programme.

ASBESTOS	
Asbestos Survey and Removal	An allowance is made for any asbestos related works that arise when a property/estate is included in the programme

EXCEPTIONAL EXTENSIVE WORKS	
Extensive voids	An allowance is made for dealing with voids requiring extensive works. The decision to proceed with any extensive void works will be determined by the disposals policy.
High Rise and Non-Traditional Structural Works, Other structural repairs	An allowance is made for dealing with essential structural repairs to the high rise and non-traditional dwelling stock based on the surveys carried out by Ridge in 2015
Works arising from Fire Risk Assessments	An allowance is made for carrying out works identified by the Fire Risk Assessments
Lead Water Main Renewal, Water Supply/ Soil & Vent Pipework, Central Ventilation Systems in High Rise, Other common parts M&E systems	An allowance is made in the business plan for these works. An assessment of what is required will be made when an estate is included in the programme.

APPENDIX 3: Asset Management: Summary Action Plan 2018/2019

Actions	Target for completion	Owner	Completed Y/N	Comment
Asset Management Strategy approved and adopted	March 2018	JW		
5 Year Investment Plan approved and adopted	March 2018	JW		
New Asset Management staff structure in place	March 2018	AW		
Appoint Major Works Consultants for external works	March 2018	NT		
Complete annual update of Asset Data	June 2018	SJ		
Complete complex mechanical and electrical survey	August 2018	RD		
Develop and commence implementation of consultation and engagement framework for new Major Works programme	Sept 2018	JW/AW		
External Works Programme commencement	April 2019	AW		
Internals Work Programme commencement	April 2019	AW		
Explore opportunities for new supply including development of hidden homes initiatives and Modular building	April 2019	DS		