



# Asset Management Strategy 2007-2010

## Executive Summary

### 1. GOAL

- CHP provides homes which are in demand, in which residents want to live, are well-maintained and which are sustainable; it's about providing people with the right property, in the right place and at a viable cost to us.

### 2. HOW WILL THE GOAL BE ACHIEVED?

Through the development and implementation of an action plan based on the following:

- Asset clarification: confidence in knowing what belongs to us
- Understanding our assets: knowing the costs and benefits or liabilities of owning a particular piece of land or property
- Asset renewal: retention & investment in stock which is an asset to us; this may include a change of tenure (use) or client group
- Asset rationalisation: disposal of stock which is a liability
- A mixed stock portfolio: an improved balance of stock and tenure i.e. more houses than flats
- A localised area-based approach: as recommended by the National Housing Federation's Asset Management Network Project Findings
- Raising standards: going beyond the Government's Decent Homes target through development of the Chelmer Housing Plus Standard

### 3. WHO WILL DELIVER THE ACTION PLAN?

- All CHP staff have a responsibility to contribute towards the strategy's goals. The Property Management and Residential Services will have the primary responsibility for delivery of the action plan, supported by the New Business team.
- The Operations Committee will be responsible for monitoring progress on an ongoing basis.
- The Board will be responsible for reviewing progress on an annual basis.
- Resident involvement groups will be consulted on the action plan and involved in its delivery.

### 4. OUTCOMES

- Adoption of a proactive, area-based approach to asset management
- Identification and understanding of our assets and any liabilities
- Comprehensive and accessible asset information
- Providing homes in which people want to live, in areas where they want to live, of varying type and tenure, to the highest standards possible.

### 5. ACTION PLAN

- The supporting action plan sets out the detail and timescale for delivery; it will be reviewed on an annual basis.

### 6. ASSET DEFINITION

- For the purposes of this strategy, 'asset' refers to land and property.

Responsible Member of Staff:	

ACTION PLAN SUMMARY

Outcome	Action	Resources	By Whom	By When	Measure of Success
1. Maintaining our homes effectively	Increase the ratio of planned maintenance to responsive repairs to 70/30	Budget	PM	March 2010	Switch in spend on planned and cyclical maintenance from responsive repairs
	Ensure residents receive appropriate information on repairs and maintenance work	Staff time IDS	PM	December 2007	Satisfaction ratings for services provided
	Carry out works identified from stock condition survey	Staff time Budget	PM	Ongoing	Works carried out as identified from stock condition surveys completed annually
	Enter formal partnering agreements with main external contractors	Staff time Budget	PM External consultant	December 2008	Works let under partnering contracts. Efficiencies a and/or savings demonstrated
	Introduce 5 year “MOT” health check for dwellings	Staff time Budget	PM	April 2008	Reduction in responsive repair calls


CHP – ASSET MANAGEMENT STRATEGY APPENDIX A

Outcome	Action	Resources	By Whom	By When	Measure of Success
2. Comprehensive and accessible asset information	Complete 3 year Stock Condition Survey (SCS)	Staff time	PM	March 2010	Survey undertaken and identified repairs required and costs
	Validation of stock condition methodology	Staff time Budget	PM External consultant	December 2007	Accurate and comprehensive data held on electronic databases, which is easily accessible
	Commission survey on non traditional housing stock	Staff time Budget	PM External consultant	June 2009	
	Complete Airey house programme	Staff time Budget	NBT	March 2009	Methodology for carrying out surveys externally approved
	Transfer information from stock condition database to IHMS	Staff time	PM	March 2008	Completion of Airey house project
	Report on number of non decent dwellings	Staff time	PM	Annually	No Decent Homes failures
	Update stock condition database following major planned maintenance programmes	Staff time	PM	Ongoing	
	Undertake a drainage survey	Staff time budget	PM External consultant	October 2009	
	Verify information held on stock condition database for adaptations and accessibility	Staff time	PM	Ongoing, complete by March 2010	
	Explore graphic information system (GIS) options available	Staff time	PM	July 2007	


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3. Adoption of an area-based approach to asset management	Develop and implement “traffic light” system to formalise area Sustainability Indicator reviews	Staff time	PM & RS	October 2007	Corporate/ resident-agreed area boundaries  Estates reviewed and a priority action list compiled
	Mapping exercise to define where CHP has assets	Staff & tenant time	PM & RS	August 2007	
	Carry out estate reviews to identify main areas of concern	Staff & tenant time	PM & RS	Pilot - March 2008 All estates 2008/09	
	Arrange for STATUS survey satisfaction data to be analysed by area/estate	Staff time	OD & RS	September-December 2007	
	Carry out options appraisals: <ul style="list-style-type: none"> <li>• Retain &amp; do nothing/the same</li> <li>• Retain &amp; improve/invest</li> <li>• Retain &amp; change</li> <li>• Dispose &amp; reinvest</li> <li>• </li> </ul>	Staff time	PM, NB & EMT	Pilot March 2008 All estates – 2008/09	
	Review capital values of CHP properties	Staff time	F	2008/09	


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Outcome	Action	Resources	By Whom	By When	Measure of Success
4. Older persons Housing – Fit for life	Review and update strategy and action plan for unsustainable dwellings	Staff time	RS & PM	2008/09	Sheltered units that are in demand and provide services that meet residents' needs
	Liaise with Supporting People teams	Staff time	RS	Ongoing	
	Review management and marketing of sheltered schemes	Staff time	RS & NB	2009/10	
	Consult with residents on sheltered unit standards	Staff time	RS	2008/09	
	Undertake a survey to identify access or egress problems and draw up priority list.	Staff time Budget	PM	March 2008	


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5. Developing Communities	Monitor popularity of estates	Staff time	PM & RS	Pilot March 2008 All estates 2008/09	Thriving communities
	Review any unpopular estates identified	Staff time	PM & RS	Pilot March 2008 All estates 2008/09	Resident satisfaction in communities they live in
	Undertake options appraisal of any unpopular estates	Staff time	PM & RS	2009/10	Garage sites that are popular and in demand
	Review garage sites	Staff time	PM, RS & NB	CBC sites March 2008; CHP sites 2008/09	Successful well presented shopping parades providing services for the local community
	Review shopping parades	Staff time	PM, RS & NB	2009/10	


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6. A Decent Home (and more)	Survey all dwellings to ensure they meet the DH standard	Staff time	PM	December 2009	No CHP dwellings fail Decent Homes standard, now and in the future  Improved dwellings provided by CHP  Resident satisfaction in CHP accommodation
	Review current CHP standards for housing and consult with residents on enhanced Decent Homes standard	Staff time	PM	November 2007	
	Consult with residents on prioritisation of works to deliver enhanced DH standard	Staff time	PM	December 2007 and yearly thereafter	
	Report to Operations Committee position on Decent Homes	Staff time	PM	May 2008 and yearly thereafter	


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7. Environmental Sustainability	Improve average SAP rating to 80 Reduce percentage of dwellings below 60	Budget	PM	March 2010	SAP ratings in top quartile of RSL's  Reduction in residents' energy and water consumption  Increase in waste materials recycled  Dwellings that are energy and water efficient
	Incorporate energy and water efficiency measures in repairs and maintenance	Budget	Pm	Ongoing	
	Adopt sustainable practices in new developments	Staff time Budget	NBT	Ongoing	
	Recycle materials in repairs and maintenance	Staff time	PM	Ongoing	
	Build dwellings to meet Government environmental standards	Budget	NBT	Ongoing	


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Key

PM – Property Management

RS – Residential Services

F - Finance

NB – New Business

EMT – Executive Management Team

NHF – National Housing Federation

DCLG – Department of Communities & Local Government

The Asset Management Strategy is linked to following documents:

- Corporate Plan - CHP
- Affordable Warmth & Energy Efficiency Strategy – CHP
- Business Growth Strategy – CHP
- Older Persons Policy – CHP
- Environmental Policy - CHP
- Continuous Improvement Strategy – CHP
- Anti Poverty Strategy - CHP
- Development & Regeneration Policy – CHP
- Special Projects Policy – CHP
- Sustainable Communities Strategy - CHP
- A Decent Home: definition & guidance for implementation – DCLG
- Asset Management Initiative Network Project - NHF
