



Asset Management Strategy 2022 – 2025

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Responsible director	Executive Director of Assets
Strategy monitoring body	Board
Date for strategy review	September 2025
Linked strategies/policies	Repairs Policy Carbon Reduction Strategy Development Strategy Empty Homes Policy Electrical Safety Management Policy Gas Safety Management Policy Data Governance Strategy
Version/date	Final V6 – September 2022

1. Introduction

- 1.1. Wythenshawe Community Housing Group (WCHG, the Group) recognises that effective asset management fundamentally means that our customers live in high quality, safe, compliant and healthy homes.
- 1.2. We know that asset management helps to maximise the Group's financial viability and return from our asset base, and that this enables us to create investment opportunities to support customers and communities and neighbourhoods.
- 1.3. To support this we actively seek and include the customer voice in asset management and investment decisions so they reflect the priorities of our localities and communities.
- 1.4. We use asset management to drive stock investment decisions that will lead to a reduction in carbon emissions generated from across our asset base.
- 1.5. The Asset Management Strategy is directly linked to delivery of the Group Purpose, Corporate Plan, in particular the Great Place theme, but it also supports our other strategic objectives that drive the direction of the Group.
- 1.6. The Asset Management Strategy has four themes of delivery, that reflect the national context in which asset management is now delivered, and account for the impact of factors including:
 - 1.6.1. Fire safety and Building Safety legislation introduced as result of the Grenfell Enquiry
 - 1.6.2. The Social Housing Bill and Consumer Standards and the role customers play in developing services and holding us to account for delivery
 - 1.6.3. The challenge of stock decarbonisation and increasing the energy efficiency and thermal comfort of our homes
 - 1.6.4. The requirement for high quality, validated data to drive investment choices
 - 1.6.5. The need to incorporate new build stock and the implications of modern methods of construction and energy efficiency technology into our asset management plans
 - 1.6.6. The unknown cost implications of future consultations on for example Decent Homes Standard 2, Electrical Regulations and Energy Standards
 - 1.6.7. An inflationary economy
 - 1.6.8. The potential for our geographical focus to change in line with our Development Strategy
- 1.7. This Asset Management Strategy will support an agile approach to delivery, so that we can respond to developments in this context, changing priorities and emerging issues, whilst at all times maintain and improve our asset base.

2. Scope

- 2.1. The Asset Management Strategy applies to our total asset base that comprises:
 - 2.1.1. All homes managed by WCHG, (almost 14,000 incl. Leaseholders)
 - 2.1.2. All land owned by WCHG
 - 2.1.3. Garage & parking sites, hard standings, paths and un-adopted roads

- 2.1.4. Shops, offices, community centres and commercial premises
- 2.1.5. Income generating assets such as telecom masts, solar panels

2.2. This strategy requires investment decisions to be data led, and it enables the prioritisation of internal resources to gather, collate, monitor, interrogate and use data associated with the management and performance of land and assets, as information and knowledge.

3. The Asset Management Strategy Pillars

3.1. The Asset Management Strategy has 4 pillars that reflect the breadth and extent of the functions delivered by the Assets Directorate. They provide details about the focus of the strategy, and the impact it is designed to have.

Pillar and theme	Key impacts
<p>Pillar 1 - Data led delivery</p> <p>To maximise the value for money achieved through the investment in our property portfolio.</p> <p>We will use high quality asset appraisal data to provide intelligence and insight to inform all aspects of asset management and knowledge to inform wider business decisions that impact customers and communities.</p>	<ul style="list-style-type: none"> a. High quality data providing insight into asset performance b. Data led stock condition & investment delivery plan c. Asset performance appraisals used to inform and guide asset investment and disposal choices
<p>Pillar 2 - Building safety and compliance</p> <p>Maintaining the excellent safety standards of our homes and assets within an evolving regulatory framework.</p> <p>Customer and other stakeholders have access to live asset information that gives them confidence in the safety and compliance of buildings & homes.</p>	<ul style="list-style-type: none"> a. Customer voice and feedback informing our approach to the management of building safety through accessible customer engagement b. Customer led service delivery that meets or exceeds the requirements of consumer standards and assures the safety of customers' homes and neighbourhoods c. Rigorous compliance and assurance services that meet or exceed regulatory and compliance requirements
<p>Pillar 3 Decarbonisation</p> <p>To manage choices, tensions and trade-offs in meeting the decarbonisation challenge across the asset portfolio.</p> <p>A detailed understanding of the decarbonisation challenge and other climate change impacts on our asset & customer base.</p>	<ul style="list-style-type: none"> a. Active use of data, research and innovation to inform the decarbonisation roadmap b. Use of internal resources to exploit external funding opportunities c. Customers provided with affordable, healthier homes, that support thermal comfort
<p>Pillar 4 Repairs and maintenance</p> <p>To maximise the value, quality, and customer experience delivered through our R&M service</p> <p>An accessible efficient & effective repairs and maintenance service that delivers high levels of customer satisfaction.</p>	<ul style="list-style-type: none"> a. A proactive suite of repairs, cyclical and planned maintenance services, delivered across localities to standards that deliver high levels of customer satisfaction b. An effective delivery model that meets customer needs and supports the community c. An efficient delivery model that achieves value for money and the appropriate balance of financial spend between investment and reactive maintenance

4. The Asset Management Action Plan

- 4.1. The Asset Management Action Plan provides a strategic monitoring framework for the high-level deliverables under each pillar. It is provided in Appendix A.
- 4.2. The delivery of this strategy is supported by business as usual and improvement activity delivered by teams across the Assets Directorate.

5. Monitoring delivery of the Asset Management Strategy

- 5.1. The approval and delivery of this strategy will be subject to the requirements of the WCHG governance structure.
- 5.2. The WCHG Board is responsible for approving the Asset Management Strategy and confirming their endorsement of the framework it provides to inform investment choices.
- 5.3. The Board will receive routine updates throughout the life of this strategy to enable them to monitor the progress of its delivery.
- 5.4. The Customer Experience Committee will approve the strategy for Board approval, and keep us accountable for its delivery.
- 5.5. Group Leadership Team supported by the Head of Assets will ensure that necessary resources, systems, training, and investment, is available to deliver the activity detailed under the 4 Asset Pillars.
- 5.6. Routine reporting against the suite of performance metrics in place across the Assets Directorate will support the monitoring of operational delivery.
- 5.7. The Great Places Panel will receive routine updates of progress to keep delivery of this strategy accountable to customers.
- 5.8. The risks associated with this strategy will be monitored and mitigated in accordance with the WCHG risk management framework.

Appendix A

The Asset Management Strategy Action Plan

Pillar 1: Data Led Delivery

What we want to achieve:

- ✓ Detailed analysis to inform understanding about the financial and social performance of assets
- ✓ Minimise the number and impact of poorly performing assets
- ✓ Decisions related to growth and future home provision and investment in current assets to be realistic and deliverable within the financial constraints of the business

What we will do:

- ✓ Survey 20% of stock each year and ensure data is validated
- ✓ Use SHAPE model to understand Net Present Value of stock and benchmark against peers
- ✓ Update portfolio appraisal data every 2 years to decide and implement appropriate interventions across poor performing stock
- ✓ Develop the skills of colleagues and invest in support and technology to support a data led approach to asset management
- ✓ Use the customer voice and perceptions to inform and guide the management of homes and other assets

How we will measure success:

- ✓ 90% of stock surveys less than 5 years old by 2024
- ✓ Update performance review of assets every 2 years
- ✓ 50% reduction in negative NPV assets
- ✓ Evidence based decision making related to investment, conversion and disposal options that demonstrate delivery of value for money
- ✓ Provision of live, interactive and accessible data for customers and colleagues

Pillar 2 Building Safety and Compliance

What we want to achieve:

- ✓ Validated assurance for customers that every home meets the Decent Homes Standard and Housing Health and Safety Rating System
- ✓ Compliance with the Building Safety and Fire Safety legislation and regulatory requirements
- ✓ Compliance with Consumer Standards – Home, Tenancy, Neighbourhood and Community

What we will do:

- ✓ Survey 20% of stock each year to confirm compliance with Decent Homes Standard and Housing Health and Safety Rating System
- ✓ Embed investment plan funding within the 30 year business plan, to maintain the quality and safety of customers' homes and all other assets
- ✓ Maintain the range of established compliance management processes
- ✓ Undertake regular building risk assessments and put in place High Rise Building Safety Cases
- ✓ Build strong relationships with customers and processes to ensure they are able to meaningfully engage in the management of their home

How we will measure success:

- ✓ 100% compliance with Decent Homes Standard, and Housing Health & Safety Rating System
- ✓ Routine compliance reporting on fire safety, asbestos, legionella, gas safety, electrical testing, and lifts in line with risk and governance framework
- ✓ Annual increases in customer satisfaction with the safety and quality of their home

Pillar 3 Decarbonisation

What we want to achieve:

- ✓ Energy efficient, affordable homes providing a healthy and thermally comfortable living environment
- ✓ Realistic affordable investment plans that support our decarbonisation challenge
- ✓ Increased use of renewable energy to heat and cool homes
- ✓ Effective customer and community engagement programmes to support understanding of the decarbonisation agenda

What we will do:

- ✓ Deliver energy efficiency improvement work to empty properties
- ✓ Develop the property decarbonisation road map in line with asset performance data to upgrade fabric through insulation and replacement of gas heating.
- ✓ Maintain knowledge and expertise to apply for external decarbonisation funding opportunities and pilots
- ✓ Develop our understanding and planning of ways maintain thermal comfort within customer homes

How we will measure success:

- ✓ 92% of properties achieving SAP rating C by 2025
- ✓ Successful bids for external funding and pilots
- ✓ Delivery of approved investment plans targeting energy efficiency improvements
- ✓ Customer satisfaction with comfort and affordability of their home

Pillar 4 Repairs and Maintenance

What we want to achieve:

- ✓ Repair and maintenance services tailored to individual customer and asset need
- ✓ Energy efficient homes that are affordable and provide a healthy and thermally comfortable living environment
- ✓ Digitally enabled homes with fibre to the property
- ✓ Effectively maintained homes and other assets with a sustainable 70:30 ratio between planned and responsive spend
- ✓ Efficient delivery model that supports a digital approach and provides a range of access choices for customers, facilitated by 'fibre to the property' internet service availability
- ✓ Effective engagement with customers and communities to ensure their voice shapes and monitors service delivery

What we will do:

- ✓ Deliver recommendations from the business transformation Repairs Prototype
- ✓ Implement digital delivery model, including provision of accessible repairs and planned programme information to customers.
- ✓ Support customers and communities to hold us accountable for service delivery and to influence improvement plans
- ✓ Maintain and renew key components in line with stock condition survey data, component lifecycles and regulatory requirements.
- ✓ Work with stakeholders and service providers to facilitate and promote digital inclusion across customer homes and community assets

How we will measure success:

- ✓ Customer satisfaction levels and the NPV (Net Promoter Value) with quality of home and repairs and maintenance service
- ✓ Performance achieved against a range of indicators routinely monitored every month, including Right First Time, Time Taken and overall customer satisfaction
- ✓ Delivery of planned programmes in line with budget and business plan expectations