

Asset Management Strategy



2022-2027

**'Creating sustainable communities,
where people want to live'**

Asset Management Strategy

As a social landlord we take our responsibilities for looking after our properties very seriously. We are also acutely aware that these properties are peoples' homes and as such, their quality has a major impact on the lives of those who live in them.

Radcliffe Housing Society has a vision of "Creating sustainable communities, where people want to live". Our homes are by far our most valuable assets, generating most of our income, from rents and service charges, and consuming most of our spending, through management, maintenance and investments.

For our tenants, the quality of their home will be one of the most important things in their lives and few things will impact on them, as much as the way we provide and look after those homes. It is fundamental to the success of our business that we manage our asset base to keep the business healthy and to satisfy the needs and expectations of our tenants now and in the future.

The effective and efficient management of our assets is therefore central to meeting both our business objectives and customer expectations - all the more so given the increasingly challenging financial environment that affects our residents and our business.

This Asset Management Strategy sets out a comprehensive approach to meeting that future challenge. It captures the results of a very substantial amount of hard work that has been going on within RHS, reviewing all aspects of our approach, drawing on external best practice, improving our information and analysis base, and weaving together the short, medium and long-term aspects of our asset management thinking.

This strategy is complementary to, and consistent with, our Strategic Plan to meet the needs of the future.

Jermaine Sterling
Director of Operations

Our assets include housing, (including market rent and leasehold), offices, equipment, land and open areas surrounding our homes and income derived from these, including income from property that we factor on behalf of owners.

In delivering this strategy we will continue to apply the principles of active asset management, thus ensuring we invest in the right properties at the right time. We have recently completed a stock condition survey and identified those poorly performing assets.

Effective communication will be a key priority. We will share information on our planned programmes through increased use of digital formats and offer tenants more ways to contact us about matters of importance to them.

Our programme of major repairs and component replacement will continue as before, although this will now be informed by our new asset management property data base 'Integrator'. The system also allows RHS to facilitate business planning and annual budget process.

Mission

- Customer Centric
- Passionate
- Inclusive
- Accountable



Mission

- To develop services around customer's needs.
- To invest in our existing homes
- To grow the organisation

Vision

- To create sustainable communities, where people want to live

The main aim of this strategy is to:

- understand the condition and profile of our assets
- understand the suitability of our assets to meet demand now and in the future both in a local and national context
- meet and where possible exceed our obligations for property compliance when set in context of regulation, legislation, and approved codes of practice.
- establish the investment required over thirty years to maintain our assets and the approach required to manage this investment
- establish our tenants' priorities and ensure that investment priorities reflect these
- determine a disposal strategy.
- accelerate our priority to address and tackle fuel poverty



There are significant financial pressures and challenges ahead, which is acknowledged in our Strategic Plan, but importantly RHS has the financial capacity to support major investment in new and existing homes.

Maintaining and upgrading homes is by far the biggest spend area for RHS, so it is crucial that we make decisions about how to invest money, in line with the Strategic Plan and have clear thinking about value for money.

In order to do this, we need to understand how assets perform financially over the life of the business plan. For RHS, it's important to know which assets produce a surplus and most importantly, which ones that don't. This will then give us an informed understanding of the asset base and its inherent value, both financially and socially.

In delivering an efficient asset service we need to consider our membership of procurement consortia to drive value into our construction and support costs. Consideration on how we deliver our asset services should not only focus on the initial capital costs, but also the on-going management costs of our homes.

Critically, for any investments we make into our homes, we remain driven by the need to ensure that our homes remain affordable for families.





Becoming Net Zero

We will be carbon neutral by 2050.

The Government have announced that to meet their legal objective to achieve Net Zero, all homes in England must be an EPC rating C by 2030.

With less and less time to achieve, we all have a direct responsibility to reduce our carbon footprint. This is whether it's reviewing your own LED lighting, having smart heating solutions or increasing our recycling opportunities.

We acknowledge we have work to do, to increase energy efficiencies within our homes. This will also mean within a few short years, we will no longer be installing gas boilers and will reduce gas emissions across all our stock within 10 years.

Our plan includes:

Identifying homes at 'EPC rating D' or lower

Promoting to our residents, the benefits of using Net Zero initiatives immediately

Review different types of insulation or retrofitting new heating solutions to ensure value for money for our residents

Conduct surveys of our homes by 2024, to address fuel poverty and to ensure heating solutions remain affordable for our residents

Committing to installation of gas boilers to be banned by 2027

Continuing to invest in our homes to meet quality standards

- Regulatory Compliance
- Improving our SAP rating
- Health & Safety

Keeping Residents Safe

Ensure we are compliant with all Fire Safety regulations and emerging changes in regulation

Implement and sustain a programme of cyclical repairs and improvements

Ensure our H&S processes, systems and information are updated regularly and robustly

Provide transparent information to residents on our H&S performance

Publish our repairs performance and gain views and feedback from residents on our services

Regulatory Compliance

Regulatory compliance incorporates those areas of asset management where there is a legal requirement for building owners, occupiers, facility managers and consultants to ensure that all aspects of statutory compliance are covered

Maintain our homes at decent homes standard and consider 'Future Homes' standards

Repairs & Maintenance

Effectively manage the delivery of responsive repairs to our homes with our contractors

Work with residents to review key material, standards and choice for our improvement programmes

Continually improve our stock data to inform investment plans

Offer adaptations, in partnership with local authority partners to enable residents to live independently

Pro-actively source renewable and sustainable solutions when completing any types of home investments

Prioritise and publicise the benefits of Net Zero initiatives to our residents

Adopt a more strategic approach to Asset Management, maintaining and comprehensive and accurate property base

- Ensure we're investing in the right assets at the right time
- Identify the best and worst performing assets
- Maximise benefit from our assets

Making best use of our assets

Review the performance and effective use of our office spaces, ensuring they support our service delivery plans, our staff needs and offer absolute value for money

Strategically manage our assets to ensure they are performing well financially

Homes which are inefficient and expensive to maintain homes to be considered for disposal

Value for Money

Components and materials to be selected on whole life costs assessment and with the benefits of meeting Net Zero initiatives

Release equity in high value property to invest in new homes or to invest in our existing stock.

Complete development strategy for poorly performing assets

Support and invest in downsizing initiatives

Invest in properties that have a long term strategic fit and where such investment contributes to our long term VFM objectives

Identifying and making best use of technology (drones) to provide cheaper and alternative solutions to carrying out surveys and repairs

Growth Opportunities

Review redundant garage sites, underused car parking areas and land for redevelopment opportunities

Combining adjacent unused or underutilised pieces of land

Bringing in (hiving off) land at the end of long gardens when properties become empty or with resident consent where this can add to adjacent sites, such as disused garage plots

Building new properties, or extending existing properties, on underused land within existing estates or schemes

Redeveloping existing properties where the current accommodation is of poor quality, has a high investment requirement or fails to optimise the use of land

Purchasing pre-existing houses and flats, especially those previously sold under the right to buy, where these are of the right type, quality and location for meeting the needs coming through on the housing register

Contracts

Maximise DFG income

Reduce the number of contracts by procuring services into smaller lots

Maximise and review Social Value Impact outcomes

Implement robust assessment of procurement options

Developing services around customers' needs

- Addressing fuel poverty
- Preventing damp and mould in our homes
- Improving living conditions

Customer Centric

Raise the standard of the homes we provide to make sure they are fit for purpose for modern living

Budget for environmental improvements to external areas of the properties, with work being identified by our tenants

Ensure our void standards are constantly updated to drive up the quality of our homes, taking into account new technologies, improved materials and changing lifestyles

Support residents to reduce their fuel and utility costs, help with grant applications and signpost them to organisations who provide free support and advice

Make use of new energy efficient technologies to help residents use less water, less electricity and less gas

Independent Living

Offer digital inclusion services throughout our schemes

Improving and upgrading the décor, furnishings and overall quality of the internal communal areas to make schemes much more attractive

Upgrading the external areas and improving facilities such as gardens, parking and mobility scooter storage

Ensuring the pull cords and monitoring system are fit for purpose and maintained efficiently and frequently

Resident Engagement

Improve communication with tenants to help improve our repairs service

Offer tenants choice on planned programmes, including 'cost' options choices

Ensure digital platforms are available to raise repairs issues

Have a voice and input to the repairs and maintenance service

Question and discuss issues in relation to the service

Receive and scrutinise performance reports, including voids and customer satisfaction

Actively promote repairs and maintenance and outcomes achieved

Respond to any changes in national or local policy and governance, in relation to repairs and maintenance

Be involved in contract selection and monitoring

Homes Standards

Focus on hard to heat homes or homes which are not energy inefficient

Fully insulating our homes to ensure we meet future homes standards

Implement planned interventions to prevent dampness and mould

Continue cost effective retrofit interventions and increase broader range of contractors to meet future demands

We're finally building new homes!

We are delighted to support the Mayors objective of addressing the urgent need to provide homes for those most vulnerable.

We are absolutely determined to build new affordable homes for those most in need. Planning permission has been granted to us and we are aiming to start works in March 2022.

Purcell Close

We will aim to build five new apartments, on our existing car park land at Purcell Close. This existing land currently has use of garages.

A new three storey building providing five flats, with accommodation in the roof space, will be built after the existing garages have been demolished.

Five brand new homes of 4x One bed and 1x Two bed apartments.

We will also regenerate the land with new access points, new cycle and refuse storage facilities.

These homes will be made available for families in need from Croydon Housing register

Howard Road

This new development is being built on our existing car park land, at Howard Road, Penge.

Six new 4x One bed and 2x Two bed apartments.

A new three storey building will be built, comprising of six new affordable residential flats with an undercroft car park and new associated cycle storage and refuse storage.

As part of the planning conditions, we will install new windows in the existing block to counter initial concerns raised about any 'loss of light'.

These homes will be made available for families in need from Bromley Housing register





Shown are:

Howard Road, SE20 (top)
Six Homes

Purcell Close, CR8 (left)

Both schemes to be completed by June
2023



Contact us

By Email:

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Rent: rents@radcliffehs.org

By TEXT:

Send a text message to: 07497 301 013

To contact your income support officer: text RENTS

To get latest account balance: text BAL

To report a repair: text REPAIR

Visit our website here



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