

# Asset Management Policy

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## 1 Policy Information

Date of issue	December 2022
Replacing	Asset Management Policy
Review Date	December 2025
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Circulation List	Available electronically on SharePoint

## **2 Policy Statement**

South Liverpool Homes' (SLH) own and manage over 3800 homes in South Liverpool. Our homes are our biggest asset and as such need an effective management policy to ensure they return positive investments and meet the expectations of our current and future customers.

To ensure we maintain and develop the housing stock for the future, we need to be satisfied that the current home types meet the needs of the community and our needs. Investment decisions in respect of the housing stock will be made wisely to meet the required standards.

This policy links directly to the Repairs and Maintenance Policy which details our standards for completing works once decisions have been taken to invest in homes the differential for this policy is that it sets out how we make such investment decisions.

It is also delivered in line with our Sustainability Strategy which will run in parallel with this policy.

## **3 Policy Aims**

The policy seeks to ensure SLH exceed compliance with the relevant legislation by being proactive in the effective management of our homes. This will not only enable us to identify and minimise risk but deliver a progressively stronger base for the Business Plan, whilst increasing satisfaction with customers views on the quality of their home.

The aim of the policy therefore is to ensure:

- SLH understand at a granular level the profitability of every SLH asset
- All homes achieve a positive net present value (NPV)
- Increase the energy efficiency of SLH's homes through effective asset investment
- Active asset management, through an intelligent approach to developing investment priorities for SLH's homes, is in place
- Effective Business Planning to ensure priorities are identified and funded
- Improvements in the energy performance of SLH homes to ensure they are affordable to heat and power for customers

## **4 Asset Management Definition**

Asset management is the art and science of making the right decisions and optimising the delivery of value; for this policy, this is the management of our homes. Successful asset management involves the coordinated activity of an organisation to realise value from its assets. An asset is defined as an item, thing or entity that has potential or actual value to an organisation.

We know the value of all our assets: not just their actual and potential financial value, but also their importance to the business and more importantly their value as a home to our residents and their relationship to the neighbourhoods in which we operate.

This requires the balancing of costs, opportunities and risks against the desired performance of assets, to achieve the organisational objectives. This balancing might need to be considered over different timeframes and SLH use the PIMSS asset management system to help achieve this.

Effective asset management has always been fundamental to the management of the Business Plan, the recent changes in regulatory arrangements, welfare reforms and austerity measures taken by the Government have placed increased emphasis on the asset management function.

Over the next 30 years SLH will invest circa £250 million into our homes across South Liverpool, through programme renewals, responsive and cyclical repairs. This investment is intended to protect and sustain our assets for the future. The challenge is for us to make appropriate and timely decisions to enable us to extract more capacity and invest in the correct assets at the optimal time.

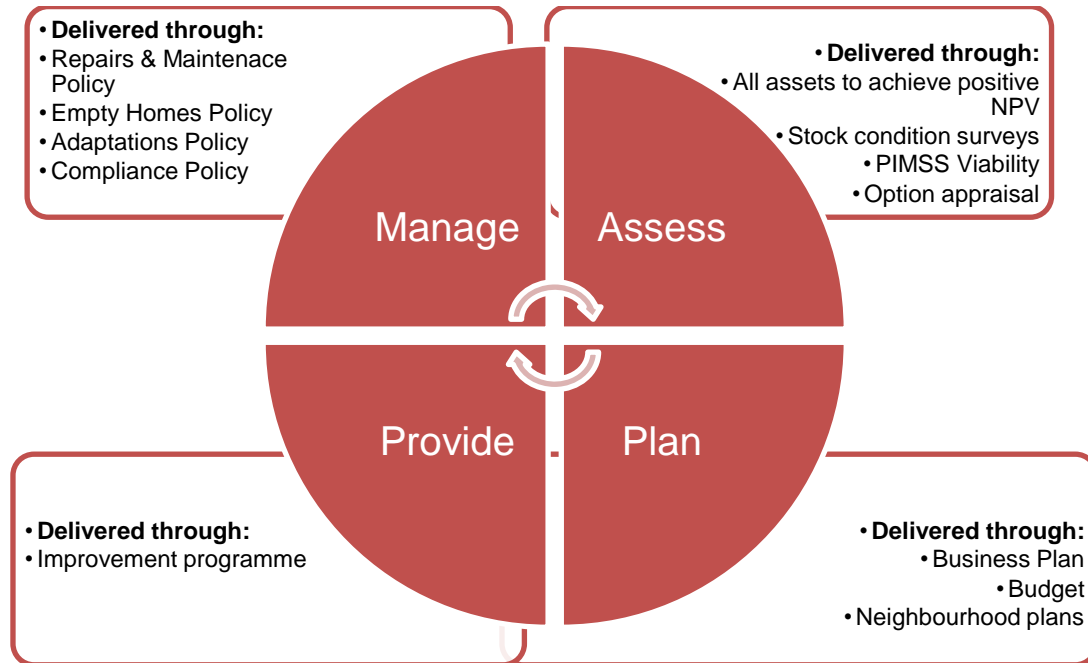
In addition to existing investment decisions, SLH has established a baseline position against initial decarbonisation costs. This is the first part of SLH's journey to 2050 and has been supported by Suss Housing using a model called SHIFT. SHIFT is a non-financial and sustainability reporting platform which:

- Measures organisational performance against sustainability metrics
- Generates data for decision making
- Provides a route map for sustainable business improvement

The energy efficiency of SLH's current stock is SAP 66. SHIFT has calculated that SAP 86 is an energy efficiency that represents net zero carbon. SLH's current position is favourable and is reflective of its strategy to continue to invest in its homes through this policy and following the comprehensive stock transfer programme.

Through this Asset Cycle, further modelling will be undertaken for those homes where it is unlikely that their SAP rating will increase even with substantial investment, long term options need to be developed for such homes

## 5 Asset Management Policy



The above describes the asset management life cycle which SLH adopt to ensure the best use of our assets to meet the needs of current and future customers. This enables us to understand how much an asset will contribute throughout its useful life, considering factors including its age, location and how much it costs to maintain.

We use the PIMSS Viability model to determine the value of the investments we make. This allows us to work out its cost-effectiveness and where necessary complete option appraisals. As a community-based landlord, disposal is not an option usually considered however the option appraisal tool allows for the exploration of alternative uses to increase the profitability level of the asset.

In April 2019 a new approach to stock condition data was introduced under which 20% of the stock will be inspected annually with external validation undertaken every five years to ensure 100% accurate and recent information is available. This data is used to report on Decent Home Standard requirements.

Assessment and planning leads to 'provision' or delivery. The improvement programme is agreed annually as part of the budget setting process with the data informing the 30-year business plan. To complement long term programmes, a seven-year cyclical maintenance programme maintains homes to a good standard in between investment works which should reduce incidence of responsive repairs. This work will be undertaken on a seven-year cycle and will include items such as external decoration, cleaning gutters, small areas of wall finish repairs, lubricating and adjusting windows.

Works will be undertaken in accordance with the required cycles to ensure compliance with statutory requirements relating to equipment and/or systems installed in all our assets, such as gas and electrical safety, asbestos management and treatment to prevent legionella as detailed in our Compliance Policy.

The final 'management' aspect is delivered through relevant policies and procedures.

## **5.1 Link to Neighbourhood Planning**

We recognise that the value and attractiveness of our homes is affected by the condition of the surrounding environment and the data provided from both stock condition surveys and stock profiling will be used to produce neighbourhood plans that will focus on improving the common areas of flat type accommodation and the environmental aspects of our stock, including boundary treatments, paved areas, refuse storage and car parking.

SLH homes are located within all of the wards of South Liverpool. In order to identify relevant issues at a local level we have defined five neighbourhood areas for which defined neighbourhood plans are developed to understand neighbourhood profitability as well as resident-based priorities.

## **6 Measuring Performance**

Key measurements for this policy are:

- 20% annual stock condition surveys
- All homes achieve positive NPV
- Annual improvement in satisfaction with quality of home
- Ensure a positive and improving balance of planned works to responsive repair spend

## **7 Policy Review Considerations**

The policy has been reviewed in line with SLH Groups Policy Review Toolkit ensuring relevant actions under this toolkit, including risk assessment and value for money, have been completed.

## **8 Policy Assessment**

Regular training of colleagues involved in asset management including repairs staff will take place on an annual basis to ensure the risks associated with the process can be minimised.

Regular monitoring of the Contracts Register by the Risk Management Forum can minimise the risk of contract overlap/duplication and associated expenditure.

## **9 Customer Influence**

Delivering sustainable employment outcomes for our customers is a key priority for SLH and it is therefore fundamental to ensure that opportunities provided through asset management are maximised.

## **10 Statutory and Legislative Framework**

- Building Safety Act
- Fire Safety Act
- Landlord and tenant Act
- Housing Health and Safety Rating System
- Environmental Protection Act 1990
- Paris Agreement on Climate Change 2015
- The Gas Safety (Installation and Use) (Amendment) Regulations 2018
- BS 7671:2018 - Requirements for Electrical Installations, IET Wiring Regulations (New 18th Edition)
- Health and Safety at Work Act 1974
- Procurement – Public Contracts Regulation 2006
- Social Housing White Paper
- Future Homes Standard
- Building Safety Regulations

## **11 Associated Strategies & Policies**

- Place Strategy
- Planet Strategy
- Health, Safety & Wellbeing Policy
- Compliance Policy
- Adaptations Policy
- Decant Policy
- Customer Feedback Policy
- Probity Framework
- Repairs & Maintenance Policy
- Chargeable Repairs Policy
- Empty Homes Policy
- Procurement Policy
- Decarbonisation Strategy