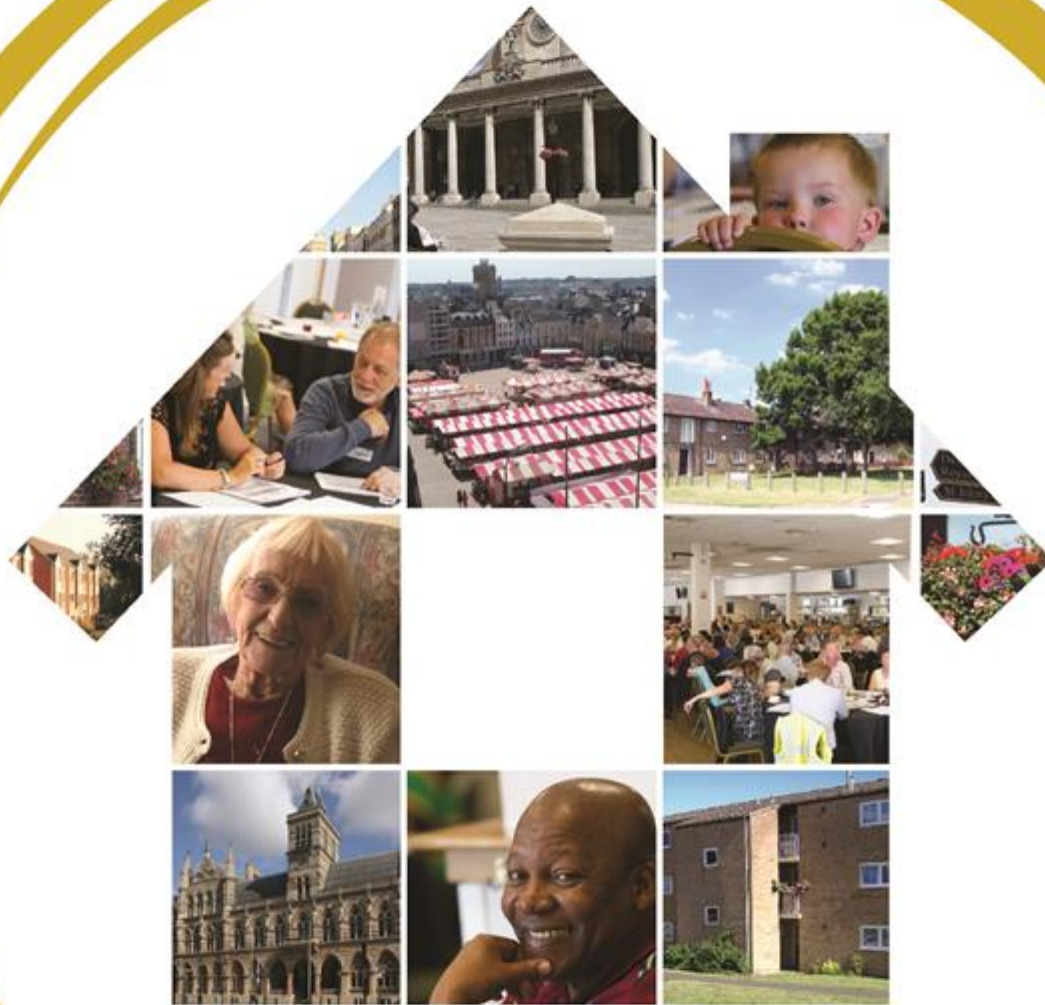


Housing Asset Management Strategy 2015 - 2020

Northampton Partnership Homes & Northampton Borough Council



Forward

This Strategy is one of the key documents that describe how Northampton Partnership Homes (NPH) will work together with Northampton Borough Council (NBC). It sets out how NPH will maintain, improve and seek to develop new affordable council housing within Northampton.

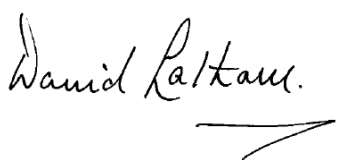
We are committed to work together to maximise and improve the quality of the housing assets towards improving and building strong communities within the Borough. We will encourage the involvement of all residents, including tenants, leaseholders, shared and private owners, to work together and aim to attract additional funding via energy companies, government, EU or others to help deliver this strategy.

We are also committed to see NPH being successful in delivering quality services to residents and support the aspirations outlined within this strategy. This includes allocating suitable financial resources to enable NPH to operate successfully and deliver the aspirations contained within NPH's Business Plan.

We wish to ensure there is a culture of trust between the Council and NPH. To support this there is an agreed level of delegation of responsibility to NPH by the Council so decisions concerning the housing service can be reached effectively and efficiently. We also accept the stock ownership remains with the Council but there needs to be accountability for the management of the assets.

This strategy seeks to set out the agreed elements for effective asset management and the Action List within will be regularly reviewed and reported to both organisations to ensure the required outcomes are delivered. Over the 5 years of this strategy we will strive together to ensure we are successful.

Signed:



David Latham
Chair of the Board
NPH



Mary Markham
Cabinet Member for Housing
NBC



Introduction

Welcome to Northampton Borough Council's (NBC) & Northampton Partnership Homes' (NPH) first joint Asset Management Strategy which over the next 5 years will move asset management from influencing investment decisions to driving future investments. At the same time this strategy will both inform and support the delivery of NPH's Business Plan and provide a route map for embedding best practice in Asset Management.

Before we can publish clear future investment plans and in order to make decisions over the future viability of some of our assets, we need to undertake a number of tasks which will ensure funds are focussed into programmes agreed with tenants and leaseholders and which deliver greater value for money from our repairs and maintenance services.

We will work in collaboration to complete the following, as detailed within this Asset Management Strategy:

1. We will formalise our future investment priorities with our residents by setting out how we will deliver the Northampton Home Standard to compliment other investments required for our properties.
2. We will undertake assessments of the entire asset stock to help identify those properties which need further investigation before we continue to spend money. This will assess the future viability of our properties to meet the current and future needs of those who need our homes, plus identify potential redevelopment opportunities.
3. Following this we will undertake detailed investigations of potentially obsolete assets to determine the most effective solution.
4. We will develop and publish an Environmental Plan, which will detail the primary target for improving the energy issues within the housing stock and address the demanding requirements of the Energy Act 2011.
5. We will also start to restructure our planned maintenance programmes to reduce demand for responsive repairs and deliver greater value for money through it being a joined up approach to maintenance.

In this strategy we have outlined our proposed 30 year investment plan for all the assets, however until we have completed the above exercises, together with some of the other objectives outlined in the document, these figures remain provisional. We will work to establish provisional programmes for the first 2 years and liaise with the residents over this work. However, within 2 years, NPH should be in a stronger position to formally publish more detailed investment programmes and provide residents and stakeholders with greater assurance and future certainty. We will then develop a revised Asset Management Strategy to cover the remaining 3 years that will apply all of the above and continue to deliver best practice in Asset Management.

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Document Monitor

1. Amendments as recommended by landlord services employees
2. Amendments as recommended by PAMT
3. Amendments as updated by Tim B to reflect joint document
4. Amendment to reconcile HCA number submission
5. Amendments made following AM Committee input on 22/10/14 & various employees
6. Final Amendments prior to Cabinet submission



1. Summary of Strategic Aims

Throughout this document there are a series of key strategic aims and subsequent objectives as highlighted within a series of yellow boxes. The objectives are subsequently summarised in the Action List in Appendix A, which will become the principle method for reporting and monitoring the delivery of the strategy.

Northampton Borough Council (NBC) is one of seven Borough and District Councils located within Northamptonshire, located in the southern East Midlands area. There are some 93,213 dwellings located within the Borough, with 14% owned and currently managed by the Council.

From 5th January 2015 the responsibility for the management of these homes will pass to Northampton Partnership Homes (NPH) which will be a new Arm's Length Management Organisation (ALMO) established by Northampton Borough Council. Our prime objective is the provision of affordable housing services to people in housing need within the Borough. Details of the aspirations of both NBC and NPH are spelt out in an agreed Delivery Plan and this strategy sits as a key element within that plan.

The overall aim is ensure that NPH becomes an excellent housing organisation and, as such, we are determined to grow and improve services and base these on best practice.

NPH manages a total asset base of over 16,000 units, including 12,877 residential and over 3,200 non-residential on behalf of Northampton Borough Council. Together these assets have a market value, subject to tenancy, of around £230million and they currently generate an annual rental income in excess of £50million. In addition, we have communal areas and facilities, along with play areas and land-holdings so the assets included within this strategy are as follows:

- 10,191 General Needs dwellings, including:
 - Flats
 - Maisonettes
 - Houses
 - Bungalows
- 1,777 Sheltered Scheme Units – Flats & Bungalows
- 778 Leaseholder Units – Flats & Maisonettes
- 80 Shared Ownership Units and 51 other properties
- Communal Areas, including lifts, staircases, laundries and play areas
- Land & Amenity Space
- 3,127 Garages & Parking Spaces
- 64 Shops, Electric Sub-stations and other commercial properties
- Plus, the use of offices at Westbridge Depot and other stores.

Strategic Aims:

- | | |
|--|--|
| 1 - Asset Reviews | - To understand how NBC's assets are performing and demonstrate sound portfolio management – Section 4.1 |
| 2 - Option Appraisals | - To be in a position to make informed decisions about stock using an option appraisal approach – Section 4.2 |
| 3 - Better Use of Stock | - To make the best use of the stock to meet demand and ensure our residents are provided suitable accommodation – Section 4.3 |
| 4- Investment Considerations | - To have a sustainable Business Plan based on sound investment decisions Section 5.2 |
| 5 - Programme Development | - To develop coordinated and effective programmes using the Open Housing database as the principal business tool – Section 5.3 |
| 6 - Value for Money | - To provide cost-effective, efficient, quality homes and services for our residents – Section 5.4 |
| 7 - Resident Involvement & Empowerment | - To place residents at the heart of decision making and monitoring of services - Section 6.1 |
| 8 - Detailed Stock Profiling | - To understand all land and property assets and produce future plans for each asset management group – Section 6.2 |
| 9 - Data Management | - To continuously improve knowledge of our assets to enable effective future investment and clear programmes for residents – Section 6.3 |
| 10 - Information Systems | - To establish a single, comprehensive and accurate asset database covering all NBC's housing properties and land– Section 6.4 |
| 11 - Energy Efficiency | - To improve the quality of life for our residents through NPH being an organisation that champions environmental sustainability - Section 6.5 |
| 12 - Health & Safety | - To provide safe, secure and quality homes for our residents – Section 6.6 |
| 13 - Performance Monitoring | - To create effective key performance indicators for our assets in agreement with our residents and the Board – Section 6.7 |
| 14 - Leaseholders | - To ensure leaseholders receive a quality service, tailored to their requirements – Section 6.8 |

- 15 - Procurement - To achieve Value for Money through strategic procurement of all repairs & maintenance services, major regeneration and new-build projects – Section 6.9
- 16 - Response Repairs - To deliver a value for money repairs service that is 'right first time' and meets the needs of and offers choice to our customers – Section 7.1
- 17 - Relet Works/ Voids - To optimise the use of the stock and provide quality homes, creating sustainable tenancies – Section 7.2
- 18 – Aids & Adaptations - To ensure best use of the adapted stock and deliver an effective adaptations service to our residents with disabilities – Section 7.3
- 19 - Planned Programmes - To produce and deliver coordinated planned programmes that achieve VFM and offer certainty for our residents – Section 7.4
- 20 - Regeneration Projects - To ensure that the housing stock is fit for purpose both now and into the future – Section 7.5
- 21 - Redevelopment Projects - To deliver the ability to grow NBC's housing stock and provide new properties to support delivery of Northampton Borough Council's Housing Strategy – Section 7.6
- 22 - Disposals - To undertake selective 'disposal' of properties that have reached the end of their economic and useful life, as clearly demonstrated through asset management activities - Section 7.7



2. Purpose & Strategic Direction:

The purpose of this Asset Management Strategy is to describe how NPH will ensure that assets are effectively managed on behalf of NBC and the income they generate is optimised so that we build and maintain desirable, sustainable homes for current and future generations.

The data held by NBC and across the organisation, especially within our 'Open Housing' database, will be used to:

- deliver transparency for future investment decisions
- drive planned maintenance & regeneration programmes
- influence the business plan and financial forecasts
- build and maintain safe, secure, quality homes.

The principal drivers for this Asset Management Strategy are:

- Informing and supporting delivery of NPH's Business Plan
- Engaging and involving with residents in the provision of services
- Supporting and delivering other agreed NBC & NPH strategies, such as an Environmental Plan and Affordable Warmth Strategy
- Future-proofing the assets
- Achieving a year on year improvement in
 - the average property yield
 - the income generated by the land and property assets
 - the Net Present Value (NPV) across the stock
 - the average SAP energy rating of the stock

This strategy marks a major change towards strategic asset management and demonstrates NPH's commitment to it being a priority for the new organisation. The creation of an Asset Management Committee within NPH sets a clear direction of travel for delivering this strategy. It is envisaged that Asset Management will become central to day-to-day activities and move NPH towards developing best practice in Housing Asset Management.

2.1. Goals of this Asset Management Plan:

- ❖ **To create a 'Route Map' to deliver a holistic approach to the management of all our land and property:** including:
 - Governing asset decisions and commissioning new asset management projects
 - Regular Asset Reviews of the whole stock
 - Stock Profiling and Option Appraisals to clarify stock opportunities and challenges
 - Clear Investment plans agreed with residents
 - Strengthening the Business and Financial Planning processes
 - Maximising funds and fully utilising the use of in-house resources and skills
- ❖ **To deliver cost-effective maintenance services that respond to the needs of and offers choice to our residents,** including:
 - Establishing projects and programmes based on sound asset data and stock knowledge
 - Piloting new service delivery models, such as Property MOTs and a single external cyclical maintenance programme
- ❖ **To engage and involve our residents and future tenants in setting new programmes, standards, processes and policies,** including:
 - Formally establishing the 'Northampton Home Standard' planned programmes that will be deliverable within the Business and Financial Plans.

3. Policy Context:

This strategy seeks to sit within a framework of nation, local and business policies and this section of the strategy seeks to explain some of the key policies that will impact on our approach to Asset Management

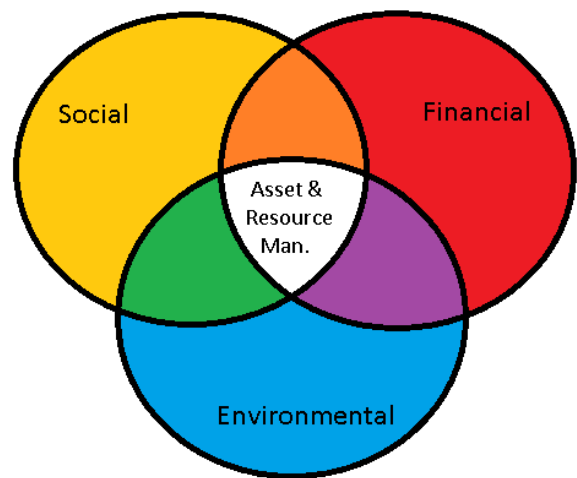
3.1. National Context:

There are a number of national policies which impact on asset management, principal among these are:

- Continuing to satisfy the Decent Homes Standard
- Reducing carbon emissions and improving energy efficiency
- The HCA's Regulatory Framework

During the lifetime of this strategy, the following legislation, regulations and events are also likely to change either our or our residents' use of assets:

- Regulatory Framework
- Welfare Reform
- Carbon Reduction Targets
- National Affordable Housing Programme
- The 2015 National Election



The approach within this strategy will support compliance with the Homes and Community Agency's regulatory requirement for sound management of all assets and resources. We will do this by balancing the 3 factors of Social, Financial and Environmental implications in all the key decision making processes.

3.2. Local Context

As part of the creation of the ALMO in January 2015, Northampton Partnership Homes' residents agreed an investment programme that completed the delivery of the Decent Homes Standard and created a new Northampton 'Home Standard' that would be delivered over the following 10 years to 2025. The Decent Homes programmes will be completed by March 2015 and as a result the vast majority of the stock will meet this standard, with those that don't (around 6%) as a result of the sitting tenant declining the required work.

Having met the Decent Homes Standard, our homes will then be maintained at or above this level and brought up to the new agreed Northampton 'Home Standard'. This new standard truly reflects our residents' aspirations, so new planned programmes will be developed to ensure the NPH Business Plan has the financial plan capacity to deliver this standard. This will be alongside other targets which NPH should deliver, such as providing affordable warmth, maintaining fire

safety, structural repairs and removing obsolescence within the stock. All of these aspirations shall be within the overall constraints of the HRA Business Plan managed by NBC.

Northampton Borough Council's Influence on NPH

Whilst NPH will have a level of independence from the Council, the housing stock constitutes the vast majority of the social housing within the Borough and therefore it is important that there remain close collaboration over the management of this stock. The following documents outline the need for close ties to continue to exist with the Council:

- NBC's Corporate Plan – which outlines the key strategies which influence the direction of the Council and will contain aspirations relating to the Council's housing stock and housing within the Borough generally.
- Housing Revenue Account (HRA) Business Plan and Medium Term Capital Programme which shape the high level strategic decisions of the use and division of funds to NPH.
- NBC's Housing Strategy – The NPH Asset Management Team will work with the NBC Housing and Well-being Team to come forward with housing solutions that deliver the needs of the community. In addition, it is likely that NBC will be seeking to build or take on new properties in the near future which it will ask NPH to manage.
- NBC's Corporate Asset Management Strategy – This will be to ensure that there is a level of consistency in the delivery of Asset Management policies and strategies between NBC and NPH
- NBC's Affordable Warmth Strategy – Providing affordable warmth is likely to prove increasingly difficult as energy prices increase above the rate of inflation and salaries. By 2020 energy prices are likely to be considerably higher than as present and without investment in both works and education, some of our residents are likely to be struggling to maintain warmth within their homes
- NBC's Housing Allocation Policy – to determine the most suitable allocation of properties by housing people in the highest need with accommodation that most suit those needs.

NPH's Objectives

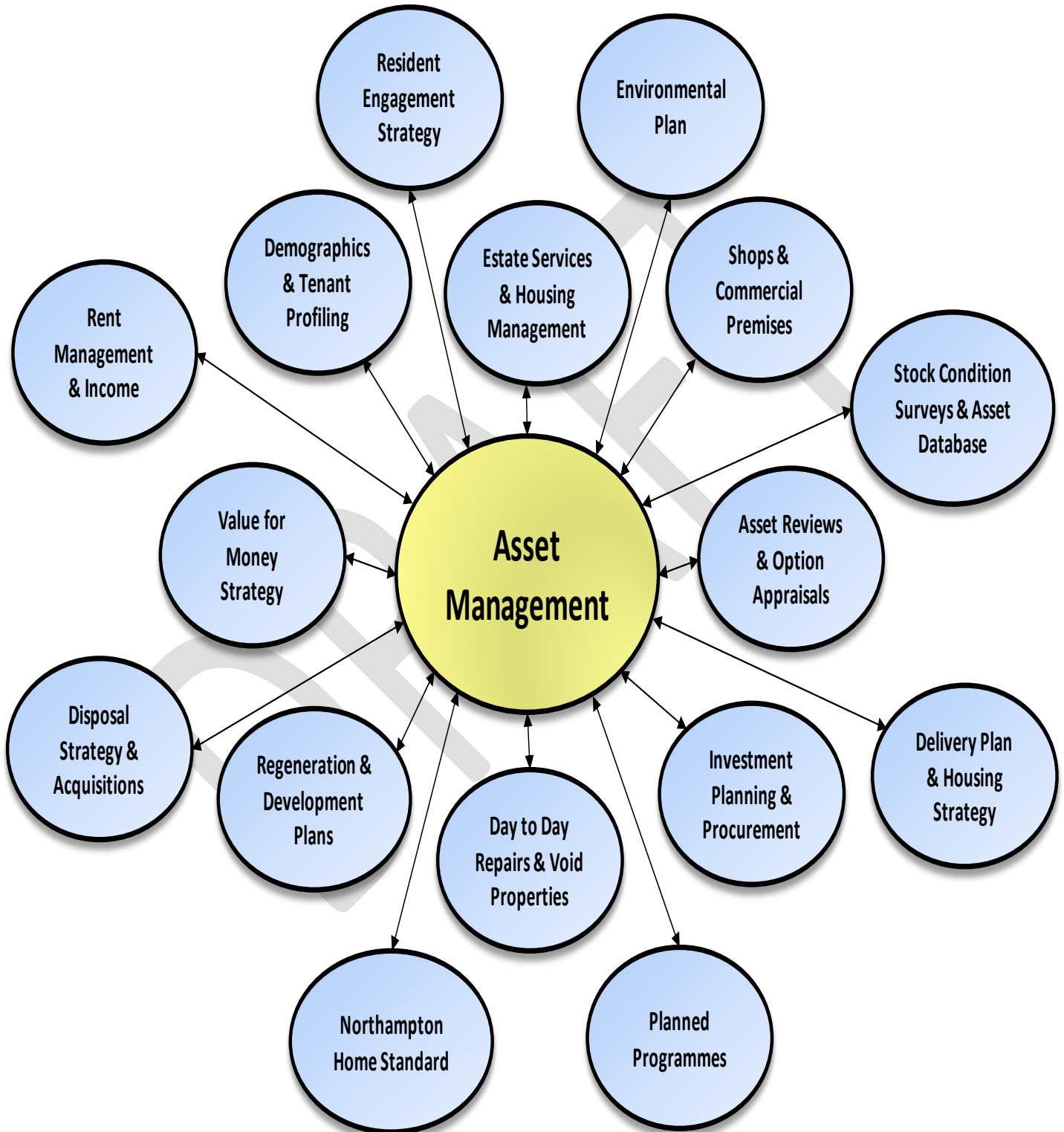
The details of these are to be found in the agreed Delivery Plan.

3.3. Defining Asset Management:

Asset Management covers the range of activities NPH undertakes to ensure that all land and property assets are geared to meet the current and future community, business & regulatory requirements. The term 'asset' includes all the land & property managed by NPH, such as: homes, garages, gardens, amenity spaces, roads, street lighting, un-adopted roads and shops.

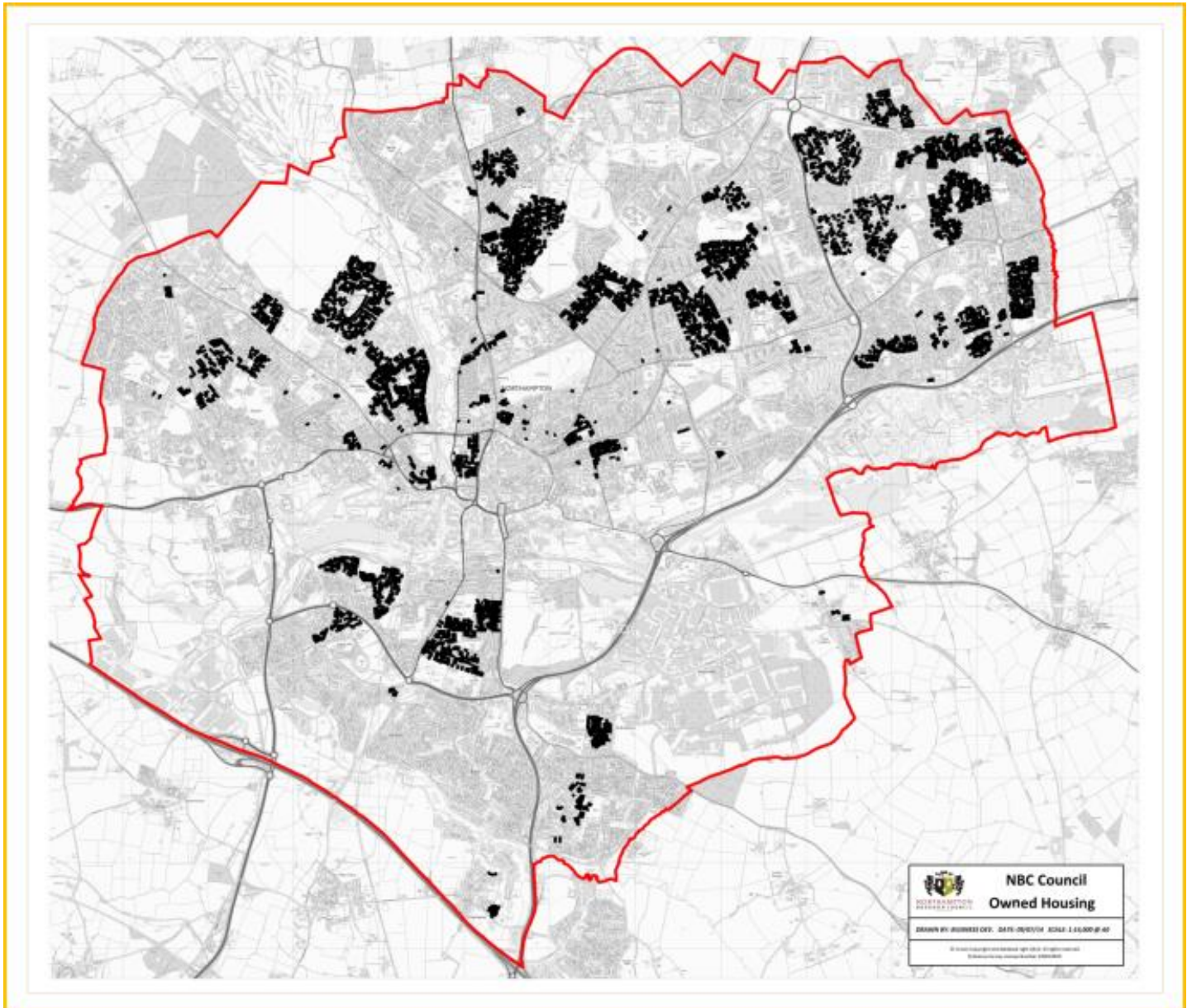


Asset Management is also about making our stock portfolio responsive to our policy decisions around service delivery, procedures and standards, etc. Therefore it becomes increasingly clear that asset management is not the sole domain of a single team within NPH but acts as a complementary theme supporting the whole organisation, as illustrated below:



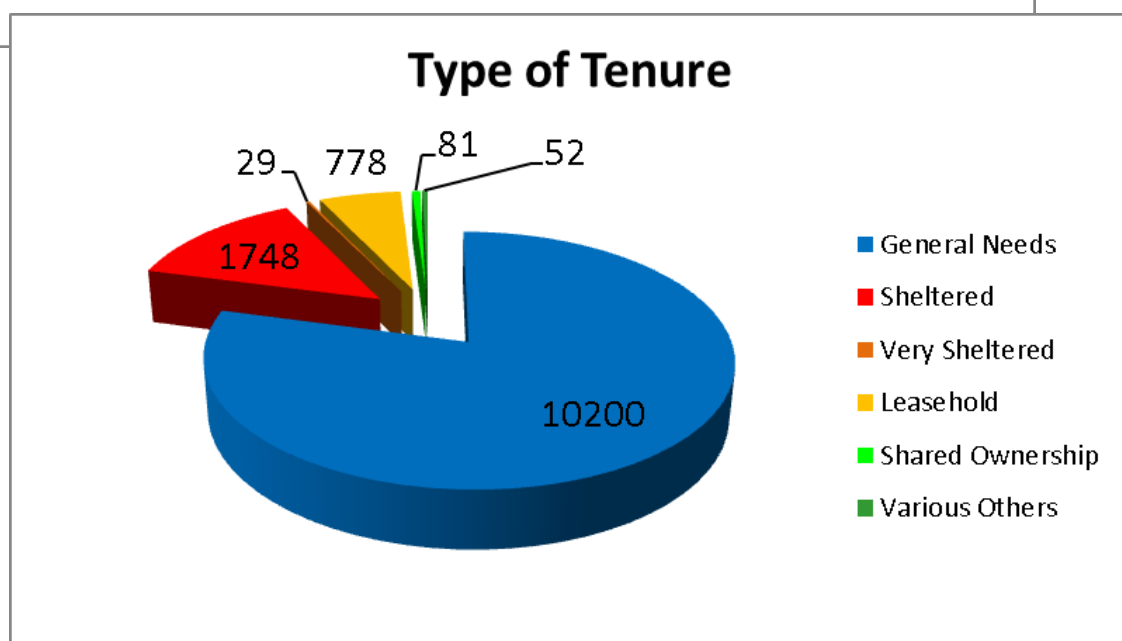
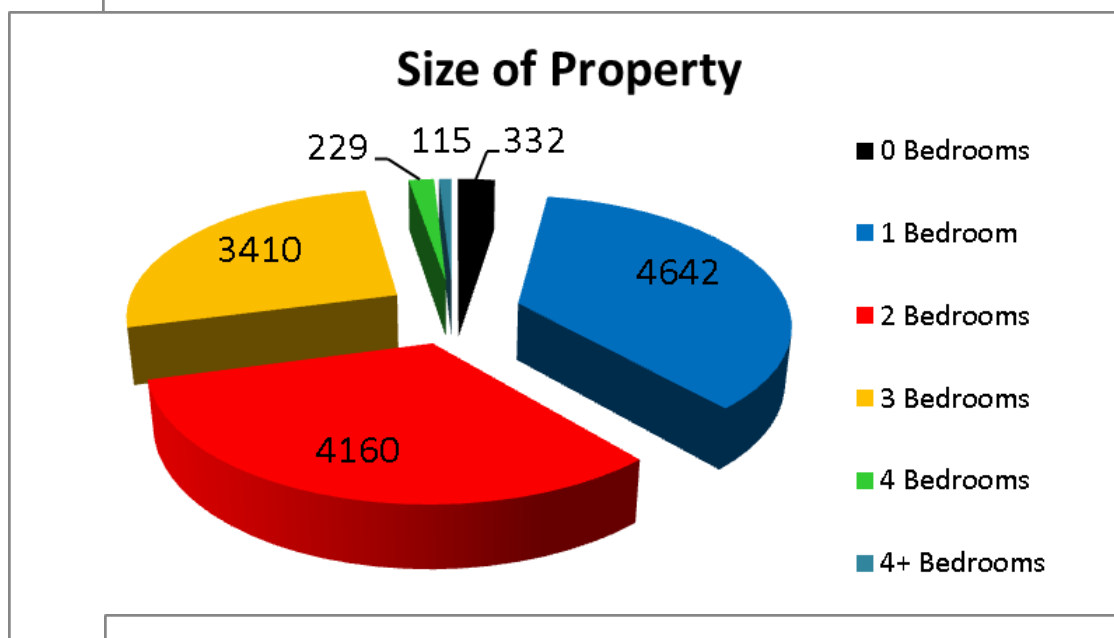
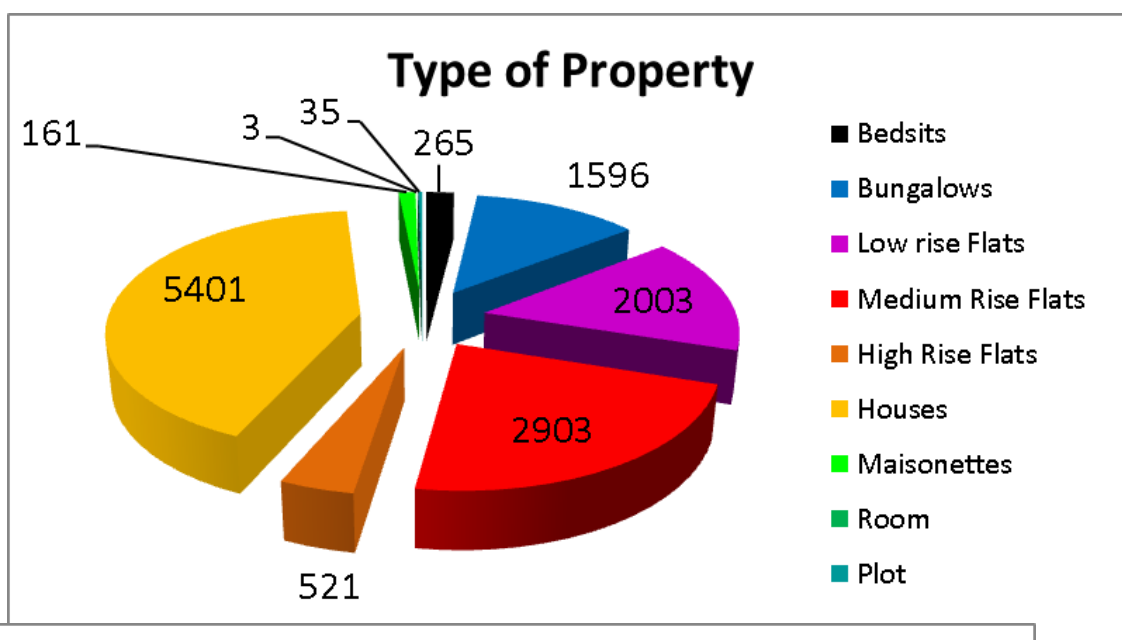
3.4. Profile of Housing Units:

NPH manages 12,877 residential properties owned by NBC in Northampton, the majority of which are social rented. However, NPH also manages homes and premises for leaseholders, shared owners and are aiming towards the development of new homes at 'Affordable Rent'.



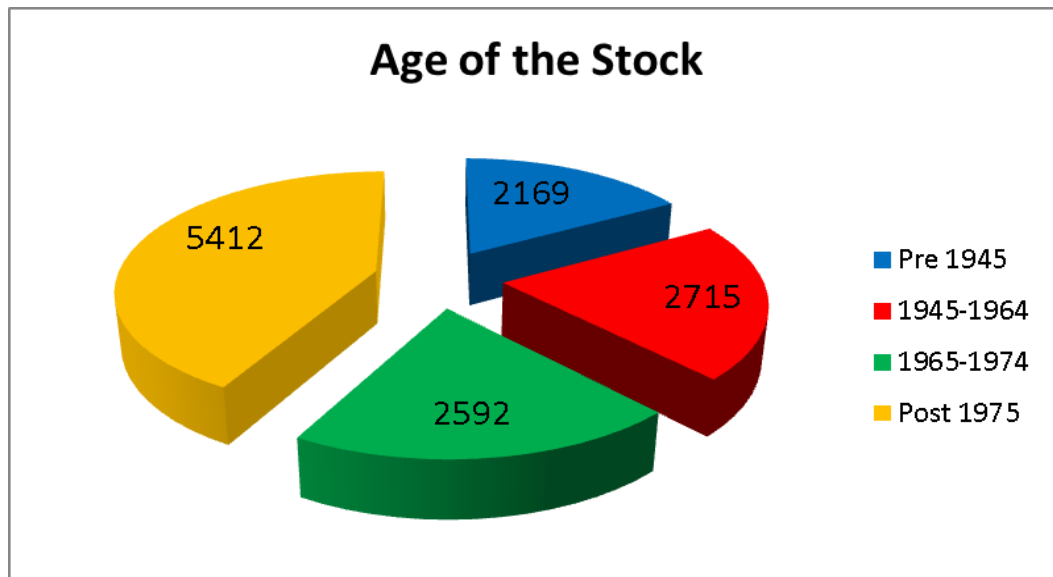
3.4.1. Property Types:

The tables and graphs on the next page provides a summary of the assets managed by NPH but a more detailed breakdown is provided in Appendix B:



3.4.2. Age of the Stock:

The age distribution of the stock in the table below demonstrates that the major group of properties (5,412 - 42%) were constructed post 1975, thus making the stock quite young in comparison to many other Local Authorities. The next biggest group 21.1% date from 1945-1964, which includes some of non-trads referred to below, whilst 20.1% of the stock date from between 1946 to 1974, with just 16.8% being pre-1945.



3.4.3. Non-Traditional Stock:

Within NBC's housing stock are a number of different non-traditional properties which include the following types of construction:

- Pre-Cast Reinforced Concrete (PRCs), including Airey, Gregory, Orlit & Unity
- Steel-framed, including British Iron and Steel Federation (BISF)
- Aluminium-framed prefabs, including Hawkesley,
- Timber-framed, including Swedish

With the exception of the Swedish Units, all the above are classified as 'defective' under part XVI of the Housing Act 1985.

However, 15-20 years ago all the Orlits, BISF and Hawkesleys were overclad with external wall insulation to help protect the external fabric, prolong the life of and improve the energy efficiency of these properties. A decision has already been reached on decommissioning the 9 No Airey properties, as demonstrated at Toms Close and the remaining property in Northfield. The Gregory & Unity are currently programmed for improvement which will extend the life of these properties and considerably improve energy efficiency. This only leaves the 4 Swedish properties where a decision is still need to be reached on their future.

In addition to these, there are some other non-traditional constructed properties such as 'crosswall' and 'wimpey no-fines' within the housing stock which are generally in fair condition but come with maintenance and energy efficiency issues. We are already undertaking external wall insulation schemes to some of these properties which are often in blocks of flats. We are still scoping the full extent of these properties.

3.4.4. New Developments:

As part of the Dallington Grange development scheme, which will see the construction of around 3,000 new homes within the Borough, agreement is being reached on the construction of 100 new council properties, which are expected to come under NPH's management.

NBC are currently looking at 2 alternative funding options to support these new build options:

1. HRA additional borrowing
2. Land is provided from Council General Fund, with NPH borrowing from Council General Fund. NPH "own" homes as RP, but Council receives income stream to cover borrowing and loan costs.

In addition to this scheme, the Asset Management Team will be looking to identify other development opportunities and creating a land bank of schemes that can be rolled out as the ALMO upskills staff to take on development knowledge and experience and prepare bids to attract possible grant funding for the construction of new-build projects.

3.4.5. Sheltered Schemes:

NPH will manage 1,777 sheltered bungalows and flats, with 27 of these flats currently designated as 'very sheltered' or Extra Care. Within this figure there are properties within the general needs stock which are primarily allocated to older people under the heading of 'sheltered'. When it comes to the age profile of our residents, across NPH some 22.4% of residents living in our assets are 60 or over years old.

With the demographic trend of an ageing population, NPH will review and develop a strategy toward services to be delivered to this client group. This will be undertaken in the light of the substantial reduction in funding for support services to older people and likely further reductions subject to the outcome of the election in 2015. We aim to complete the previous Sheltered Housing review undertaken by the Chartered Institute of Housing (CIH) and this will be done by March 2015, looking at both the service delivery and the suitability of assets, with reports taken to both SMT and the Board containing recommendations for the future.

3.4.6. Market Rent:

Subject to future decisions by the Board, the Council in conjunction with NPH, may consider developing a small stock of market rent properties as income

generators to the business through possible acquisitions over a period of 5 years. These properties will probably be sold after 10-15 years to realise capital receipts, whilst minimising the requirement for elemental replacements through planned maintenance programmes, subject to the strength of the local housing market.

3.4.7. Right to Buy/ Acquire:

Over the past 30 years the number of dwellings owned by NBC, has declined through Right to Buy sales, whilst at the same time, demand for social housing has increased steadily. In response to this trend, it is both NBC's and NPH's ambition, to increase the number of properties available for affordable housing and contribute to the building of new housing communities.

NPH will commence the monitoring of the ongoing impact of Right to Buy sales on the Business Plan and 30 year investment profiles and bring forward reports to SMT on the changing profile of the assets.

3.4.8. Leasehold Properties:

There are presently 778 leasehold properties, not including shared-owners, in addition to the housing stock with the majority in the Town Centre, Spring Boroughs & Kingsthorpe where there are large cluster of flats and maisonettes.

Whereas the internal works of the Decent Homes Standard had little impact on leaseholders, the Northampton Home Standard will require extensive consultation with leaseholders to procure contracts to allow these works to progress in the appropriate blocks of flats. There is a shared responsibility for the external fabric of these buildings and, once these contracts are in place, we will issue the required notices and then recharge the leaseholders for the shared cost of these works.

3.5. Housing Need:

This Asset Management Strategy acknowledges that NPH provides a significant contribution towards meeting housing need in Northampton however, we operate in an area with significant unmet demand for affordable housing. Currently there are over 3,400 applicants registered on the NBC Housing Register.

Following a review of the Housing Allocation Policy in 2012 over 6,000 applicants were removed from the Housing Register because they did not qualify for housing under the new rules, and they realistically had no hope of being offered a property. However, it is very likely that some of these households currently remain living in unsuitable housing but new applications have yet to be received.

Analysis of the customer profile indicates that unemployment levels are rising and dependency on welfare benefits is on the increase. Research also indicates increased economic vulnerability within our communities and, in particular, the residents' ability to meet the cost of routine household expenditure.

3.6. Profile on Non-Housing Assets:

3.6.1. Communal Areas and Other Land:

The Housing Management Team carries out regular monthly neighbourhood inspections of communal and common areas in blocks of flats and carry out 6 monthly 'Walk-about's' to review the condition of external areas which come under the HRA. The work of Estates Team also plays a major role in the effective management of communal areas and the provision of electricity and water for the cleaning of these areas will be a major consideration over the next 5-10 years.

The Asset Management Team will link into both of these teams to facilitate data collection about these communal areas and start to inform the delivery and programming of future works to communal areas.

As part of the development of the Asset Management database, a full catalogue of other land assets will be developed using Unique Property Reference Numbers (UPRNs) and a series of mini-option appraisals undertaken to determine the future use of all this land. Where appropriate, reference will be undertaken with the NBC Corporate Asset Register (GVA database) to avoid the duplication of information.

Early research shows that these assets consist of:

- Common areas in and around blocks of flats and sheltered schemes
- communal gardens
- open space around blocks of flats
- verges and strips of land around our properties
- play areas
- other parcels of land
- and large rear gardens, some which have adjoining land

Within the Asset Review process outlined in this plan we will also use the Council's GIS system to look at land density around our properties. Where we identify potential redundant properties with low density and possible adjoining land, the scope for redevelopment can be highlighted and appraised.

3.6.2. Garages & Garage Plots:

NBC has a portfolio of some 2,567 rental garages and 563 parking spaces and a variety of previous reviews of these sites has concluded that there are numerous development opportunities within these land holdings. However, it should also not be missed that despite some high levels of voids, the garage portfolio provided a significant financial contribution to the HRA Business Plan. As a result, work is being done to improve demand and effectively target repair resources to improve this position.

The garage portfolio currently generates an annual income in excess of £500,000,

however, there are high volumes of void units and should we be able to let all our garage units and parking spaces, this income could be increased to over £ 1.2m. The maintenance of these units is primarily managed through responsive repairs and a 'contingency sum' towards planned programme. Therefore, as part of this AMS, a new Garage Strategy Project will be initiated to examine the best use of all the garage sites and seek to maximise the income these assets generate. At the same time the existing investment stream will be reviewed to ensure the upkeep and good appearance of agreed sites, including the replacement of asbestos cement roofs and old garage doors.

Note: In addition to these are all the garages that are integral to a dwelling or within the curtilage of a dwelling. These are included within the general rental stream, rather than the above figures. The majority of garages attract a separate rental charge, are generally off-site provision and not associated with specific properties. These are either let to residents or to private customers.

3.6.3. Commercial premises:

NBC has a number of commercial landholdings, including 64 shops, electric sub-stations and gas governors, which contribute approximately £500k to the income to the business and some of these premises could potentially play a large role in terms of regeneration and contribution to the building of stronger communities.

As part of this strategy, NBC's Asset Management Team will be asked to carry out a review of all the shop units to determine the most effective current and future use of these assets and the impact on the wider community. A report will be taken to the AM Committee to advise them of the future strategy for these units so that vacant leases are actively marketed or alternative use or sale is considered.

3.6.4. Office Accommodation:

NPH will aim to operate from a single location in Northampton and, for the foreseeable future; this is likely to be at the Westbridge Depot, where the vast majority of the landlord service staff are based.

This strategy will include a review of the office and other commercial premises and together with the adoption of mobile working and more flexible working arrangements, this will probably see the migration of many roles within the organisation towards the use of hot-desks and temporary workstations. This provides the opportunity to ensure that our future office premises remain optimised and deliver value for money for the organisation.

3.6.5. Licences:

Where it is known that a piece of NBC's land is being used for purposes which haven't been agreed, or where we are approached with a request to use a piece of land for a particular purpose, licences or other appropriate agreements may be used to ensure that assets are protected. By putting these agreements in place,

individuals will not be able to claim possession of land through use. Due to the time and cost of dealing with historical situations, we will normally only act where either the land misuse is blatant or where the situation may prevent a future development.

3.6.6. Other Miscellaneous Properties:

NPH has a number of additional schemes and properties which come under some other form of agreement and these are listed below:

- Roof Rental Arrangements – NBC has 71 properties with Solar PV Panels, where the tenants benefit from lower fuel bills but all other income goes to Eon, who funded the installations.
- Housing Management currently manage the 37 plots at a Traveller's Site at Ecton Lane, although the land does not come under the HRA.
- Properties taken on for an agreed term under the Empty Homes initiative run by Strategic Housing. In most cases these properties are on a 6/7 year lease whereby NPH provides the tenancy management and repairs service until the end of the lease arrangement, when the properties are returned to the building owner.

3.7. Stock Condition:

3.7.1. Housing Stock Condition Data:

NPH's stock condition database provides essential information for reporting on Decent Homes, Energy ratings, Asbestos and for planning future investments. In 2012 Savills firstly carried out a 25% sample stock condition survey to help inform the possible creation of an ALMO. Since then a further 3,000 properties (25%) has also been surveyed by Savills to help ensure the delivery of the Decent Homes Standard by March 2015 and the results of these two surveys now form the basis of the stock condition database. As a result of the delivery of the Decent Homes Standard, many properties have been modernised with new kitchens, bathrooms, re-wires and new heating systems.

The delivery of the new Northampton Home Standard will be similarly measured from this asset database and consideration will be given to the purchasing of the Open Housing/ Capita Asset Management Module. This should help provide the necessary management functionality to support the delivery of an effective Asset Management service and provide improved performance data on the assets.

3.7.2. Approach to Stock Condition Surveys:

Our target is to complete a minimum of 10% stock condition surveys each year and this will clarify the subsequent year's investment plan. In this way, we will produce accurate investment programmes and ensure that funds are spent in the most effective manner.

This stock condition data is a key element when assessing the future viability of our housing stock and is used within the Asset Review Model which is outlined in the next section of this strategy. In order to facilitate these surveys a new post will be created within the Asset Management Team to appoint our own stock condition surveyor who will build on the data already gathered.

3.7.3. Decent Homes Compliance:

After NPH completes the delivery of the Decent Homes programmes by March 2015, only some 6% homes (approx. 700 units) may continue to 'fail' the standard but this is due to tenants who have chosen to refuse the works, usually by reason of old age or infirmity. These properties do not need to be reported as non-decent and hence we will have met the requirements of the standard.

Each year other properties will become 'non-decent' because some building component will be due for replacement, e.g.: a boiler, kitchen or roof. Our target within this AMS is to continue to reduce the number of non-decent homes and this will be managed within our current investment programmes.

NPH will continue to engage with customers who declined Decent Homes works, to ensure that they are able to make informed choices, or we will pick these properties up as they become void or as part of future planned programmes.

3.8. Housing Stock Investment:

Having delivered the Decent Homes Standard by March 2015, NPH will build on this to deliver the Northampton Home Standard to the housing stock. When driving round the Borough's housing stock it is often the privately owned properties bought under the 'Right to Buy' that are now suffering from a lack of investment and poor appearance. As a result of the Decent Home Standard, the vast majority of NPH's stock is now in a better condition and resident satisfaction is improving. The delivery of the Northampton Home Standard over the next 10 years, together with programmes to improve the energy efficiency of our properties will mean that by 2025, the NPH's assets are likely to be in a considerably better condition than many of the neighbouring properties.

The following targets represent investment goals for the entire housing stock, except those identified as requiring a detailed option appraisal:

- 100% properties have double glazing by 2017 – with the probable exception of listed buildings or properties in conservation areas
- 100% properties to have electric or battery operated smoke detectors by 2018
- 100% A Rated Gas Boilers by 2020
- 100% level access showers to sheltered accommodation by 2020
- Completion of the SCATE programme for all communal areas by 2020
- 100% of our housing stock has at least 300mm loft insulation by 2020, where appropriate
- 50% of our properties to have 'A Rated' replacement windows by 2025
- 100% of our properties have Cavity Wall Insulation by 2025, where feasible
- 100% new composite front and rear doors by 2025

- Around 200 properties with new Air or Ground Source Heat Pumps by 2025 where no gas network is going to be available – potentially saving 2,000 tonnes of CO₂ per annum, as set out within the Environmental Plan.
- 10% of the stock having Photovoltaic PV panels by 2025 to combat rising fuel prices, as set out within the Environmental Plan.
- Programmes of 500 new kitchens each year
- Programmes of 1,000 new showers each year
- Programmes of 1,200 new electronic stop taps fitted each year

At present the funding of asset management related programmes is based on a provisional capital and revenue investment of over £1,026m over the 30 year life of the Business Plan. However, as NBC finalises the HRA Business Plan and a new Business Plan for NPH is developed to reflect not just the figures for investment, but also resourcing the staff costs, overheads and other service provision, the allowances within the following table may well be subject to change. Between now and March 2015, a finalised set of figures will be agreed and any changes within the 30yr investment plan will be agreed by both NBC and the Board.

Moving forward, the management agreement between NBC and NPH specifies how the partners will work together to use this strategy – as it is reviewed and developed with new information – to agree on future investment programmes, and to set the management fee payable by NBC to NPH within the HRA. There will also be a review of any General Fund investment to revenue or capital on the same rolling, annual basis in accordance with the Council's budget setting cycle.

Around £12.6m/year is revenue funded and covers:

1. Response Repairs
2. Voids
3. Servicing: gas, electric, lifts, fire alarms, etc.
4. Grounds Maintenance
5. Cleaning of Communal Areas
6. External Painting

Whereas on average £21.5m/year is capital funded and covers:

1. External elemental repairs and replacements
1. Internal elemental repairs and replacements
2. Communal repairs and replacements
3. Energy Improvements
4. Other works & programmes: - anything not covered by the above

A more detailed breakdown of the anticipated spend into the stock is given in Appendix C. Over the next 2 years NPH will develop a clearer 5-year investment plan once we have completed the reviews and processes outlined within this AMS so that current and future residents can have greater certainty over our proposals.

Element Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6-10	Year 11-15	Year 16-20	Year 21-25	Year 26-30	Total
Pitched Roofs	£ 670,800	£ 670,800	£ 670,800	£ 670,800	£ 670,800	£ 2,908,850	£ 1,190,990	£ 7,593,300	£ 8,313,000	£ 3,985,650	£ 27,345,790
Chimneys	£ 58,030	£ 58,030	£ 58,030	£ 58,030	£ 58,030	£ 515,500	£ 157,450	£ 276,600	£ 79,850	£ 134,800	£ 1,454,350
Flat Roofs	£ 121,020	£ 121,020	£ 121,020	£ 121,020	£ 121,020	£ 1,069,460	£ 137,880	£ 620,870	£ 870,160	£ 146,615	£ 3,450,085
Fascias & Soffits	£ 720,800	£ 720,800	£ 720,800	£ 720,800	£ 720,800	£ 7,113,000	£ 1,096,000	£ 1,016,000	£ 1,838,500	£ 2,387,000	£ 17,054,500
Rainwater Goods	£ 820,800	£ 820,800	£ 820,800	£ 820,800	£ 820,800	£ 8,122,500	£ 1,549,500	£ 787,500	£ 2,272,500	£ 3,064,500	£ 19,900,500
Walls	£ 238,953	£ 238,953	£ 238,953	£ 238,953	£ 238,953	£ 11,300,420	£ 8,025,515	£ 10,370,095	£ 5,614,810	£ 2,254,270	£ 38,759,875
Canopies and Walkways	£ 41,300	£ 41,300	£ 41,300	£ 41,300	£ 41,300	£ 1,321,800	£ 347,600	£ 181,600	£ 92,000	£ 23,200	£ 2,172,700
Windows	£ 133,380	£ 133,380	£ 133,380	£ 133,380	£ 133,380	£ 4,457,700	£ 6,605,500	£ 12,675,700	£ 2,463,500	£ 2,148,500	£ 29,017,800
Doors	£ 273,150	£ 273,150	£ 273,150	£ 273,150	£ 273,150	£ 2,199,800	£ 1,708,500	£ 4,838,050	£ 1,393,350	£ 1,060,900	£ 12,566,350
Environmental Works	£ 723,880	£ 723,880	£ 723,880	£ 723,880	£ 723,880	£ 12,720,100	£ 6,212,640	£ 2,959,620	£ 645,600	£ 544,780	£ 26,702,140
TOTAL EXTERNAL WORKS	£ 3,802,113	£ 3,802,113	£ 3,802,113	£ 3,802,113	£ 3,802,113	£ 51,729,130	£ 27,031,575	£ 41,319,335	£ 23,583,270	£ 15,750,215	£ 178,424,090
Kitchens	£ 786,520	£ 786,520	£ 786,520	£ 786,520	£ 786,520	£ 3,652,500	£ 10,252,000	£ 31,235,900	£ 19,663,000	£ 3,652,500	£ 72,388,500
Bathrooms	£ 356,490	£ 356,490	£ 356,490	£ 356,490	£ 356,490	£ 3,409,750	£ 4,415,500	£ 5,141,750	£ 3,473,000	£ 11,977,300	£ 30,199,750
Electrics	£ 569,792	£ 569,792	£ 569,792	£ 569,792	£ 569,792	£ 2,774,000	£ 788,400	£ 1,204,000	£ 2,816,800	£ 15,597,840	£ 26,030,000
Heating	£ 349,448	£ 349,448	£ 349,448	£ 349,448	£ 349,448	£ 6,657,400	£ 14,626,160	£ 3,866,000	£ 6,076,250	£ 26,879,760	£ 59,852,810
TOTAL INTERNAL WORKS	£ 2,062,250	£ 2,062,250	£ 2,062,250	£ 2,062,250	£ 2,062,250	£ 16,493,650	£ 30,082,060	£ 41,447,650	£ 32,029,050	£ 58,107,400	£ 188,471,060
Communal services	£ 151,800	£ 151,800	£ 151,800	£ 151,800	£ 151,800	£ 3,297,000	£ 304,000	£ 162,000	£ 497,000	£ 1,659,000	£ 6,678,000
Communal doors	£ 345,280	£ 345,280	£ 345,280	£ 345,280	£ 345,280	£ 2,436,800	£ 533,000	£ 1,217,600	£ 828,800	£ 2,537,000	£ 9,279,600
TOTAL COMMUNAL	£ 497,080	£ 497,080	£ 497,080	£ 497,080	£ 497,080	£ 5,733,800	£ 837,000	£ 1,379,600	£ 1,325,800	£ 4,196,000	£ 15,957,600
TOTAL ENERGY WORKS	£ 3,473,471	£ 3,473,471	£ 3,473,471	£ 3,473,471	£ 3,473,471	£ -	£ -	£ -	£ -	£ -	£ 17,367,357
Front and back lights	£ 1,204,500	£ 1,204,500	£ 1,204,500	£ 1,204,500	£ 1,204,500	£ -	£ -	£ -	£ -	£ -	£ 6,022,500
Non-Trads	£ 400,000	£ 400,000	£ 400,000	£ 400,000	£ 400,000	£ -	£ -	£ -	£ -	£ -	£ 2,000,000
Related Assets/ Structural Rep	£ 200,000	£ 200,000	£ 200,000	£ 200,000	£ 200,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 6,000,000
Asbestos - Amendment to Savi	£ 400,000	£ 400,000	£ 400,000	£ 400,000	£ 400,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 7,000,000
Section 20 Leasehold Works	£ 337,400	£ 337,400	£ 337,400	£ 337,400	£ 337,400	£ 1,687,000	£ 1,687,000	£ 1,687,000	£ 1,687,000	£ 1,687,000	£ 10,122,000
Fire Risk works	£ 600,000	£ 600,000	£ 600,000	£ 600,000	£ 600,000	£ -	£ -	£ -	£ -	£ -	£ 3,000,000
Environmental Improvements	£ 3,668,604	£ 3,668,604	£ 3,668,604	£ 3,668,604	£ 3,668,604	£ 25,933,980	£ -	£ 5,000,000	£ 22,000,000	£ -	£ 71,277,000
Adaptations	£ 1,132,000	£ 1,132,000	£ 1,132,000	£ 1,132,000	£ 1,132,000	£ 3,675,000	£ 3,675,000	£ 3,675,000	£ 3,675,000	£ 3,675,000	£ 24,035,000
Major Works/ Remodelling	£ 1,800,000	£ 1,800,000	£ 1,800,000	£ 1,800,000	£ 1,800,000	£ 3,200,000	£ 4,500,000	£ 7,500,000	£ 6,000,000	£ 6,000,000	£ 36,200,000
Major Refurbishment	£ 1,500,000	£ 1,500,000	£ 1,500,000	£ 1,500,000	£ 1,500,000	£ 5,000,000	£ 2,500,000	£ 6,000,000	£ 6,000,000	£ 6,000,000	£ 33,000,000
Sheltered Housing Review	£ 1,200,000	£ 1,200,000	£ 1,200,000	£ 1,200,000	£ 1,200,000	£ -	£ 1,500,000	£ -	£ 3,000,000	£ -	£ 10,500,000
Garage Strategy Project (Blocks)	£ 500,000	£ 500,000	£ 500,000	£ 500,000	£ 500,000	£ -	£ -	£ -	£ 2,500,000	£ -	£ 5,000,000
Common Area Refurbishments	£ 240,000	£ 240,000	£ 240,000	£ 240,000	£ 240,000	£ -	£ 900,000	£ 5,000,000	£ 900,000	£ 900,000	£ 3,900,000
SCATE Project	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ 1,000,000	£ -	£ -	£ -	£ -	£ -	£ 15,000,000
Installation of PV Panels (NHS)	£ 1,240,000	£ 1,240,000	£ 1,240,000	£ 1,240,000	£ 1,240,000	£ 1,800,000	£ -	£ -	£ -	£ -	£ 8,000,000
Energy Improvements	£ 600,000	£ 600,000	£ 600,000	£ 600,000	£ 600,000	£ -	£ 1,000,000	£ -	£ 2,500,000	£ -	£ 6,500,000
TOTAL OTHER WORKS	£ 16,022,504	£ 16,022,504	£ 16,022,504	£ 16,022,504	£ 16,022,504	£ 43,295,980	£ 17,762,000	£ 30,862,000	£ 50,262,000	£ 25,262,000	£ 247,556,500
TOTAL CAPITAL WORKS	£ 25,857,418	£ 25,857,418	£ 25,857,418	£ 25,857,418	£ 25,857,418	£ 117,252,560	£ 75,712,635	£ 115,008,585	£ 107,200,120	£ 103,315,615	£ 647,776,607
Day to Day Repairs	£ 9,800,000	£ 9,800,000	£ 9,800,000	£ 9,800,000	£ 9,800,000	£ 40,000,000	£ 50,000,000	£ 50,000,000	£ 45,000,000	£ 45,000,000	£ 279,000,000
voids & Servicing	£ 3,000,000	£ 3,000,000	£ 3,000,000	£ 3,000,000	£ 3,000,000	£ 15,000,000	£ 15,000,000	£ 15,000,000	£ 20,000,000	£ 20,000,000	£ 100,000,000
TOTAL REVENUE WORKS	£ 12,800,000	£ 12,800,000	£ 12,800,000	£ 12,800,000	£ 12,800,000	£ 55,000,000	£ 65,000,000	£ 65,000,000	£ 65,000,000	£ 65,000,000	£ 379,000,000
TOTAL FUNDS	£ 38,657,418	£ 38,657,418	£ 38,657,418	£ 38,657,418	£ 38,657,418	£ 172,252,560	£ 140,712,635	£ 180,008,585	£ 172,200,120	£ 168,315,615	£ 1,026,776,607

3.9. Non-housing Stock Investment:

Within the life of this AMS, NPH will develop an investment plan to cover all of the non-residential assets managed by NPH on behalf of NBC, including our shops, garages, commercial premises and land so that they are formally included within NPH's Business Planning process.

Shops

NPH's Asset Management & Option Appraisal Teams will liaise with NBC's Asset Management Team to develop an investment plan and place these commercial premises into the asset database for investment planning purposes. In addition, stock condition surveys will be carried out to act as a base for future investment proposals.

Office Accommodation

NPH's Asset Management Team will liaise with NBC's Asset Management Team to undertake a full space planning exercise of the office building at Westbridge Depot and ensure we develop proposals for possible staff movements to optimise this accommodation. Any investment requirements coming from this exercise will then be built in the business planning process.

Garages

A cross-service project team will be formed to carry out a strategic overview of the garage sites, co-ordinated by the Option Appraisal Team to again come forward with proposals for each garage site. There will also be strong links with both Strategic Housing and Planning within NBC to ensure viable solutions are developed.

This project will seek to examine the future viability for each site which could include some sites being highlighted for redevelopment, disposal, an alternative community use or maintained as garage sites. This project will also ensure that all future maintenance liabilities are included within the business planning process so that the financial viability of the retained garage sites can be fully assessed. The long-term aim is that the garage sites are fully self-funded where by the rental income covers all maintenance and management costs, without requiring subsidy from the housing stock.

Land

NPH's Asset Management & Option Appraisals Teams will work with NBC's Asset Management, Housing & Planning Teams to review all land holdings to ensure that any development opportunities are identified and potential income from disposals is maximised. This may also highlight the opportunities for both HRA and General Fund (GF) land to be combined to help deliver new housing opportunities within the Borough.

The Corporate Asset Board within NBC will be used as a forum for discussing many of the projects required for determining the future of HRA land and buildings.

4. Stock Portfolio Management:

The proposals outlined in this section of the strategy will primarily apply to the domestic housing stock however, over the duration of this strategy, action will be taken to improve our approach to other HRA assets, including our land, garages and commercial premises.

4.1. Asset Review:

Delivering assets that are 'fit for purpose' for the future requires a housing stock that offers appropriate features and services that respond to factors such as climate change, demographic change, technological change and residents' expectations.



NPH is developing the ability to assess the housing stock using tools that rank the stock into one of three categories, using a traffic light system as follows:

- **Risk**
- **Appraisal**
- **Core**

Risk Stock are those properties, schemes or archetypes that suffer from low demand, ASB, high turn-over, high repair cost and large investment requirement and have both a negative cash flow projection and sustainability score. These properties will be subject to an Option Appraisal process, but it is possible that the level of investment needed to bring them into Core Stock is likely to be much higher and therefore disposal, demolition and redevelopment could be the more suitable solutions.

Appraisal Stock are those properties that might suffer from some demand, turn over issues, as well as some repair costs but by focussed investment these properties could be made to generate a positive cash flow projection and sustainability score, thereby making them Core Stock.

An Option Appraisal process will be undertaken to determine the 'Business Case' for each archetype, scheme or property and keep the level of investment within an affordable ALMO Business Plan. The findings of each option appraisal will be submitted to SMT and, where appropriate, to the ALMO Board for approval.

Core Stock are those properties that have high demand, low turnover, low repair cost and minimal investment requirements. Any property ranked as core can have funds invested on an on-going basis, through planned and cyclical programmes.

In addition, some core properties may be placed into the appraisal category where it is deemed that there are commercial opportunities that may benefit the business, for example: where we have isolated high value properties or

high value properties which are potentially unviable in the long-term but currently perfectly serviceable.

The Asset Review will be mainly based on various data that NPH and NBC holds, together with scores generated from staff knowledge. These will be placed into the modelling tool that includes the following elements:

- A report from the Open Housing - Asset Database, including all the stock condition information and anticipated 30yr investment requirements.
- An inclusion of additional investment requirements that is not held currently within the database but should be included to truly reflect the anticipated spend over the 30yr Business Plan, such as energy efficiency works to deliver carbon reduction targets by 2050,
- An inclusion of additional maintenance investments to cover the cyclical painting programme, gas servicing, asbestos management, and any other management costs, etc.
- A report from 'Open Housing - Repairs' giving the response maintenance spends for the last 3 years
- A report from 'Open Housing' giving the void patterns and average spends for the last 3 years
- Another report from 'Open Housing' giving the current and anticipated rental income for the next 30 years
- A linked sheet to the above with a proposed date to move to a higher rental income based on market rent values.
- Finally, inputs from a viability matrix which allows for Social and Environmental factors to run alongside all the financial data to demonstrate community based factors. This ensures that issues such as areas of deprivation, ASB, high management costs and energy ratings, etc. are included into the overall scoring and assessment process.

Inputting this information into the model produces a balanced scorecard and a range of asset related performance indicators, which will be the starting point for identifying assets for potential refurbishment remodelling, redevelopment, demolition or disposal. These include:

- Net Present Value for each property and by groups of assets
- 30 year Cash Flow by groups of assets
- Scatter plot chart by groups of assets

Other detailed data analysis will be generated by property, street, location or archetype, etc. from the data within the model to highlight trends; for example: response repairs, property yield, SAP Rating & void turnover, etc.

Strategic Aim - 1

To understand how NBC's assets are performing and demonstrate sound portfolio management

Objectives

- 4.1.1 Ensure all elements of NBC's stock are included within the Asset Database, including garages, land and other commercial premises**
- 4.1.2 Undertake regular Asset Reviews to highlight those properties which require alternative solutions than continued planned programme investment**
- 4.1.3 Undertake stock condition surveys of the shops and complete an Asset Review of these properties and include investment requirements in the Business Plan**

4.2. Option Appraisal:

Once the Asset Review identifies those elements of the stock that require further consideration, the Option Appraisal process follows to determine the best solution for these properties. SMT and the AM Committee will be the main decision making forums for these findings and then up to the Board or NBC, as appropriate.

The principal solutions to the Option Appraisals process could be as follows:

- Retention & maintain as existing, based on the outcome of the Asset Review
- Retention, but with change of tenure
- Retention, but with an increased level of investment
- Refurbishment
- Remodelling
- Demolition & redevelopment
- Demolition & disposal
- Disposal
- Another solution, based on meeting a social or environmental need.

Standard appraisal templates will be developed to allow these solutions to be fully assessed and will include scoring of each solution along the Social, Environmental and Financial criteria to form a recommendation.

NPH will use this option appraisal process to undertake a detailed review of the development potential across our stock portfolio and consider releasing under-used or difficult to maintain assets that could facilitate new housing development. Once these locations have been determined, NPH will seek innovative solutions that could increase the number of homes, through estate remodelling or infill development, while improving the environment and making a positive contribution to building sustainable communities.

Strategic Aim - 2

To be in a position to make informed decisions about stock using an option appraisal approach

Objectives

- 4.2.1 Establish a Land Strategy project to determine viable solutions for all land managed on behalf of NBC**
- 4.2.2 Reduce the risk to the Business Plan by considering alternative solutions to the present investment strategy of planned programmes**
- 4.2.3 Facilitate new projects that access alternative funding streams and/or reduce the impact on our long-term financial plans**
- 4.2.4 Undertake a review of all Garage Sites by completing a mini-option appraisal for each site and include the investment needs in the Business Plan**

4.3. Better Use of Stock:

As part of making better use of the housing stock, the Asset Management Team will liaise with Housing Management and Allocations Teams on implementing the findings of a review of under-occupancy of the stock, particularly in the light of welfare reforms. In addition, we have a large stock of bedsit and single person accommodation (SPA) which suffers from a combination of high turnover and low demand. Together we will ensure delivery of the existing under-occupation scheme which provides financial incentives for tenants to move to more suitable accommodation, together with the use of Mutual Exchanges. This project will continue to seek to minimise the impact of proposed benefit changes and help residents find a sustainable home that best suits their circumstances.

Another proposed project is to complete the review of Sheltered Accommodation. NPH manages some 1,777 sheltered units but we have a number of properties where key decisions on future viability need to be addressed. In addition to this, we need to review the current use of hard-wired emergency call systems and replace these with mobile digital systems which are much easier for our tenants to use. The Asset Management Team will liaise with other teams to identify solutions which could see investment into some schemes, whilst others may require remodelling or alternative solutions to ensure that the desirability of schemes is maximised.

A good number of our properties also have large gardens, some with adjoining parcels of land on licence. These parcels of land, along with an appraisal of land densities will be assessed, utilising GIS, to determine other potential development opportunities which some residents struggle to maintain, so this land, along with neighbouring land we own, may create the basis for development opportunities.

Strategic Aim - 3

To make the best use of the stock to meet demand and ensure that our residents are provided with suitable accommodation

Objectives

- 4.3.1 Better understanding of our residents, tenant profile and extent of under-occupation**
- 4.3.2 SMT to receive reports on the progress in tackling under occupancy by reviewing existing policies**
- 4.3.3 Complete the Sheltered Housing Review to determine viable solutions to the future of these properties**

4.4. Decision Making Process/ Governance:

The AM Committee will act as the main approval forum for the majority of key asset management decisions and they will filter schemes prior to any subsequent reports to the Board and/or NBC. However, a new Asset Management Forum will be created so NPH managers can agree that the majority of basic asset management decisions, before reference to the AM Committee. The Forum will meet on a Quarterly basis and consist of representatives from:

- Asset Management
- Repairs & Maintenance
- Housing Management
- Rent Services
- Estate Services
- Residents
- Housing Strategy and/ or Corporate Asset Management

The AM Committee will receive reports arising from the processes previously mentioned:

- **4.1 Annual Asset Review**
- **4.2 Option Appraisals**
- **4.3 Better Use of the Stock**

In addition, the AM Committee can commission reports on subjects that will enhance the understanding of the stock or receive reports on matter which are related to asset management, regeneration and new developments.

The Asset Management Team will ensure that all reports going to the AM Committee allow time for full and proper consultation and inclusion of comments from the following groups or managers, as appropriate:

- Residents
- Finance Team
- NBC Client Services – subject to Management Agreement

The practical application of the main processes relating to Asset Management are summarised in this strategy and in the diagram in Appendix D.

5. Investment Planning:

The purpose of developing a clear investment plan is to deliver effective and efficient repairs & maintenance services for our residents and is underpinned by reliable asset data and a secure arrangement about future funding.

5.1. Links to the Business Plan:

To provide NPH and NBC with the confidence to support future funding requirements, it is vital that robust asset data is the primary driver to investment programmes. To clearly demonstrate this, the data used within the Asset Review process will be used to inform the Business Planning process as there are some elements of expenditure that are not presently held within 'Open Housing'. The figures within the Asset Review model include costs for the management of asbestos, cyclical maintenance, response repairs, voids, and proposed future expenditure on programmes, such as the outcomes of the Environmental Plan, etc.

The use of Asset Reviews and the subsequent Option Appraisals will demonstrate that we are maximising our income and driving value for money into our housing stock. By 'sweating' our assets and having clear future investment plans we may be able to improve our financial position and secure future funding if and when new loan agreements may be required.

5.2. Investment Considerations:

Our investment decisions need to be a balance between response repairs, servicing, void properties, planned programmes, renewals, new build schemes, acquisitions and disposals.

Fundamental targets for the investment planning process are:

- To reduce spend on Responsive Repairs by more effective planned preventative maintenance programmes
- To rationalise the planned programmes to fully deliver value
- To 'sweat' assets by maximising income and whilst avoiding unnecessary expenditure
- To have clear volumes of work to drive current contracts and future procurement requirements
- To work towards regional programmes, based around 40 Estates
- To respond to policy decisions
- To provide greater certainty for our residents about works to their homes

In addition, consideration will be given to 3 factors when making decisions on how to invest in the future of the assets:

1. Social: This will ensure that we are fulfilling our responsibility to be an effective 'social' landlord and making decisions that are based on the needs of the

community and the provision of 'affordable' housing services. We will do this by:

- Creating places where people want to live
- Putting residents first
- Being a leading provider and offering quality services in Northampton
- Promoting a culture of financial inclusion
- Involving and empowering residents in the decision making processes

2. Financial: This will ensure that we are driving forward 'value for money' and ensuring we have a long-term financial plan that is both deliverable and sustainable. We will do this by:

- Delivering Value for Money
- Being creative with new procurement opportunities
- Looking at whole life costs and best value
- Optimising the income that can be generated by our assets

3. Environmental: This will ensure that we consider the impact on the environment of our assets and how affordable the likely energy consumption will be against rising fuel prices. We will do this by:

- Delivering on our Environmental Plan and reducing the carbon footprint
- Targeting energy efficiency programmes and external grant funding opportunities
- Developing energy performance criteria for all our assets and providing annual average energy ratings
- Improving the Average Energy Rating for our stock on an annual basis

Strategic Aim - 4

To have a sustainable Business Plan based on sound investment decisions

Objectives

- 5.2.1 Investment forecasts will report on the costs of the whole stock, including non-housing assets, utilising an asset database**
- 5.2.2 Review elemental costs and life cycle assumptions annually, against actual costs and industry benchmarks.**
- 5.2.3 Align investment plans with the 30yr Business Plan in the light of investment requirements. Any funding gap will be addressed by financial modelling, procurement strategy and/or development of new policies and standards**
- 5.2.4 Future investment plans are developed and agreed with our residents**

5.3. Programme Development:

NPH is committed to:

- Delivering the Northampton Home Standard for the existing stock, which will include showers over baths, energy efficiency, security, doors, windows, kitchens, bathrooms, heating, electrics and environmental improvements

- Providing improved response repairs and void services, including a review of current standards
- Environmental and neighbourhood improvements to enhance the condition of communal areas within our control and security of homes and estates
- Cyclical work which prolongs the life of building elements and improves the aesthetic appearance of our properties and estates.

In addition, there are a number of Health & Safety considerations that go in-hand with the above:

- Gas and electric safety tests
- Fire safety improvements
- Asbestos removal or encapsulation
- Regular servicing of equipment, e.g.: lifts, door entry laundries, etc.
- Management of other Health & Safety matters such as safe water supplies to avoid legionella, radon and construction site safety

The Asset Management Team, together with;

- Residents
- NBC, including the Capital Board and Asset Management Board
- LGSS, including the Finance, Procurement and Legal Teams
- All elements of the Landlord Service
- Partnering and local Contractors & Suppliers

will develop and then maintain a detailed 5 year investment plan.

The Asset Management Team will then work with the GIS Officer to produce programme maps and lists of properties with due dates from all surveys undertaken on our properties. Any 'pockets of high repairs demand, turnover, etc.' within the stock will be identified and used to create forecast planned programmes to ensure delivery and maintenance of the NPH Homes Standard.

Strategic Aim - 5

To develop coordinated and effective planned programmes using the Open Housing database as the principal business tool

Objectives

- 5.3.1 Strengthen the processes for using investment forecasting data to inform planned programmes, ensuring the data is increasingly accurate and reliable by a programme of new stock condition surveys**
- 5.3.2 Agree a detailed rolling 5 year investment plan which builds on intelligent timing of component replacements**
- 5.3.3 Adoption of whole life costs within asset management to improve quality and reduce costs to the business, including identifying regeneration and new development opportunities**

5.4. Value for Money:

Delivering value for money is a key target and, within the area of Asset Management; NPH will achieve this through the following:

- Optimisation on land and property
- Optimisation of rental income
- Determining viable solutions for all properties that generate a negative Nett Present Value (NPV) through the Asset Review and Option Appraisal Processes
- Greater predictability of elemental volumes / pricing of work
- Innovative procurement, including any available existing frameworks or joining a housing procurement consortium and seeking to identify other commercial opportunities
- Considering the impact of the Social Value Act 2012, where NPH may not always go for pure VFM as we would rather employ a local contractor rather than a national one, or sell a property for less than the best offer as we want it to go to a community non-profit organisation
- Development of effective partnerships (internal / external) through performance related contracts.
- Robust, customer focussed monitoring of contracts and budgets
- Effective use of benchmarking data

NPH will ensure that investment is balanced between planned and responsive maintenance with the target of delivering a 60/40 ratio of planned/ responsive.

Good practice in Asset Management also recommends that 1% of the total maintenance spend should be invested into the resourcing of data management, such as:

- Stock condition surveys, energy surveys and additional stock data
- Improved data software and hardware
- Independent audits

Strategic Aim - 6

To provide cost-effective, efficient, quality homes and services for our residents

Objectives

5.4.1 Obtain value for money through pro-active procurement and the maximisation of in-house and partnering opportunities

5.4.2 Agree methodology with Finance for measuring efficiency savings and service improvements arising from this strategy

5.4.3 Capture and publish value for money savings arising from the Asset Management Plan

5.5. Investment Priorities:

NPH will consider future investment requirements and the use of funds utilising the following prioritisation matrix:

	Priority	Details	Examples
1	Health& Safety	<ul style="list-style-type: none"> To comply with all Health & Safety regulation/ legislation To remove H&S Risks to the business 	Asbestos Management, Gas Regulations, Water & Fire Safety, Radon, etc..
2	Legal	<ul style="list-style-type: none"> To comply with all legal requirements as a ALMO Landlord of social housing 	House, Landlord & Tenant Acts, Case Law, DDA., Right to Repair, etc
3	Government Standard & Policies	<ul style="list-style-type: none"> To comply with government investment requirements and standards 	Decent Homes Standard, Energy Targets, HCA Regulation
4	NPH's Service Standard & Policies	<ul style="list-style-type: none"> To work in partnership with district and county Councils and other regional significant bodies, eg NHF To meet service standards and promise pledges To achieve Business Plan objectives and priorities Responsive Repairs & Voids Cyclical & Service Maintenance 	NPH Homes Standard, Relet Standard, Planned Programmes, Response Repairs timeframes, etc.
5	Local Requests	<ul style="list-style-type: none"> Service demands which fall outside of the above and are often in reaction to service failures or due to limited funding availability 	Requests from MPs, Local Councillors, Community, Residents, Staff, etc

6. Delivering the Strategy:

NPH exists to provide homes and build communities that our customers want to live in so this part of the strategy focuses on delivering this through improved asset management functions.

6.1. Resident Involvement & Empowerment:

Resident involvement and empowerment forms a vital part our decision making process and, therefore, how assets are managed. Future investment in assets will increasingly reflect the views expressed by our residents through a variety of channels such as the Tenants' Panel and Service Improvement Panels (SIPs).

NPH is committed to putting residents first so resident engagement will be optimised by the Asset Management Team through existing groups and communication channels, whilst developing new communication channels, such as a possible future website portal.

Strategic Aim - 7

To place residents at the heart of decision making and influencing the delivery and monitoring of all services

Objectives

- 6.1.1 Support appropriate resident groups with information coming out of the Asset Review and other Asset Management processes**
- 6.1.2 Undertake a survey of prospective future tenants to influence our void standard and new build aspirations**

6.2. Stock Profiling:

One of the first exercises to be undertaken is to develop detailed stock profile information about the following:

- Agreeing Areas/ Groups for measuring the asset stock
- Property Archetypes: eg: Blocks of flats, Non-trad units, Timber-framed, Traditional, etc.
- Internal Communal Areas: including lifts, laundries, staircases, etc
- External Communal Areas: to blocks of flats/ maisonettes & sheltered schemes
- Land: including garage sites, play areas, amenity areas, verges, etc.
- Shops and Commercial Premises: inclusive of stock condition information

Developing this information will allow strategic decisions on each of these profiles and start to shape the overall direction of future investment decisions and potential regeneration and renewal schemes. This process is underway and is

contained in Appendix E where each of the 40 Estates are detailed.

Strategic Aim - 8

To understand all land and property assets and produce future plans for each asset management group

Objectives

6.2.1 Complete Stock Profiles, including comprehensive asset information about each property type and incorporation of GIS mapping and photographs

6.3. Data Management:

To maximise the accuracy of asset data, a detailed Data Capture and Maintenance Plan will be developed by the Asset Management and LGSS Teams with the following objectives:

- Maintaining and updating the detailed stock profiles linked to both construction type and location, using stock condition data to inform the content and strategic decisions
- Improving the forecasting of future investment plans and maintenance programmes
- Strengthening business planning and investment decision making processes
- Maintaining Health & Safety in the home

This document will also consider the impact of the adoption of mobile working and the implementation of Capita's 'Open Housing' across the landlord service.

Purpose of this plan will be to outline how we will improve data capture through;

- The introduction of mobile technology
- A rolling programme of surveys, including links to the cyclical and planned programmes
- Targeted surveys to gain full knowledge of particular property types, such as recently acquired properties
- Surveys of void properties, as part of Energy Performance Certificate Survey
- 'Quick surveys' by staff visiting because of responsive repairs, gas servicing or planned works.
- Data capture from completed works programmes.



Strategic Aim - 9

To continuously improve knowledge of our assets to enable effective future investment and clear programmes for residents

Objectives

- 6.3.1 Place all property and land within the asset database, including land, offices, garages and commercial property**
- 6.3.2 Place all key fixtures and fittings within the database, including adaptations, alterations and details of any guarantees and warranties**
- 6.3.3 Establish a new stock condition survey strategy to feed the planned maintenance programmes**
- 6.3.4 Establish a data capture process to cover all works undertaken through response repairs, voids, planned and cyclical works, regeneration and new build schemes**
- 6.3.5 Implement new IT to allow staff to record maintenance issues during property visits.**

6.4. Information Systems:

As part of the development of effective Asset Management within NPH, the access and use of the asset data will be broaden out across the organisation so that it becomes a key business planning tool. In addition, the Asset Management Team will use the website, Intranet and Customer Contact Dashboard (CCD) within Open Housing to give access to staff, contractors and residents on real-time information on properties, as well as health & safety data, such as asbestos.

Strategic Aim - 10

To establish a single, comprehensive and accurate asset database covering all NBC's housing properties and land

Objectives

- 6.4.1 Avoid duplication of entry**
- 6.4.2 Improve access to the database for staff, contractors and residents**
- 6.4.3 Optimise the functionality of the asset database to deliver elements of the Asset Management Plan**

6.5. Environmental and Energy Efficiency:

A key NPH objective is to work with residents and seek to ensure they benefit through initiatives such as:

- energy and water savings,
- alleviating fuel poverty,
- good recycling,
- food economics, to improve their quality of life.

Both NPH and NBC benefit through these broad objectives by becoming more sustainable organisations and thus realise:

- financial savings
- reductions in maintenance costs
- a better working environments for staff
- a raised profile within the community of being businesses/ organisations which champion environmental sustainability.

NPH's approach toward this agenda will be detailed in a new Environmental Plan, which will be approved by the Asset Management Committee in 2015, which will set out to:

- Reduce NPH's carbon footprint
- Increase the energy efficiency and sustainability of our assets
- Influence resident lifestyles and usage of our assets to reduce fuel bills and improve sustainability within communities

This plan will also outline how NPH will seek to meet government carbon reduction targets, provide affordable warmth, reduce fuel poverty, whilst using the Green Deal, EU and other grant funding to help deliver these objectives.

With rising fuel prices, brought on by the diminishing availability of fossil fuels, there will be increased pressure from government and residents to provide more energy efficiency works to our homes. NPH has already commenced the provision of energy efficiency improvements to the housing stock and this has included schemes to:

- Insulate walls and lofts
- Install A-rated double glazing
- Install high efficiency condensing boilers
- Some over-cladding of non-trad properties
- Pilot the installation of PV Panels

As a result, our average Standard Assessment Procedure (SAP) energy rating for housing stock is around 80 but this is currently based on SAP 2001 measures. Given that the current SAP rating for benchmarking is now SAP 2009, we will arrange for all the data to be updated. The Asset Management Team will improve the knowledge base of the stock by capturing the data from Energy Performance Certificates (EPC) surveys and recent Stock Condition Surveys by Savills to create a robust energy database.

Strategic Aim - 11

To improve the quality of life for our residents through NPH being an organisation that champions environmental sustainability

Objectives

- 6.5.1 To produce an Environmental Plan that clearly outline how we will improve our assets and facilities to reduce NPH's carbon footprint and seeks to maximise the energy grant funding available**
- 6.5.2 To develop a series of planned programmes that will move towards the requirements of the Energy Act 2011 to reduce carbon emissions from the housing stock and to include these within the Business Planning process.**
- 6.5.3 To deliver a year on year improvements in the average SAP/ Energy rating of our housing assets and help reduce fuel bills for our residents.**

6.6. Health & Safety Matters:

NPH has a legal duty of care to ensure all our residents live in a safe environment so this section deals with a series of areas of responsibility:

6.6.1. Gas Servicing:

Under the Gas Regulations 1998 there is a legal responsibility to annually check the safety of all gas appliances, pipe work and associated fittings within properties. Gas servicing is currently undertaken by an external contractor and a new partnering contract will come into existence on 1st April 2015.

The Gas & Servicing Team will work with residents to ensure that the gas servicing process remains focused on the customer, whilst satisfying our legal responsibilities.

6.6.2. Fire Safety:

NPH continues to develop effective fire safety policies and procedures to ensure resident safety, having already completed all the fire risk assessments for communal areas in blocks and sheltered schemes. In addition, electrical or battery smoke detectors will be installed in every property by 2020 and these will be checked and serviced as part of the gas servicing and electrical safety inspections

NPH will also ensure the on-going provision of the following:

- Reviewing the completed fire risk assessments and develop planned programmes to address outstanding items
- Check all firefighting equipment and signage, replacing any damaged or

- faulty equipment
- Provide fire safety training for staff and residents
- Complete the current programme for the upgrading of fire doors
- A regime of fire inspections and ongoing review of the fire risk assessments, together with regular meetings with Northamptonshire Fire and Rescue Service.

6.6.3. Asbestos:

NPH will ensure that we comply with all duties relating to Asbestos Management Regulations 2012 and follow best practice relating to domestic premises. All asbestos data is held in the Open Housing Asbestos Register and will be managed by the Compliance Team, especially the Asbestos Management Officer.

Asbestos is presumed to be present in all properties constructed before 2000. All Asbestos is managed in situ until such time as it becomes prudent to remove, whilst some higher risk asbestos is removed, if appropriate.

Non-domestic areas of our stock (i.e. communal areas) have been surveyed and asbestos details held on the register which is monitored through the Compliance Team. This team ensures that all asbestos details are recorded and the database updated so that when works are issued the latest information is made available to contractors and the risk continually managed.

Over 80% of properties have actual asbestos survey records held against them within the Asbestos Register. Each resident will be provided with an information leaflet about asbestos within the home and at the commencement of a new tenancy or after any asbestos tests, with an individual letter confirming where asbestos may be present, based on recent surveys or the database.

6.6.4. Legionella:

All communal systems are currently under a regular inspection regime, however, with changes to the guidance on water safety, the Compliance Team will be completing some risk assessments for domestic premises and manage these additional risks.

During the life of this strategy we will request an external audit of the Legionella/ Water Safety Management Plan, and make recommendations on any amendments to policies, processes and data management that might be required.

6.6.5. Risk of Flooding:

NPH will continue to consult the Environment Agency on the latest information available on potential and actual flood risks which may affect the stock. The GIS

System will continue to be used to map the properties at risk. The Asset Management Team will undertake 2-yr reviews to look at any fluvial and surface water flood risks and take a report to the AM Committee on any preventative action that may be necessary.

6.6.6. Other H&S Issues:

To ensure compliance with other health and safety responsibilities, the following additional measures will continue to be carried out:

- Periodic electrical checks
- Radon
- Management of communal lifts and door entry systems

These inspection regimes are used to collect regular data that identifies any asset deterioration and informs replacement timescales.

Strategic Aim - 12

To provide safe, secure and quality homes for our residents.

Objectives

Gas Servicing:

6.6.1 Ensure all gas appliances are checked on an annual basis.

Fire Safety:

6.6.2 Review all the Fire Risk Assessments for communal areas and meet regularly with Northamptonshire Fire & Rescue.

6.6.3 Undertake training for staff and residents on fire safety in the home

Asbestos:

6.6.4 Ensure the asbestos register is effectively managed

6.6.5 Ensure that there are seamless processes in place to manage risk

6.6.6 Ensure regular asbestos inspections as required under the Asbestos Management regulations

6.6.7 Seek to provide access to information for residents and contractors access to the Asbestos Register through a web-portal

Legionella:

6.6.8 Check and sample water to all water systems that could be susceptible to contamination of legionella bacteria, within the timescales laid down by the Health and Safety Executive

Strategic Aim (Cont'd)*To provide safe, secure and quality homes for our residents.***Flood Risk:****6.6.9** Establish a database of properties which are subject to flood risk (fluvial and surface water)**Radon:****6.6.10** Establish a clear position on all properties affected by Radon and implement a service contract to ensure resident safety**Electrics:****6.6.11** Carry out periodical electrical checks and ensure asset database is updated accordingly**Lifts:****6.6.12** Check all lifting equipment every six months or monthly, dependant on the type of equipment**Security:****6.6.13** Review the requirement for on-going communal door entry system servicing**6.7. Asset Performance Monitoring:**

Residents will be at the heart of setting asset management service standards and they will be involved in the monitoring of asset performance. This strategy will be supported by a comprehensive set of performance measures and stock information that will be reported to residents so that they know how NPH are making the most of the asset resources, such as:

- How many properties meet the Northampton Homes Standard?
- How energy efficient are the properties?
- Which properties require more responsive repairs?
- Which properties are becoming void the most often?
- What proportion of the stock have had adaptations undertaken?
- What is the value of the housing stock?
- How many & which properties are being bought through Right to Buy?

There is considerable scope for improving the level of satisfaction for completed responsive and planned maintenance work as can be seen from the monitoring of complaints. Therefore the monitoring of asset performance should only help to reassure residents that NPH understand the housing stock and manage the required investment effectively.

Strategic Aim - 13**To create effective key performance indicators for measuring the performance of assets in agreement with residents and the Board****Objectives****6.7.1** Agree a set of Asset Management KPIs which demonstrate robust management and optimisation of assets and resources**6.7.2** Provide regular reports to the AM Committee on the impact of RTBs on the housing stock

6.8. Leaseholders:

A further NPH objective is to deliver quality, value for money services to leaseholders and provide them with the opportunities to participate in developing and monitoring services. As a result of the Leasehold Reform Act 2002, the management of leasehold stock presents special requirements from the perspective of management, repairs and maintenance services and any planned programmes or regeneration proposals. The key objectives for the Leasehold Team are:

- To provide leaseholders with up-to-date and accurate information and monitor satisfaction, supported by the development of a rolling 5yr investment plan.
- To ensure that Section 20 notices are fully compliant so that NPH can fully recharge for the cost of completed works
- To issue individually tailored leaseholders bills and statement of account and be able to more accurately forecast future costs.
- Provide a range of opportunities for leaseholders to influence decisions and receive regular feedback.

Strategic Aim - 14

To ensure leaseholders receive a quality service, tailored to their requirements

Objectives

6.8.1 Ensure robust procedures are in place around leaseholder consultation

6.8.2 Ensure that accurate data is available on our leaseholders and the details of the leases in place

6.9. Procurement:

This plan will seek to establish a new Procurement Plan, which will include working with residents to select contractors and materials, as well as considering the potential of local, regional and nation procurement groups providing solutions to future procurement needs. NPH will also be increasingly seeking to use modern methods of procurement to embed partnered relationships with service providers, suppliers and contractors.

The Asset Management Team will work with the Procurement Team in LGSS to ensure that the Procurement Plan is both deliverable and regularly reviewed to achieve value for money. The measurement of this value for money will include benchmarking of costs through HouseMark and other similar housing providers. We will also work with others to explore the opportunity of combining contract management costs.

Where appropriate, we will consult with the Corporate Asset Management Team to highlight the opportunities for shared procurement opportunities, such as the lift maintenance contract.

Strategic Aim - 15

To achieve Value for Money through strategic procurement of all repairs & maintenance services, major regeneration and new-build projects

Objectives

- 6.9.1 To identify future work-streams and volumes of work to determine innovative procurement solutions that will deliver greater Value for Money**
- 6.9.2 To continue to involve residents in the procurement process for selecting and monitoring contractors for works within their homes.**

7. Delivering Services:

This section of the strategy seeks to outline some of the specific improvements and actions required within the repairs and maintenance functions that NPH will deliver.

7.1. Response Repairs:

This work is delivered by an in-house Repairs & Maintenance Team who are in the process of adopting new procedures to introduce PDAs, appointments, a scheduling system and adopting multi-tasking within the workforce. As a result, NPH aims to:

- Reduce the cost of delivery by doing the job 'right-first-time', through improved diagnostics, an effective appointment system, a multi-tasked and well trained work force, mobile working, and properly stocked vans.
- Continue to analyse the proportion of emergency repairs to identify trends and set targets to reduce this type of work.
- Identify repair hotspots and develop strategies to address individual and collective issues.
- Reduce the overall volume of responsive repairs through planned programmes, batched repairs and predictive analysis.
- Reduce back-office costs by better system integration.

Strategic Aim - 16

To deliver a value for money repairs service that is 'right first time' and meets the needs of and offers choice to our customers.

Objectives

- 7.1.1 Complete the implementation of new scheduling IT systems together with new mobile technology**
- 7.1.2 To work with staff to clarify the impact of the Northampton Homes Standard on the repairs and voids services**
- 7.1.3 To provide information on future planned programmes that will reduce the cost of both the repair and void services**
- 7.1.4 Undertake a review of demand and the products where there is high demand and consider changes in specification or supply chain to reduce long-term costs or implement more planned preventative maintenance**
- 7.1.5 Implement online Repairs Reporting Tool for all residents to link into the Open Housing repairs system**

7.2. Relet Works/ Voids:

This work is mainly delivered with external contractors and to deliver value for money new contracts are being procured but in the future consideration will be given to move some or all of this service in-house to provide greater value for

money, more efficient processes and deliver a more customer focused service.

NPH will also improve the management of the relet process by:

- Understanding current and future customer profiles.
- Managing a stock of dwellings that is suitable for and adapts to this profile.
- Maintaining and improving the stock to a level that customers find attractive.
- Presenting attractive dwellings within acceptable timescales and costs.

The relet standard will continue to be reviewed together with residents to offer an exemplary standard for new tenants and provide a sound platform for sustainable tenancies. As part of this, new policies and procedures will be developed to:

- To set a clear relet standard but where units suffer from low demand; some properties may receive enhanced works in order to attract more prospective tenants
- Provide incentives to encourage tenants to leave their home in a good state of repair.
- Optimise the use of recharges where previous tenants have left the property in disrepair

Strategic Aim - 17

To maximise the use of our stock and provide quality homes, creating sustainable tenancies.

Objectives

7.2.1 Continue to review the Relet Standard with existing and potential future residents and provide an incentive for tenants to maintain their homes and reduce the average cost of voids

7.2.2 Implement the revised Recharge Policy to all voids returned in poor condition

7.3. Aids & Adaptations:

Nationally this country has an ageing population as people are living longer and medical care improves, however, this is resulting in more people requiring adaptations as they seek to stay in their homes. This is often in preference to a move to more suitable accommodation such as sheltered or other schemes designed for the elderly, however, any future welfare reforms and cuts in funding are likely to have an impact on some of these decisions. In addition, with Local Authorities having to find cost reductions and, as a result, many housing organisations are appointing their own Occupational Therapists and thereby come forward with proposals for optimising existing assets and closer working with agencies to deliver greater value for money.

We are seeking to update 'Open Housing' with all the details provided by the Private Sector Housing Team on all the adaptations completed to NBC properties and it is likely that a significant proportion of the stock has benefitted from this form of investment. Budgets for adaptations within the Business Plan will also be

reviewed to deal with possible changes in demand for adaptations. New and innovative approaches will also be explored to improve value for money and keep waiting times to a minimum.

Many elderly tenants have purchased and use mobility scooters to support their needs; however, this is most often over and above the needs identified by an occupational therapist. NPH will develop a clear policy over the use and storage of mobility scooters within NPH premises so that they are not fire escape hazards and provision is made either externally from the building or within the home for their safe storage.

Strategic Aim - 18

To ensure best use of our adapted stock and deliver an effective adaptations service to our residents with disabilities.

Objectives

- 7.3.1 Promote moving as an alternative to expensive adaptations by matching disabled people to suitable properties**
- 7.3.2 Improve information used on the Choice Based Lettings system to better inform disabled people bidding for properties, and incorporate this into the Asset Review process**
- 7.3.3 Work with NBC to look at projections for future customers and the likely impact on demand.**
- 7.3.4 Explore use of alternative materials to traditional solutions, such as mixer taps instead of electric showers**
- 7.3.5 Obtain approval for the proposed policy for the use and storage of mobility scooters within our buildings**

7.4. Planned Programmes:

NPH will use planned, preventative maintenance to reduce demand for responsive repairs, maximising value for money, whilst minimising disruption and improving resident satisfaction.

7.4.1. Northampton Home Standard Planned Programmes:

Most of our planned maintenance programmes are delivered through a number of key partnering contracts, with the likes of Kier, Mears and Lovells with some other works with Keepmoat, with the primary focus of delivering the Decent Homes Standard and, secondly, commencing the delivery of the Northampton Home Standard, such as:

- Kitchens
- Bathrooms
- Electrical Refurbishments
- Heating Upgrades
- Window and Door Replacements

Over the life of this strategy many of the above work elements will continue but there is still a need to improve internal communal facilities to our blocks of flats and maisonettes, together with new programmes for external elements and communal areas.

Once the required new programmes have been developed, it is likely that new frameworks or contracts will be procured to deliver the works not covered by the existing contracts, such as;

- Roofs
- Windows
- Doors
- Fascias & Soffits
- Rainwater Goods
- External Wall Insulation (EWI)
- Renewable Heating/ Energy solutions, such as PV Panels or Heat pumps

7.4.2. Cyclical Maintenance Programme:

Historically, one of the main planned maintenance programmes has been the external painting programme, which was originally a five year cycle but with the reduction in funding, this cycle was extended to six and then seven years, before the programme was halted to help deliver the Decent Homes Programmes.

However, with the fitting of new self-finished windows & doors, gutters, fascias & soffits, plus the adoption of new paints and products; this programme will be reinstated to an agreed cycle but with increased remit to repair the whole of the external fabric of the building, with the aim of reducing the need for repeated, expensive scaffolding costs. It is proposed to reshape this work into an 'External Cyclical Maintenance Programme'. Therefore, whilst redecoration will still form a part of this work, there will be an increased emphasis on external repairs with the target of scaffolding the buildings once in the cycle. This way the cost of scaffolding can be all but eliminated from response repairs and substantially reduced on planned programmes.

The repairs prior to painting programme will also give us the opportunity to carry out a range of external maintenance works to the stock on a periodic basis, including paths, boundaries, gates, gutters, drain-gullies and manholes. Through this programme, we will also pilot a system of inspections and external stock condition surveys at the same time, to identify future planned requirements in a cost effective way. This revised approach should also improve resident satisfaction as the programme will be less disruptive and offer greater certainty of timing.

7.4.3. Environmental Improvements & SCATE Project:

The SCATE (Safe, Clean and Tidy Estates) Project has recently been piloted in the Briar Hill area of the Borough and a 'lessons learnt' report prepared to

consider how this project progresses. This project is intended to address many of internal and external communal areas and potentially bridge into neighbourhood improvements, particularly in the 800 communal areas within our blocks of flats.

A revised, simplified programme is being produced to outline the forward programme for SCATE and this shall now run in parallel to other planned programmes which will focus on communal facilities, including the following:

- Bin Storage
- Communal Lighting
- Laundries
- Lifts
- Door Entry Systems
- Internal Decoration
- Front and Rear Entrance Paths

7.4.4. Other Programmes/ Services:

Fire Safety works - All Fire Risk Assessments for all the communal areas have now been completed and a programme of fire safety improvement works has been developed to minimise these risks. In addition, policies around 'stay put', mobility scooters, the integrity of fire escape routes and domestic sprinklers will be developed and agreed with both Housing Management and Northamptonshire Fire & Rescue Services.

Strategic Aim - 19

To produce and deliver coordinated planned programmes that achieve value for money and offer certainty for our residents.

Objectives

- 7.4.1 Work with residents to establish a Northampton Home Standard planned programme running from 2015 to 2025
- 7.4.2 Develop a forward plan for all Environmental Improvements/ SCATE Programme
- 7.4.3 Develop process for establishing coordinated planned programmes, using the asset database as the primary source
- 7.4.4 Publish programmes for residents, utilising GIS mapping
- 7.4.5 Embed VFM monitoring within Planned Programmes.
- 7.4.6 Produce clear planned programmes policies and procedures linked to standards agreed with customers

7.5. Refurbishment, Remodelling and Renewal Projects:

Any future works which do not form part of a planned programme will be commissioned by the Asset Management Forum, SMT or ALMO AM Sub-Committee on a project-by-project basis, by establishing clear project mandates. All commissioned projects will be subject to SMT scrutiny, unless a separate

multi-disciplinary/ cross service project group is established.

The new Option Appraisals Team, together with staff across NPH, will review the identified poorly performing stock using an agreed toolkit to demonstrate the merits of all the alternative options for each potential project. The findings of each appraisal will be presented to the Asset Management Forum to reach agreement on the way forward. In some instances when the projects are less complex, the Service Manager may be given delegated responsibility for the decision making process.

The Asset Review process (see 4.1), together the Stock Profiling (see 6.2) will act as the main means of identifying future refurbishment, remodelling and regeneration requirements. Once the properties are identified, the Option Appraisal process (See 4.2) will then be used to determine the most suitable and viable approach towards our stock. On all schemes customers will be fully consulted and their comments incorporated into the recommendations and alternative solutions.

Strategic Aim - 20

To ensure that our housing stock is sustainable both now and into the future.

Objectives

- 7.5.1 Establish the options for elements of stock renewal and identify suitable projects and funding streams to effect completion**
- 7.5.2 Maintain good channels of communication with NBC to determine proposals around local investment areas and regeneration projects and focus investment accordingly**

7.6. Demolition, Redevelopment & New Build Projects:

The long-term goal is to form a new development function within NPH beyond 2015 with the aim of building a set number of new affordable homes per year, subject to the financial capacity of the Business Plan and possible Grant funding. Some new homes may be procured by a variety of means including purchase of S106 affordable homes, joint ventures with developers and increasingly the acquisition & development of land directly by NPH.

NPH will adopt a “NPH Standard for New Homes”, based around the Northampton Home Standard, which will summarise our ambition for new homes in terms of spatial standards, internal layout, estate planning and sustainability. Wherever practical and reasonable, NPH will be prepared to invest to bring new homes as near to the NPH Standard as possible.

As part of the Asset Review and Stock Profiling processes, it is likely that some existing homes will be determined to be obsolete and/or surplus to requirements. In that event, an option appraisal will be undertaken and will include consideration

of demolition and replacement. In addition, the process will continuously seek to identify scope for in-fill development or extensions to meet the needs of larger families. If/when a decision is made to proceed with a development, the site will be progressed by the new Development/ Major Projects Team as a new opportunity, subject to the normal processes of internal authority and due diligence.

As new homes are completed, they will be added to the property database and the life-cycle costs will be factored into business plan projections.

Strategic Aim - 21

To deliver the ability to grow NBC's housing stock in support of agreed business objectives.

Objectives

- 7.6.1 To assist the delivery of a Development Plan, commence the identification of land, infill sites and redundant stock, suitable for redevelopment.**
- 7.6.2 To continue to work with NBC's Strategic Housing Team to bring forward viable, high quality homes to meet priority housing needs**

7.7. Disposals & Acquisitions:

NPH will use the Asset Review, Stock Profiling and Option Appraisal processes to identify unsustainable and expensive to maintain properties, as well as high value properties which provide business opportunity costs. From all this information the Asset Management Team will develop a draft Disposal and Acquisition Strategy for SMT and subsequently the ALMO Board and Housing Strategy Team to consider.

So far only the 9No Airey PRC properties have been identified as requiring decommissioning and potentially available for disposal. However, consideration also needs to be given to other elements of the housing stock, such as the 4No Swedish timber-framed properties, some Listed and/or older solid wall properties may equally be too expensive in terms of future investment.

SMT and NBC will monitor the generation and use of capital surpluses from the sale of properties and determine the balance between the provision of new properties and investment into the existing stock.

Strategic Aim - 22

To undertake selective disposal of properties that have reached the end of their economic and useful life, as clearly demonstrated through asset management activities.

Objectives

- 7.7.1 To dispose of expensive to maintain and manage properties and reuse the funds to provide new homes to ensure our residents benefit from more modern, better quality, environmentally sustainable homes**

8. Strategy Review:

This strategy will remain under constant review over the next 5 years, particularly through the Asset Management Committee. However, it will not just be the contents of the strategy that is reviewed and updated; it will include an assessment of risks to the strategy together with an assessment of the impact on the community from an equalities perspective.

8.1. Risk Register:

NPH is developing an Risk Management Plan and the Asset Manager will work to identify the key risks of the asset management functions and how these can be best controlled and managed. The asset management functions and all the key risks are therefore constantly being reviewed by SMT and the Board as part of NPH's overall risk management process.

8.2. Equalities Impact Assessment :

NPH have completed an assessment of the impact of this strategy from an equalities perspective and the NPH Asset Management Team will review this on an annual basis to ensure that the decisions reached on asset management minimise any possible negative impact on the community.

We aim to consult and engage with our residents and communities to ensure that we obtain a wide scope of views and take into account the diverse needs of our communities. The primary route for this will be the involvement and engagement of residents in setting out how the agreed Northampton Home Standard will be delivered over a 10yr period. We will also consult resident groups about all the major policy, procedures and standards contained within this Asset Management Strategy.

Note: This Asset Management Strategy is also available in alternative communication formats such as Braille, audio or bigger print and can be translated as required. All such requests can be passed to the Asset Manager to make the necessary arrangements

8.3. Strategy Action List:

The action list, which follows as Appendix A, is based on the objectives outlined within each of the sections of the strategy. Where relevant, these actions should be incorporated into service plans and future project mandates.

The principal of the Action List is that this becomes the means of monitoring and reviewing the delivery of the Asset Management Strategy, rather than undertaking wholesale adjustments to the document. The Action List can be printed on to 4 sides of A3 and will be taken on a 6-monthly basis to SMT and ALMO AM Sub-Committee to update on progress.