

# Asset management strategy 2022/2027

Our asset management strategy supports the delivery of our corporate plan, in turn supporting our purpose and ambition. This strategy sets out the strategic direction and how Sutton Housing Society will effectively manage its homes and open spaces.



## Principles

Quality housing is more than simply ‘bricks and mortar’, as it underpins several other important areas including security, health, education, employment and economic wellbeing of local communities. Our housing stock is our highest value asset, both as a capital and revenue generating asset. The repair, maintenance and safety of these homes together with the development of new homes is our largest liability. Investing in the long-term future of these assets, as well as maximising financial and social return is vital.

## Knowing our customers’ homes

Accurate recording of key information of our customers’ homes via our stock condition database is critical to the successful delivery of this strategy. It underpins many areas whether that be resident safety, shaping our decarbonisation retrofit programme, investment in the right homes at the right time, identifying poorly performing assets and supporting our long-term business planning.

We completed a 100% stock condition survey, where access was secured to 96% of our homes. The survey has been remodelled and validated; the refreshed report adopts 2020/2021 as year 1. The data, together with our staff knowledge and contractor experience, supports the preparation and delivery of our annual investment programmes.



## Enhancing and maintaining our customers' homes

Our sustainability strategy will support how we approach energy efficiency works. Similarly, the 'airspace' developments, particularly where we are creating an external envelope, enable us to improve the thermal efficiency of our current stock, where it is being extended and/or remodelled. Our average EPC (Energy Performance Certificate) rating for our stock is 74, which is considered good.

The social value that green and open spaces provide is recognised in our annual performance review. We will continue to invest in the ongoing maintenance and improvement of our green/open spaces both for the benefit of our residents and the local community. A well-maintained building should be supported by a well-maintained open space, we believe that they both form part of good asset management.

## Safe homes

Compliance will be at the centre of all our decision making; we deliver a robust compliance regime, to ensure all assets comply with all relevant statutory and best practice compliance standards.

Our cyclical maintenance programme is funded to cover all areas of asset (landlord) compliance, as well as agreed best practice. Each area is monitored regularly by the asset team and forms part of the (monthly) whole organisation performance measures, these are daily/weekly checks as required. The higher risk areas such as gas, fire safety etc. form part of the key performance indicators reported to the Board and Housing Operations Committee.

## Maximising value

We understand the financial value/benefit each of our assets bring to the organisation. Poor performing assets have been part of stock disposals in the past, although this should always be the final option when all others are exhausted.

Our approach to 'airspace' developments enables us to maximise our existing asset base. Not only are we adding one or two floors to existing blocks, but we are also optimising the buildings footprint and placing more flats per floor than exist on the floors below, whilst both meeting and exceeding the national space standards for new homes.

We are committed to the principles of whole life cost. Value for money is about making the right decisions now, for the long-term benefit of the organisation, that where appropriate, support the principles of whole life cost.

## Development and sustainability

Effective asset management works alongside our development and sustainability strategies (2020/2027) to provide the guiding principles for key investment decisions regarding the management and maintenance of our existing stock, as well as Sutton Housing Society's commitment to achieving net zero carbon by 2050.



## Social footprint

To ensure our development projects deliver social value, we have adopted the Sustainable Procurement Task Force definition of social value: *'a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.'*

To deliver our social footprint, we aim to:

- use our development opportunities to increase skills and employment in Sutton and its surrounding areas;
- ensure that any growth is inclusive, bringing along existing residents and vulnerable groups;
- support the health and wellbeing of our residents by improving their homes.

## Our priorities

Our main aims are to:

- ensure all homes meet the Home Standard;
- deliver the (approved) planned maintenance programmes for 2022/2027;
- offset stock condition works through the development of new homes;
- train and develop our Property Apprentice;
- develop a specification of 'add-on' carbon reductions works as part of our planned investment programmes;
- develop and maintain a building safety action plan;
- implement a green lettings standard.