



# **Islington & Shoreditch Housing Association Asset Management Strategy 2015 - 2020**

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## Summary

ISHA's Asset Management Strategy 2015-2020 sets out a strategic framework in which we will maintain, manage and invest in our housing assets. We aim to deliver capital investment, planned/cyclical maintenance, repairs to empty properties (voids) and responsive repairs programmes in a structured and sustainable way. The Strategy contains a series of outputs and outcomes all linked to improvements in performance and delivering value for money.

This Strategy is based on

- Analysing Stock Condition Survey data following detailed surveys from our programme
- Relevant Audit Commission Key Lines of Enquiry (KLOEs) for stock investment and Asset Management
- Relevant Performance Indicators, both Best Value and Local
- Findings and recommendations from previous inspections and audits
- Latest best practice guidance for Asset Management.
- Key reference documents are listed and, if appropriate, are attached as appendices.

**Section 1** Sets out the context for our Strategy and how it links to our Strategic priorities.

**Section 2** Provides information on our housing assets including our property portfolio, condition of our stock and asset reviews.

**Section 3** Sets out our strategic objectives for the next 5 years and guiding principles behind the strategy.

**Section 4** Sets out proposals for achieving our objectives.

**Section 5** Explains how we will monitor performance.

**Section 6** Explains strategy funding.

**Section 7** Briefly sets out our long term goals.

## 1. Introduction

ISHA's stock of approximately 2029 properties is spread over East, North London and the city however the core of the stock is located in the Hackney and Islington. This Asset Management Strategy reflects how we intend to manage our assets from 2015 to 2020. Approximately a third of ISHA's stock was built before 1920, the remainder is a mixture of post war and new build developments. The overall occupancy rate is consistently above 95% and the overall rent lost due to unoccupied properties is around 3%. Annually we let approximately 80 properties across all

areas of our business including supported, market rent with a turnover of approximately 7%.

We are undertaking comprehensive stock condition surveys of all ISHA properties to assess all internal and external areas of the property to ascertain the condition of each dwelling and scheme. The surveys are stored on a live asset management database that is regularly updated with component replacement information.

We recognise that we need to plan our spending in a manner that ensures we achieve value for money whilst providing a quality service. The service level agreements, maintenance and general agreements we have been put in place provide efficient and reliable service that is monitored throughout the year by members of staff to ensure we get it right first time.

The general focus of the Decent Homes program was centred on kitchens and bathrooms ensuring properties were at a good living standard. Although ISHA will continue to maintain the internal elements to a decent standard, more detailed attention and investment is required to external elements of our properties. We have made significant changes including the recently adopted updated voids policy which enables us to pick up and program improvements and 'one off' replacements more effectively than ever which also falls in line with our environmental strategy.

The key principles of the strategy are based on the following two points:

- Programming delivery of works in the a cost effective manner to ensure value for money
- Delivering sustainable investments which contributes to reducing carbon emissions, in turn benefiting the local communities we operate in

Through this asset strategy, we aim to respond to changing demand, changing demographics and changing aspirations in a way that ensures the viability of ISHA and its contribution towards sustainability and regeneration agendas. The asset management strategy will be reviewed annually to ensure we keep in line with our business plan and strategic aims for the organisation.

For ISHA's environmental sustainability strategy please see appendix G

### **1.1 ISHA Strategic Objectives**

Our aim for ISHA is to ensure we provide a valued and exceptional service, maximising positive impact on our resident's lives. To ensure we achieve our vision we have a number of aims.

Our aims include:

- To provide excellent services to all of our customers
- To be recognised as a resident –focused organization
- To maintain, improve and develop good quality and affordable homes in our key community areas of Hackney, Islington and Waltham Forest
- To be an organisation that demonstrates excellent customer focused leadership

### **1.2 Principles of the Strategy**

The Strategy is based on the following principles:

- Programming delivery of works in the most efficient and cost effective manner
- Delivering sustainable investment and contributing to reducing carbon emissions and benefits the local community.

### **1.3 Housing Aims**

Resident satisfaction with their homes is key and so we aim to provide quality accommodation right at the start of the tenancy and then follow this up by providing a customer focused maintenance service. This Asset Management Strategy reflects how we intend to manage our assets until 2020.

The ISHA Business Plan details the overall objectives for the Association and the targets are updated annually to reflect current targets and this strategy is closely linked to our business plan.

The goals influenced by this strategy are:

- Ensure a sustainable future for the business: achieve efficiency savings where possible and maintain these savings to 2020
- Environment - reduce our carbon emissions by 10%
- Increase resident satisfaction: achieve a percentage increase with overall service

## 2. ISHA Assets

### 2.1 Property Portfolio

ISHA manages a total of 2029 properties. This includes 1594 general needs properties (including supported), 335 shared owners and leaseholders and 31 market rent properties.

**Table 1: Tenanted Stock by Archetype April 2014**

<b>Archetype:</b>	<b>Number of Units:</b>
Pre 1940 Terrace	38
Post 1940 Terrace	140
Pre 1940 Flats (Block)	504
Post 1940 Flats (block)	1347
<b>Total:</b>	<b>2,029</b>

**Table 2: ISHA's 2014 Current Stock Profile (total units)**

<b>Tenure:</b>	<b>Number of Units 2013</b>	<b>Number of Units 2014</b>
General Needs	1,431	1,467
Affordable Rent	0	21
Sheltered	102	102
Intermediate Rent	4	4
Right to buy	30	30
Shared Ownership	258	305
Market Rent	19	19
Staff Rental Units	4	4
Outright Leaseholders	8	8
Unit where ISHA is the freeholder but not the landlord	69	69
<b>Total Units:</b>	<b>1,925</b>	<b>2,029</b>

**Table 3: Size of Property within ISHA's Assets**

<b>Property Size:</b>	<b>Number of Units in 2014:</b>
Bedsit	56
1 Bedroom	677
2 Bedroom	741
3 Bedroom	336
4 Bedroom	123
5 Bedroom	15
6 Bedroom	0
7 Bedroom	1

## 2.2 Stock Condition

### Stock Condition Surveys

ISHA will carry out internal inspections of a representative sample of homes (10%) and an external inspection of 100% on a yearly basis for the next 5 years. The purpose of the surveys is to assess and identify the cost of the works required to bring all properties up to a good standard within the next five years, and to then maintain them at this standard for further 25 years.

The areas of works being targeting are:

- Pitched and flat roofs that require renewal
- Kitchens and bathrooms that are original and require modernising
- Electrical rewiring
- Properties with single glazed windows close to the end of their life
- Central heating upgrades
- Ensure all properties are energy efficient

We will undertake approximately 270 surveys per year for the next 5 years which will give ISHA 100% asset data by 2020. Whilst we try to achieve this, the data being entered will be captured and urgent works added to the yearly program we already have in place to ensure no works are being missed or held in a queue. Voids are surveyed once the resident vacates and any required works are accordingly programmed.

The surveys will be carried out in house by ISHA's surveyors, with a small proportion being carried out by consultants. The survey form was developed in conjunction with Savills, PIMMs and ISHA and covers every aspect of the building and its components. This is divided into sections including the main building characteristics and components e.g. type of wall and construction, roof covering and environmental & energy efficiency performance.

The key areas survey will include:

- Assessment of necessary repairs to external and internal components with estimated lifespans
- Standard Assessment Procedure (SAP) rating
- Asbestos data for all blocks and dwellings
- Info on the condition of stock, specifically identified hazards and fuel efficiency

The survey objectives are to provide comprehensive and robust information about the condition of the housing stock. The Survey will identify any hazards, in particular those identified under the Housing Health and Safety Rating System (HHSRS).

Once collected, the data is transferred onto our database (please section 4.8) along with any photos taken at the property. The software program will provide long term repair costs for each dwelling based on the collected data. PIMMS distinctive

feature is a unique extrapolation engine, allowing costs and condition data to be used for reliable forecasting when holding only partial condition data. When the system produces reports, it uses the calculated costs for the surveyed assets, to provide an indication of estimated costs for the remaining stock. PIMMS also has the capability to produce Standard Assessment Procedure (SAP) energy ratings within the same package that processes the survey information.

New build information will be captured by the development team once the property has been handed over. Relevant staff within the department will receive training on how complete the survey form. Works carried out as part of a program will updated on the database by a member of the technical team as and when it happens. It has been agreed with the Gas Team that they will inform us as and when boiler replacements are carried out and the relevant EPC generated, so that the database can be updated in order to produce accurate energy data.

Data reliability is essential to produced long term programs and until full surveys of all stock is available, our decisions will be based upon surveyed and extrapolated data. Extrapolation is a process using data from properties that have been surveyed to predict data for those that haven't. For extrapolation purposes the stock will be divided into small groups of similar style and type properties to be as accurate as possible.

### **3. Objectives of the Asset Management Strategy**

Outline of our objectives:

- Review asset data quarterly to ensure data is up to date
- Legal compliance in relation to health, safety and access for people with disabilities
- Deliver efficient and effective responsive repairs and void service providing value for money
- Increase ratio of planned versus responsive repairs
- Increase energy efficiency of our homes and deliver sustainable Investment
- Monitor and update software systems to support the Asset Management Strategy
- Consult, listen to and engage residents in the development and implementation of the Asset Management Strategy.
- Deliver services which are consistent with achieving our equality and diversity aspirations.
- Improve and increase overall satisfaction with the service provided



## **4. Delivering our Objectives**

### **4.1 Maintain Decent Homes**

Decent Homes programme concluded in 2010 and our aim was to improve the remainder of our homes over the next 10 years. In the first year, we improved approximately 45 homes and achieved our target of reducing the level of non-decency. For year 2 a further 55 properties, year 3 55, year 4 60 and year 5 65.

The programme was delivered on time and within budget achieving high levels of resident satisfaction with an average rating of 90%. Value for Money was achieved through our partnering contractor by using the Schedule of Rates for the major elements of component replacement and by tendering. Data will be annually reviewed to ensure that our homes meet all standards and make sure all properties are maintained to avoid further unnecessary costs.

### **4.2 Deliver Efficient and Responsive Repairs and Voids Service Based on Value for Money**

Our repairs team manages all the repairs and maintenance contracts for our homes. This includes day-to-day reactive repairs, cyclical decorations, voids and capital works. The team undertakes pre and post-inspections, and has a strategic focus upon risk management and regulatory compliance covering:

- Health & Safety
- Asbestos
- Fire safety
- Man Safe testing
- Legionella testing
- Lift maintenance
- Energy Performance Certificates
- Mechanical component servicing (pumps)
- Disrepair

The delivery mechanism for achieving sustainable improvements and maintenance for the services we deliver is via tight control, tendering and monitoring of our contractors to ensure we are delivering the services we set out to. These works are monitored each month by designated staff with meetings held regularly and in some cases weekly, by our teams to ensure efficiency and value for money.

### **4.3 Expenditure on planned and responsive repairs**

We currently utilise our partnering contractor in regards to capital works to maximise cyclical and planned work which in turn reduces responsive repairs. Repairs are carried out via the Schedule of Rates.

We are working to deliver value for money through more efficient and effective use of the resources available. A gradual increase in planned programmes should result in

less long term disruption therefore improving resident satisfaction. We aim to do this by carrying out the following:

- Develop 5 to 30 Year Capital Programme
- Regularly update the planned preventative maintenance programme to tie in with cyclical works which include external repairs and decorations and internal communal areas
- Use repairs data and in-house knowledge to identify repair trends/high unit costs
- Reviewing the type of responsive work that is more effectively undertaken as part of cyclical/planned programmes
- Maximise contact and exchange of information between repairs staff, housing management staff, and asset management staff
- Enable customer services to view planned programmes of work when responding to repair requests
- Analyse contracts to ensure value for money including lifts, TV aerials, door entry systems, water maintenance, dry risers and pumps, fire safety equipment

#### **4.4 Empty Property (Voids)**

Our voids policy was updated in 2014. Areas of improvement are listed below:

- Improve performance on managing empty properties to minimise turnaround times, including resident satisfaction by measuring performance with satisfaction forms (to be sent following completion of works)
- Improve standard of repairs by monitoring the works whilst in progress
- Arrange viewings at an early stage in the void process to enable us to make faster decision on the works that are required
- Identify areas for further review and improvement
- Carry out major works whilst the property is a void

#### **4.5 Planned Maintenance Programmes (Cyclical Decorations).**

ISHA have in place a planned cyclical programme which, over the past two years, has been delivered by our cyclical partnering contractor MITIE PLC. The works included in the programme involve redecorating all previously painted external surfaces and communal areas and a wide range of repairs to the external fabric of the buildings, like roof and window repairs etc.

ISHA's intentions are to undertake an extended long term 5 to 7 year contract agreement via our procurement process to establish a partner who we can work alongside to deliver this service. The key factor behind this move is value for money and the consistency of using a reputable well performing contractor to tie in with

overall resident satisfaction. As with all our procurement processes, residents are invited to the selection process when making decisions.

The implementation of our asset management software system and stock condition data will enable us to make more efficient use of capital and revenue resources by reducing expenditure on non-programmed reactive repairs. This also helps to reduce the level of capital repairs included in the capital programme.

The criteria is as follows:

**Establishing the Programme** – The programme is established by identifying when the property was last decorated or had any major works carried out. The property is then placed into a seven-year cycle for cyclical works or onto the program for any major works. Adjustments are then made to balance out the programme to cover approximately 15% of the stock in each year.

**Statutory Compliance** – We prioritise statutory legislation relevant to the building elements and components for each scheme and estate. This identifies stock where noncompliance to statutory regulations is evident and could create a risk to life. Where non-compliance represents a significant safety risk to residents, works necessary to achieve compliance are prioritised on the basis that they are critical.

**Repairs** – We prioritise schemes and sites where major repairs have been identified by placing them into a programme as and when the defect is identified. Getting the right balance between reactive, preventative and long-term maintenance is critical. Our aim is to maximise expenditure on planned and preventative repairs and minimise on reactive repairs. To try and achieve this, we have 3 budgets in place

- **Major Works** – This includes fire safety up-grading, lift upgrades, electrical, asbestos and legionella control as well as kitchens, bathrooms and roof works
- **Planned Works** – This budget allows us to plan works like the cyclical decorations program so that we can insure our properties never fall below a certain standard.
- **Reactive Maintenance** – This relates to day to day responsive repairs. Our aim is to minimise expenditure on reactive maintenance by developing long-term maintenance programme.

The annual programme is presented to the ISHA board for approval once the program has been planned and the resource allocation process completed.

#### 4.6 Increasing Efficiency of Our Homes

This section sets out our approach to sustainability to ensure the work we provide has a sustainable outcome but also how we plan to reduce living costs where possible and still provide a good quality of life for our residents.

## **Environmental Sustainability Strategy**

The ISHA Environmental Sustainability strategy was launched in 2014 and supports key objectives within the Asset Management Strategy and environmental strategy including improving the environmental performance of our housing stock. ISHA has adopted a target to reduce carbon emissions in the areas we operate by 20% by 2020. Given that about 30% of carbon emissions in Islington are from domestic energy use, we understand that we have a key role to play to achieve this target. By investing in energy efficiency measures we are helping to tackle fuel poverty as well as contributing to carbon reduction.

In line with our planned works program and voids process we also undertake retrofit works such as the installation of low flow taps, smaller toilet cisterns and tiling up to ceiling height in bathrooms. We will identify and carry out the above works as standard in voids in line with energy performance certificates to ensure we install internal/external wall insulation and upgrade windows to double glazing (planning permitting) where necessary.

Some of the areas we are tackling to achieve our targets are as follows:

### **Heating and Hot Water systems**

This is one of the biggest sources of energy use in the home with a big impact on bills. Our current annual budget is set at approx. £400,000 for boiler replacements over the next five years (with a contingency of 10%) in addition to those picked up during the voids process or those that have broken down and is more economical to replace rather than repair.

### **Insulation & Roofing**

Loft insulation, roof replacement, cavity wall insulation, external wall insulation (EWI) and double glazing all form part of the capital works programme which is undertaken yearly. The data we have gathered from EPC's (energy performance certificates) and SAP (standard assessment procedure) ratings allows us to determine which properties we need to prioritise in regards to insulation upgrades. Once again these works are approved by our board prior to taking place. The stock condition surveys highlighted the need for this works in around 10% of our stock.

On average around 30% of the heat loss in a home is through the roof and walls, so insulating them can be a cost effective way to save energy. We currently install loft insulation to meet current building regulations. This can potentially help save a quarter of heating costs in our homes which can equate to around £100 a year.

### **Renewable Technologies**

Our program to install Solar PV has been under way for a number of years now and we have successfully installed units to around 15% our current stock. We are

incorporating the installation of PV panels where possible on a range of different types of property. The residents will benefit from reduced fuel costs and the feed-in tariff will cover any maintenance costs to the panels in will help to reduce carbon emissions in the long term. Where applicable, all of our new builds are designed and built with solar PV in mind.

### **Combined Heat and Power**

Where applicable all of our new builds are designed and built with CHP in mind.

## **4.7 Procurement**

All procurement is to be carried out in accordance with ISHA's financial standing orders and procurement policy which can be found in appendix J.

Summarised:

### **Below £5,000**

Small value requirements do not require competition, but staff have a duty to achieve value for money and must retain appropriate evidence of this.

### **In excess of £5,000 and below £10,000**

This requirement is subject to competition. This may take the form of written quotations. Three such quotations will be sought in line with ISHA's policy

### **In excess of £10,000 and below the EU threshold**

The Financial Framework establishes the need for full competition.

### **EU Threshold and above**

Procurement activity must be in accordance with EU Public Procurement Regulations.

## **4.8 Asset Management Database**

### **PIMMS 4 Communities**

It is essential to ensure that when managing the maintenance of, and investment in, our housing stock for which we are responsible to deliver value for money and targeted investment framework, that we implement the use of specialist software.

We have implemented PIMMS 4 Communities; an asset management software system. This system is currently in place to help manage our housing stock data which enables us to produce maintenance programs and as a tool to identify investment priorities. Pimms allows us to store our stock condition data, calculate future costs and to scenario plan. This means we can accurately determine the investment needs in our homes and target our resources accordingly and responsibly.

Key benefits are:

- Access to records of all historic, current and planned work against a property
- Generation of surveys and collation of the data which can be easily analysed
- Customer Services access to defects liability and asbestos etc
- Enhancement of the cost reporting and scenario planning Functionality
- Customer Services access to critical information regarding property
- Provision of a Housing Health & Safety rating for each property

Energy ratings and Energy Performance Certificates (EPCs) are also produced and lodged with National Energy Services and we can access this data and download into our systems as well as produce accurate data relating to SAP.

The data within the database is subject to annual review to ensure its reliability. The technical team will have a responsibility to make sure the data is accurate and updated as and when necessary (when works are carried out) otherwise the forecasting for future years will be questionable.

Please see appendix C for 5 year program and appendix B for 2015/2016 program.

#### **4.9 Compliance in health, safety and access for people with disabilities**

##### **Gas Safety**

Our key objectives are to:

- Ensure minimum risk to the residents and organisation, through a robust and efficient in house Gas Team.
- Ensure ISHA meets all landlords' legal obligations as set out in The Gas Safety (Installation and use) Regulations 1998.
- Ensure 'all reasonable steps' are taken to issue a Landlord's Gas Safety Certificate to all tenanted dwellings on or before the expiry date of the previous Certificate.

ISHA operates an in-house gas team, comprised of a Gas Manager, Gas Administrator and three full time Gas Engineers. The Gas Team conduct Landlords Gas Safety Checks to all ISHAs tenanted properties. The in house nature of the team helps with operational efficiency and the minimisation of costs. ISHA has ensured compliance with HSE guidelines to take 'all reasonable steps' to gain access to check gas appliances, pipework and flues in accordance with The Gas Safety (Installation and use) Regulations 1998.

This has been accomplished through a series of attempted access steps as outlined in ISHAs Gas Policy, these include a four stage lettering system, cold calling by both the Gas and Housing teams and warning notices attached to front doors.

The Gas Team also offer 2 hour appointments slots during office hours coupled Saturday and evening appointments to assist residents with daytime commitments.

Only after these options are fully exhausted ISHA seeks a warrant for entry under section 2(1) of The Environmental Protection Act 1990.

### **Fire Safety**

We have assessed nearly all of our high-rise buildings and we have a programme to complete all the remaining assessments by March 2015. Higher-risk buildings will be reassessed each year and lower risk buildings every two years.

The recent assessments have resulted in the following:

- A programme of works to carry out urgent repairs
- An action plan to reduce risk by ongoing effective management of the building

We check the current assessments to remove or reduce risks as far as possible where it is identified. We then re-inspect the buildings upon completion of schemes to provide a revised and updated assessment.

### **Electrical Testing**

We carry out periodic testing and remedial works on electrical installations during our voids process and general maintenance programmes. Should any upgrades and major repairs be required prior to testing, then these works will be prioritised accordingly.

### **Asbestos (Health & Safety at Work Act 1974 Control of Asbestos Regulations 2006)**

We are obligated through current legislation to manage asbestos within our stock and take all reasonable steps to minimise the risk of exposure of our employees and residents alike. We will ensure compliance with the latest guidance 'HSG 264' within our management of the stock and the delivery of forthcoming construction activity.

All of our stock has been surveyed with any necessary removals carried out accordingly by our contractor. Survey and removal is carried out in accordance with good practice. Our Asbestos register is then updated by the technical team.

The asbestos register enables us to 'flag' sites where asbestos is present and so alert Operatives to the presence of asbestos before they enter the home. We can provide a copy of the register to external contractors or residents should they wish to see it. Reports are produced following a survey and include photographs of any asbestos in situ, a plan of the property, a copy of the actual test results and the remedial action to be carried out.

### **Improving Overall Satisfaction with the Service Provided**

Resident satisfaction is one of the most important outcomes that this strategy aims to deliver to our residents. Clear service standards are set out in our policy in regards

to resident satisfaction, and we aim to improve overall satisfaction with the Asset Management and Responsive Repairs services through a number of initiatives.

- Regular updates for residents who are having works carried out
- Residents can access information about forthcoming works and other investment programmes
- Road shows and presentations
- Meetings with resident groups
- Community groups and general social events.

We receive resident feedback through Individual surveys following completion of works carried out to their home or estate and the opportunity to comment on their experiences. The results are collated analysed and reported monthly. If specific issues are raised, they are investigated and acted upon. We use the feedback given to help monitor performance of contractors and any lessons learned to improve the service we provide.

### **Deliver Services Consistent with Delivering our Equality and Diversity Aspirations**

We undertake Equalities Impact Assessment to consider how our Asset Management Strategy will impact on residents. The assessment looks at the effects the strategy may have on people depending on their racial group, disability, gender, age, belief or sexuality.

Equalities and diversity is also built into all of our procurement procedures. Our contractors are therefore required to demonstrate that they will:

- Address the needs of our boroughs diverse community including language barriers
- Address the needs of elderly, vulnerable and disabled people.

### **Adaptations**

Adaptations play an important role in helping disabled residents remain in the comfort and safety of their own home with little or no difficulty. Feedback from service users indicates that their experience has generally been a positive one. We aim to provide a service to residents that is responsive and delivered quickly by working closely with their occupational therapist to make sure all their needs are met.



## **5. Strategy Delivery and Monitoring**

### **5.1 Performance Management**

We will carry out periodic reviews of our Asset Management Strategy to make sure that it remains inline with our business plan and strategies. The process will enable us to assess how well we have delivered against the priorities and targets set and identify areas for improvement. It will also enable us to use feedback received from residents to ensure our Strategy and action plan remain current.

Our objectives to achieve our strategic aim of providing better homes are set out in our overall business plan. The Plan details the activities we will be undertaking to achieve our objectives. It will feed into our business plan and it will be the subject of regular monitoring, evaluation and review.

### **5.2 Risk Management**

We have undertaken a risk analysis and considered corrective measures to minimise risk as far as is practicable. This feeds into the overall ISHA Risk Management Strategy. The risk registers cover a number of areas including communications, finance, time, resources, and performance.

## **6. Funding the strategy**

This section sets out how the Asset Management Strategy will be funded. It provides a summarised profile of annual expenditure over the next 5 years with future resource assumptions.

### **6.1 Major Works**

The major works allowance is assumed at a constant level but in order to achieve 100% non-decency the budget over the next 5 years may need to be increased to cope with the demand of the possibility of additional works.

### **6.2 Housing Revenue Account Business Plan**

ISHA is reviewing its Housing Revenue Account Business Plan in order to assess the potential impact of the Housing Revenue Account self-financing proposals from the Government.

### **6.3 Responsive Repairs**

The resources available for responsive repairs over the planned period will be monitored and managed through the Medium Term Financial Strategy.

### **Table: Resource Assumptions for Responsive Repairs & Capital Works**

The below shows the expenditure per property over the next 5 years based on ISHA's 30 year Model

<b>Year</b>	<b>Responsive Repairs Allowance Per Property</b>
2015/16	£1,853
2016/17	£1,895
2017/18	£1,927
2018/19	£1,963
2019/20	£1,892

### **Appendix 1: Document Register**

- ISHA environmental sustainability strategy
- Guidance to Decent Homes
- Audit Commission Key Lines of Enquiry (KLOEs)
- Housing Health & Safety Rating (HHSRS) Guidance
- Stock Condition Survey 2014
- Royal Institute of Chartered Surveyors (RICS) – Guidelines on Asset Management
- ISHA Business Plan
- ISHA asset management strategy 2010-2015
- PIMMS 4 Communities
- Universal Housing
- Kypera

### **Appendix 2: Asset Plan 2015 - 2016**

### **Appendix 3: Asset Plan 2015 - 2020**