



# Asset Management Strategy

2023 - 2027

# Introduction

**The asset management strategy sets out the framework for managing our property portfolio over the next 4 years. It will guide our strategic property decisions ensuring our portfolio is sustainable, efficient, and fit for the future.**

Our property assets are an important part of delivering our vision 'that everyone has a safe place to call home with the care and support they need to live their best life.' It is therefore essential that we have an innovative and forward-thinking strategy in place.

Within this strategy we use the term "asset" to refer to all of our homes, offices and depots including shared ownership homes, market rented properties and supported housing schemes.

Where we use the term customers, we are referring to the full range of stakeholders with whom we interact, including residents in all types of accommodation owned and managed by Orwell across all tenures, and anyone who receives Orwell care and support services.



# Our Operating Environment

The housing sector is undergoing significant change as it faces new challenges; especially as regards the cost of living crisis, challenges with recruitment and retention owing to external factors and regulatory reform. This is particularly salient to building and fire safety legislation, policy and practice. With an increased focus on consumer standards being introduced by the Regulator for Social Housing (RSH), including the new Tenant Satisfaction Measure Standard which comes into effect this year, alongside the Government's target of achieving carbon net zero by 2050, as a social landlord we are having to focus more on efficiency and cost reduction at a time when our customers' expectations are increasing.

Following on from the White Paper on social housing, the Social Housing Regulation Bill ('the Bill'), which is currently passing through Parliament, sets out standards which every social tenant in England can expect from their landlords. Specifically, the Bill sets out the following expectations which all social housing customers should have in terms of their homes:

 To be safe in their home.

 To have a good quality home and neighbourhood to live in.

This strategy will set out how we will ensure we are fully compliant with the Bill and the new proactive consumer regulation regime, specifically in relation to the quality and safety of our homes and neighbourhoods, and the repairs services we provide.

## Our Homes

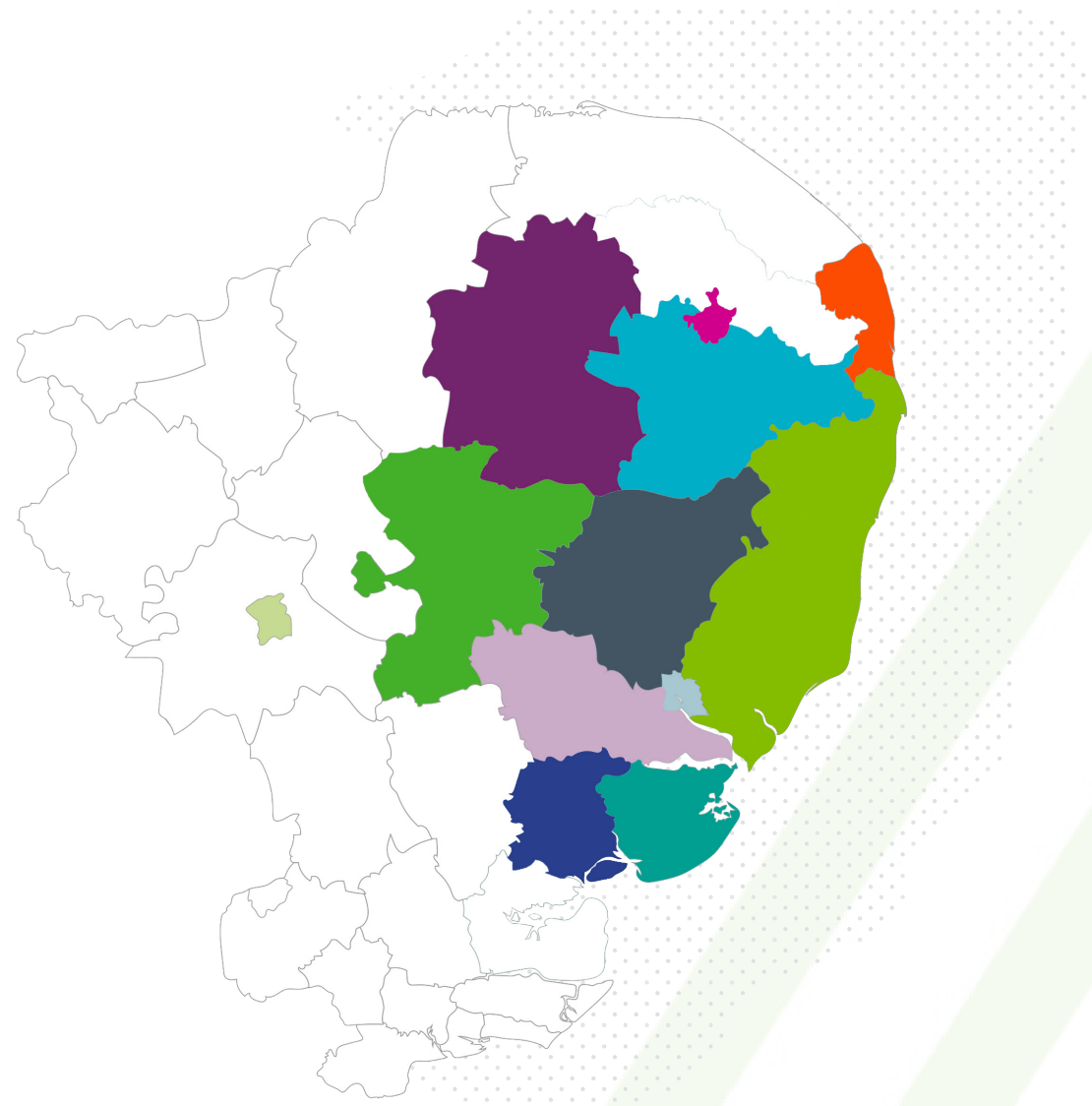
We are a traditional housing association formed in 1963 with housing stock dispersed across Suffolk, Norfolk, north Essex and Cambridge. Our diverse property portfolio provides housing, care and support services to families, young people, older people, survivors of domestic abuse, people experiencing mental health issues, people with physical and learning disabilities, and those who are, or have been, homeless. Our housing stock is spread across 12 local authority areas which can bring a challenge to managing our assets efficiently.

We now have around 4500 homes in ownership and management, of which we are responsible for repairs services to 4081, distributed as shown on the map on page 5.

Our homes are well maintained and meet the Homes Standard as set by the Regulator for Social Housing.

District	Orwell Homes
Babergh	487
Breckland	32
Cambridge	13
Colchester	10
East Suffolk	1438
Gt Yarmouth	164
Ipswich	916
Mid Suffolk	373
Norwich	263
South Norfolk	77
Tendring	155
West Suffolk	153
<b>Totals</b>	<b>4,081</b>

Category	Properties
Childrens Home	4
Extra Care	203
General Needs	2849
General Needs Temporary Housing	18
Leasehold for Older Persons	26
Market Rented Extra Care	130
Market Rented General Needs	60
Registered Care Homes	24
Shared Ownership	128
Sheltered and Almshouses	237
Staff Accommodation	8
Supported Housing	194
Temporary Supported Housing	200
<b>Totals</b>	<b>4,081</b>



# Position Statement

**This Asset Management Strategy is based on the objectives, measures and metrics set out in our 2023-2027 Strategic Plan. It will provide strategic direction ensuring that we have the right homes in the right locations for our customers. It will also set out how we will ensure that our homes are safe, affordable and comfortable for our customers while remaining financially viable to maintain.**

In managing our assets, we will consider quality and value for money, particularly in relation to the whole life cost of a home. We will ensure that any investment decisions consider the impact on our customers and the changing needs of the population in our area. They will also take into account future needs given population and demographic changes as well as running costs and sustainability.

## Community

It is our ambition to provide safer and more welcoming communities through environmental and estate improvements. We will work with our local authority partners, and the communities and neighbourhoods in which we are based, to develop joined-up solutions to cross-cutting health, housing and social care issues.

## Repairs

Our repairs and property improvement service will be people-focused and efficient. We remain committed to insourcing our services and to keep their effectiveness under review to ensure they are responsive to our customers' needs, high quality and deliver best value for money.

## Building Safety

Building safety regulations continue, rightly, to be significantly influenced by the terrible tragedy at Grenfell Tower in 2017. Whilst none of our homes are in tall blocks over 18 metres high, we will pay close attention to the requirements of building and fire safety legislation, including the Building Safety Act and the Fire Safety (England) Regulations 2022, and the scope of the homes to which they apply. We will adhere to any of the regulations which apply to our homes and seek to adopt best practice even where legislation does not apply where this is reasonably practicable.

## Energy Efficiency

Improving the energy efficiency of our homes remains a priority. The baseline carbon emissions for our housing stock is 10,579 tonnes of CP2 per year (tCO<sub>2</sub>) and the average SAP score of our homes is 67, compared to the national average for social housing of 69. Our average carbon emissions per home is 2.997tCO<sub>2</sub>/Year, which is above the national average of around 2.5tCO<sub>2</sub>/year. As such, we recognise that our stock requires investment in order to reach an average of EPC C by 2030 and net zero carbon neutrality by 2050.

We will take a ‘fabric first’ approach to upgrading and improving our homes, with decarbonisation of energy following at a later stage. We know it will cost around £80m to decarbonise our homes, and we have set aside that amount of investment in our 30 year business plan, with £2.85M committed across the life of this strategy.

We will sustain investment into our properties and continue to work with our customers on scrutiny and engagement projects to ensure their voice drives service improvement. We will seek to protect our assets, ensure that our homes continue to meet our regulator’s latest standards, keep our customers safe, and maintain consistently high levels of customer satisfaction.



# Our Objectives

## 1 People-focused – Put our customers and our communities at the heart of our organisation.

What we want to achieve:

- By 2027, achieve 92% customer satisfaction with our responsive repairs service, programmed works and the overall condition of our homes.
- To get it 'right first time' and complete repairs in a single visit wherever this is potentially possible. Our targets are to reach 90% in 2023 rising to 95% by the end of the strategy in 2027.
- Our customers have more choice about when and how they can report a repair to us.

To achieve this over the next 5 years we will:






- Use customer insight, including learning from complaints, to influence and drive decisions about how we operate our repairs, estates and property improvement services.
- Maximise each visit to our customers' homes, combining compliance and stock condition checks with an annual tenancy audit by the end of the strategy.
- Explore the Internet of Things and other technologies to help improve customer service and repair diagnosis, increasing the number of repairs completed right first time.
- Roll out our customer portal and app, incorporating repairs reporting and tracking functions, so our customers can log a repair 24/7/365.





## 2 **Ambitious- Be ambitious and invest in our homes. Be a great landlord and ensure our homes and estates are places people are proud to live.**

What we want to achieve:

-  Homes that are safe, energy efficient and well-maintained.
-  Homes that meet or exceed the decent homes standard and have sufficient ongoing investment plans in place to ensure they continue to do so (see appendix 2 for a summary).
-  Customers being confident in the quality and safety of our homes, and our repairs and property improvement services.
-  Customers being able to easily report repairs to us and have their issues resolved within a reasonable timescale and at the first time of asking.
-  The right homes being delivered for our customers in the right places to meet housing needs.



To achieve this over the next 5 years we will:

- ↗ Use our Asset Management Review tool to complete option appraisals of underperforming assets which will inform investment, disposal or redevelopment decisions ensuring our homes remain fit for the future and continue to meet an identified housing need.
- ↗ Plan our procurement activity to ensure a compliant, sustainable and efficient supply chain reducing costs and improving quality.
- ↗ Integrate our property compliance data and our 10-year property improvement plan with the new customer portal so that customers can access real time information about their repairs and view key building safety information about their home.
- ↗ Ensure 100% of our homes have a physical internal and external stock condition survey in place which has been completed within the last 5 years.
- ↗ Refresh 20% of these surveys each year to ensure the information remains accurate and current.







### **3 Collaborative- Know what our customers want from our homes and provide repairs, property improvement and estates services driven by their voice.**

What we want to achieve:

-  Empower our customers to influence our repairs and estates services.
-  Work in partnership with our customers and other organisations to achieve best value, and ensure quality and the impact on the customer is always considered when delivering our property-related services.




To achieve this over the next 5 years we will:

-  Consult our customers on our investment plans, especially the investment required to move us forward on the journey to carbon net zero and how we plan to do this.
-  Embed a listening culture with our customers, working with Orwell Residents' Group to undertake scrutiny exercises and to review our policies and procedures, taking into account their feedback.
-  Continue to offer repairs and estate services to other social landlords in areas where we have a housing presence and where it makes sense to do so.
-  Consider joint procurement activities with our partners in Independent East or others where it makes sense to do so, and ensure customers are included in our procurement processes wherever possible.



## 4 Effective- Improve the efficiency, effectiveness and sustainability of our assets and property-related services.

What we want to achieve:

-  A scalable and affordable solution to achieving net carbon zero for our homes by 2050.
-  Maximise the productive time of our repairs and estate services teams.
-  Improve efficiency and effectiveness in relation to responsive repairs and planned maintenance, using metrics set out in the Sector Scorecard used by the Regulator of Social Housing as part of the Value for Money standard to benchmark our performance against ourselves and similar organisations.

To achieve this over the next 5 years we will:

- Publish an environmental strategy, including our carbon net zero plans, setting out how we will move forwards between now and 2050 to ensure we meet the Government's targets, taking a fabric-first approach.
- Have a fully costed 10-year property improvement plan which informs the 30-year business plan and ensures that resources are allocated accordingly (see appendix 2). We will continue to monitor any peak years of investment and smooth where possible.
- Fully implement and embed our cloud-based repairs management system to enable us to better plan, deliver and analyse day to day repairs and look to expand this to manage our void and planned works processes.
- Consider quality and value for money, particularly in relation to the whole life cost of a home, maximising the life cycle of components and assets.
- Continue to benchmark the proportion of our property budgets spent on responsive repairs compared to planned maintenance using the Sector Scorecard.
- Continue to be an active member of Eastern Procurement and other partnerships to maximise efficiency, social value and value for money in the procurement of repairs and maintenance goods and service.



# Our Measures and Metrics



**P**

92% customer satisfaction with responsive repairs, programmed works and the overall condition of the home.

90% of relevant repairs completed 'right first time' in 2023 rising to 95% by 2027.

**A**

100% homes with a full stock condition survey within the last 5 years, 20% of which being refreshed each year.

**C**

Customers offered the opportunity to be involved in at least 50% of our procurement exercises.

**E**

Increase the productive time of our repairs and estate services to 65% by 2024, maintaining or exceeding this for the life of the strategy.

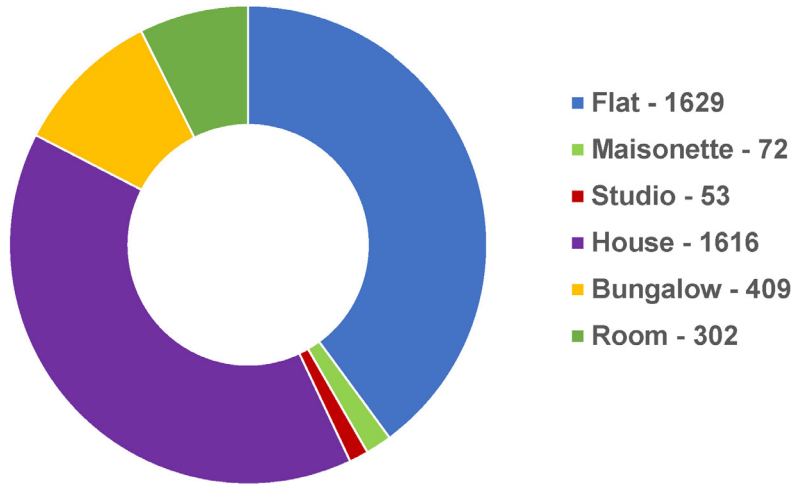
At least 60% of our total repairs and maintenance expenditure spent on planned and programmed works each financial year.



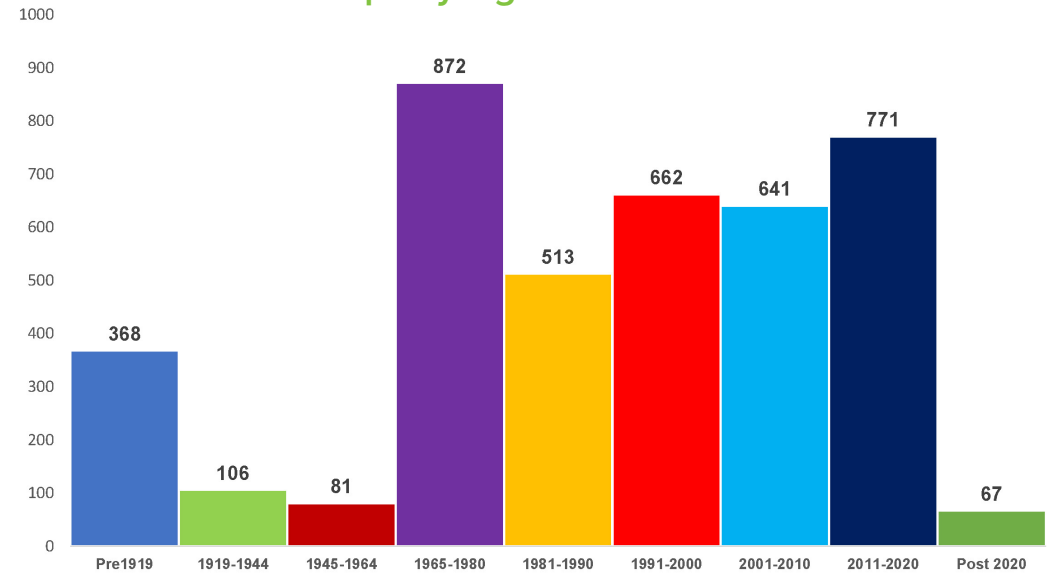


# Appendix 1 - Stock Profile

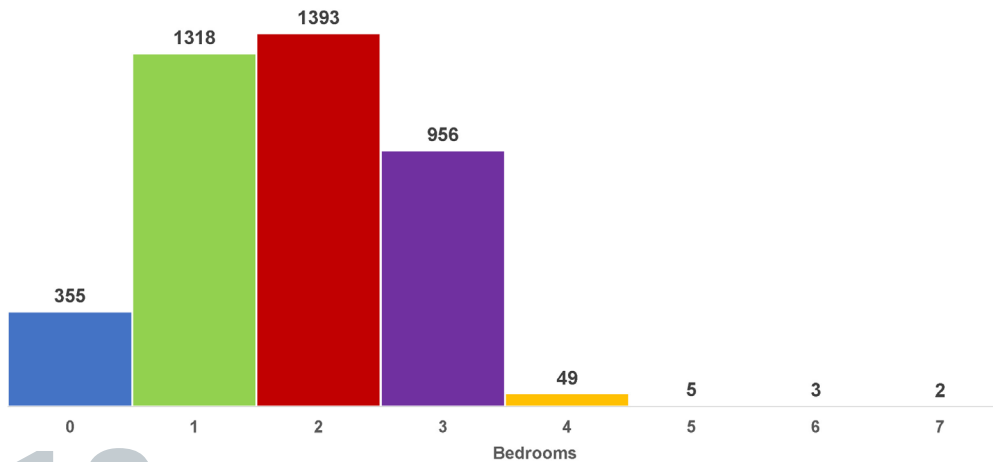
## Property Type



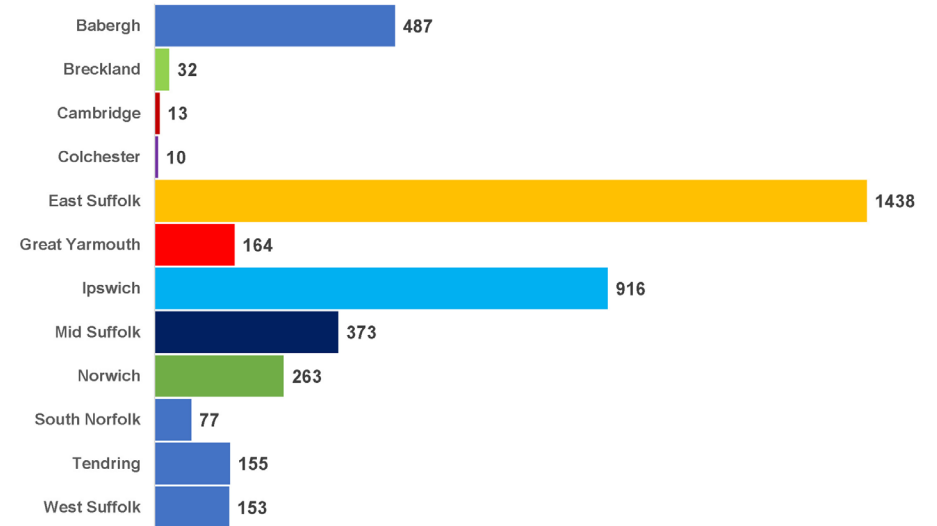
## Property Age



## Number of Bedrooms Per Property

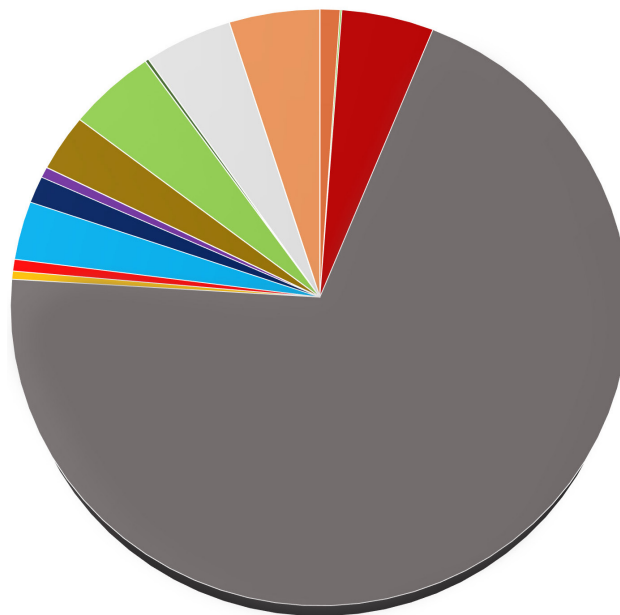


## Number of Properties by Local Authority Areas



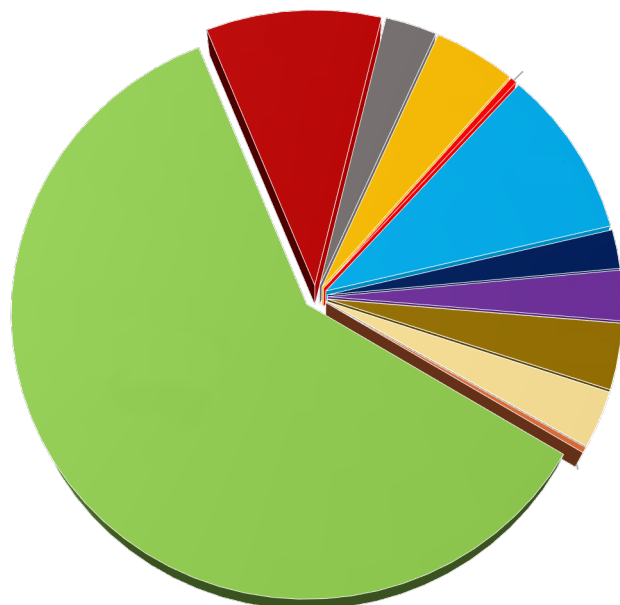
## Property Category

Almshouse Supported	44
Childrens Home	4
Extra Care	203
General Needs	2849
General Needs Temporary Housing	18
Leasehold for Older Persons	26
Market Rented Extra Care	130
Market Rented General Needs	60
Registered Care Home	24
Shared Ownership	128
Sheltered	193
Staff Accomodation	8
Supported Housing	194
Temporary Supported Housing	200



## Tenure Type

Almshouse Agreement	44
Assured Tenancy	4
AST Fixed Term	203
AST Periodic	2849
AST Supported	18
Contractual Tenancy	26
Extra Care Assured	130
Fair Secure Tenancy	60
Licence Agreement	24
Shared Ownership Lease	128
VOID	193



## EPC Ratings

EPC BAND		Percentage	No of Assets
EPC Rating A	92+	0%	0
EPC Rating B	81-91	2%	62
EPC Rating C	69-80	63%	2217
EPC Rating D	55-68	31%	1108
EPC Rating E	39-54	4%	132
EPC Rating F	21-38	0%	12
EPC Rating G	0 -21	0%	0

## EPC Ratings (Including building status)

Number of Assets ■ With Listed Status ■ In Conservation Area ■

EPC Rating B	62		
EPC Rating C	2217		
EPC Rating D	1108		
EPC Rating E	132		
EPC Rating F	12		

# ENERGY

A ✓

B

C

D

E

F

G

## Appendix 2 - Summary of 10 Year Investment Plan

The tables below set out our planned investment in improvements to our stock over the next 10 years. These figures are taken from our 30 year business plan. It should be noted that the figures do not take inflation into account. Furthermore, we recast our 10 and 30 year plans each year so the figures are subject to change. In particular, the amounts forecast for net zero spend are likely to change dependent on grant funding received.

2023 - 2027					
Year Ending	Dec-23	Dec-24	Dec-25	Dec-26	Dec-27
Planned Improvements	£4,669,249	£4,846,256	£5,401,200	£4,839,302	£4,855,337
Carbon Net Zero	£321,817	£283,056	£623,567	£1,239,089	£386,566
<b>Totals</b>	<b>£4,991,066</b>	<b>£5,129,312</b>	<b>£6,024,767</b>	<b>£6,078,391</b>	<b>£5,241,903</b>

2028 - 2032					
Year Ending	Dec-28	Dec-29	Dec-30	Dec-31	Dec-32
Planned Improvements	£4,029,782	£5,166,393	£4,491,653	£3,938,060	£5,234,314
Carbon Net Zero	£1,206,907	£597,773	£829,070	£1,702,797	£1,533,673
<b>Totals</b>	<b>£5,236,689</b>	<b>£5,764,166</b>	<b>£5,320,723</b>	<b>£5,640,857</b>	<b>£6,767,987</b>

10 year  
plan



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