



Asset Management Policy

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Contents

Section	Title	Page(s)
1.0	Introduction	3
2.0	Purpose	3
3.0	Principles	4
4.0	Definitions	4
5.0	Scope	5
6.0	Contribution to Plan A	5
7.0	Legislative and regulatory framework	6
8.0	Policy Statements	7
9.0	Roles and responsibilities	16
10.0	Related policies and procedures	17
11.0	Monitoring and review arrangements	18

1.0 Introduction

1.1 This policy sets how we will make decisions about future investment, refurbishment, remodelling of our homes based on robust data. The policy supports our Providing Quality Sustainable Homes Strategy and its strategic vision of 'Customers living in warm, safe, high quality, sustainable homes in a place they are proud to live'.

2.0 Purpose

2.1 The purpose of this policy is to:

- Ensure that our homes are of good quality, well maintained and safe.
- Ensure that homes meet and respond to both current and future housing need and that our assets are responsive to changing demand.
- Ensure that we understand and manage the performance of and risks presented by our assets.
- Ensure we deliver investment programmes that maintain our homes to the Decent Homes Standard.
- Ensure we deliver strategically targeted interventions that improve neighbourhoods, communities and the desirability of individual assets.
- Ensure we deliver value for money in asset management interventions, stock investment, responsive repairs, and empty homes investment.
- Ensure our homes comply with health and safety legislation.
- Ensure we improve the energy efficiency of homes to reduce carbon emissions.
- Ensure all customers affected by this policy are treated with fairness, respect and empathy.

3.0 Principles

3.1 This policy is underpinned by the following principles:

- Trust – being open with customers and enabling them to influence the way in which our planned improvements are delivered.
- Respect – recognising the diverse needs of customers and providing accessible ways for them to access the planned works service and influence decisions about how the services are delivered.
- Innovate – continuously improving and tailoring our approach to delivering the planned works service to create impactful improvements.
- Work together – working in collaboration with customers using their feedback in the development of performance objectives so that they have a meaningful impact on the design of the planned works service and are able to scrutinise the service.

4.0 Definitions

4.1 The key terms used in this policy are defined below.

SAP Rating	The Standard Assessment Procedure (SAP) is a methodology that reviews and compares the amount of energy a house will consume when delivering a defined level of comfort and service provision.
Home Improvement Programme	This is the programme of works through which we carry out all major investment programmes such as component replacement works.
Asset Solution Appraisal	An assessment of an asset or group of assets to ensure they are fit for purpose and meets customers' needs and aspirations, optimise the return on our assets, and identify potential improvements.
Asset Interventions	Works or remodelling identified by an appraisal that will improve the performance and sustainability of an asset or community.

Stock Condition Survey	A detailed physical survey of a property to assess the age and condition of key elements such as the kitchen, bathroom, windows and doors. The survey also assesses whether any hazards are present (as defined in the Housing Health and Safety rating system HHSRS) referred to throughout the rest of this policy as hazards.
Customer	Customers are defined as tenant and residents, living in our homes, that are eligible to access and receive our investment services.

5.0 Scope

- 5.1 This policy applies to the customers of all our social housing rental accommodation, low-cost home ownership homes classified as rent-to-buy and other intermediate rent homes.
- 5.2 The policy does not cover low-cost home ownership homes classified as shared ownership or leasehold properties or commercial properties.
- 5.3 This policy applies to all employees and to contractors delivering relevant services on our behalf.
- 5.4 This policy applies to the communal areas of all homes wholly owned by Livin including the external structure of leasehold properties.
- 5.5 Claims for loss or damage to customers or other third-party possessions will be dealt with in accordance with our Complaints, compliments and feedback policy.

6.0 Contribution to Plan A

- 6.1 This policy supports our Providing Quality Sustainable Homes Strategy and its strategic vision of 'Tenants living in warm, safe, high quality, sustainable homes in a place they are proud to live', and specifically the objectives of 'Maintaining homes to a standard which exceeds the needs and expectations of our tenants' by providing a customer focused, effective, efficient and planned works programme which has been prioritised by our customers through extensive and meaningful customer engagement; 'Providing homes that are safe, exceed the needs and meet the aspirations of our tenants' by ensuring our homes are good quality, well maintained and safe, comply with health and safety legislation and by providing home improvements that meet the Decent Homes Standard ; and 'Improving the energy efficiency of our homes, to reduce carbon emissions and lower energy bills for tenants' homes' by retrofitting homes bringing them up to EPC band C.

7.0 Legislative and regulatory framework

7.1 The Regulator of Social Housing's Safety and Quality Standard sets out three required outcomes and seven specific expectations relating to asset management.

Required outcomes

- Registered providers must have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants.
- Registered providers must ensure that customers' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard unless exempted by the regulator
- Registered providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.

Specific expectations

- Registered providers must have an accurate record at an individual property level of the condition of their homes, based on a physical assessment of all homes and keep this up to date.
- Registered providers must use data from across their records on stock condition to inform their provision of good quality, well maintained and safe homes for tenants including:
 - a) Compliance with health and safety legal requirements
 - b) Compliance with the Decent Homes Standard
 - c) Delivery of repairs, maintenance and planned improvements to stock
 - d) allocating homes that are designed or adapted to meet specific needs appropriately
- Registered providers must identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas
- Registered providers must set timescales for the completion of repairs, maintenance and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver to them.

- Registered providers must keep tenants informed about repairs, maintenance and planned improvements to their homes with clear and timely communication.
- Registered providers must understand and fulfil their maintenance responsibilities in respect of communal areas.
- Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs of tenants and provides value for money.

7.2 Other legislation relevant to this policy is:

- Environmental Protection Act 1990
- Landlord and Tenant Act 1985 (Section 11)
- Housing Act 2004
- Decent Homes Standard 2006
- Equality Act 2010
- Home Standard, Regulator of Social Housing, 2015
- Homes (Fitness for Human Habitation) Act 2018
- Pre-Action Protocol for Housing Conditions Claims (England), 2021
- Defective Premises Act 1972
- The Construction (Design and Management) Regulations 2015 (CDM)
- Social Housing (Regulation) Act 2023

7.3 This policy complies with the requirements of the Safety and Quality Standard, all relevant legislation and the Regulator of Social Housing's Consumer Standards Code of Practice.

8.0 Policy statements

Stock Condition Data

- 8.1 We will effectively manage the provision of good quality homes by collecting and maintaining accurate and up to date stock data at an individual property level and by maintaining a robust approach to managing our asset management database.
- 8.2 We will optimise capital and planned investment to minimise, as far as is reasonably practicable, the revenue costs incurred through repairs and maintenance and voids services and to ensure repairs, maintenance and planned improvements provide the optimum value for money.

- 8.3 We will implement and maintain an annual programme of in-house stock condition surveys and will conduct a physical assessment of at least 40% of our homes each year, over the next three years, with the aim of ensuring all homes have a stock condition survey that is less than five years old. Once our properties have a stock condition survey which is less than five years old we will reduce the number of stock condition surveys completed each year to 20% of our homes. Where appropriate we will record photographic evidence of the condition of components.
- 8.4 We will ensure our stock condition surveys provide assurance on the condition of our properties against section five of the Government's Decent Homes Guidance by collecting all relevant data on the age and condition of building components and by identifying any serious hazards.
- 8.5 We will carry out a whole house survey during the void repairs process which will confirm the condition of components and identify any serious hazards.
- 8.6 We will maintain stock data and ensure it is robust and accurate. We will update stock condition data following investment in homes incurred through the following activities:
- Planned works programme
 - Void works
 - One off replacement (premature failures)
 - Asset solution interventions
 - Regeneration schemes
 - Major Aids and Adaptations installations
- 8.7 We will utilise stock condition data held on aids and adaptations to enable adapted properties to be allocated to customers who have specific requirements for the adaptations.
- 8.8 The five year stock condition survey programme will initially be prioritised by date of last survey, subject to amendments identified under sections 8.9 and 8.10.
- 8.9 We will review the stock condition survey programme at the commencement of each financial year when trends in responsive repairs data, findings from damp and mould surveys, and complaints and customer feedback will be considered. If a trend is identified that indicates a potential issue with a property type or geographical

area the stock condition survey programme will be amended to prioritise surveys on those properties or areas identified for further investigation.

- 8.10 We will review the results of stock condition surveys quarterly to establish if trends are identified in either changes to component lifecycles or serious hazards being identified. If trends are identified, we will adjust and or increase the stock condition survey programme to prioritise those property types or geographical areas identified for further investigation.
- 8.11 We will carry out desktop quality assurance reviews on 5% of completed stock condition surveys to ensure they are collecting all required data, have been completed correctly and the information has been accurately transferred into our asset management database.
- 8.12 We will undertake biannual on-site audits of stock condition surveys being completed to ensure they are being undertaken correctly, and the data is being collected accurately and consistently. In addition, we will undertake validation audits on between 1-2% of the stock condition surveys completed, which will involve repeat visits to surveyed properties to confirm the information has been collected accurately. The exact percentage of validation audits to be undertaken will be risk assessed and determined by the findings of the previous audits.
- 8.13 We will ensure an independent stock condition survey is undertaken on a 10% representative sample of our homes on a triennial basis and use this to test the accuracy of our own asset management data. The findings of this external stock condition survey will be reported to our Board or relevant sub-committee.
- 8.14 We will carry out communal safety inspections in all communal areas at least every four months. The main purpose of a communal safety inspection is to:
- Ensure that any safety hazards are identified and resolved.
 - Identify and arrange routine repairs.
 - Ensure communal areas can be safely evacuated.
 - Ensure that our cleaning contract and other services are being carried out effectively.

The frequency of these inspections will be increased where issues are identified until they are resolved. This frequency is determined by a risk assessment and can range from three days to every three months.

- 8.15 As part of our approach to fire safety in communal areas and community buildings, during our annual inspections we will identify any other hazards and other general repairs which are required and complete them within the timescales set out within our repairs and maintenance or compliance policies.
- 8.16 We will carry out routine inspections of garage sites, garage nests and footpaths to monitor their condition. Information collected will be used to inform our garage investment programme and ensure any hazards identified will be completed within the timescales set out within our repairs maintenance policy.
- 8.17 We will ensure we have a suitable grounds maintenance contract in place to maintain our open spaces.
- 8.18 We will record and store accurate data on all components that require a statutory safety check that will enable us to meet all legal requirements that relate to the health and safety of customers in their homes.

Decent Homes Standard

- 8.19 We will utilise our stock condition data to ensure that customer's homes meet the standard set out in section five of the Government's Decent Homes Guidance. Stock condition data will be used to develop the Home Improvement Programme which ensures components are replaced before their lifecycle has been exceeded or their condition has become poor as defined in table 2 of Annex 1 of the Government's Decent Homes Guidance document.
- 8.20 We will respect our customers wishes when they opt out of the Home Improvement Programme. Exceptions to this are where works are required to maintain the structural integrity of the dwelling or to prevent other components within the dwelling from deteriorating, or where a category 1 hazard must receive early attention.
- 8.21 We will ensure we have a suitable contract in place to effectively and efficiently deliver the planned improvements required by our Home Improvement Programme.
- 8.22 We will continue to repair components where customers have chosen not to have them replaced when the repairs are economically viable.
- 8.23 We will encourage customers not to opt out of the Home Improvement Programme by offering to make reasonable adjustments. We will contact customers who have opted out of the Home Improvement Programme at least every 3 years to offer them the option of opting back into the programme. Customers can contact us at any time to request to be added back into the programme.

- 8.24 When a property becomes void it will be brought up to our lettable standard (which includes the Decent Homes Standard) before being re-let in cases where the former customer has opted out of the Home Improvement Programme.
- 8.25 We will report any ongoing non-compliance with the requirements of the Decent Home Standard to the Regulator of Social Housing and to our Board.

Asset Solutions Appraisal

- 8.26 We will carry out an asset solutions appraisal when a property or properties reach a trigger point identified in the asset solutions procedure document. These are typically triggered by homes which suffer from:
- Low demand,
 - High turnover,
 - Extended re-let times,
 - High levels of anti-social behaviour,
 - Sustainability issues where there is evidence of an unbalanced housing tenure or property mix.
- 8.27 We will carry out asset interventions within a 12 month period of the asset solution appraisal being completed where the intervention can be accommodated within existing budgets.
- 8.28 Where an appraisal identifies a requirement for larger scale interventions or regeneration a business case will be presented to the relevant committee or Board for consideration.
- 8.29 We will take a holistic approach to assets decisions and appraisals will reflect consideration of the wider social contribution assets can have to both a community and to individual customers' needs when making investment decisions.
- 8.30 We will only invest in assets that:
- Contribute to our business strategy,
 - Meet residents needs and aspirations,
 - Are fit for purpose, both in terms of current and future demand,
 - Provide value for money, through considered and planned investment, remodelling and (where necessary) disposal

Energy Efficiency

- 8.31 We will ensure we have a suitable contract in place to effectively and efficiently deliver the works required to meet the energy efficiency targets set out in our Providing Quality Sustainable Homes Strategy and to bring all our properties up to a minimum of SAP band C by 2030.
- 8.32 We will utilise SAVA Intelligent Energy (or a similar product) to plan the energy efficiency improvements to our homes and to record the SAP score of each home following any improvements. We will renew any out-of-date Energy Performance Certificates prior to letting a home. We will renew the Energy Performance Certificates of approximately 500 homes per annum to validate the data shown within SAVA Intelligent Energy.

Communication with customers

- 8.33 We will keep customers informed about planned improvements to their homes with clear and timely communication. We will mutually agree start and completion dates with customers for their home improvements, within the time and geographical limits of the improvement programme. As a minimum for all improvements (excluding minor energy efficiency improvements such as the installation of LED bulbs) we will contact customers:
- At the start of the financial year we will write to let customers know which improvements we are planning to their home.
 - A Resident Liaison Officer will visit each customer's home to explain the work and what needs to be done to prepare for it.
 - 21 days before the works are programmed customers will receive a letter which will give a programmed date for the works and the contact details of the Resident Liaison Officer.
 - 7 days before the works start customers will receive a letter which will confirm the start date and the programme of works.
 - Customers will receive a visit each day that major works are carried out to their home to obtain their feedback, ensure everything is to the standard required and is progressing as planned.

Tailoring our services for customers

- 8.34 We will carry out a survey before we commence any planned improvements in customers' homes which will inform how works will be carried out. During this pre-work assessment we will discuss any vulnerabilities in the household and if any additional support is required to enable the works to be carried out in a satisfactory manner.
- 8.35 We will make reasonable adjustments in how we deliver planned improvements to customers' homes where a vulnerability would prohibit the works being carried out without adjusting the service. We will also make reasonable adjustments to how we communicate with customers based on their vulnerabilities
- 8.36 Reasonable adjustments to services include but are not limited to:
- Helping with moving furniture and lifting carpets,
 - Personalising the sequence of works in customers' homes,
 - Removing and refitting window blinds,
 - Providing temporary adaptations,
 - Providing tailored support following an occupational therapist assessment and recommendations.
 - Offering a tailored approach to communication.

Customer satisfaction

- 8.37 We will inspect 100% of all completed planned improvements through our contracting partner to ensure the quality of the work is high and meets our quality standards. These inspections will be supplemented by a quality assurance survey carried out by our surveyors on a 10% sample of planned improvements to ensure that this policy is being adhered to, the quality of the improvements meet our quality standards and to ensure the planned improvements delivered represent value for money.
- 8.38 We will ensure that all customers are given the opportunity to provide feedback regarding the level of service they have received during the completion of their planned improvements through a customer satisfaction survey. We will analyse all survey responses and use this data to identify service improvements.

Health and Safety

- 8.39 We will complete all planned improvements in line with Construction (Design and Management) Regulations 2015 to ensure the safety of tenants is considered in the design and delivery of planned improvements and we take reasonable steps to mitigate any identified risks. This ensures customers are safe in their homes and have their views listened to and acted upon.
- 8.40 The health and safety of residents, employees, operatives and visitors to any property or other building managed by us is of paramount importance and we will maintain robust systems and processes to comply with these requirements including:
- Applying industry best practice.
 - Ensuring the landlord health and safety policies, procedures and other supporting documents are up to date with relevant legislation and best practice guidance; ensuring they are fit for purpose.
 - Ensuring employees, contractors and other partners are clear about their roles, are adequately trained and qualified to deliver their responsibilities.
 - Identify risks and interventions through a robust inspection based approach.
- 8.41 Homes will be visually assessed for the presence of serious mould issues during the annual gas safety check and tenancy visits.

Data Quality

- 8.42 We are committed to improving the quality of the data held about our homes. Our Knowledge and Information Management Strategy sets out a framework and plan for improving the quality of our data across all data sets based on the Government Data Quality Framework and utilising the six dimensions, as defined by the Data Management Association UK (DAMA UK). Through the implementation of this strategy will continuously improve the quality of our property data.
- 8.43 As we progress through the levels of data maturity, we are committed to utilising information from multiple data sets to provide a holistic view of the condition and performance of our homes.

Customers Responsibilities

- 8.44 Customers should treat our employees, representatives, and contractors with respect.
- 8.45 Customers should refrain from smoking while our employees, representatives, and contractors are in their home.
- 8.46 Where possible customers should ensure the work area is clear of furniture, belongings, and pets.
- 8.47 Customers should ensure there are no children (under 16) present without an adult for the duration of your planned improvements.
- 8.48 Customers should inform us if you are unable to give access for the planned improvements.
- 8.49 Customers should inform us of any individual circumstances that could be impacted by the planned improvements.

Complaints and feedback

- 8.50 In line with the Customer Complaints, Compliments and Feedback Policy, we will work with customers who have specific needs and vulnerabilities to make sure they can access the service, have their views listened to and receive their complaint response in a way that meets their needs.
- 8.51 Customers can provide feedback about the services they have received in respect of this policy. If a customer is dissatisfied with the service they have received from us, they can make a complaint to us in line with our Complaints, Compliments and Feedback Policy.

We define a complaint as:

'Any expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, our own employees, or those acting on our behalf, affecting a resident or group of residents.'

9.0 Roles and responsibilities

9.1 Roles and responsibilities under this policy are outlined below.

Board	<p>The Board has overall governance responsibility for this policy. As such, the Board will formally approve this policy and review it every three years, or earlier if there is a change in legislation or regulation.</p> <p>Board will receive quarterly performance reports containing high-level performance metrics measuring the effectiveness of this policy.</p>
Executive Management Team	<p>EMT will be notified of any significant, continued, non-compliance with this policy. EMT will receive at least quarterly performance reports containing high-level performance metrics measuring the effectiveness of this policy.</p>
Executive Director of Finance and Investment	<p>The Executive Director of Finance and Investment has strategic responsibility for the management of property maintenance and for overseeing the implementation of this policy.</p>
Head of Property Services	<p>The Head of Property Services has operational responsibility for the implementation and oversight of this policy.</p>
Asset Manager	<p>The Asset Manager and has operational responsibility for the delivery of the services covered by this policy.</p>
Planned Works Manager	<p>The Planned Works Manager has operational responsibility for the delivery of the inspections and planned works covered by this policy.</p>
Building Surveyor - Assets	<p>Building Surveyor - Assets will implement the processes and procedures underpinning this policy.</p>

9.2 This policy will be communicated to employees via the Intranet and communicated to customers via our website and in other formats where needed. Those who have responsibilities under this policy will be required to formally accept and confirm understanding of the policy and will confirm understanding following appropriate training, advice, and/or guidance.

9.3 We are committed to the provision of seamless, responsive and convenient services and as such are a digital first organisation. We advocate encourage and support our tenants to engage with us via the most efficient and effective method, suitable to their needs, and will assist tenants or their advocates to engage with us digitally, where possible. Digital copies of this policy and related guidance are available on our website and in an alternative format for tenants who may not be able to access services digitally or experience other communication barriers. Information on how to access the service will be promoted across different channels to ensure all customers are aware of how to make a complaint and what their rights are.

10.0 Related strategies and policies

10.1 This policy should be read in conjunction with the key related documents shown below:

- Providing Quality Sustainable Homes Strategy
- Repairs and Maintenance Policy
- Damp and Mould Policy
- Landlord Health and Safety Policies
- Recharge Policy
- Aids and Adaptations Policy
- Tenant Led Improvements or Alterations Policy
- Complaints, Compliments and Feedback Policy
- Land Disposals Policy
- Customer Vulnerability Policy

11.0 Monitoring and review arrangements

11.1 Assurance on compliance with this policy will be gained via a range of methods, as set out in the following table:

Type of assurance	Key source	Frequency
Management Assurance	Contract performance meetings. Pentana performance dashboard. Quality assurance	Monthly
Corporate Oversight	Board performance report. FI&C Property Services Progress Update.	Quarterly
Independent Assurance	Internal Audit	Periodic

11.2 This policy will be reviewed every 3 years, unless there is significant development that would require a more urgent review e.g. new legislation or regulation.