

Housing Asset Management Strategy

Vision for housing maintenance



Our commission

To review Croydon Council's approach to asset management and to produce an overarching housing asset management strategy (HAMS) document.

Client: Croydon Council

The outer London borough of Croydon covers 34 square miles and is bordered by Bromley to the East, Sutton and Merton to the West and Lambeth to the North. It is the capital's second most populous borough with a population of 334,837 set to grow to 445,000 by 2031.

While the council faces many challenges over the next five years with the reduction in Central Government funding, there are also opportunities and it has developed an ambitious growth plan to support residents, increase opportunities and improve lives.



Project overview

echelon was appointed to implement an overarching HAMS for Croydon Council, creating a joined-up approach to housing maintenance across all departments and replacing a series of standalone documents.

With an emphasis on high-cost properties and those that are difficult to maintain, the new HAMS aims to bring consistency to housing maintenance and to ensure decent, affordable homes for all in great neighbourhoods.

It focuses on ensuring that investment is going into the right properties at the right time, data from service providers such as repairs and gas contractors is driving decision-making and that customers' aspirations are reflected.



The solution

echelon undertook an initial scoping exercise to gain an understanding of Croydon Council's current approach to housing maintenance and to establish its primary objectives moving forward which included:

- A workshop to identify the internal and external drivers and specific objectives.
- Workshops with contractor partners to gauge their views on developments in the industry, standards and specifications, and Croydon's housing supply.
- Resident workshops to collate their views on investment priorities, component lifecycles, and areas of service improvement.
- One-to-one interviews with key stakeholders including council officers and the deputy leader to gauge needs and aspirations for Croydon's approach to asset management.
- Review of the council's existing documentation to ensure that it is current and relevant.
- In-depth gap analysis to establish what is missing.
- Developing an asset management strategy review process.
- Developing standard reporting templates.



The council now takes a more proactive approach to housing maintenance, which has led to an enhanced ratio of capital expenditure to revenue expenditure



Key outcomes

echelon devised an overarching asset management strategy document for 2019 – 2028 including new processes and procedures for how Croydon approaches asset management and how it maximises value in its built assets.

The strategy's core objectives are to provide residents with properties that they are proud to call their home; provide neighbourhoods where residents can live, work and socialise and to ensure that residents have a say, and their voice is heard.

A Croydon Standard has been established to meet residents' aspirations and residents of all ages and backgrounds will be more involved in shaping service delivery and in the procurement of housing services. They will also benefit from training opportunities and access to employment provided by contractor partners and the supply chain.

The council now takes a more proactive approach to housing maintenance, which has led to an enhanced ratio of capital expenditure to revenue expenditure and a better understanding of how components perform.

The HAMS has provided potential solutions, such as alternative use, for properties that have historically cost a lot of money to maintain. It also outlines plans to create new social and affordable homes; to reduce anti-social behaviour and fly tipping and to create light, clean and safe local street scenes.



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“The development of the Housing Asset Management Plan has helped to create closer working relationships across the asset management, capital delivery and responsive repairs services. We have developed common objectives to measure our performance against and our decisions are being made based upon wider asset management principles, which is helping us to target resources where they are needed.”

“

echelon has been a pleasure to work with, providing industry-specific knowledge, experience and best practice examples. The team has helped to facilitate meetings with political leaders, senior managers and officers to gather a full picture of existing service delivery. echelon staff were friendly and always receptive to new ideas and suggestions.”

Robert Hunt, Interim Head of Assets & Involvement, Croydon Council



The Future

A new suite of KPIs has been developed to evaluate the success of the HAMS against the following objectives:

- Measuring the number of homes that are fully compliant with all statutory requirements including gas, legionella, fire risk assessments and asbestos.
- Reducing number of properties in disrepair year-on-year.
- Void churn rate – with a focus on reducing void rates and retaining residents.
- The number of homes offered for Social Rent, with the aim of a year-on-year increase.
- A balanced Housing Revenue Account with year-on-year improvements driven by the HAMS.
- Energy Performance – average SAP rating performance against agreed target.
- Satisfaction – an annual measure of how satisfied stakeholders are with their homes.

To ensure the objectives of the HAMS are being delivered there will be a formal annual review and an Annual HAMS Progress Report will be issued to all stakeholders.

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