

Asset Management Strategy 2017 – 2020

December 2017



1. Introduction

1.1 This document sets out Clyde Valley Group's (CVG) strategy for managing its asset base.

1.2 This Strategy is part of a suite of documentation which includes:-

- CVG Asset Management Strategy
- CVG Asset Management Strategy: Portfolio Management
- CVG Asset Management Strategy: Action Plan
- CVG Asset Management Strategy: EESSH 2020 Strategy and Delivery Plan

1.3 Published guidance has been used from the Scottish Housing Regulator (SHR) and Royal Institution of Chartered Surveyor (RICS) in the development of the above suite of documentation.

1.4 For the Asset Management Strategy to be fully delivered it has to embrace all the varied functions within the business, these include areas such as:

- Financial performance
- Maintenance performance
- Customer satisfaction
- Changes to political horizon & agenda
- Housing management performance
- Energy performance
- Neighbourhood performance
- Social and demographic changes

1.5 This strategy document aims to provide CVG with a holistic approach to maximise the potential for managing all current assets and ensure that future assets add value to the group over the long term.

1.6 The objectives of the Asset Management Strategy are delivered through well-developed procedures contained within:

- Investment Procedure Manual
- Maintenance Procedure Manual

2. An Asset Management Strategy

2.1 Asset Management is a range of activities undertaken to ensure the housing stock meets the required needs and standards, both currently and in the future. This goes beyond investing in repairs and improvements.

2.2 The Asset Management Strategy is about ensuring that investment is correctly targeted, correctly delivered and correctly recorded. In addition it may encompass a review of the stock at any one time which may or may not result in changes to the asset base.

2.3 An Asset Management Strategy is an overarching statement of objectives, goals, processes and action plans for ensuring that all current and future resources are applied to delivering the effective management and maintenance of all owned assets.

3. Aims and Objectives of CVG Asset Management Strategy

3.1 There are a number of strategic objectives which this Strategy aims to deliver. These are:

- a) Provide good quality affordable homes for people in housing need, which are well maintained, safe and affordable.
- b) Deliver stock investment which is sustainable, represents best value and provides excellent customer satisfaction.
- c) Project future costs for replacing building elements to meet the required standard which are sustainable within the CVG Business Plan.
- d) Maintain a high quality and standard of stock condition information to allow for timely replacement of building elements, and allow for CVG to make informed decisions.
- e) Identify which stock is sustainable using information on demand, historic repairs information and assessing future housing need and consider stock acquisition or rationalisation on this basis.
- f) Ensure that funding from external sources is maximised.
- g) Maintain housing stock and related assets to a standard comparable with peer Registered Social Landlords (RSLs).
- h) Deliver efficiency savings, where possible.
- i) Improve energy efficiency of homes in order to help reduce fuel poverty.
- j) Work with owner occupiers in multi tenure blocks to ensure the built environment is well maintained.
- k) Ensure effective customer involvement and consultation.
- l) Maximise the use of existing and new stock, land and other assets.
- m) Maintain a balanced portfolio through new build, acquisitions, disposals, remodelling, tenure diversification, demolition and redevelopment.
- n) Contribute to neighbourhood regeneration.
- o) Encourage a CVG-wide approach to investment.
- p) Ensure that housing stock complies with regulatory requirements, such as the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing.
- q) Provide a range of homes of different tenures.
- r) Comply with the requirements of the Scottish Social Housing Charter.
- s) Balance the needs and expectations of stakeholders, through managing assets in an efficient and affordable manner.
- t) Maximise training, employment and wider community benefit opportunities for local people.
- u) Promote equality and diversity through asset management.
- v) Comply with all property related legislation.

4. Setting Objectives

- 4.1 An annual Action Plan will be developed based on the Asset Management Strategy and Asset Management Stock Information. This action plan will be reviewed, and where appropriate, updated annually.

5. Monitoring and Evaluation

- 5.1 The Asset Management Strategy and the Asset Management Strategy Stock Information will be reviewed every 3 years. This may be more frequently if there are any significant changes in market forces, legislation, or recommended best practice.
- 5.2 The Investment and Operations Committee will receive an annual report relating to the outputs of the Action Plan, including impact on the CVG's Equalities Strategy.
- 5.3 The Asset Management Strategy and supporting documents will be reviewed during Quarter 4 of each financial year to align with annual budget process work.