Appendix 1: Service Action Plan

Theme 1: Target Investment Growth					
Goal: We will fully embed the "Active Asset Management" approach to guide how the service operates and that support balanced, evidence-based investment decisions to improve value for money and customer satisfaction.					
Action	**Responsibility**	**Target Date**	**Outcome**	**Status**	**Business Plan Financial Impact**
Establish an 'Active Asset Management' working group to include at minimum Regeneration, Repairs, Resident Service teams. Agree the steps required to ensure the SHAPE model and Operational Investment Matrix support robust and 'real time' investment decision making.	Director of Housing	December 2022	Collaborative agreements and objectives. Clear decision-making processes.	Not Started	None
Put in place governance arrangements and a 'route map' for Option Appraisal approvals; including supporting guidance and templates to ensure consistent reporting and decision-making.	Director of Housing	December 2022	Structured, timely, comprehensive review process.	Not Started	None
Use the 'Active Asset Management' process to continue to provide potential redevelopment opportunities, contributing to the Council's new development strategy.	Head of Housing Regeneration	December 2022	Strategic approach to appraising stock opportunities.	Not Started	None

Theme 2: Safe and Sound Homes

Goal: We will provide residents with safe and sound homes, ensuring we utilise new technological advances where appropriate and meeting new standards and regulatory requirements.

Action	Responsibility	Target Date	Outcome	Status	Business Plan Financial Impact
Undertake scenario planning on the impact of the likely revisions of the Decent Homes standard, assessing potential additional costs associated with implementing new standards.	Head of Asset Management	December 2023	Reduction of financial risk through strategic forward planning and review.	Not Started	Direct – Positive – More accurate forecasting
Continue to monitor and action all Health and Safety and compliance obligations in line with current legislation and requirements and seek to align with best practice across the major areas (e.g., fire, water, asbestos, gas, and electricity).	Director of Housing	Ongoing	Will ensure that the Council fulfils legislative compliance. Explore Service Level Agreement with Corporate Health & Safety Team.	In Progress	None
Ensure that our systems provide assurance on compliance and are aligned with the 'Golden Thread' of information requirements and that Health and Safety reporting and monitoring forms a fundamental consideration within our IT/Data Systems including C365. Review of the process of how current building asset data is maintained throughout the lifecycle of the asset and evaluate potential systems support to compliance with the new legislative requirements from the Building Safety Act.	Head of Asset Management	Refer to IT project plan	Strategy to be aligned/incorporated into Civica CX plan.	In Progress	None
Ensure that we fully comply with the new Fire Safety Act, including new requirements for Fire Risk Assessments, adopting best practice guidance to support this approach.	Director of Housing	Ongoing	Will ensure that the Council fulfils legislative compliance.	In Progress	None
Develop a Damp & Mould Strategy	Head of Asset Management/ Head of Repairs	June 2023	Identify properties at risk of damp & mould.	Not Started	Direct – Possible increased expenditure through

Action	Responsibility	Target Date	Outcome	Status	Business Plan Financial Impact
			Enable early intervention to improve resident welfare and reduce disrepair claims.		commitment to spend. Potential revenue savings on repairs.
Develop a rolling programme of communications for residents on ways to improve thermal efficiency and reduce energy consumption.	Head of Asset Management/ Head of Resident Services	Ongoing	To be discussed internally with Cost of Living group.	In Progress	Direct – increased marketing costs. Indirect – increased expectation on capital works
Appoint an internal 'Innovation Champion' to work with the Council's Digital Infrastructure & Smart City lead to identify opportunities for innovation and inform the investment programme.	Planned Investment Manager	September 2022	Already in place. Use of technology to improve customer experience and potentially drive down investment costs.	In Progress	Direct capital cost. Indirect savings on revenue repair costs.
Using London Accessible Housing Register best practice guidance from the GLA, carry out analysis of existing data. Apply property characterisation to stock and update on Northgate housing system.	Head of Asset Management	January 2023	Accessibility information will enable better placement of residents at lettings stage and in turn reduce major adaptations expenditure.	Not Started	None

Theme 3: Decarbonisation					
Goal: We will build on the work already started in relation to this vital agenda and pave the way to achieve the Council Net Zero objectives.					
Action	Responsibility	Target Date	Outcome	Status	Business Plan Financial Impact
Support the core principles of the Retrofit London Home Action Plan by developing a whole house retrofit plan for typical house-types in the borough and prioritise treatment plans for households in most need.	Head of Asset Management	December 2023	Aim to reduce fuel poverty. Ensure alignment with Council's net zero aspirations.	In Progress	Direct – retrofit costs for capital expenditure. Increased revenue costs through cyclical servicing

We will dedicate resources to re-map properties where data quality and comprehensiveness is weak and use remote monitoring to ensure up to date records on key energy and carbon performance metric that will help us prioritise decarbonisation and wider asset management works.	Head of Asset Management	September 2022	Clearer strategic prioritisation. A continuous service improvement of data collection.	Ongoing	Direct – capital costs for monitoring equipment and IT infrastructure/ dashboards.
Develop a strategy to roll out fabric first measures to all suitable homes in next 5 years consisting of upgrades windows, doors, roofing, insulation and overlaying the opportunities for upgrades onto repairs/maintenance and building safety schedules of work to drive efficiencies cost and resource efficiencies.	Planned Investment Manager	December 2023	A strategic, modelled approach to whole house retrofit in line with PAS2035 standards and aligned to the 30 year business plan.	In Progress	Direct capital costs. Possible revenue cyclical costs (additional mechanical ventilation etc).
We will prioritise families most in need for fabric first upgrades using fuel poverty and social value indicators.	Planned Investment Manager	December 2023	Ensure those most in need are supported first.	In Progress	None
We will ensure that our business plan budgets allow for battery and hot water storages for our most in need households to help our households use energy off the grid not during peak demand.	Planned Investment Manager	December 2023	Ensure those most in need are supported first.	In Progress	Direct capital costs. Possible revenue cyclical costs
Use stock mapping to understand the current heating and hot water solutions of our homes and identify opportunities and threats to rolling out new technologies and sources of heat and hot water.	Planned Investment Manager	December 2023	Strategic clarity. Identification of potential savings and risks.	In Progress	None
Refresh our new build specification and Employers Requirements, aligning them with energy efficiency and carbon reduction ambitions set out in this strategy and the council's interim Climate Change and Ecological Strategy.	Head of Housing Regeneration	December 2022	Reduced future investment costs by improving current build standards.	In Progress	Direct change to capital costs. Could be positive or negative depending on specification
We will explore and apply for applicable Government Grant funding sources which we qualify for; and	Planned Investment Manager	September 2022	Reduction of council investment.	In Progress	Direct – reduction on capital costs through additional funding

Action	Responsibility	Target Date	Outcome	Status	Business Plan Financial Impact
Explore alternative financing options, beyond government grant funding, to access suitability to support us in decarbonising our stock.					
Work in partnership with other boroughs to collectively develop models which will help us to apply retrofitting measures to our own Council stock; including shared procurement, developing area-based strategies, finding solutions to planning challenges and undertaking a range of measures to develop a skilled workforce.	Head of Asset Management	December 2023	Collaborative strategic thinking. Reduction of investment through shared costs and economies of scale.	In Progress	Indirect – aspirational but will potentially impact.

Theme 4: Managing Assets Effectively	

Goal: We will aim for a 'golden ratio' of service spend of at least 60% planned and preventative activities and 40% responsive activities, and that the direction of travel maintains a trajectory towards decreasing instances and the cost of responsive repairs.

Action	Responsibility	Target Date	Outcome	Status	Business Plan Financial Impact
Create linkages that capture repairs stock insight in a more formal way for the service. There is a possibility for direct input into the operational investment matrix, but also periodic meetings between teams where issues over the last period can be discussed raising internal awareness.	Head of Asset Management/ Head of Repairs	Linked to IT service plan Dec 2022	Data outcome. Effective data collection, interfacing and reporting across systems Effective communication between teams	Not Started	Direct – possible reductions in responsive repair costs.
Implement the three-year Planned Maintenance Programme (taking account of essential works, compliance and net zero priorities), and ensure medium-to long-term planning decisions balance 'Just-in-Time' efficiencies with coherent planned investment profiles.	Planned Investment Manager	April 2023	Seek cabinet approval in April 2023. Improve strategic efficiencies to drive down costs. Take individual procurements for Cabinet approval	In Progress	Direct
Fully implement the new Planned Preventative Maintenance Programme and ensure maintenance tasks are appropriately scheduled to help decrease reactive repairs and increase value for money and customer satisfaction.	Planned Investment Manager	June 2023	Reduced responsive repair costs. Extended component life. Improved customer satisfaction.	In Progress	Direct – reduced revenue costs through proactive maintenance.

Seek to secure efficiencies in the procurement of the Planned Maintenance Programme & Responsive Repairs Contract	Head of Asset Management/ Procurement	April 2023	Reduced capital and revenue expenditure.	Not Started	Direct
Discuss procurement options and opportunities with the Procurement team to seek to produce efficiencies with delivery and expenditure.	Head of Asset Management/ Procurement	December 2022	Reduced capital expenditure. Increased delivery of capital programme.	Not Started	Direct
Develop a stock condition strategy to include overarching approach to stock condition collection, frequencies and mapping of data sources collection through non-traditional methods.	Head of Asset Management	September 2023	Improved performance of data collection and analysis.	Not Started	Direct – depending on changes to cycle and specification.
Establish a working group to ensure that migration to the Keystone Asset Management system reflects the operational process to align with the priorities of the AMS.	Head of Asset Management	March 2024	Ensuring new system is fully utilised and in line with AMS.	Not Started	None
Consider how the proposed focus on 'Active Asset Management' agenda will impact on resourcing requirements (e.g., via a dedicated data analyst) and recruit accordingly.	Head of Asset Management	January 2023	Will enable accurate resource analysis and ensure service delivery.	Not Started	Direct – staffing costs
Develop a strategy for delivery of phase 1 & 2 of the retrofit programme including staffing resources and delivery plan, linked to the governance and procurement plan.	Planned Investment Manager	December 2022	Will enable accurate resource analysis and outline key target dates to ensure service delivery.	In Progress	None
We will ensure non-residential HRA assets, for example garages, form part of the Active Asset Management process, including undertaking option appraisals for poorly performing assets.	Head of Asset Management	March 2024	Increased efficiency within the stock.	Not Started	None
We will consider if some asset groups could benefit from a wider portfolio-level review to establish a range of potential options.	Head of Asset Management	September 2022 - Ongoing	Increased efficiency within the stock.	In Progress	None
Ensure that the procurement of the repairs contract aligns with the principles of active asset management.	Head of Asset Management/ Head of Repairs	June 2024	Cohesive, strategic procurement. Improvements in data collection.	In Progress	None

Theme 5: Our Residents and Communities					
Goal: We will utilise the Council's corporate approach to communications and engagement to engage and consult with residents and leaseholders effectively and efficiently, facilitating on-going conversation, influence, feedback, and action.					
Action	Responsibility	Target Date	Outcome	Status	Business Plan Financial Impact
We will use the AAM working group to determine how best to capture tenant and leaseholder feedback into the key Operational Investment Matrix and engage with the appropriate forums to implement this.	Head of Asset Management/Head of Resident Services	December 2022	Resident feedback is captured and utilised effectively.	Not Started	None
Once detail on the new Decent Homes Standard is available, we will analyse the implications and consult with residents, along with any related options for tenant choice.	Head of Asset Management/Head of Resident Services	June 2023	Multi-stage process. First stage to provide information on government consultation. Second stage to consult with residents on strategic priorities. Keeping residents informed and valuing their input.	Not Started	None
We will work closely with our Resident Services team to set up and appoint a resident Asset Management Panel to deal with all strategic on-going matters impacting on the service they receive.	Head of Asset Management/Head of Resident Services	November 2022	Engaging with key stakeholders.	Not Started	None
We will review customer satisfaction surveys and explore how valuable customer intelligence could be gathered and feed into the Operational Investment Matrix and our wider 'Active Asset Management' approach.	Head of Asset Management/Head of Resident Services	April 2023	Improving resident satisfaction. Alignment between Resident Board and Asset Management Panel. Resident Board to oversee function and performance. Both boards strategically placed to inform Asset Management Strategy and future repairs procurement.	Not started	None
We will include social value indicators within the scoring methodology for the procurement of the planned works packages over the course of the strategy.	Planned Investment Manager/Head of Resident Services	December 2022	Improving social value across all contracts let by the council. This will be achieved at the ITT stage of all tenders.	Not Started	Direct – social value costs will impact on price.

We will ensure that social objectives are included within the Operational Investment Matrix, so that they are considered in all investment decision making and procurement of works packages.	Planned Investment Manager/Head of Resident Services	April 2023	Improving social value.	Not Started	None
We will ensure environmental estate matters form part of the Operational Investment Matrix approach and therefore investment planning.	Planned Investment Manager/Head of Resident Services	April 2023	Improving our estates.	Not Started	None