Asset Management Strategy

Asset Management Strategy – Service Providers role

- The overall vision of TAM is to manage the assets most effectively. This shall be achieved by reshaping the management methods and staff culture

- Five organisations have been combined into one, now well on the way to strong consistent culture

- Elements of TAM approach already being rolled out – e.g. property assessment / asset usage / more regular tenant consultation

- Key DBC strategies and new external methods have been identified and incorporated to shape this TAM Strategy.

- To achieve TAM benefits people need methods to make the right decision for the asset – The '**Asset Options Tool**'

- Strategic Alliance between Sun Realm and Osborne to further inform the Asset Options Tool

- Process is underway to develop Asset Options Tool and a quantitative, qualitative, and financial set of measures to monitor performance of TAM

Asset Management Strategy
Joint activities

- Feeding back current property usage / bedroom usage upon survey

- Provide Dacorum with appropriate information to reclaim from insurance or recharge tenants where appropriate

- Shaping financial controls in line with audit recommendations to ensure transparency / reporting mechanisms on regular basis – not just through the quarterly audit

- Support Council with understanding usage of garages and issues with empty garages

- Work with Council on the Asset Development Reviews currently being rolled out

- To further progress the External surveys / estate walk abouts to incorporate not only fabric of building but also general area – e.g. opportunity to increase parking

Asset Management Strategy – Next Steps

- Consultation and finalise approach towards TAM strategy and roadmap to delivery.

- The recruitment of a partnership 'Total Asset Manager' is required to drive forward the strategy and activities to achieve TAM goals

- An agreed roadmap is now required for the construction and implementation of the Asset Options Tool, to include priority weightings

- A full review of the Asset Information Systems available to the Partnership is required. This shall encompass a review of the quality of data and an understanding of what the existing systems can achieve and if further software shall be required.

- To progress the cultural change programme into TAM. To achieve success we must ensure individuals know what is expected of them under TAM, what the overall vision is, and keep all teams aware of where we are, and what is coming next.

- Reach agreement on the targets and measures by which TAM success will be compared to a traditional approach
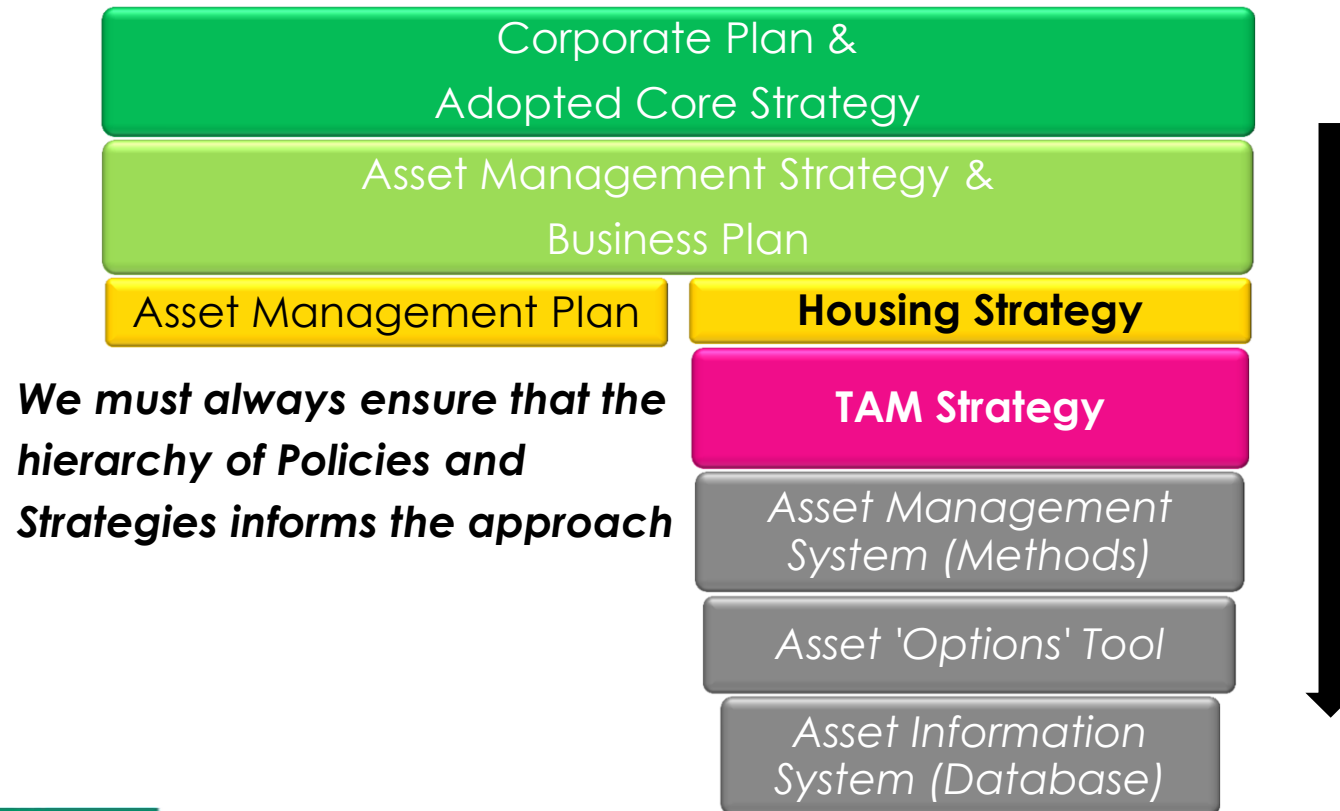
Asset Management Challenges

- An overall shortage of homes, particularly affordable, and a prohibitive cost of owner occupation within the Borough; - *Consider how to Maximise availability of good quality social housing in line with the Housing Strategy*

- A need to improve the availability and range of housing, as an integral part of attracting and retaining employment in the Borough; - *Work with DBC to identify on new build opportunities, including garages, and properties best suited to requirements– ensure recruitment opportunities within delivery model are maximised within the Borough*

- Growing numbers of Households experiencing fuel poverty; - *Work to identify specific households and property archytypes and target investment to insulating and upgrading*

- The impact of an ageing population and the contribution that good housing can make to the health agenda; - *Ensuring works better targeted to demographic and needs of borough, incorporating all grant funding available*

- Parking and Estate security and environmental issues; *Collate data on ASB, fly-tipping and parking problems to identify areas for investment*

Hierarchy: Policies / Strategies

Corporate Plan &
Adopted Core Strategy

Asset Management Strategy &
Business Plan

Asset Management Plan

Housing Strategy

TAM Strategy

Asset Management System (Methods)

Asset 'Options' Tool

Asset Information System (Database)

We must always ensure that the hierarchy of Policies and Strategies informs the approach

DACORUM
BOROUGH COUNCIL

OSBORNE

Recognising Stakeholders & Assets

Stakeholders:-

- Council

- Tenant Groups (HMEC / TLC / HMC / NAR)

- Osborne

- Local / Central Government

- Supply chain

Assets Management Strategy encompasses:-

- People

- Community / Place

- Stock / usage data

TAM Obstacles

A potential obstacle to successfully delivering Total Asset Management is culture –

"We have always done this in the past therefore…."

The partnership cultural change program will tackle:-

- Breaking down Silo working
- Unforeseen change in welfare reform – e.g. Spare Bedroom Tax
- Change in personnel / Inducting new personnel
- Individual empowerment to make best decision for the asset
- The changing needs of the population
- Budgets uncertainties making advanced planning tougher
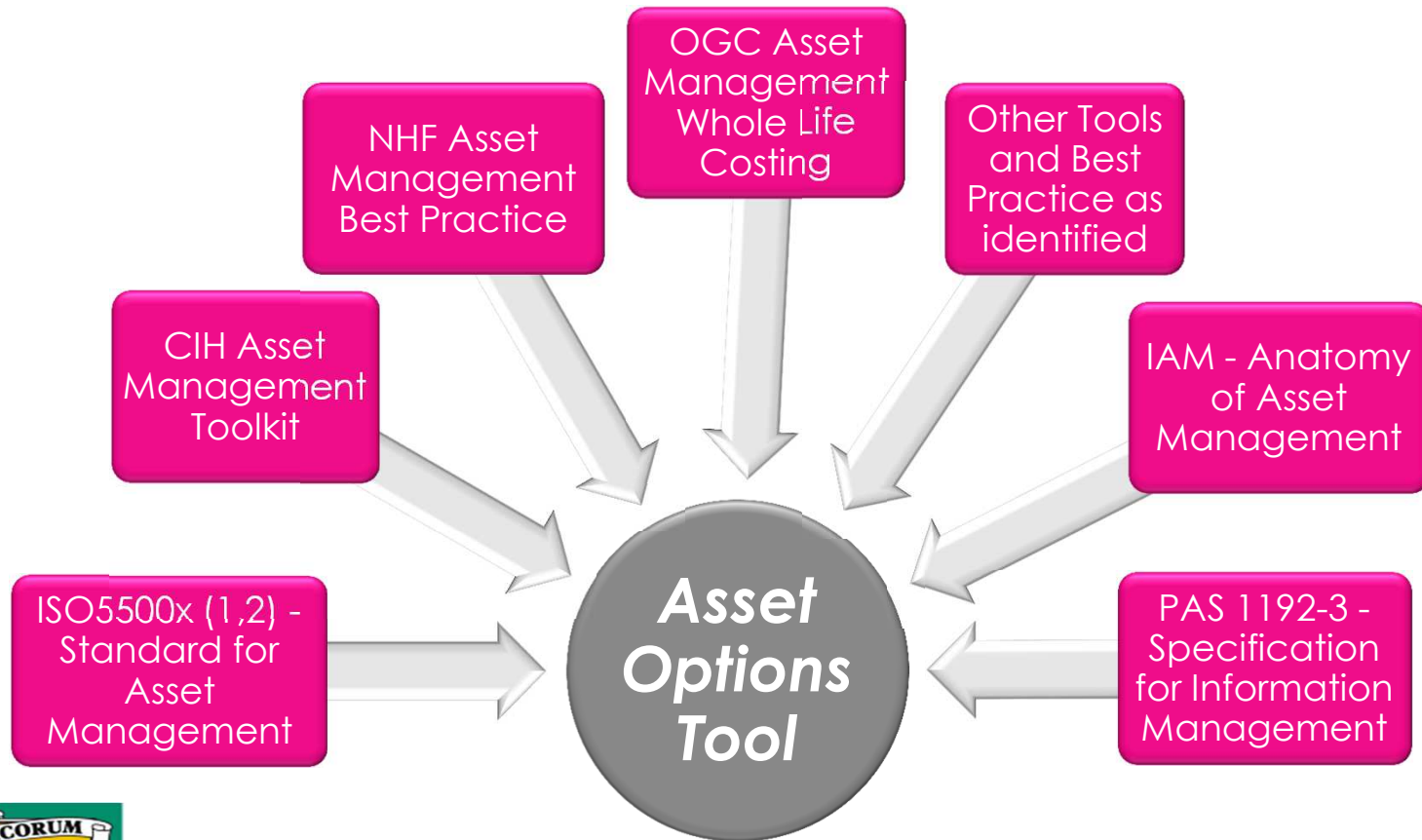
Asset Options Tool

There are multiple factors that support the delivery of the TAM aims, one of the most significant is the Asset Options Tool.

The purpose is to provide the Partnership with an increasingly sophisticated and intuitive tool that can promote the best decision for each asset; targeting spend to maximise the asset performance(usage or disposal).
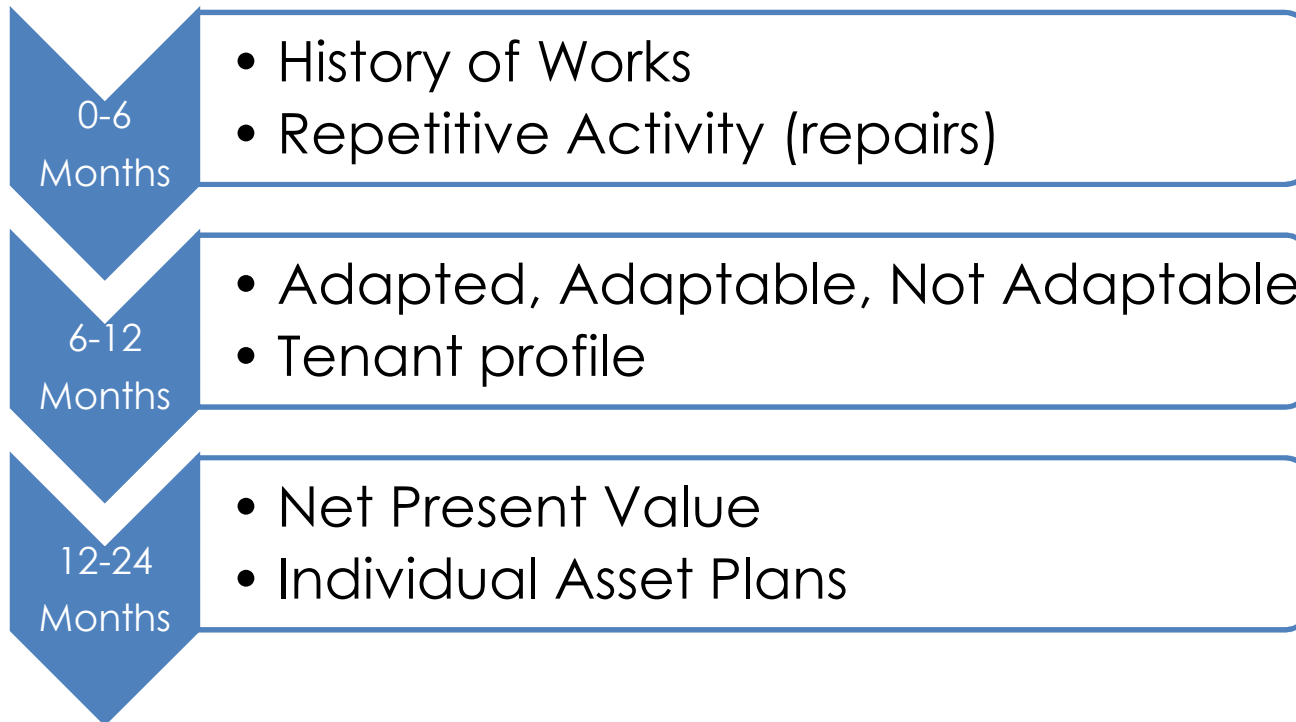
The methods shall centre around the analysis of data using agreed pre-set criteria, reviewing from a multitude of angles, not solely financial, but also taking into account social drivers;
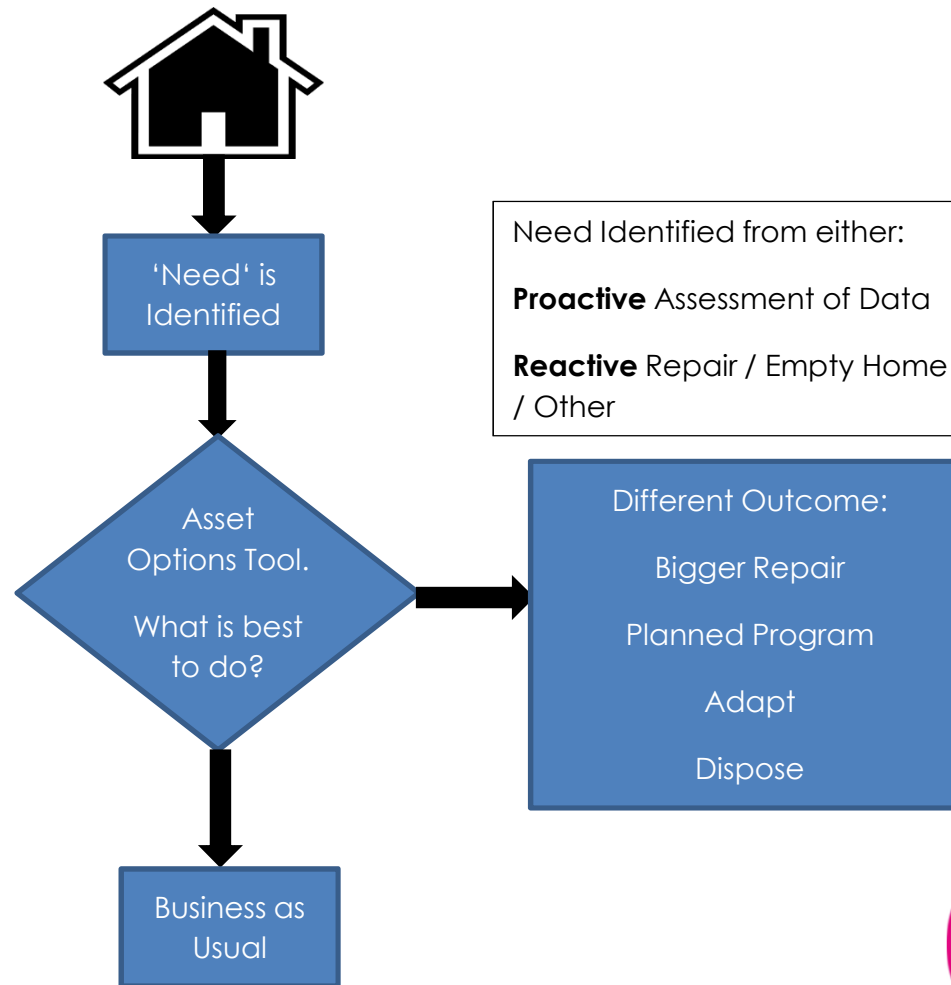
Asset Options Tool

AOT – Example: Methods / Timescales

0-6 Months
- History of Works
- Repetitive Activity (repairs)

6-12 Months
- Adapted, Adaptable, Not Adaptable
- Tenant profile

12-24 Months
- Net Present Value
- Individual Asset Plans

Asset Options Tool – Example of use

'Need' is Identified

Need Identified from either:

Proactive Assessment of Data

Reactive Repair / Empty Home / Other

Asset Options Tool.

What is best to do?

Different Outcome:

Bigger Repair

Planned Program

Adapt

Dispose

Business as Usual

Asset Management Strategy References

Asset Management – Tools and Techniques and Useful References to inform the development of the strategy

- Institute of Asset Management - Anatomy of Asset Management Version 2 - July 2014
- PAS 1192-3 - Specification for Information Management during operational phase using BIM
- ISO55002
- ISO55001
- ISO55000
- Office Of Government Commerce - Asset Management Whole Life Costing
- NHF Asset Management Best practice in Maintenance
- Asset Management Concepts and Practices - Woodhouse partnership
- CiH Asset Management Toolkit

Asset Management Strategy – related Strategies & Policies

Dacorum Borough Council Key Documents to which the Asset Management Strategy must align:

- DBC - Adopted Core Strategy 2013
- DBC - Housing Strategy 2013-2018
- DBC - HRA Business Plan 2014-15
- DBC - Cabinet 16-09-2014 HRA business plan report.pdf
- DBC - What is important in an AMS? Stakeholder View - From STAR feedback
- DBC - Housing Disposals Policy - Version 3
- DBC - Void Management Policy - Version 3
- DBC - Aids & Adaptations Policy - Version 3
- DBC - Local Investment Plan
- DBC – Neighbourhood Plans (Grovehill Pilot)

Other Related Documents

Dacorum Borough Council – Other Relevant Documents

- DBC - Older Persons' Housing Strategy 2014-20
- DBC - Housing Allocations Policy (final-2013)
- Dacorum Housing Statistics
- DBC - Housing Energy Strategy
- DBC - Vehicular Crossings Over Amenity Greens Policy - Final
- DBC - Tenant Compensation Policy - Version 2
- DBC - RTB - Buy Back Policy
- DBC - Mobility Scooter Policy - July 2013
- DBC - Fire Safety Policy - Final Version