



Asset Management Plan

2023 – 2026

1. INTRODUCTION
2. CUSTOMER FOCUS
3. DATA
4. BROADLAND STANDARD
5. INVESTMENT
6. PERFORMANCE TARGETS
7. NEW HOMES
8. SUSTAINABILTY
9. STOCK CONDITION SURVEYS
10. DAMP AND MOULD
11. RESPONSIVE REPAIRS
12. RETURN ON ASSETS
13. DISPOSAL
14. COMPLIANCE REPORT
15. FIRE SAFETY
16. ACTION PLAN

1. INTRODUCTION

This Asset Management Plan is for the next 3 years. Due to the changing financial climate, it is anticipated that this plan will be reviewed on a year basis. Year 1 2023 to 2024, will be an exception to the 3 year plan, due to the financial restrictions based around current inflation levels, interest rates and the rent cap. This coupled with the cost-of-living crisis has meant that we have reduced the Broadland Standard for one year, whilst still complying with the Decent Homes Standard, Health and Safety Regulations and the requirements of the RSH Homes Standard.

The focus of the asset management plan, policy and procedure is to ensure that the homes we manage are well maintained, safe and secure and meet the future need of our tenants. In addition, we aim to make all of our homes reach EPC by 2030 and net zero carbon by 2050. We will carry out assessments to create a small disposal programme, to allow us to invest further in improving the standard and energy efficiency of our tenants homes. We have placed greater focus on cases of damp mould and condensation and how we can proactively help to reduce instances of this occurring. We have created a separate policy, procedure and process for this and actively monitor cases via a Powerbi report. We have carried out a gap analysis against the Housing Ombudsman 10 steps.

We currently own and manage 5320 homes (as of the last NROSH return, based on 31/03/2022 and submitted in June 2022), of which the Decent Homes Standard applies to 5178. The profile of the home is set out in the table below. There is further data cleansing required on the age profile of our homes, as there is a default date built to 1900 where there is a blank field in BBS. This relates to 562 homes across 50 schemes. There is a project team working on correcting this data.

Tenure Type	Owned and managed	Owned but managed by others	Managed by us for other organisations	Total
General Needs	3,876	27	64	3,967
Supported Housing	95	61	19	175
Housing for Older People	599	0	0	599
Intermediate Rent	96		0	96
Affordable Rent General Needs	400		24	424
Affordable Rent supported housing/housing for older people	24		10	34
Care Homes	0	25	0	25
Total	5,090	113	117	5,320

Source of data NROSH return June 2022(data as 31/03/2022)

2. CUSTOMER FOCUS

We will put in place an action plan, following the creation of the Tenant Satisfaction Measures, placing close attention to the Tenant Perception Survey. In addition, feedback is gained from the Tenant Assurance Panel, feedback from complaints, tenants digital panel, Housing for Older Persons Panel, Out and About, tenant events and insight from the tenant board members. We will monitor progress against the feedback and action plans created from customer insight.

We also have a fire safety residents panel for the high-rise blocks at Canary Quay, which serves the purpose of both communicating to residents and listening to any concerns residents have regarding fire safety. We will seek to further develop fire safety engagement across our homes.

3. DATA

We intend to ensure we have accurate and useful data and that we use this to make informed decisions. We have a return on assets database and Powerbi report, which we will use to indicate which homes and schemes we need to look at further. The future investment required in homes we own and manage is collected via our 5-year stock condition survey programme and connects directly to the planned maintenance programme and fed into the 30-year business plan. We plan to catch up with the backlog of stock condition surveys by the end of March 2024. We will have external validation of at least 5% of stock condition surveys each year.

We regularly market test the rates we use to estimate the future investment needed. We use third party software such as CROHM online, which helps to inform the measures and costs we need to apply to reach our targets of EPC C and net zero. The EPC C costs are included in the 30-year business plan. We seek to proactively identify where we may need to carry out investigations using the Switchee devices and data, which will alert us to areas of risk. We will seek to accelerate the installation programme for the devices.

4. BROADLAND STANDARD

The following table is the standard that we work to in comparison to the current Decent Homes Standard. The Decent Home Standard is currently under review and likely to be refreshed with greater focus on energy efficiency and damp and mould.

Components as classified within DH standard	BHA Lifecycle (years)	Decent Homes Lifecycle	Variance against DH Disrepair criterion
---	-----------------------	------------------------	---

Wall structure*	NA	80	NA
Lintels*	NA	60	NA
Brickwork (spalling)*	NA	30	NA
Wall finish*	NA	30 to 60	NA
Roof structure*	NA	30 to 60	NA
Roof finish*	NA	30 to 50	NA
Chimney*	NA	50	NA
Windows*	30	30 to 40	-10 to 0
External doors*	30	30 to 40	-10 to 0
Kitchens	20 to 25	30	-10 to -5
Bathrooms	30 to 35	40	-10 to -5
Heating central heating gas boiler*	15 to 17	15	0 to +2
Heating central heating distribution system	30	40	-10 to 0
Heating other*	20 to 30	30	-10 to 0
Electrical systems*	5 to 30	30	-25 to 0

**Key components*

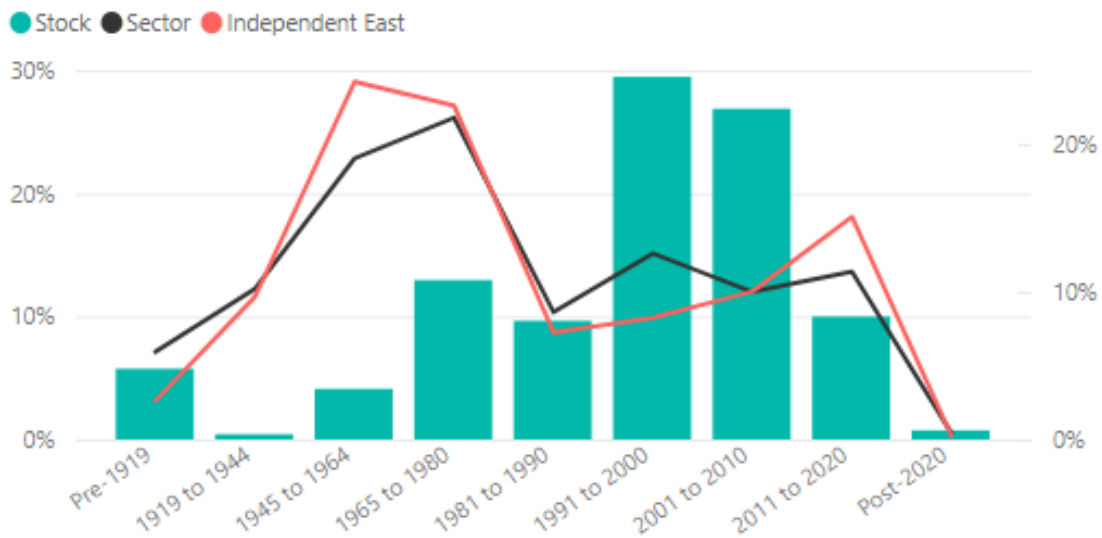
In addition to the components recognised within the Decent Home Standard, we know that additional components are required to be accounted for to inform future investment programmes. We therefore have a more recognisable list of components including for example renewable technologies such as solar pv and air source heat pumps that make up our internal component list.

We have consistently invested in our homes via planned maintenance and other capital programmes, using a proactive approach to component replacements in many areas ahead of that required by the Decent Homes standard. We have adjusted these standards to nearer the lifespans within Decent Homes guidance from the financial year 2023/24. It is expected that after this period the investment will increase in line with the forecast in the 30-year plan. Good examples of this include structural components with longer lifecycles such as walls and roofs that predominantly fall outside of the 30-year investment plan due to the build date.

Components without internal lifecycle are assessed on our stock condition surveys and in the event that works are required, factored into our respective routine repairs or capitalised programme of works on a priority basis.

As can be seen from the table below, the age profile of the Broadland homes compared to the sector and Independent East as newer. This therefore enables a reduced investment in planned capital maintenance until the lifecycles of the newer homes reaches the due replacement date.

Broadland Stock Age v. Independent East and Sector



[Open in Power BI](#)

IE Quarterly Benchmarking Report
 Source – using 2020-21 Global Accounts
 Filtered by **Organisation** (is Broadland)

5. INVESTMENT

The investment in our homes reflects our business plan over a 30 year period. It is necessary to adjust and smooth expenditure to ensure we comply with our covenants and sensibly manage workload. This means we will prioritise the replacement of components based on condition and age.

Our 5 year capital investment programme is set out in the table below.

5 Year Maintenance Investment Plan

	2023/24	2024/25	2025/26	2026/27	2027/28
Routine Maintenance	4,482	4,593	4,705	4,818	4,935
Major repairs	595	607	619	631	644
Capital Investment	2,637	4,208	4,509	4,554	4,641
Total	7,714	9,408	9,833	10,003	10,220
Average revenue spend	980	993	1,002	1,011	1,021
Average Capital Investment	509	813	871	879	896
Total spend per home	1,489	1,806	1,873	1,890	1,917

The average total maintenance spend per home over the next 5 years is £1,795 per annum. The average capital investment spend per home over the next 5 years is £794 per annum and increases to £1,267 per annum in years 6 to 10.

Comparisons in maintenance spend for the financial year 2021/22 has been detailed in the table below. The sector has seen a general increase in maintenance spend from previous years which should also factor in the reduction of spend during the pandemic. The sector is experiencing additional challenges with rising inflation and interest rates increasing maintenance costs.

Maintenance Spend Comparison 2021/22

	Broadland Housing	Freebridge Housing	Havebury Housing	Orwell Housing	Saffron Housing	Global Accounts
Planned Maintenance	2,304	1,371	1,927	1,242	306	1,098,821
Routine Maintenance	4,603	6,155	7,151	3,196	7,151	2,559,425
Major repairs	1,822	5,369	3,250	0	227	640,234
Capital Investment	4,748	2,069	2,934	1,263	5,388	2,176,024
Total	13,477	14,964	15,262	5,701	13,072	6,474,504
Number of homes	5,425	6,835	7,074	3,794	6,554	2,769,792
Average Maintenance spend per home	2,478	2,189	2,157	1,503	1,995	2,338
Average Capital Investment spend per home	875	303	415	333	822	786

Note: number of homes includes shared ownership. Global accounts don't provide the ability for further analysis of home numbers.

A key area of focus to maintain capital spend is to review our kitchen and bathroom replacement programmes. We have extended the lifecycle to 25 and 35 years respectively to help maintain costs and prioritise alternative capital spend such as building safety and decarbonisation investment.

We will monitor and commit to ensuring all of our homes do not fall into disrepair by completing stock condition surveys and prioritising investment based on condition.

6. PERFORMANCE TARGETS

The below are the current performance measures. New measures are being developed in line with the RSH Tenant satisfaction and management information measures and the tenant perception survey.

Measure	Target
Percentage of reactive repairs completed at first visit	95%
Compliance with Decent Homes	100%

Percentage of non-emergency reactive Repairs completed within agreed timescales	98%
Component replacement in the month	98%
Percentage of Properties with a current gas safety certificate	100%
Percentage of properties with a current electrical inspection certificate	100%
Percentage of properties with a stock condition survey completed in last 5 years	100%
Tenant Satisfaction with repairs service	To be developed with TSMs
Percentage of homes with an EPC rating of C or above	90.8%
Numerical score improvement in average SAP rating of housing stock in the last 12 months	To be developed
Sustainable Housing Index for Tomorrow (SHIFT) award – Sustainability accreditation	Gold
Ritterwald accreditation – Sustainability accreditation	Certified

7. NEW HOMES

We will make sure we work closely with the development team to ensure that we are aware of future maintenance liabilities, customer feedback is taken into consideration in specifications and that we work together as much as possible to provide materials and components which are commonly used and offer value for money.

8. SUSTAINABILITY

As of February 2023 87.8% of our homes at an EPC energy rating of C or above. Our target is to bring all homes to this level by 2030 and to net zero by 2050. We understand that it may not be possible to improve all of our homes to achieve our decarbonisation targets and will appraise our homes and determine the best future purpose including disposal as set out within our disposal policy. We will also ringfence disposal surpluses to help support our decarbonisation journey.

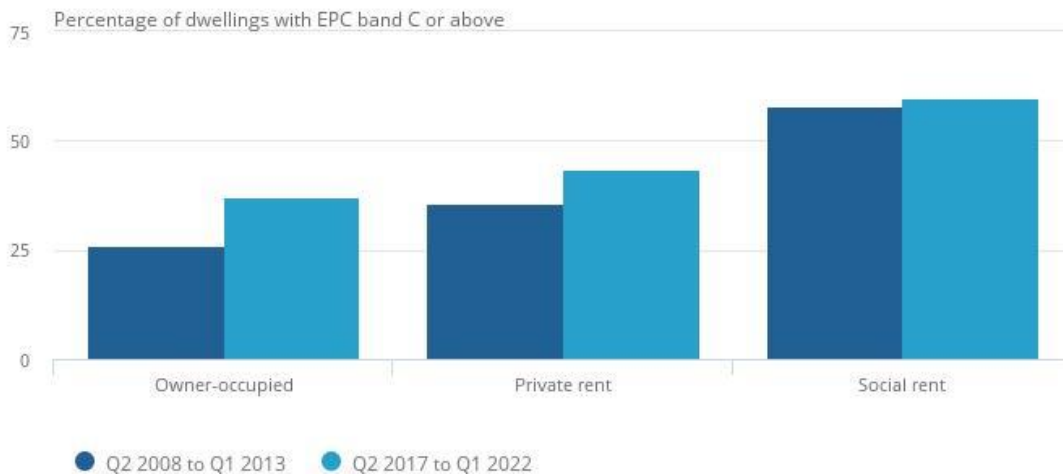
Benchmarking our sustainability credentials continues to be a key focus ensuring we monitor progress and understand how we can improve. We have been taking part in the SHIFT award and have achieved Gold status for the past 3 years. We will continue to take part in this benchmarking every two years.

As a comparison to the sector, 56.9% of social housing providers, including local authorities, have an EPC of C or above – which makes the sector the most energy efficient compared to owner occupiers and private rented homes.

The chart below details the energy performance improvement across housing market.

Figure 11: The percentage of social rented dwellings with an energy performance certificate (EPC) rating of C or above has fallen over time in England

Percentage of dwellings with EPC band C or above by tenure, England, Quarter 2 (Apr to June) 2008 to Quarter 1 (Jan to Mar) 2013 and Quarter 2 (Apr to June) 2017 to Quarter 1 (Jan to Mar) 2022



Source: Department for Levelling Up, Housing and Communities – Energy Performance Certificate data on Open Data Communities, Valuation Office Agency – Property Attributes data

Our average SAP rating is 72.8. In 2021, the social sector had the highest mean SAP rating with mean scores of both housing associations and local authorities at 70. Owner occupied dwellings averaged a rating of 66 and private rented dwellings scored the lowest at 65.

9. STOCK CONDITION SURVEYS

Stock condition surveys enable to understand the condition and investment requirements for our homes. Our target is to complete surveys every 5 years using our surveying team and cross referenced with an annual 5% validation check using an external chartered surveyor. At February 2023, 79% of stock condition surveys were less than five years old. We are working towards 100% target within 5 years which was impacted during the worst of the pandemic and access difficulties.

We forecast that 80% of stock condition surveys will be less than 5 years old at the end of March 2023.

Date	Surveys Required	Surveys within 5 years	% within 5 years
Mar '2022	5,074	3,194	63%
Jan '2023	5,074	3,989	79%
Mar '2023 (forecast)	5,074	4,044	80%
Mar '2024	5,178	5,178	100%

A total of 1,049 surveys are forecast to be outstanding on 1st April 2023 and a further 938 expire in the financial year 2023/24.

In order to achieve 100% of stock condition surveys being less than five years old we will undertake 2,017 surveys in 2023/24 year. Our surveying team will be focused on completing on average 168 surveys per month. We will consider accelerating the programme using additional resources to bring the “completion” date to December 2023.

Gaining access to homes can sometimes prove challenging and this can be demonstrated from various services we are required to deliver such as gas and electric compliance checks and stock condition surveys. Moving forward this is a key area of focus due to the inefficiencies of service and ensuring we can evidence and maintain up to date information on our homes.

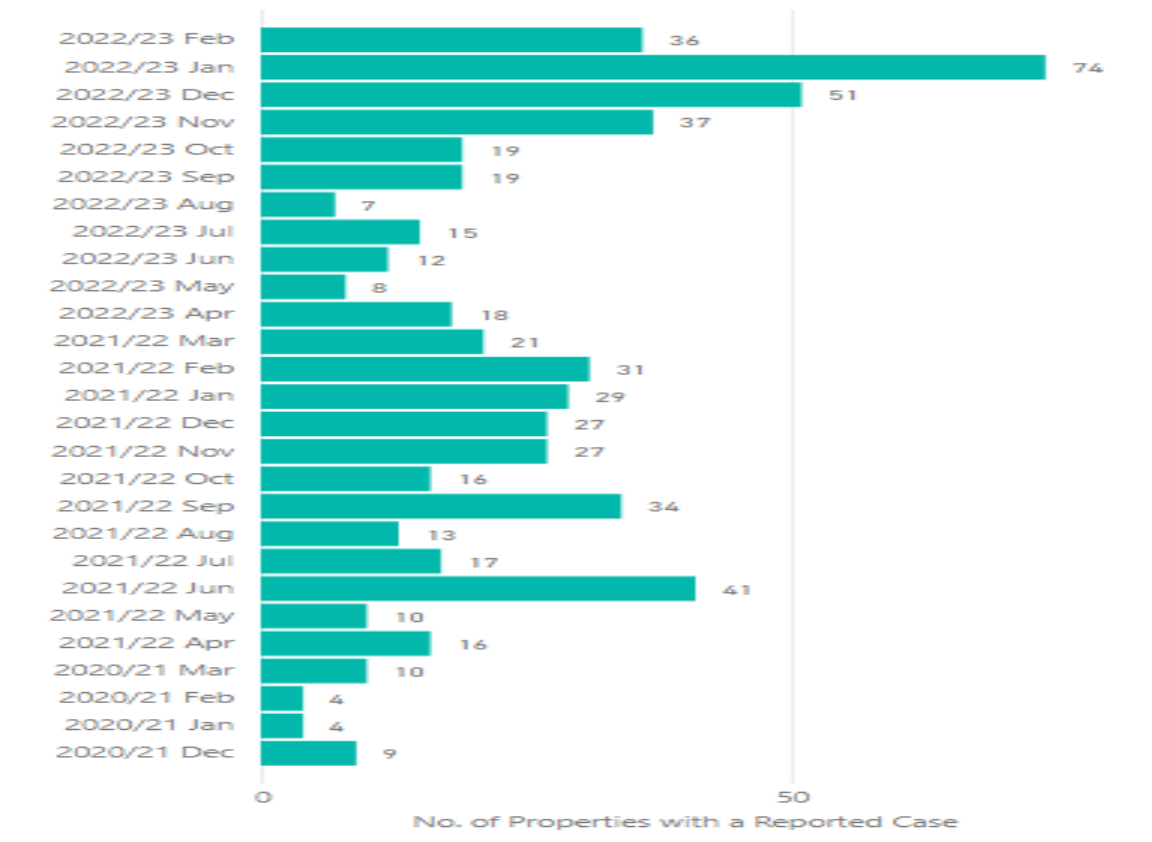
10.DAMP AND MOULD

One of the biggest challenges across the sector relates to those homes suffering from damp and mould and the many horrific examples that have been the subject of national media attention.

We have developed a damp and mould process, using our own internal classification based on the HHSRS assessment. This will grade instances of damp and mould based on both the severity of the damp and mould, but also risk factors relating to the people living in the home, for instance disability or respiratory problems. We will develop a separate damp and mould policy and procedure in line with proposed new legislation relating to Awaabs Law. We will take on board the Housing Ombudsman recommendations and have carried out a gap analysis and action plan against their 10 step assessment.

In addition, we use Damp and Mould reporting software to steer us in the right direction to see where our focus needs to be and have a more proactive approach. This will alert us of outstanding repairs relating to damp mould and condensation and will capture instances of where ‘damp’ ‘mould’ or ‘condensation’ have been mentioned. The following table is an example of one of the numerous data tables relating to damp and mould. The graph below shows instances of where there have been reports of damp and mould regardless of the classification rating

Damp or Mould Reported Cases by Month ...



[Open in Power BI](#)

Damp and Mould

Data as of 23/02/23, 05:36

Filtered by **Financial Year** (is 2020/21, 2021/22, 2022/23, or 2019/20), **Fault** (is The ceiling is damp/wet/moist/dripping, The ceiling is wet/damp/moist/dripping, The loft is damp, There is damp or mould in property, or There is a damp patch on the wall), **Status** (is not Cancelled), **PropertyID** (is not 1040, 1041, 1045, 1141, 1147, 1241, 1306, 1332, 1371, 1424, or 1515), **DESCRIPTION** (is not (Blank), Privately Owned, or Owned by BHA and externally managed)

We will use all frontline services to report cases of damp and mould so that the necessary actions can be completed. The volume of damp and mould cases have increased and is also increasing due to the cost of living crisis and increase in energy bills.

11.RESPONSIVE REPAIRS

We consulted with our tenants in 2020 on what our response times should be in relation to our responsive repairs, and we are currently measuring against those times. We will further review these response times as part of our review of the responsive repairs policy and procedure.

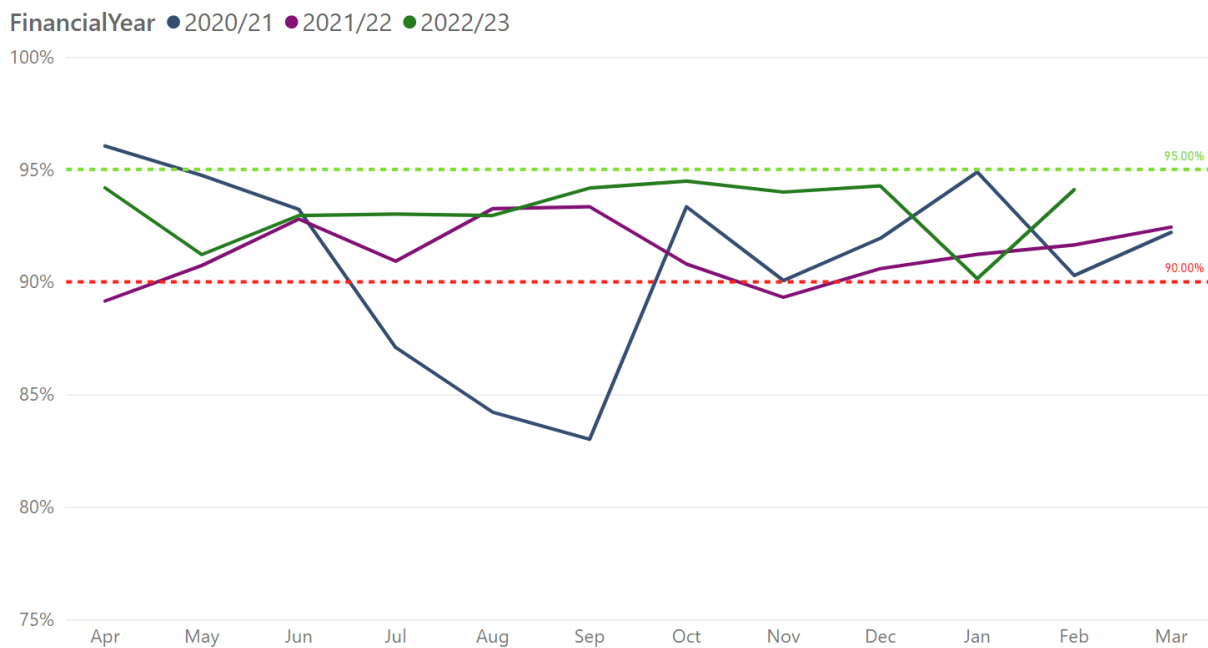
The empty homes policy, procedure and standard have recently been reviewed and changed following feedback from tenants and staff. We have incorporated the principles of Homes for Cathy and will ensure that homes are suitable for someone moving in from a homelessness situation.

Following feedback from customer complaints, we have changed how we manage complex repairs. These are repairs raised via the responsive repairs service but require project management, health and safety supervision and require longer periods of time to complete. This type of work is passed to a specific manager, is carried out by a dedicated team, and is monitored and managed to completion.

From April 2023 repairs complaint and survey data will be discussed at the repair specialism meetings; following analysis by the Assistant Maintenance Director, themes will be discussed, and action will be taken to improve service delivery. All actions will be recorded on the complaints action plan.

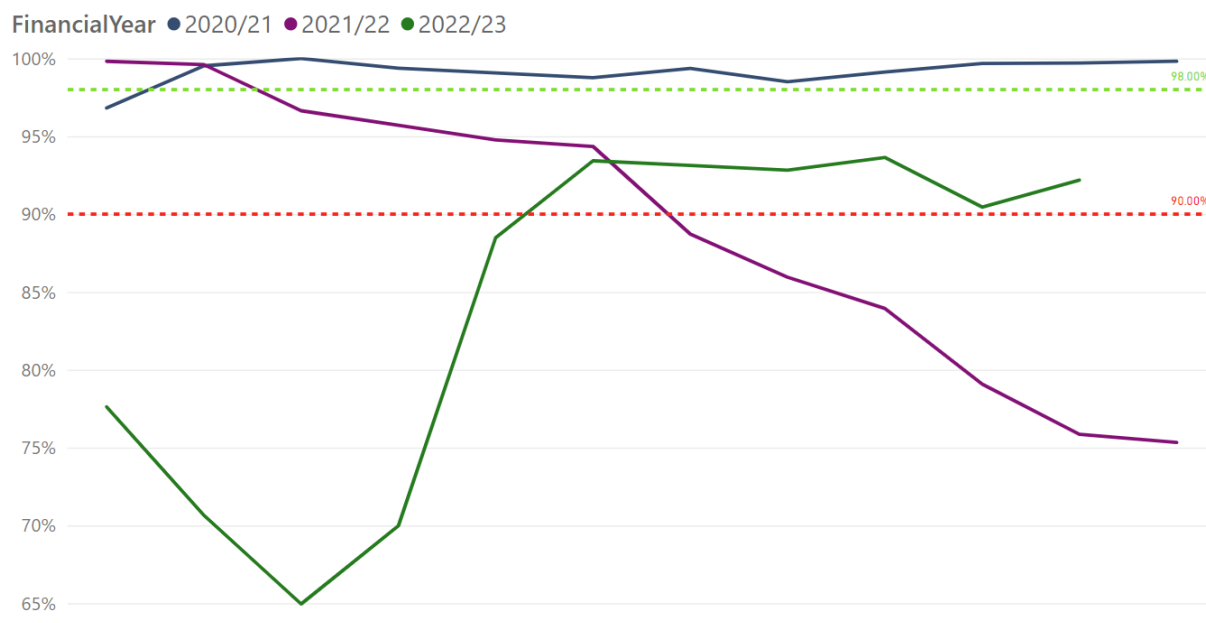
We are currently revisiting our performance data for repairs and with the support of our data team, we are building operational data sets which will further support our frontline teams in managing performance levels. New data sets for the scheduling team are also being created to provide further oversight.

With a focus on first-time fix over the next 12 months, we hope to build on the 93% we have seen since April 2022.



Data as at 28 February 2023

Delivery of non-emergency reactive repairs is another key area which will be the focus. We have seen an average of 86% since April 2022.



Data as at 28th February 2023

We hold monthly repairs specialism meetings which incorporates scrutiny of performance, actions are assigned in order to improve the repairs service.

12. RETURN ON ASSETS

The Return on Assets toolkit gathers information from multiple data sources and scores homes and schemes on quality and cost indices. The top and bottom performing quadrants are flagged up for further investigation against the lowest quadrant schemes are identified for further investigation with a view to improvement, investment or potential disposal.

The ROA toolkit calculates Net Present Value To understand how our homes perform and inform strategical decisions to demonstrate value for money across our housing stock. Aside of the financial metrics, we also assess our homes on qualitative factors such as energy rating, turnover rates, anti-social behaviour, evictions and geographical location and calculates a score at both scheme and property level.

13. DISPOSALS

The Disposal policy supports the overarching Asset Management plan and sets out the conditions whereby we will put forward assets to the Risk Assessment Panel (RAP) for the recommended appraisal option including disposal. Any proposed disposal is based on a number of factors, including age, condition, cost to bring to required standard, location and need or desirability. We will use the surplus from the sales of these assets to support our decarbonisation plan in the first instance and for alternative capital investment plans such as regeneration or improvement plans to other homes outside of our planned maintenance programme.

14.COMPLIANCE REPORTING

Compliance is an important and key aspect of managing our homes. It covers various legislative and regulatory requirements including the following big 6 compliance areas:

- Fire safety
- Gas safety
- Electrical safety
- Lift safety
- Asbestos management
- Legionella management

The reporting of compliance monitoring is across the organisation including monthly updates which are provided for Leadership group and board meetings. In addition, we report to both leadership group and board on any areas where we feel that we have some work to do to reach the necessary requirements. We are subscribed to Barbour, which will alert us to any changes in legislation. We also use 365 compliance software, which directly links to forms on mobile devices, allowing cyclical servicing data to be directly linked to compliance reporting. 365 information is then exported into our housing software database.

We have recently passed our annual assessment by NICEIC in January 2023 to assess our compliance with the electrical regulations. All our Gas Engineers are compliant with their five-yearly assessments and we are looking to schedule an CORGI visit this year.

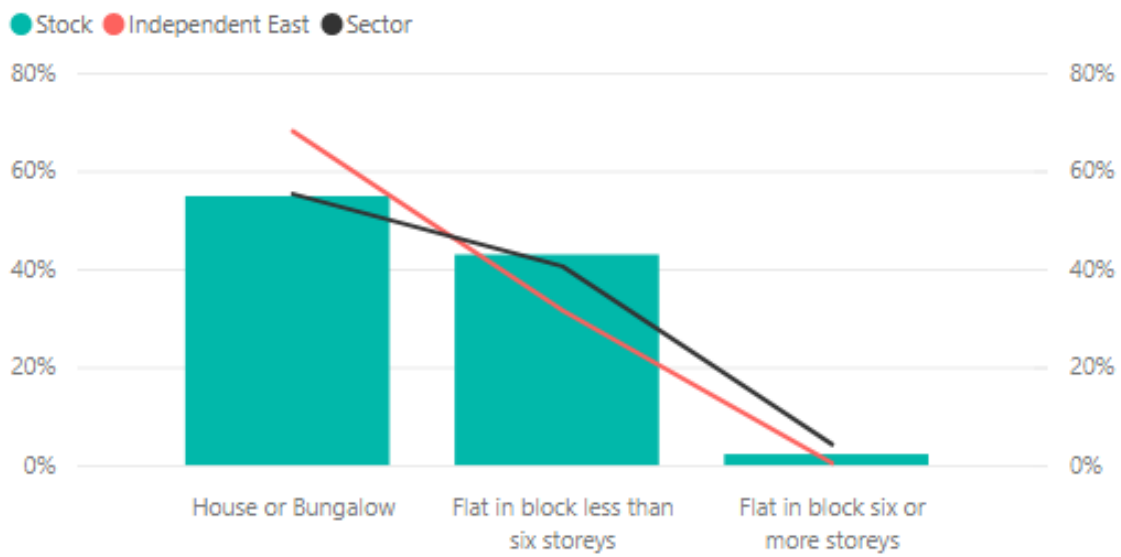
15.FIRE SAFETY

The health and safety homes policy is the overarching document for all healthy and safety principles. We will develop a fire safety policy which will set out how we will comply with the requirements of the Fire Safety Legislation. In addition, our focus is on meeting the requirements of the Building Safety Act.. The Act focuses on all buildings and more specific requirements for higher risk residential buildings. The number of higher risk buildings that fall under this requirement is 9 sited at the newly developed Canary Quay scheme in Norwich.

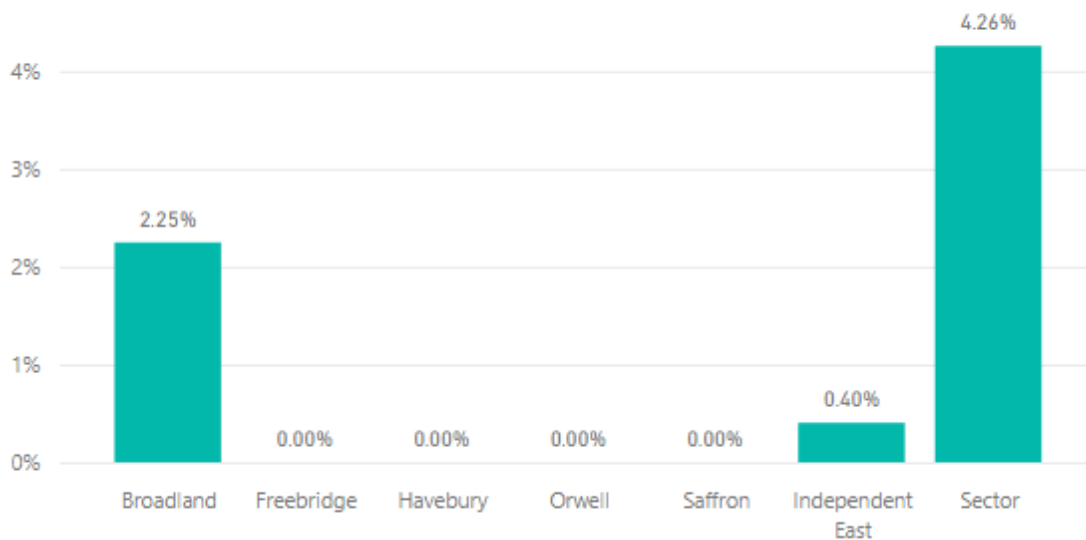
Outside of our monthly compliance reporting, we provide an annual report to board on our compliance with fire safety.

As can be seen from the following tables, we have a lower proportion than the sector of our homes as flats with 6 or more storeys. This means that we will not need to invest large sums of capital bringing the buildings up to current required standards. The age profile of our higher rise flats compared to the sector is of modern construction in compliance with new standards of fire safety regulations.

Broadland Stock Type v. Independent East and Sector



Flat in block six or more storeys as a % of total stock



[Open in Power BI](#)

IE Quarterly Benchmarking Report

Source Global Accounts 2020 – 2021

Filtered by **Dwelling** (is Flat in block six or more storeys)

16.ACTION PLAN

The Asset Management Plan is updated every three years however, the operating environment is suspect to various sector wide and externally influenced volatilities that can change direction or priorities.

The plan is supported by actions for the continued improvement and management of our homes which is subject to change and will be reviewed and updated as appropriate.

The table below lists the required actions in February 2023.

Action	Date
Complete data cleansing of build dates for homes	31/03/2023
Update the disposal policy and create a plan for homes which meet the disposal criteria	31/03/2023
Action plan for damp and mould following the principles from the Housing Ombudsman	31/03/2023
Review of component data in line with new Tenant Satisfaction Measures reporting	31/03/2023
New Planned Maintenance Plan for 2023/24	07/04/2023
Develop new KPIs for asset management/repairs and maintenance	31/05/2023
New Damp and Mould Policy and Procedure	30/06/2023
Review and Update Sustainability Policy	30/06/2023
New consultation on response times as part of the responsive repairs policy	30/06/2023
Put in place an action plan for asset management relating to complaints	30/06/2023
Link in with TAP for scrutiny of repairs and maintenance policies and procedures	30/09/2023
Develop an improvement plan for responsive repairs	30/06/2023
Switchee 'smart thermostat' data interrogation and improved proactive management to help direct us for damp and mould risk.	30/06/2023
Develop Return on Assets plan to provide guideline for assessment of schemes	31/07/2023
Building Safety Act compliance	31/03/2024
Bring all stock condition surveys to within 5 years	31/03/2024
Implement action plan following results of Tenant Perception survey	31/06/2024