Asset Management Strategy (V6)

2021 to 2026

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Agreed By	
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Diversity Compliant	
Equality Impact Assessment Required	
Data Protection Compliant	
Health & Safety Compliant	

Contents

1. What this strategy is about and why we need it.

1.1 When we asked our customers what they wanted from their Acis home, they told us that they want us to provide a warm, safe and comfortable property that is energy efficient and economical to live in and run throughout the year.

Our Asset Management Strategy sets out how we aim to deliver these outcomes over the next five years and beyond; it tells the story of how we will make sure that our homes - houses, flats, schemes, student accommodation and commercial stock are all fit for the future. It describes the new technology we intend to embrace, and it highlights what we intend to do to make sure that we are net zero carbon ready.

As one of our key enabling strategies, this strategy focuses on ensuring that we maintain our properties effectively and reduce our number of empty homes, that we work together to collectively build better environments and stronger communities and that we fully optimise all of our assets.

This strategy has been developed to ensure it delivers for our strategic direction focusing on customers, partnerships, efficiency, and growth. For the next three years we will ensure we have a group-level focus to our asset activities, looking holistically at all we do to maximise value and ensure we deliver our vision to create opportunities for people to live better lives through the provision of better homes and better services.

1.2 The objectives set out within the corporate strategy, the approach to delivering for our customers detailed in our customer experience strategy and our ambitions to grow and change outlined in our growth strategy are all drivers that this strategy will support. It will continue to ensure we do not lose sight of our customers in everything we do but also that our assets support our ambitions to grow and change what we offer and how we do it.

The key themes identified in this Asset Management Strategy are:

- **To provide desirable and healthy homes, neighbourhoods and communities for our customers which are modern, safe, secure, and affordable to heat as we work to improve energy efficiency.**
- **To deliver value for money through the efficient and effective procurement and commissioning of goods and services**
- **To build communities through strategic investment and regeneration.**

- **To assist with the formulation of policy and standards for both new and existing housing, in response to the Climate Change Emergency by identifying a roadmap to ensure we are zero carbon ready.**

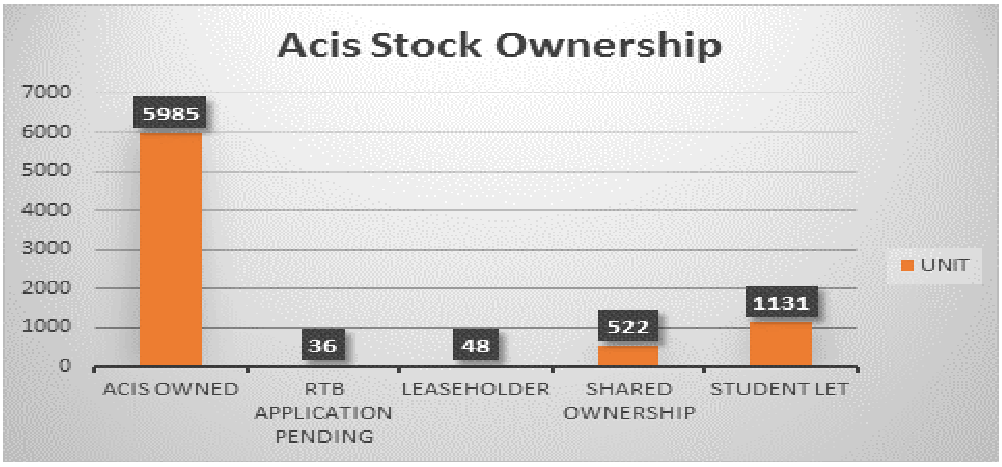
1.3. The government published the Social Housing White Paper in November 2020, which aims to deliver the improvement in transparency and accountability promised in the 2018 green paper. The paper sets out a Charter for Social Housing Residents and also outlines plans for new regulation, a strengthened Housing Ombudsman to speed up complaints, and a set of tenant satisfaction measures that social landlords will have to report against.

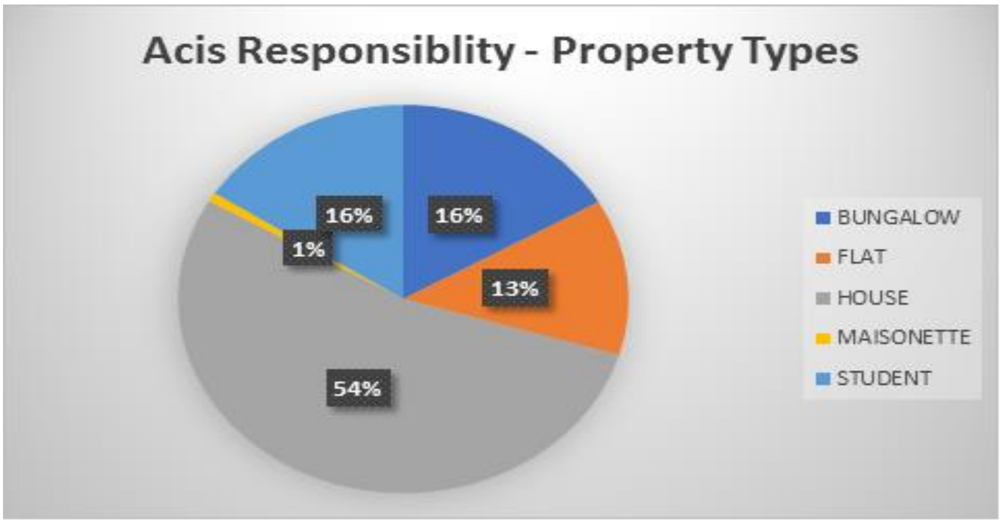
1.4 In November 2020, the Regulator of Social Housing published the annual Sector Risk Profile (SRP). This document recognised the severe impact of the Covid 19 pandemic, but also highlighted the importance of continuing to recognise other ongoing sources of risk to continued viability, the achievement of their strategic objectives, delivering services to tenants, and maintaining compliance with regulatory standards. The SRP identified key themes:

- **Strategic choices** being made between essential ongoing investment in the existing housing stock and contributing to new supply.
- **Stock quality** issues where Housing needs to be seen as a long-term asset, and where failure to understand stock and invest appropriately in it presents a substantial risk to providers and tenants.
- **Health and safety,** with a focus on the need to understand responsibilities under the new framework identified in the Draft Building Safety Bill alongside ensuring continued compliance with statutory requirements.
- **Service Delivery and accountability to tenants** as highlighted in the White Paper.
- **New Supply,** and
- **Financing** with a clear cautionary note that Boards must understand the merits and risks of all financial products they employ and ensure that they are right for the organisation in delivering its objectives.

We will ensure that we incorporate the themes and issues as they develop and change as part of this annual process throughout the lifespan of this Strategy.

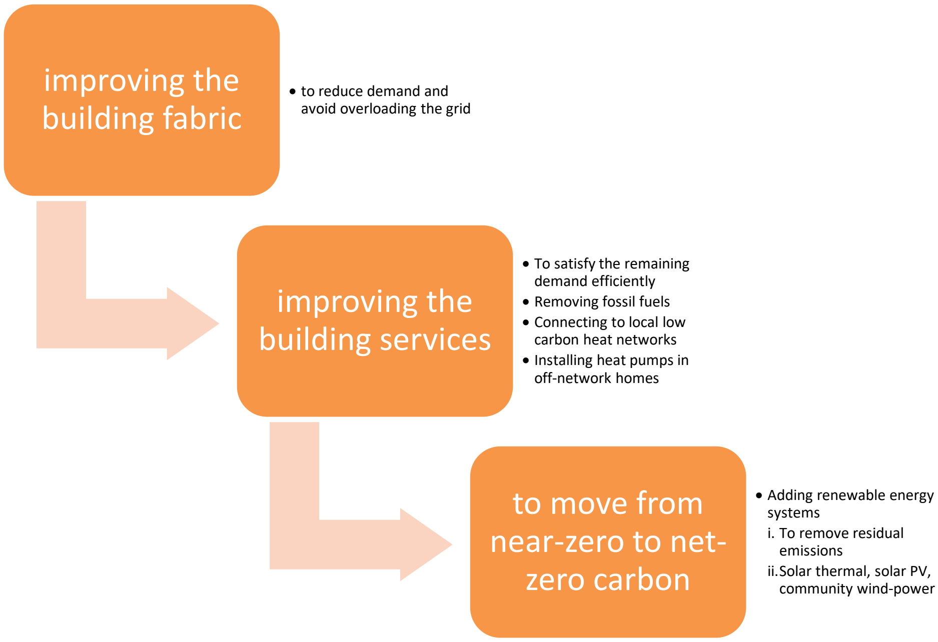
Our current stock profile broken down by ownership and property type is shown below.:





1.5 The UK Government set the UK on the path to net zero carbon by 2050, with aims for at least a 68% reduction in greenhouse gas emissions by the end of the decade, compared to 1990 levels. This will require us to ensure that we set ambitious targets to address the retrofit challenges posed by our portfolio. The national scale of the retrofit challenge is significant, and we have worked with our partner Savills to produce an indicative average cost of £21,254.00 per property across our current stock profile to achieve the 2050 target.

A staged approach will clearly be required to ensure that we are net zero carbon ready. We will identify a roadmap to identify our direction of travel and identify achievable and realistic targets for progress by:



1.6 We will need to set suitable performance standards and targets which prioritise energy efficiency over emissions reduction. The current target of achieving EPC band C by 2030 will not be enough; SAP 69 does not deliver affordable warmth now or provide headroom for rising fuel prices and a focus solely on SAP scores does not cover the wider scope that an effective Carbon Reduction Strategy requires. Instead, we will consider a more comprehensive ‘basket’ of measures including KWH per m2, CO per kg/year, Environmental Impact (EI) rating, and fuel bill reduction rate. We will also need to recognise the wide variety of domestic stock contained within our portfolio and differentiate our targets by dwelling type.

1.7 There will be a need to ensure that our people are net zero carbon ready too. We will need to engage with and train current and new employees, consultants and contractors and empower our customers as full partners on the journey, encouraging them to learn with us.

1.8 We need to be aware of the difficulties that the retrofit programme will present, but also be aware of the opportunities and possibilities that it will create. These will include:

- Difficulties
  - Insulating ground floors and internal wall insulation at the right time
  - Integrating fragmented procurement processes, and
  - Addressing skills and qualification gaps, and adapting to capacity issues

- Opportunities and possibilities
    - New technologies
    - Low carbon local heat networks
    - Communal Air or Ground Source Heat Pumps for large blocks
    - Trustmark and PAS 2035 QA frameworks
    - EnerPHit standard to eliminate performance gaps.
    - Offsite construction options
    - Community wind-power and other local approaches

2. Who does this strategy apply to?

2.1 This strategy applies to all Acis Group employees, Board Members, Contractors

3. Our strategy is

3.1 We have identified four key themes that this strategy is designed to deliver:

- **To provide desirable and healthy homes, neighbourhoods and communities for our customers which are modern, safe, secure, and affordable to heat as we work to improve energy efficiency.**

- **To deliver value for money through the efficient and effective procurement and commissioning of goods and services**

- **To build communities through strategic investment and regeneration.**

- **To assist with the formulation of policy and standards for both new and existing housing, in response to the Climate Change Emergency by identifying a roadmap to ensure we are zero carbon ready.**

3.2 **Theme 1 - To provide desirable and healthy homes, neighbourhoods and communities for our customers which are modern, safe, secure, and affordable to heat as we work to improve energy efficiency.**

Aim: By 2026 we will have –

- Achieved top quartile performance for customer satisfaction with the quality of their home and their neighbourhood as a place to live
- Achieved top quartile performance for customer satisfaction following improvements being carried out to their homes

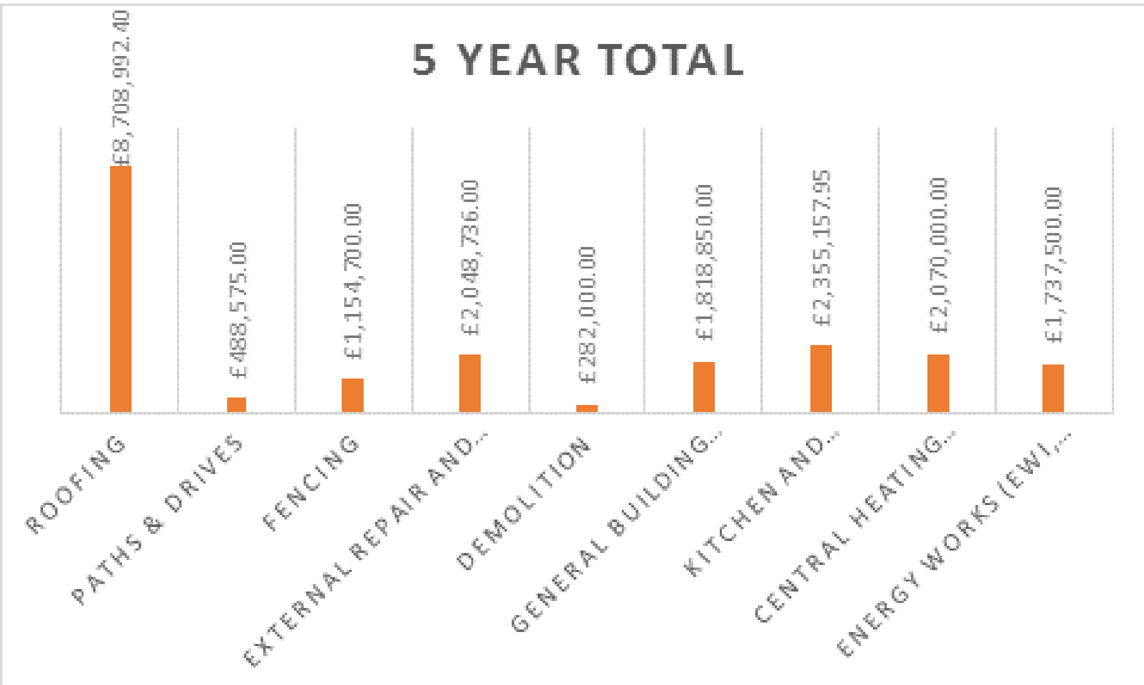
- Routinely published a 5-year plan for our customers to inform them what improvements will be carried out to their homes and when they can expect them to be completed.
- Successfully embedded any changes from legislation and regulation regarding building and fire safety and maintained consistent performance of 100% landlord safety compliance for all our statutory obligations.
- Delivered a £38.6M capital improvement programme over the 5 years of this strategy to a high quality, achieving value for money and to our customers satisfaction.
- Completed an improvement programme that has effectively tackled any “hard to heat, hard to treat” homes to make them more affordable for our customers to heat.

We will focus on:

Capital Works Components delivered in-house: We will include kitchens, bathrooms, windows, doors, and heating systems as part of a 5-year delivery plan informed by current and comprehensive stock condition data. Year 1-5: £11.5M.

Capital Works Components delivered by external contractor(s): We will develop an active asset management approach to the replacement of roofs, fire safety works, communal door access systems, and community and environmental works. Year 1-5: £20.66M.

These capital works will be split down as follows:



Revenue Works Components: We will include programmes for fencing, smaller scale structural works, asbestos works, garage works and energy-related works. Year 1-5 £6.5M.

Sheltered Provision, Retirement and Supported Living and Student Accommodation Review: As part of the review of our wider older persons offer, we will work in partnership with key stakeholders to undertake an options appraisal of all sheltered, and supported living facilities and of our student properties to identify every available route to deliver to customer demand. We will utilise the delivery of the current Bowling Green Road development as a catalyst for further review and action. Year 1-5: £tbc.

Building Safety There are two critical pieces of emerging legislation which will significantly impact on this Strategy; the Draft Building Safety Bill, and the Fire Safety Bill Consultation which form the government's package of reform to improve building and **fire safety** in all regulated premises where people live, stay or work and to deliver key Grenfell Tower Inquiry recommendations. We will ensure that we adopt a proactive approach towards meeting these obligations in partnership with our customers and key partners

All of this is additional to the ongoing required Landlord Health and Safety Compliance works including gas safety and electrical safety checks, legionella, asbestos, lift safety.

As part of this theme, we will:

- Review and develop our approach to fire safety, informed by new legislation and building safety requirements.

- Fully consider and evaluate the impact of building safety in terms of both investment and disinvestment requirements particularly in relation to student and complex buildings.

- Develop and improve on service delivery to customers driven by both legislation e.g. Decent Homes Standard, Housing Health & Safety Rating System (HHSRS), Statutory Compliance Works, and in response to the customer voice.

- Ensure that our student stock is fit for purpose and meets all relevant statutory compliance standards across the lifespan of this Strategy.

- Explore new technologies which will improve our delivery of services across the wider organisation.

3.3 **Theme 2 - To deliver value for money through the efficient and effective procurement and commissioning of goods and services.**

Aim: By 2026 we will have -

- Embedded mixed delivery models of inhouse and externalised delivery for all relevant property services and evidence top quality performance for efficiency and value for money.
- Delivered ongoing budget savings and value for money benefits through working in partnership with key stakeholders including Efficiency North, other framework providers and accredited providers to drive efficiency.
- Routinely provide opportunities for our customers and communities to ensure we are making a difference and maximising our Social Value impact through our contracts and partnerships.
- A capable internal provision of professional skills around surveying, procurement, job costing, and all other essential skills that has reduced reliance on external expertise.

We will focus on:

Building safety: We will ensure that our efforts are linked across the Property Services directorate; particularly to our objective to develop homes which are both safe, secure, and desirable.

The Customer Voice: We will work with Eione, Neighbourhoods (NBDs) and People Services colleagues to ensure that we are positioned to directly influence employment and recruitment opportunities for our customers.

Social Value: We will ensure that all our partnerships provide added Social Value to promote opportunities for our customers and communities and we will measure and report on our impact in this area.

Quality Control: We will ensure that we provide competent oversight and analysis of all our building safety, delivery, and procurement standards.

Developing key skills and expertise: We will work together with People Services, Riverside Training and the Business Development team to ensure that we develop career progression and CPD opportunities for our Supervisors and Managers to support succession planning, upskill our current teams and develop continuous improvement across the business. We will also ensure that we continue to develop our own workforce and offer opportunities for progression as well as strong entry-level opportunities.

3.4 **Theme 3 – To build communities through strategic investment and regeneration.**

By 2026 we will have -

- Reviewed any under-performing stock and have an agreed plan in place to create desirable properties and communities, investing in two target placemaking areas within the lifetime of this strategy.
- Developed and implemented a range of solutions to improve hard to let homes to create sustainable tenancies and retain long-term customers.
- Developed and delivered area investment plans for all properties and estates that were emerging as potential problems and developed innovative solutions to build vibrant and successful communities.
- Aligned our focus and spend to help to build communities and support the placemaking objectives identified in the Growth Strategy to promote regeneration in those areas where it will have the greatest impact.
- Completed a comprehensive review of existing sheltered housing with key stakeholders, including fully costed options for remodelling, investment, demolition and reprovision and have an agreed action plan in place to deliver housing solutions.
- Completed a review of our garage stock and related asset sites and consulted with the relevant planning authority and commenced a programme of infill development.

We will focus on:

Strategic Asset Management: We will undertake future-focused lifestyle modelling which balances budgets, customer expectation and need and asset condition to deliver sustainable facilities and infrastructure.

Asset Information and Sustainability Index: We will utilise local intelligence to inform our decision making to identify alternative options for those assets that are underperforming and where value is deteriorating, and where medium-term prospects are not optimistic. We will be bold with our interventions wherever possible, and we will act decisively to deliver improvement. We will also highlight those assets that may not be considered an immediate priority, but where investment can materially enhance their value and deliver real customer benefit. This will allow us to build on our sustainability modelling and include customer demand data, regeneration initiatives and a review of all related assets across the organisation to identify properties, stock types and areas for potential redevelopment.

This approach will help us to build communities, holistically focusing on our customers alongside our assets to help to increase our customers satisfaction with their neighbourhood as a place to live to over 90%. We will work in a collaborative, multi-functional way, encouraging cross team involvement and putting customers first.

3.5 **Theme 4 - To assist with the formulation of policy and standards for both new and existing housing, in response to the Climate Change Emergency by identifying a roadmap to ensure we are zero carbon ready.**

By 2026, we will have -

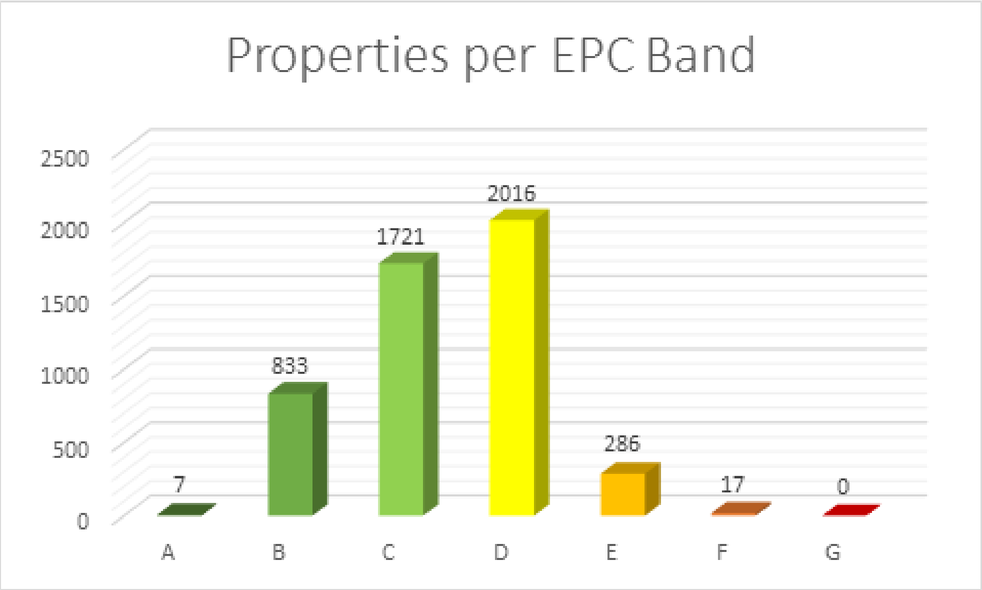
- An agreed Net Zero Carbon Strategy with detailed delivery plans in place to make sure we are zero carbon ready for our properties and identified a roadmap against which we can benchmark our progress.
- Updated our stock data and completed a programme of improvements to 1,000 homes to bring 55% of our stock into an EPC rating of C or above.
- Adopted a “No Regret” approach in terms of our zero carbon policies and standards for all our stock and developed actions which are cost-effective both now and under a range of future climate scenarios.
- Commenced disposal of stock that is unviable to retrofit.
- Worked with partner Local Authorities and completed pilot schemes in each of our main stockholding areas, having identified estates and projects to achieve successful bids to the Social Housing Decarbonisation Fund and other funding opportunities.
- Consistently met all our statutory reporting obligations under the Streamlined Energy and Carbon Reporting (SECR) and Energy Savings Opportunity Scheme (ESOS)
- Improved our knowledge, skills, and capacity to be at the forefront of the green agenda in relation to all aspects of our operation.

We will focus on:

Carbon Reduction Strategy and Retrofit Programme: We have key milestones we intend to reach and have identified a basket of measures including KWH per m2, CO per kg/year, Environmental Impact (EI) rating, and fuel bill reduction rate that will help us to progress towards and beyond statutory performance levels. To help to achieve this, we will adopt a fabric first approach then move to address the decarbonisation of building services with top-up actions introduced as a final stage. We will produce a matrix-style review which examines our stock at archetype level, creating a plan for each. This will provide for key component replacement on predicted lifecycles utilising validated stock condition data as well as provision for interventions as other components fail based on historical spending profiles. These figures will need to be refreshed and rolled forward following the completion of our Net Zero Carbon Study by Savills in July 2021.

We will work with key stakeholders to identify areas where we can make an immediate impact and to inform a cohesive approach to make sure that we are focused on our drive to be net zero carbon ready. Our costs to prepare for the government’s initial 2030 EPC C target will be identified within the Net Zero Carbon Strategy.

Current EPC Stock Profile:



Business Plan Review and Funding Options: We recognise that there will be a significant financial challenge in meeting our aspiration to achieve the outcomes required during the carbon reduction journey. We will utilise the work undertaken during the development of the Net Zero Carbon Strategy to inform a capacity review of our 30-year capital and investment plans to identify additional financial resource to support the retrofit programme. We will also ensure that we explore every available funding opportunity to support our work in this area.

Strategic Investment Projects: We will incorporate the sustainability modelling activity to review options across our whole stock, including potential demolition, remodelling and environmental works to create places where our customers want to live. Year 1-5: £56M (including VAT and Fees).

4. How we will monitor this strategy

4.1 We will monitor this strategy by identifying key delivery milestones and measures of success against our identified outcomes.

4.2 Key Delivery Milestones and Measures of Success

Please refer to Appendix A – Asset Management Strategy Action Plan

5. Procedures and other documents that link into this strategy

5.1 Procedures that link to this strategy are:

- Board Standing Orders
- Financial Regulations

5.2 Other documents that link to this strategy are:

- Asset Management Plan
- Lettable Standard

6. Links to other strategies, legislation and/or regulations

6.1 Policies, legislation and/or regulations that link to this strategy are listed below:

- Corporate Strategy 2019 to 2024
- Growth Strategy 2019 to 2024
- Customer Experience Strategy
- Risk Management Strategy
- Marketing and Communications Strategy
- Neighbourhoods and Estate Management Policy
- Empty Properties Management Policy
- Environmental and Sustainability Management Policy
- Repairs and Maintenance Policy
- Sector Risk Profile 2020 – Regulator of Social Housing
- Building Safety Act
- Fire Safety Act and Order

7. When this strategy will be reviewed

7.1 This is a 5-year strategy that will be subject to continuous review through the review of progress against the associated Action Plan.

8. Jargon buster

Reference	Definition
Customer	The term we use when referencing any of our wider ranging people we help - Tenant, resident, learner, service user, client
Net Carbon Zero	Net Zero Carbon refers to achieving a balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere. There are two different

	routes to achieving net zero, which work in tandem: reducing existing emissions and actively removing greenhouse gases
EPC	Energy Performance Certificate - An EPC gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and is valid for 10 years
SAP	Standard Assessment Procedure - A SAP Rating is a way of comparing energy performance of different homes – it results in a figure between 1 and 100+ (100 representing zero energy cost and anything over means you are exporting energy). The higher the SAP rating, the lower the fuel costs and the lower the associated carbon emissions.
PAS 2035	PAS – Publicly Available Specifications (PAS) are fast-track standards, specifications, codes of practice or guidelines developed by sponsoring organisations to meet an immediate market need. They are prepared following guidelines set out by BSI (British Standards Institution) PAS 2035 essentially provides a specification for the energy retrofit of domestic buildings, and details best practice guidance for domestic retrofit project
No Regret approach	No Regrets strategies are based on concepts and measures that can begin to be enacted now without being certain about all dimensions of future climate change. Measures are taken and strategies adopted in a precautionary sense with the aim of responding to possible negative impacts before they intensify. Such measures are advisable for future generations, but also relevant to enhancing current living conditions.
Retrofit	Incremental improvements to the building fabric and systems with the primary intention of improving energy efficiency and reducing carbon emission
Fabric first	Maximising the performance of the components and materials that make up the building fabric itself, before

	considering the use of mechanical or electrical building services system
Sustainability Modelling	Reviewing income and expenditure to calculate the impact of a future event or decision
Social Value	A holistic view of the wider economic, social and environmental effects of our actions as an organisation

Strategic Objective	What are the specific objectives?	Measure of Success	What actions need to be completed?	Resource implications	Timescale
Objective 1 - • To provide desirable and healthy homes, neighbourhoods and communities for our residents which are modern, safe, secure, and affordable to heat as we work to improve energy efficiency. **Links to:** **Efficiency –** Ensuring that we are delivering VFM **Our Customers –** Ensuring that we hear the customer voice and utilise feedback to shape service delivery	Complete an MRI Asset Management-led review of all key components, life cycles and costs	Maintenance of accurate stock condition survey data Compliance with the 30-year business plan, based on accurate costs	Benchmark data against relevant peers and/or EN procurement contractor Ensure specifications and other parameters align Incorporate requirements and outcomes for Accuserv into existing processes	SMT Sponsor: Head of Finance Property Data & Compliance Manager Asset Investment Manager	January 2022
	Progress the updating of stock condition data to ensure it provides all the information required to inform future planning needs	Maintenance of accurate stock condition survey data Compliance with the 30-year business plan, based on accurate costs	Review 5-year delivery plan and work to smooth annual targets Complete data cleansing exercise	SMT Sponsor: Head of Finance Property Data & Compliance Manager Asset Investment Manager	Staged annual targets with 100% data <5yrs by 2025/26
	100% of our stock to have an EPC/SAP score, including full base underlying data (within the last 5 years)	Achieve 100% of stock surveyed by completing the 3,500 outstanding properties	Work with EN to procure contractor Administer the delivery of the 3,500 outstanding surveys	Asset Management Team Procurement Manager	Procurement complete Survey delivery target April 2022

Our Partnerships – Working with key partners to deliver continuous improvement			Ensure that all relevant data is imported into the Asset data base. Formalise KPI's and data sets against which the success of the Strategy will be measured	EN/Pennington Choices Ltd	
	Respond to changes in Building Regulations and White Paper-led compliance requirements to develop a strategic approach to the coordination of all building safety requirements across the Group	Delivery of statutory compliance. Improved safety of customers.	Ensure that the requirements of the White Paper and any changes in Building Regulations are understood and embedded Identify shortfalls and specific actions in generic and student stock Compare MRI Asset Management/Accuserv data against revised actions Revise cyclical and planned programme to ensure these align.	SMT Sponsor: Head of IT Property Data & Compliance Manager	To inform April 2022 budget process

	Develop improved consultation with customers to help to deliver to the new Charter for Social Housing Residents	Increasing the impact of the customer voice for all asset related strategies, policies and activities. Improved customer satisfaction	Develop Asset-related customer focus group Liaise with Comms team to ensure customer liaison activities are aligned with key asset functions	SMT Sponsor: Head of Business Development Communications Manager Asset Management Team	From July 2021
Objective 2 - To deliver value for money through the efficient and effective procurement and commissioning of goods and services **Links to:** **Efficiency –** Ensuring that we are delivering VFM **Our Customers –** Ensuring that we hear the customer voice and utilise feedback to shape service delivery	Develop effective relationships with consortiums and with key suppliers that can provide benefits to Acis.	Delivery of external works CWP project Continue to develop relationships with framework providers – EN, Fusion 21, EEM etc. Delivery of VFM on all other procurement projects	Maintain established meeting cycles to progress procurement of 5-year CWP contract Establish and resource QC and monitoring of new 5-year contract Investigate new procurement options	SMT Sponsor: Head of Finance Procurement Manager Framework Partners Property Data & Compliance Manager Asset Investment Manager	Q2 2021 for launch of CWP contract
	Continue to develop customer consultation options, which may include: • defining specifications • evaluating suppliers • agreeing how to monitor supplier performance and for service charge	Increased engagement with customers Increased customer satisfaction Improved cross team working	Engage in AGL's approach to delivering the RSH Customer Charter Produce customer consultation plan	SMT Sponsor: Head of Business Development Communications Manager	From July 2021 Customer Consultation Plan by September 2021

Our Partnerships – Working with key partners to deliver continuous improvement	procurements how to make sure the supplier's charges are transparent	Transparency around service charges Improved awareness of social value impact	Ensure that all complaints are closed within target timescales Review current Select Contractor list Agree SV measurement and reporting procedure	Complaints Escalation Officer Asset Management Team	
	Development of more commercial approach in Property Services and introduction of social value measurement	Increased VFM Increased delivery capacity Improved awareness of social value impact Creation of short- and longer-term employment, work experience and training opportunities	Complete materials and external CWP 5-year contract procurement Revise KPI's for SV and commercial impact Develop Kick Start and Apprenticeship programme in Asset Management Team Explore Skills Village approach at major new developments (Bowling Green Road?)	SMT Sponsor: Head of Finance Procurement Manager Framework Partners Development Team BD and RTC teams Property Data & Compliance Manager Asset Investment Manager	Q2 2021 for CWP contract launch 1st Kick Start post May – Oct 21 Apprentice post by September 2021
	Develop new ways of branding and delivering investment programmes to maximise benefit to local	Increased VFM Increased delivery capacity	Develop Kick Start and Apprenticeship programme in Asset Management Team	SMT Sponsor: Head of Business Development	1st Kick Start post May – Oct 21

	communities. To include procurement of supply chains; packaging of programmes; scope for training opportunities (skills villages in conjunction with development partners); and developing our partnerships with local government, health and combined authorities	Increased customer satisfaction Improved awareness of social value impact Creation of short- and longer-term employment, work experience and training opportunities	Explore Skills Village approach at major new developments Identify SV targets for each development Utilise Property Services re-structure to enable in-house delivery of some currently outsourced functions (CDM-related, Clerk of Works, EPC surveys)	Communications Manager Business Development Team Development Team Asset Management Team	Apprentice post by Sept 2021 Bowling Green Road development to launch Skills Village
	Maintain all of our stock in compliance with decent homes standards (as revised from time to time) and other relevant standards and benchmarks	Maintain statutory Decent Homes compliance Improve customer satisfaction rating	Revise and smooth Stock Condition Survey delivery programme to 2025/2026 Develop communications programme to explain benefits of Decent Homes and DH+ to customers Publish planned and cyclical works programmes via My Acis and Website	Asset Management Team Business Development Team Prime Retrofit Coordinator	July 2021 – March 2026

			Ensure link between planned work and retrofit programme		
	Ensure compliance with core Home Standard requirements across all areas of our stock and maintain our ongoing commitment to the delivery of all key compliance activities	100% Big 6 compliance Substantial IA assurance Regulatory recognition (Fire Safety audits etc)	Manage Accuserv transition Improve customer information and booking options to promote improved No Access rates Develop customer booking system via My Acis	Sponsor: Director of Property Services Head of IT BD team CCC	Accuserv roll out from Aug 21 My Acis appointment booking options from January 2022
	Develop our service offering for supported housing on the Bowling Green Road development	Increased engagement with customers Increased choice for customers (move beyond current standard specification parameters) Increased customer satisfaction Improved cross team working Transparency around service charges	Engage in AGL's approach to delivering the RSH Customer Charter Define customer expectations for consultation and deliver these Agree SV measurement and reporting procedure	SMT Sponsor: Head of Business Development Communications Manager Asset Management Team	Utilise Bowling Green Road development to launch

		Improved awareness of social value impact			
	Review/Develop detailed specifications for new build/asset investment/repair works etc.	Consistent delivery across all relevant workstreams and internal teams Align external CWP specifications with internal processes Improved VFM	Benchmark specifications with relevant RP's and other agencies. Work with Comms team to improve customer information	Asset Management Team Efficiency North External CWP partner Benchmark group	Q2 2021 for CWP
Objective 3 – To create vibrant and successful communities through strategic investment and regeneration **Links to:** **Efficiency –** Ensuring that we are delivering VFM **Our Customers –** Ensuring that we hear the customer voice and utilise feedback to shape service delivery	Complete an annual ROI review of stock performance to include net zero carbon considerations, socio-economic factors, sustainability and housing market factors, in addition to financial performance. Produce an annual plan to increase leverage and deal with poorly performing stock, considering all options - demolition, redevelopment, disinvestment, retain and invest.	Standardised and benchmarked template live from April 2022 Development and consultation process completed to produce Leverage Plan with Finance Reduced hard-to-let void number	Develop ROI framework in partnership with Beyond Housing Utilise Savills ZC study, EPC data and SV to inform review Consult on planned demolition, redevelopment, disinvestment, retain and invest programme	SMT Sponsor: Head of Finance Head of Asset Management – Beyond Housing NBDs Team	From Nov 2021 Leverage Plan from April 2022
	Develop sustainable neighbourhood action plans for each area of our stock holding	Delivery of community improvement works	Develop options for replacement of Better Places project	SMT Sponsor: Head of Customer Operations	From April 2022

Our Partnerships – Working with key partners to deliver continuous improvement		Improved customer satisfaction Reduction in hard-to-let void numbers	Publish Planned and Cyclical Works Programme via My Acis and Website	CWP external delivery partner	
	Maintain involvement with industry bodies (e.g. MCLG, HE, NHF, HouseMark etc.) to promote sector lobbying opportunities to central Government for policy funding	Improve AGL profile locally, regionally and nationally	Participate in consultation opportunities Participate in webinar options	ELT sponsor: Director of Property Services Property Services Management Team	From July 2021
	Develop and monitor our empty homes performance and develop individual action plans to reduce our difficult to let properties as part of our Neighbourhood planning process	Reduced hard-to-let void number	Maintain attendance at weekly Voids Meeting Produce template to standardise action plan approach	SMT Sponsor: Head of Customer Operations NBDs Managers Property Services Management Team	Zero hard-to-let voids target by April 2022
	Develop action plan for supported housing stock informed by Bowling Green Road development	Increased engagement with customers Increased choice for customers (to include support options and increased range of facilities and services)	Review current market offer Identify and anticipate customer expectations and aspirations Engage in AGL's approach to delivering the RSH Customer Charter	SMT Sponsor: Head of Development Communications Manager Asset Management Team	Utilise Bowling Green Road development to launch

		Increased customer satisfaction Transparency around service charges	Define customer expectations for consultation and deliver these	WLDC	
	Undertake a review of existing sheltered housing stock with a view to remodel service offer/physical environment in light of our experience on the Bowling Green Road development	Delivery of costed options appraisal for all existing sites and proposed new developments	Identify best practice areas during BGR development Complete Stock Condition review of all existing sites Produce formal customer consultation process and deliver formal report to Board	ELT sponsor: Director of Property Services External partners e.g. Vistry Head of Customer Operations Property Services Management Team	From April 2022
	Complete a review of garage and related asset sites and consult with the relevant planning authority for development potential as infill sites	Identification of all potential development sites within AGL portfolio	Utilise Savills data modelling analysis to identify stock rationalisation options	SMT Sponsor: Head of Development Communications Manager Asset Management Team	Feb 2022

				WLDC	
Objective 4 - To assist with the formulation of policy and standards for both new and existing housing, in response to the Climate Change Emergency by identifying our pathway to net zero carbon **Links to:** **Efficiency –** Ensuring that we are delivering VFM **Our Customers –** Ensuring that we hear the customer voice and utilise feedback to shape service delivery **Our Partnerships –** Working with key partners to deliver	Work with Savills to analyse current stock data to undertake a Zero Carbon stock modelling study which will: • Identify and evaluate relevant standards and regulations • Identify a suite of representative property archetypes and an incremental suite of measures aimed to address energy performance and carbon emissions • Identify associated costs and timescales	Complete ZC Modelling and present to Board Identification and successful delivery of external funding	Benchmark data with Beyond Housing Identify retrofit Coordinator recruitment and training options Participate in EN Retrofit Training Programme Identify funding options and work with BD Team to develop bid strategy	ELT Sponsor: Director of Property Services Head of Business Development Savills EN Asset Management Team	Board presentation July 2021 Recruitment to Retrofit Coordinator post August 2021
	Utilise the Savills Zero Carbon Study in order to develop a high level Zero Carbon Delivery Plan	Delivery of first draft Carbon Reduction Strategy by Savills Deliver consultation programme with appropriate stakeholders Establish NZC targets and KPI's as a basket of	Incorporate Board and customer feedback into Carbon Reduction Strategy Work with Savills and Orchard to coordinate reporting via Intelligent Energy.	ELT Sponsor: Director of Property Services Head of Business Development Savills EN	Board presentation July 2021 Carbon Reduction Strategy December 2021

continuous improvement		measures rather than focus on SAP/EPC	Establish new build specification to deliver NZC targets	Asset Management Team	
	Monitor our energy use of all communal areas and derive action plans for improving energy efficiency	Improved KWH per sq. m performance in all AGL corporate stock Reduced energy-related service charges for customers in blocks and schemes Improved customer engagement and satisfaction Development of digital options to improve remote utilities management	Review current energy monitoring process Identify automated energy reporting options Identify energy saving targets and promote across the business Develop energy efficiency advice options for customers	SMT Sponsor: Head of Finance IT Team Asset Team Customers	From July 2021
	Produce our first SECR return and develop internal processes to automate the delivery of carbon reporting going forward	Completion and submission of SECR report Establishment of formalised process for energy-related reporting for future returns	Formalise data collection for SECR reporting process and liaise with SMT to ensure delivery to target dates Develop monthly data collection and review programme	SMT Sponsor: Head of Finance Comply Direct Ltd. SMT Asset Team	Submission of 1st SECR Report May 2021 Streamline process by Dec 2021

	Develop detailed programmes for "no regrets" work activities as early preparation for zero carbon objective	Development of costed options appraisal to identify and prioritise retrofit options	Delivery of Carbon Reduction Strategy (Incorporate Board feedback into Carbon Reduction Strategy) Identify stock profile to produce 3 stage approach (Properties that will be FFP >2050/FFP >2030<2050/FFP<2030) to inform investment/disinvestment options Develop Fabric First approach and promote internally and externally Identify component requirements and budget shortfalls in generic and student stock Utilise MRI Asset Management/Intelligent Energy data to identify specific actions	ELT Sponsor: Director of Property Services Head of Business Development Savills EN Asset Management Team	Board presentation July 2021 Carbon Reduction Strategy December 2021 Produce 3-stage stock profile for investment planning from 2022/23
	Annual review of asset values to incorporate sustainability criteria around energy	Compliance with Business Plan financial targets	Complete annual budget review process	SMT Sponsor: Head of Finance	From July 2021

	efficiency targets, ensuring costs to meet appropriate targets are fully incorporated into the Business Plan and budget process	Delivery of financial and operational efficiencies Identification and successful delivery of external funding	Identify Fabric First priorities and formalise into costed financial plan Identify available funding options and establish formal process to ensure that these are identified early and maximised. Identify partnership approaches to funding to widen the scope of applications.	Business Development Team Asset Team	Fabric First Plan from January 2022