

Asset Management Advisory Board Notes – 11th April

Attendees

- Chair: Robert Grundy, head of housing, Savills
- Steve Barford, executive director of property, Sovereign
- Jo Barrett, operations director, Thrive Homes
- Scott Baxendale, executive director of assets, Stonewater
- Tim Bruce, strategic asset manager, Wiltshire Council
- Jacqui Campbell, director of assets, Knowsley Housing Trust
- Wayne Davies, director of asset management, Catalyst
- Wayne Gethings, interim group chief executive, The Wrekin Housing Group
- Graham Gowland, executive director of property, Gentoo Group
- Ian Gregg, executive director of asset services, Riverside
- Jo Hills, director of assets and services, Raven Housing Trust
- Alun Jones, senior property manager– GLA portfolio, Transport for London
- David Lingeman, director of property services, A2 Dominion
- Richard Medley, managing director, Housing Dynamics
- Ross Nicolson, head of estate management, Homes England
- Peter Nourse, director of assets, Clarion Housing Group
- Brent O'Halloran, director of asset management, The Hyde Group
- Louise Riley, group lead for marketing and communications, Mears Group
- James Shaw, interim director of asset management and compliance, Lewisham Homes
- Angela Sothern, client and communities manager, MPS Housing
- Sarah Stevenson-Jones, resident safety director, Enfield Council
- Nik Turner, director of investment and maintenance, Thirteen Group
- John Wallace, head of procurement, Metropolitan Thames Valley Housing
- Fiona Williamson, group manager property and place, Dacorum Borough Council

Discussion topics

Building safety (it's more than fire safety)

- What is the new normal for social housing? How can we develop something that the whole sector can sign up to?
- How to interpret Hackitt and turn it into practical reality
- How to move from compliance to whole asset safety
 - Moving from a linear environment to a holistic approach to safety
 - Changing mindsets and reporting structures
- How do you confirm that a building is safe? How do you measure safety?
- Are standards changing? How do we keep up in this litigious world?
- Managing the complexity of compliance in mixed tenure buildings
- Who is responsible?
 - Hackitt's recommended "dutyholder"
 - Setting up building safety task forces
 - Setting up a panel of experts (consultants, lawyers, etc)
- How do you make sure your safety assurance information is accessible and easily understood by tenants?
- How to make safety improvements affordable
- What about remediation costs – who is responsible and how is it recovered? What is the impact on residents? Is further government funding coming and will this extend beyond ACM?
- What is the role of sensor technology in building safety and managing risk?
- What is the role of BIM and other digital records?

Decent Homes Standard

- Creating a new Decent Homes Standard that is about resident safety not just about modernisation
- How do you measure or quantify what is a decent and non-decent home?
- What are the necessary standards for Stock Condition Surveys?
- Should there be different standards for different tenures?
- Should we reduce the average age of our stock?

Skills

- What level of skills and expertise do we need in the sector? Do we have it in the existing workforce?
- Succession planning: Where is the next generation workforce coming from?
- How can we make property management an aspirational and inspirational career proposition?
- Why aren't there more asset management executives represented on boards? How can more asset managers become chief executives?
- What talent and training programmes are available? Are we using the apprenticeship levy effectively?
- How can we improve the diversity of property management? What is the sector doing about gender pay gaps?
- Should we acquire talent from outside of the housing sector?

Data quality

- Who is owning the problem?
- Establishing clear processes to ensure quality – who owns it, where does it sit, who validates it and how often?
- How to manage the risk and complexity of system and data integration in a post-merger environment
- How to achieve a single version of the truth
- Mind the gap: How can we ensure that no-one drops the ball in workflows between systems?

Customer experience and repairs services

- How can we engender a customer experience culture, particularly with our trade staff?
- How do we incentivise trade staff to deliver a great experience (balancing efficiency and quality)?
- Voice of the customer: How can we understand what customers really want and value?
- Should there be differential customer service based on what you can afford?

Fuel poverty and healthy homes

- How will we get all properties to Band C by 2025?
- Gas boiler ban by 2025: What does it mean for the sector?
- Exploring alternative heating systems
- How can we positively help customers to have a healthy home?
- How can we work with partners to support the health and wellbeing agenda?

Stock rationalisation

- What is ethical disposal?
- What are the drivers for disposal? When is the greater good served?
- Assessing the impact of disposals on communities
- How to manage the PR messaging for stock disposals – do we need to be apologetic?

How can we stop regeneration being toxic?

- How to get the tone right
- How to make the ballot process a success?

Technology

- “Digital listening”: How can we use customer intelligence to improve services? How can we better listen to customers?
- Are the big systems serving us well enough? Or do we need to strive for something better? How can we reach the “Amazon standard”?
- Can we use digital to order and manage repairs without contacting a human? How do you make self-service more accessible and work end-to-end?

Fitness for Human Habitation Act

- How do we bring ourselves up to standard and avoid litigation?
- How to get ahead of the game e.g. proactive visits to high risk homes

Fire safety

- Fire doors: Are we getting it right?
- What other materials, cladding and insulation are a risk beyond the well-publicised examples?
- Establishing a dedicated and expert fire safety team

Electrical safety

- Grenfell started with a faulty wire but why aren't we talking more about electrical safety?
- How frequently should we obtain the necessary certificates?

Procurement

- Are we really procuring value for money?
- What can housing learn from the private sector about driving value for money? (e.g. better managing contractors and suppliers)
- How can we collaborate better as a sector and benefit from economies of scale?
- Are frameworks really driving value for money?

Sheltered housing

- How can we break the dependence between care and property? Reducing the cost of care is putting buildings at threat
- Why are private sector investors entering the market at a time when the public sector is pulling out?

New entrants

- What are the private provider entrants looking for from managing agents?
- What are their performance measures?

MMC

- What are the lifecycle costs?
- Is there an independent study on whole life costing comparisons between traditional builds and MMC?
- What are the implications for R&M?

Quality

- Improving collaboration between development and AM teams
- How do you manage the strain of building defects on your business plan?
- Should we bring back the Clerk of Works?

Other topics for consideration:

- What about communal works? E.g. parking
- Making best use of adaptations: How can we achieve a more effective and joined up asset management strategy?

Speaker suggestions:

- Brent O'Halloran on the "new normal" for social housing
- Nat Fed and Savills on ethical disposals
- Nectar, Tesco clubcard or Amazon on customer insight
- Homes England on culture and values
- Simon Short from Homes England on geospatial mapping of assets
- Rob Biel from Trowers on how local authorities can procure differently and transfer stock
- RSH on what is realistic to achieve for building safety and by when
- Speaker from the private sector on property management (e.g. Grainger?)
- A panel with asset managers who have become CEOs – Wayne Gethings, Shaun Aldis
- Wayne Gethings on National Housing Academy competency work
- Wolverhampton Homes on trade workforce accreditation scheme
- Exhibitor suggestion – Fire Angel sensor technology
- Too many panels and not enough case studies in 2018? We need more pictures!
- International case studies! CIH Asset Management conference had a speaker from Vienna: Karin Ramser (CEO, Wiener Wohnen) or Cliff Youdale (Ottawa Community Housing Corporation) from NHMF conference
- Scott Baxendale to suggest colleague to talk on what to do with stock on leasehold land with less than 20 years (Linda?)
- Stonewater case study on crisis management – Novichok attack (safety, reassurance, working with partners, PR management, etc) (Scott to confirm colleague)
- John Wallace to speak on procurement and driving better VFM
- Peter Nourse to speak on planned investment procurement process
- Vicky Bodman, Wiltshire Council on supporting community-led housing schemes to acquire asset management skills
- Jacqui Campbell to suggest speaker from Institute of Collaborative Working? (to provide more details)
- Jan Taranczuk on fire safety innovations
- Nigel Newman, director of strategy and growth, Raven to speak on sensor technology innovations
- Out of sector case studies: Wembley stadium, Spurs stadium, Westfield – how do they manage the safety and security of their public spaces?
- Nat Fed's Together with Tenants programme

Thank you to the advisory board for their fantastic contributions to the discussion. If you have any more topic or speaker suggestions, please email julie.williams@oceanmedia.co.uk.

*Please put HOMES UK in your diaries! It is taking place on 27-28 November 2019 at ExCeL, London.
Visit www.homesevent.co.uk to register your free* pass and stay up-to-date with the speakers and programme!*

**Free for public sector and charitable organisations. A fee applies to commercial visitors of £150 per person per day*