



Folkestone & Hythe District Council Housing Asset Management Strategy 2022- 2027

Presentation
March 2022

Housing Asset Management Strategy

“Asset management is a key part of business planning which connects, at a strategic level, decisions about an organisation’s business needs, the deployment of its assets, and its future investment needs.” RICS

Asset Management Strategy primary document in a library of publications: -

- Carbon reduction strategy
- HRA housing new build strategy
- Annual major works five-year delivery programme /published business plan
- Healthier Housing Strategy
- Tenant Engagement Strategy



Purpose of the Asset Management Strategy

- Supports the Corporate Plan and Council’s ambitions
- Framework for decision on the existing and future housing stock
- Provides priorities for future works programmes
- **Helps shape 30-year HRA Business Plan & Budgets from 2022-23**

Housing Asset Management Strategy

Priorities and Objectives

Objective 1 *Ensure the housing stock is safe and well maintained.*

Objective 2 *Develop a social housing portfolio that is fit for purpose, meeting the needs of current and future generations of tenants and their families.*

Objective 3 *Improve the energy efficiency of the housing stock and the ways of working that reduce carbon emissions and levels of fuel poverty by achieving at a minimum EPC rating of 'C' by 2030 and operational 'net*

zero carbon in use (NZC)' by 2050 for all of its housing stock.

Objective 4 *Developing skills and supporting the local economy.*

Considerations

complex, long-term, competing priorities, unknowns...

Priorities that support the Corporate Plan, the **Local Plan** (housing and the built environment) and the **Place Plan**, the boundary of which includes a number of the council's homes: -

1. Ensure homes are safe and compliant at all times.
2. Work towards achieving a planned: responsive maintenance programme of at least 70:30.
3. Determine the future use, design and locations of the Sheltered Schemes.
4. Develop and implement a 'fabric first' approach to 'net zero carbon in use'.
5. Implement a new build programme to deliver 300 homes by 2026 and a pipeline to deliver over 1000 homes by 2036.

Housing Asset Management Strategy Considerations

Objective 1- *Ensure the housing stock is safe and well maintained.*

- HRA remains sufficiently funded to maintain the stock
- Tenant involvement in choices

Objective 2- *Develop a social housing portfolio that is fit for purpose, meeting the needs of current and future generations of tenants and their families.*

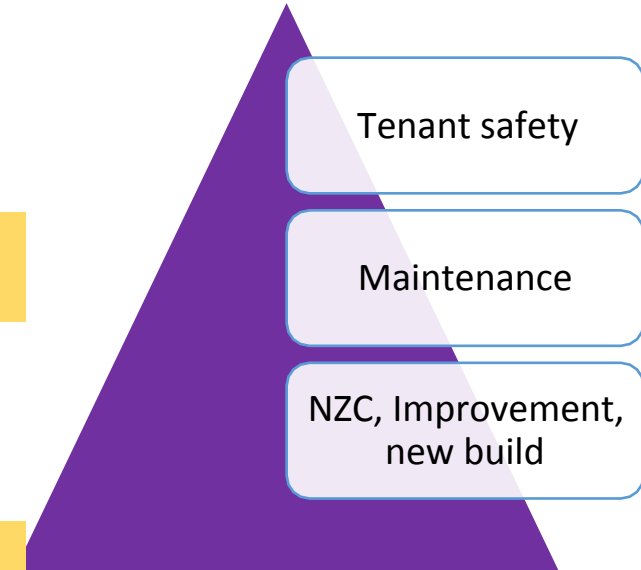
- Understanding the needs of an aging population over 65's increase by 50% to 2041
Homes fit for purpose. Demolition, disposal if necessary
- Review of sheltered schemes, both the service offer & building suitability
- Long-term and major investment in the stock, *where in the district & when*

Objective 3- *Improve the energy efficiency of the housing stock and the ways of working to reduce carbon emissions and levels of fuel poverty, (minimum EPC rating of 'C'), by 2030, and operational 'net zero carbon in use' by 2050.*

- Significant expense; solutions not totally in our hands; future technologies
- Indicative costs to Retrofit stock to NZC @ £39k /per property - £132.5m
- Properties currently below EPC 'C' - £12.4m (NZC); cost effective/ disposal?
- Approach – *fabric first, worst first, least regrets*
- New homes 'Net carbon zero ready'
- Increase costs of new homes and review business model; payback, cross subsidy

Objective 4- *Developing skills and supporting the local economy.*

- 'Just in time' work, 'push & pull' of planned work and impact e.g. windows
- Maximising efficiency
- Use of local labour & skill development – apprenticeships / added social value
- Tenant involvement in quality



Housing Asset Management Strategy

Monitoring and engagement

Regulator of Social Housing

The 'Charter for Social Housing Residents' published in November 2020 highlights the main areas of national housing policy, ensuring social housing tenants are "***safe in their home, have good quality homes and neighbourhoods to live in.***"

Asset Management action plan

The detailed plan identifies what needs to be done, what the expected outcome looks like, time frames and the officer responsible for delivering the action. It will be monitored and reported on quarterly as part of the Housing Service Plan.

Tenant engagement and communication

As a social housing landlord we will work closely with tenants in scrutinising the delivery of standards. This is a key element of the housing service's vision and a requirement of the Regulator of Social Housing. Tenants are, and will increasingly be involved in shaping service decisions via many methods, as outlined in our Tenant Engagement Strategy.

The preferred method of communication with tenants will be digital, maximising the website, email, text and social media. Electronic communication is easier, cost effective and more responsive to changing circumstances. Where practical, each tenant will be given a choice over how they receive communication and we will be mindful of digital exclusion.



Housing Asset Management Strategy



Discussion, questions?