



2023-2025

Housing Asset Management Strategy



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Foreword

Newham Council is committed to improving its housing stock and I am proud to be responsible for the strategic plan to modernise homes for tenants and leaseholders. We are dedicated to ensuring all residents have a voice in any decision to make their home safe and warm, energy efficient and in an estate, block or neighbourhood to be proud of.

We have promised to prioritise investment in our housing stock to improve the quality of life for residents and to protect our homes for future generations. This Asset Management Strategy sets out how we plan to do that. This strategy focuses on work over the next two years, and outlines our approach to delivering on short term priorities, existing planned programmes and will be the platform to launch our roadmap for long-term investment.

It sets out our key principles that will deliver the capital investment of £200m over the next two years to enhance and maintain our housing stock in the short-term and into the future.

Our residents form the foundation of housing neighbourhoods and communities across the borough. Through resident engagement, we will keep residents engaged throughout the processes to ensure transparency and co-production. Overall it is key that we work together to improve resident satisfaction with where they live.

We are indebted to everyone who contributed to the consultation on the Asset Management Strategy through the resident focus groups and stakeholder meetings, online portal and email correspondence. Your feedback has been so valuable in shaping the final strategy and showcases the enormous benefits of working collaboratively with local residents.



Councillor Shaban Mohammed

Introduction

In June 2023, the Council presented its draft Asset Management Strategy to Cabinet, with the aim of setting out how we meet the ongoing investment in our current housing stock. We then launched a public consultation from June to August 2023, to gather feedback from our residents and local stakeholders. We had the opportunity to discuss the strategy by opening electronic communication channels (email and web-page) in addition to public and face-to-face meetings with residents.

This final version of the Asset Management Strategy has been updated to respond to the comments we received during the consultation. Key considerations raised following the consultation are:

- Communicating how we are going to assess, evaluate and ascertain short and long-term requirements for the maintenance of our resident's homes.
- Ensuring a range of communication channels are maintained from hand delivered letters to electronic and SMS communication.
- Assisting residents in creating Tenant and Resident Associations (TRA's) to represent neighbourhood aspirations and give residents a "bigger" voice.
- Continually review the tone used in communications - to reduce the amount of technical jargon
- Setting out where there will be opportunities for residents to tell us how well we are doing - not just setting internal targets for ourselves.

Some of the comments we received are included in the strategy to illustrate how we have responded, and further information can be found in the accompanying Consultation Report.

The importance of maintaining homes to a high standard has never been of higher prominence in the social housing sector, and Newham Council is committed to provide and maintain safe, energy efficient and high quality homes for our residents.

Our key priorities for the asset management of our social housing properties are:

- **Priority One:** Quality & Safety - providing high quality homes to residents
- **Priority Two:** Decarbonisation - taking positive action to address the climate emergency
- **Priority Three:** Resident satisfaction - listening to residents through effective resident engagement, involvement and co-production.

These reflect three of the strategic aims previously set out in the Council's Housing Delivery Strategy 2021-2025.

The Council is also required to ensure future investment in our stock delivers against objectives relating to fire and building safety, the expected changes to standards as part of a new Decent Homes Standard and more recently work to target the eradication of damp and mould.

The technical standards that apply to homes are complex, and careful planning is needed to meet these standards through effective and efficient programmes.

In addition, recent inflationary pressures in the market mean more than ever that we must achieve best value for money through timely, planned and coordinated investment.

We have significant resources allocated to investing in our stock over the short term, which relates to our current budget allocation for investment in existing stock for the next two years of over £200m. However, we recognise that we also need to quickly deliver shorter-term priorities around building safety and define our approach to decarbonisation, while we crystallise our strategic plans for longer-term investment.

This strategy has been drafted to cover a period of two years from 2023-2025. During this time, we will embed the new Building Safety and Fire Safety Acts and model our stock condition data to provide better information on our housing stock and the future retrofit programme. The Social Housing Regulation Bill is also likely to become law during this period. This will inform the development of both five-year (2025-2030) and 30-year (2025-2055) investment plans for our housing stock.

The council's key asset management priorities are influenced by the following drivers for change:

- **AGEING ASSETS** - Modernising and maintaining the performance and safety of an ageing asset base.
- **CUSTOMER EXPECTATIONS** - Keeping our assets aligned with the expectations of our residents.
- **TECHNOLOGY** - Exploiting technological

advances in repairs and property management and ensuring our homes can be adapted to accommodate the increase in use of electric vehicles and are digitally connected.

- **CLIMATE CHANGE** - Responding to climate change by decarbonising our homes and providing homes and services in a sustainable way.
- **FINANCIAL INVESTMENT** - Becoming more efficient in the way we manage the capital investment for modernisation of the housing stock.
- **LEGISLATIVE AND REGULATORY CHANGE** - Meeting the standards set out in the Social Housing White Paper 2020 (including new Decent Homes Plus proposals) and forthcoming Social Housing (Regulation) Bill, as well as further significant changes to building and fire safety standards



Two-Year Asset Management Strategy

- Sets out underlying principles and priorities for the Council
- Provides outline data about the stock
- Outlines work programmes already underway
- Identifies work required to be ready to develop 30-year strategy, including development of evidence base

Five-Year Asset Management Strategy

- Provides detail on any new or updated legislation and works undertaken/required to meet new standards
- Sets out findings of stock conditions survey and any further plans to aggregate and analyse data
- Sets out detailed plans for works to be undertaken in the next 5 years
- Sets out progress on readiness to develop 30-year strategy, including development of evidence base

30-Year Asset Management Strategy

- Provides a full and detailed evidence base to inform long-term investment plans
- Sets out detailed plans for works to be undertaken over the next 30 years, including the retrofit programme



Context

The social housing sector is currently facing several complex challenges, a period of significant change, and a return to regulation. There are several demands within the sector context that have drawn attention and shifted the focus to asset management, particularly in respect of compliance, and health and safety.

Social Housing White Paper

2020 saw the publication of the social housing white paper, “The Charter for Social Housing Residents” (updated 22 January 2021). The intention of this is to deliver transformational change for social housing residents. The white paper sets out that tenants should expect:

- to be safe and secure in their home
- to know how the council, as their landlord, is performing, in comparison to other landlords through the reporting of proposed Tenant Satisfaction Measures (Appendix A)
- to be treated with respect, have voices heard and have complaints dealt with promptly and fairly
- to have a good quality home and neighbourhood

Chapter 6 of the white paper outlines a range of measures intended to ensure good quality, decent homes and neighbourhoods, including access to green space and support for well-being. These include commitments to review the Decent Homes Standard to consider how it can better support the decarbonisation and energy efficiency of social homes and improve communal and green spaces. Subject to this review, a decent home meets the following four criteria:

- a) It meets the current statutory minimum standard for housing. Dwellings which fail to meet this criterion are those containing one or more hazards assessed as serious (‘Category 1’) under the Housing Health and Safety Rating System (HHSRS)

- b) It is in a reasonable state of repair. Dwellings which fail to meet this criterion are those where either: one or more of the key building components are old and, because of their condition, need replacing or major repair; or two or more of the other building components are old and, because of their condition, need replacing or major repair.
- c) It has reasonably modern facilities and services. Dwellings which fail to meet this criterion are those which lack three or more of the following:
 - A reasonably modern kitchen (20 years old or less);
 - A kitchen with adequate space and layout;
 - A reasonably modern bathroom (30 years old or less);
 - An appropriately located bathroom and WC;
 - Adequate insulation against external noise (where external noise is a problem); and
 - Adequate size and layout of common areas for blocks of flats.
- d) It provides a reasonable degree of thermal comfort.

Whilst the internal elements of the standard do not apply to leaseholders or those in shared ownership, the external elements will apply universally (subject to lease covenants). Newham will keep the external and common parts of its homes in a reasonable state of decorative repair and properly maintained.

Measures in Chapter 2 of the white paper aim to make it easier for tenants to know how their landlord is performing, to ensure transparency and accountability on things that matter to tenants, for example repairs, building safety, complaints handling, engagement and neighbourhood management.



The Social Housing (Regulation) Bill was published in June 2022, this received Royal Assent on 20th July 2023 becoming The Social Housing (Regulation) Act 2023. It is intended to be the catalyst for a new proactive approach to regulating social housing, ensuring standards are met and taking action against failing landlords. The Act itself describes its purpose as being to “reform the regulatory regime to drive significant change in landlord behaviour.”

Building safety

Building safety standards, as well as transparency for residents in terms of stock maintenance and investment, are areas under enhanced scrutiny and development further to tragic events over recent years, such as the Grenfell Tower fire. The introduction of both the Fire Safety Act 2021 and the Building Safety Act 2022 have amplified our legal obligations. Measures have been put in place to respond to this, including establishing a dedicated Fire Safety and Building Safety Team. A significant amount of work has taken place in this area to date, and work will continue to ensure we maintain and develop our approach to building safety. Our response to building safety will be comprehensive and in line with the provisions of the relevant legislation including the Regulatory Reform (Fire Safety) Order 2005, Fire Safety Act 2021, Fire Safety (England) Regulations 2022 and Building Safety Act 2022. A comprehensive action plan has been developed to ensure that all of the necessary requirements have been identified, and resources allocated to ensure successful implementation.

Damp and mould

Following the announcement in November 2022 of the coroner’s findings on the tragic death of two-year-old Awaab Ishak as a result of prolonged exposure to damp and mould, there has been heavy emphasis on the need for social housing providers to take a robust and proactive approach to tackling this asset management issue within properties. There are a number of statutory duties to comply with in relation to damp and mould, including those imposed by the Landlord and Tenant Act 1985, the Homes (Fitness for Human Habitation) Act 2018, and the Housing Act 2004. More recently, “Awaab’s Law” was announced, which will make amendments to the Social Housing (Regulation Bill) to specify timeframes within which social landlords will have to respond to reports of damp and mould. Several measures (including the creation of a Damp and Mould Strategy, the implementation of a Damp and Mould Taskforce, and online reporting for residents) have been put in place to ensure that we work to tackle this issue and these measures have led to a significant level of capital works delivery in this area. It is imperative that we consider damp and mould in managing our assets in order to achieve lasting improvement in terms of damp and mould.



Our vision & principles

We want to improve and modernise our homes for our residents, ensuring that everyone has a home that is safe and allows them to live healthily, while reducing their energy use. Our ambition is to deliver an excellent service for our residents, listening and responding to residents’ needs, identifying and using new technology and providing great value-for-money. This vision reflects and embeds these organisational values.

Building a Fairer Newham is the Council’s Corporate Plan, and sets out our priorities in supporting residents through tough times and to live happy, healthy and well. The Plan is built on eight priorities, and Priority 5 - Homes for our residents sets out the Council’s response to the ongoing housing crisis in Newham. Key elements relevant to this strategy include:

- Developing a roadmap for an investment programme in our existing stock to deliver net zero
- Replacing boilers with energy efficient alternatives
- Working with resident groups to help them become Tenants and Residents Associations (a sentiment echoed by residents who engaged in the AMS consultation).
- Implementing the findings of the Grenfell Part Two Enquiry (when published) and undertake any immediate remediation work needed across our housing portfolio
- Continued cladding removal from non-high rise blocks following the completion of removal from high rise.

As noted above, in Homes for People: Newham’s Housing Delivery Strategy (2021-25), three key sections closely align with and have informed the development of this asset management strategy.

These are:

- **Putting People at the Heart of Housing:** This section includes the development of a framework for resident involvement, and improving the routes to getting in touch with the Council, including the establishment of housing hubs. It also emphasises a “residents first” approach to engaging with residents on housing issues.
- **Addressing the climate emergency:** This section outlines our commitment to reduce the environmental impact of Council-owned homes, including taking advantage of Government grants where possible.
- **Improving Council stock and specialist housing:** This section sets out the intention to invest in our own stock, including improvements to specific estates. It also notes the requirement for a stock condition survey to inform a future works programme. It includes plans to review our fire safety arrangements, removing external wall systems or components that have been found to pose a safety risk and meeting the requirements of new guidance.

This strategy was also written to align with the Council’s Ageing Well Strategy (2022), which includes the following tasks:

- Provide face-to-face services in Housing Hubs for those who are digitally excluded to improve the accessibility of Housing services / support
- Seeking funding opportunities for the Council to improve energy efficiency of homes

The Council’s Health and Wellbeing Strategy, 50 Steps to a Healthier Newham (2020-2023) also identifies similar actions required, such as:

- Step 43: Address fuel poverty and help Newham residents live in warm homes, which includes improving the energy efficiency of Newham's own homes, targeting those most vulnerable
- Step 47: Support the design of health promoting and inclusive homes, which includes fire safety measures

- Develop a medium-term plan for replacing all boilers with renewable energy alternatives
- Provide resources to improve thermal efficiency through external insulation, replacement windows, doors and roofs.
- Undertake a feasibility study on a "pilot block" to consider the viability of increasing thermal efficiency and reducing energy consumption.

In 2020, Newham produced a Climate Emergency Action Plan, which set out a number of actions relating to Council-owned housing stock, including:

- Complete all Energy Performance Certificates for all Council stock and identify units below a C rating. Prepare a work strategy to bring all units up to a rating of "C" by March 2025 (this target subsequently changed to 2030 to align with central Government targets and reflect the reality of our stock condition)
- Replace inefficient gas boilers with high efficiency ones (currently 97.5% complete).

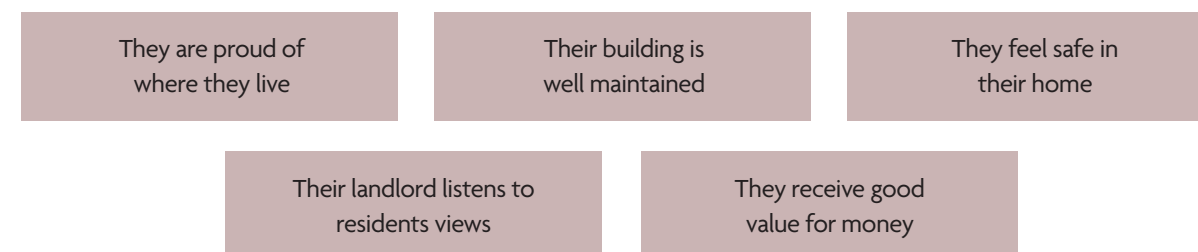
The Council is consulting on a draft Damp and Mould Strategy and Action plan in summer 2023, with a view to having a final strategy agreed and in place for autumn 2023. This will set out both new and existing actions that the Council is taking to respond to, and prevent the occurrence of damp and mould in Council homes.

A number of principles have been developed on the basis of these existing and forthcoming strategies and in response to wider economic and regulatory issues. These principles underpin this strategy and its actions. The five principles are:



Principle 1	Compliance & Modernisation	Maintain a compliance programme for all housing properties and assets, to include fire, health and safety requirements, testing, monitoring and reporting Undertake a gateway review process for all capital investment works to ensure compliance with construction standards To ensure the work contributes to the Council's wider sustainability ambitions, including our commitment to using 100 % clean energy.
Principle 2	Housing Standards	Establish housing standard for all Council-managed properties and assets This will set out the expected condition and maintenance programme for significant components and the approach to investment in the housing stock.
Principle 3	Governance	To ensure that decision-making processes, and the principles guiding them are set out, and can be reported on in an open and transparent manner. To ensure that all work is recorded in the Council's asset database and used to inform future programmes, budgets and specifications to generate a clear building life cycle.
Principle 4	Value for Money	Maximise the value of capital expenditure across all planned investment programmes. Assess cost and contribution of HRA assets and develop policy and governance for the investment Contracts deliver social value to the local community, especially through local employment.
Principle 5	Residents First	Consult with residents on the development of all work proposals for their homes and keep them informed throughout. Improve resident satisfaction with their homes and neighbourhoods. Ensure residents have long-term understanding of planned work for their homes.

If the strategy underpinned by these five principles is a success, residents will tell us:

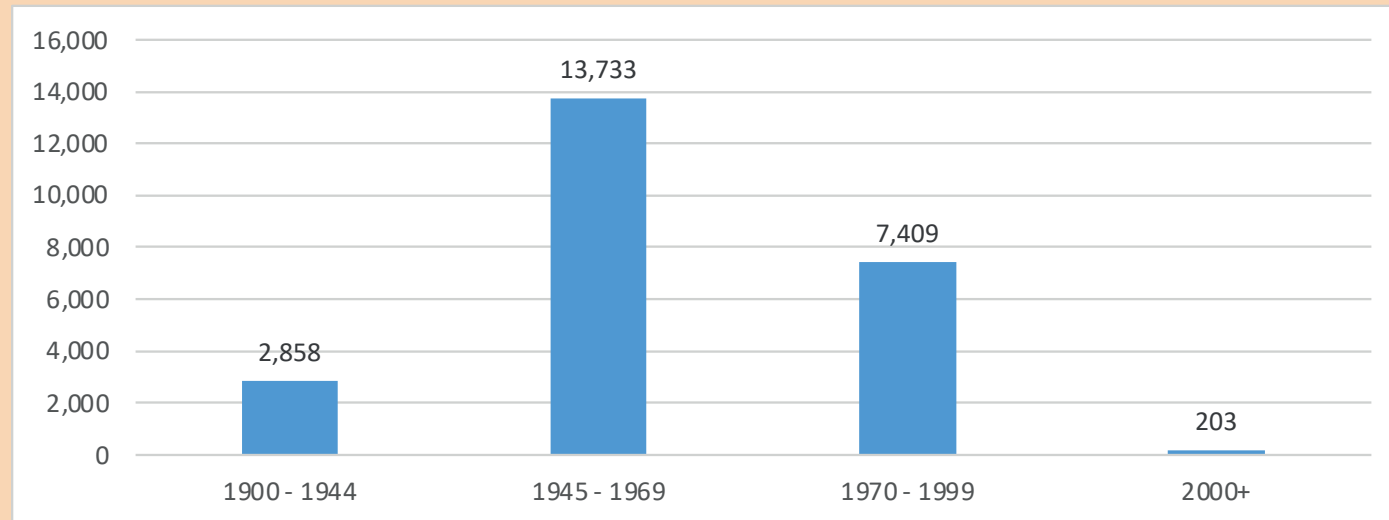


Our stock

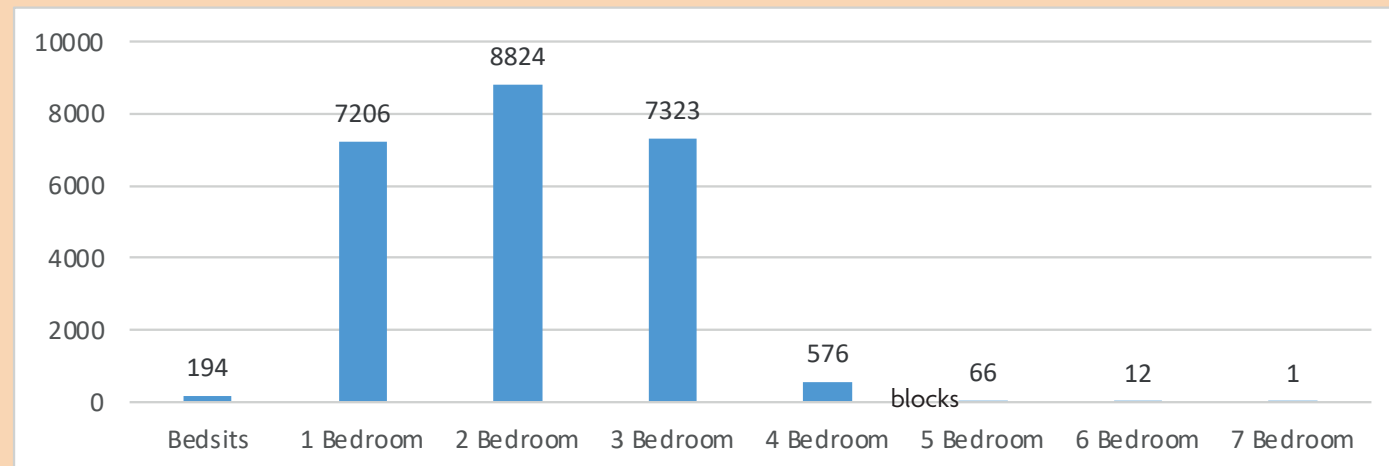
The housing stock portfolio in Newham is aged, but its design and construction is typical for an inner London authority. It includes traditional housing blocks as well as a significant number of converted street properties and houses. Within each of the above categories, there is a further range of building types and constructions that require varying strategies for effective long-term asset

management, particularly in meeting the requirements of decarbonisation and the Building Safety Act 2022 and Fire Safety Act 2021. For example, responses to fire safety in high rise buildings, the composition of external walls and the need to register buildings with the Building Safety Regulator, as well as complete building safety cases re-emphasises the need for accurate and current stock condition information.

Age of Properties



No. Properties vs No. Bedrooms

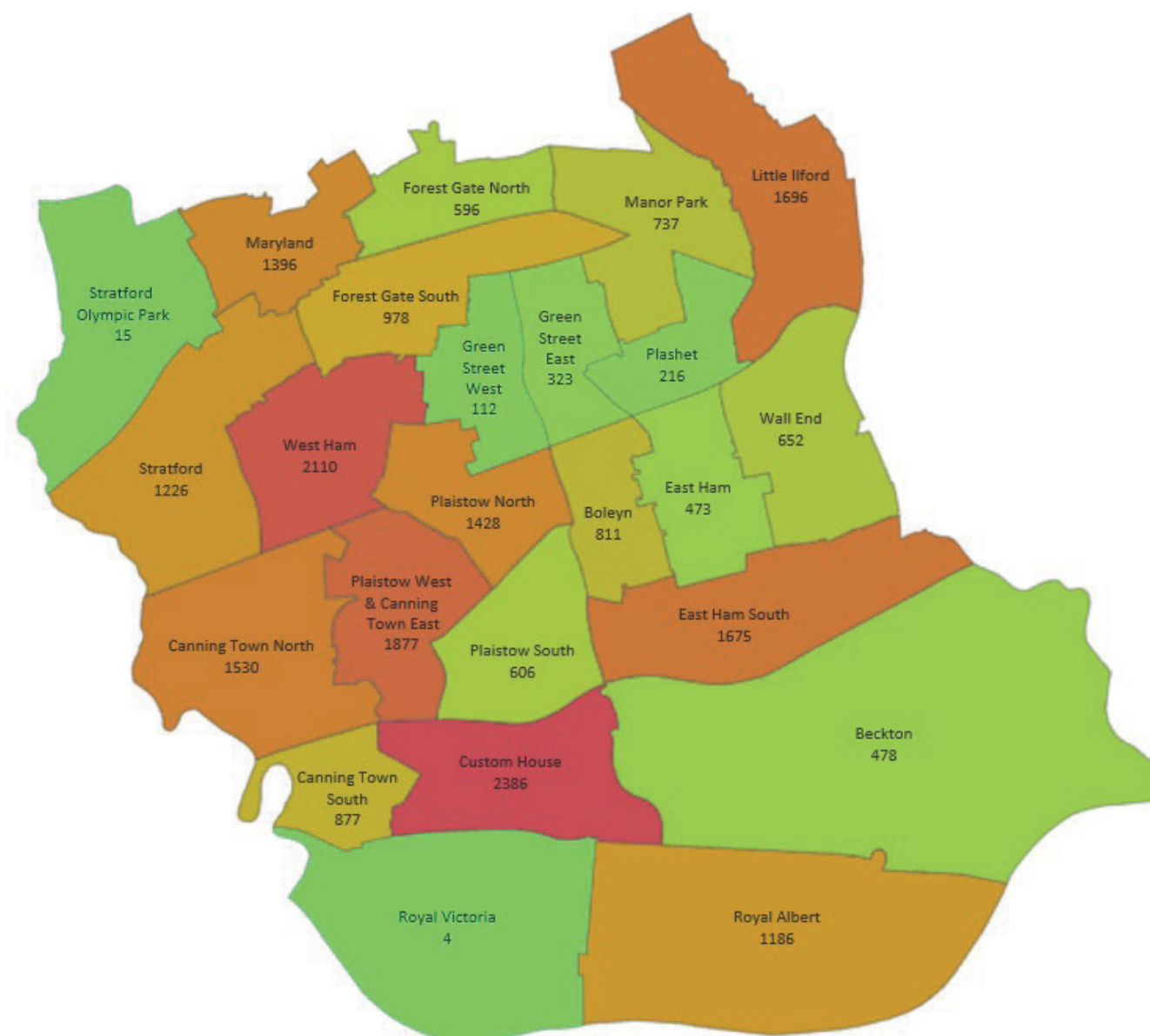


Blocks Type	Low rise 1-4 Storeys	Mid rise 5-6 Storeys	High rise 7+ Storeys	Sub-divided street properties	Street properties
No. of blocks	1,692	9	86*	467	N/A
No. of Properties	13,597	185	4,757	925	4,738

*There are 87 high rise buildings, but one is within the General Fund as opposed to the HRA

Property Breakdown by Ward

Ward	LBN Tenanted Units	Leasehold Units	Grand Total
Beckton	389	89	478
Boleyn	542	269	811
Canning Town North	1108	422	1530
Canning Town South	677	200	877
Custom House	1814	572	2386
East Ham	288	185	473
East Ham South	1021	654	1675
Forest Gate North	384	212	596
Forest Gate South	606	372	978
Green Street East	190	133	323
Green Street West	79	33	112
Little Ilford	1076	620	1696
Manor Park	404	333	737
Maryland	941	455	1396
Plaistow North	1058	370	1428
Plaistow South	479	127	606
Plaistow West & Canning Town East	1335	542	1877
Plashet	175	41	216
Royal Albert	807	379	1186
Royal Victoria	3	1	4
Stratford	996	230	1226
Stratford Olympic Park	15		15
Wall End	444	208	652
West Ham	1499	611	2110
Out of Borough	584	230	814
Grand Total	16914	7288	24202



Some properties are under long-term management agreements with PFI partners. Included in the above are properties that are currently held by PFI consortia and that will revert to Council management at expiry of the PFI term.

Stock Condition

A large proportion of our stock is post-war housing. This has left a legacy of maintenance problems attributable to poor design and rapid construction, including a variety of structural issues, water penetration, flat-roof failure, asbestos, and poor thermal and acoustic insulation. In addition to this, there has been historical

under-investment, which has further led to maintenance issues, directly impacting stock condition.

The Council has established a rolling stock condition survey programme, which is constantly being reviewed and revised (for example, to include decarbonisation and retrofitting). This has included surveying the external condition of various blocks and a sample of houses. This data, alongside an Energy Performance Certificate (EPC) refresh programme, is underpinning our programmes for the next two years. Our medium (5 year) and long term (30 year) plans for stock investment will be developed following detailed analysis of the full stock condition survey data set.

The main components as listed in the table below:

Block Survey Main Components	Homes Internal Survey Main Components
Roofs, chimneys and rainwater goods Window construction and glazing type Communal areas, decoration of previously decorated surfaces, fire doors, surface spread of fire, egress. Walls, type, cavity wall information, insulation and cladding	Kitchens - component and general context, including estimated replacement timescales Bathrooms - additional WC's, similarly to kitchens Windows - both type of construction and glazing, component condition and replacement timescales Electrical wiring - consumer units, provision of accessories and conditions and replacement timescales

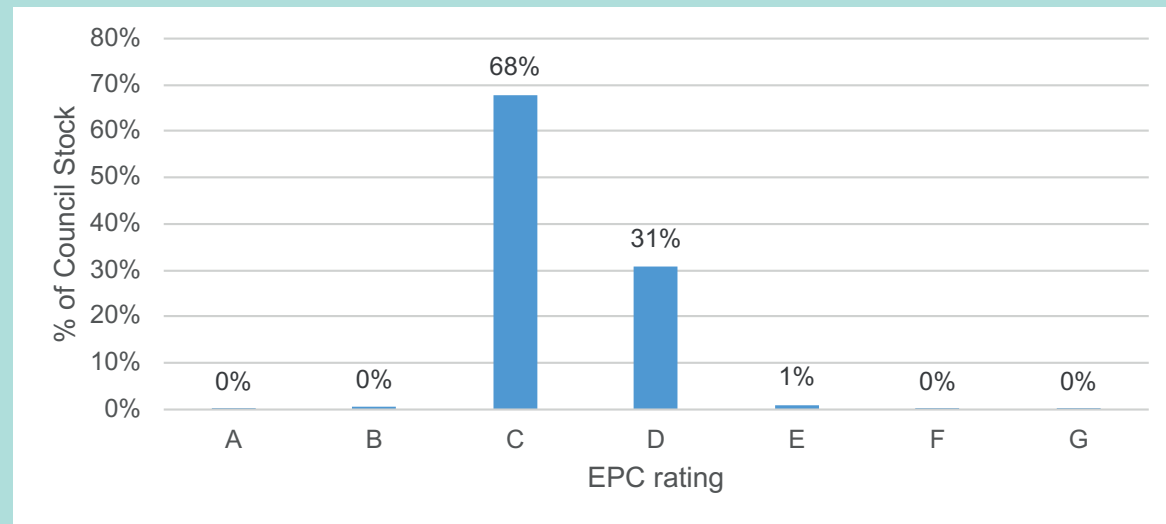
The objective of the surveys is to gain an understanding of the condition of the overall housing stock, rather than to diagnose specific repairs or defects. The surveys are currently being modelled and the analysis will provide the opportunity to score the condition of properties within the housing stock as "good" "fair" or "poor". This information will allow us to form the basis of our longer term investment plan.

In addition to the above, the consultants Turner and Townsend have completed a comprehensive review of the stock and have presented a "Housing Stock Energy Assessment" to assist in the prioritisation of capital works in line with carbon reduction aspirations (in meeting EPC C or higher by 2030) with a "fabric first" approach and decarbonisation to follow.

A preliminary assessment of the works necessary to make improvements to our Higher Risk Residential blocks has been completed, and the initial requirements are included in the current capital programme. All remaining requirements will be incorporated within the 5 year programme that is being developed.

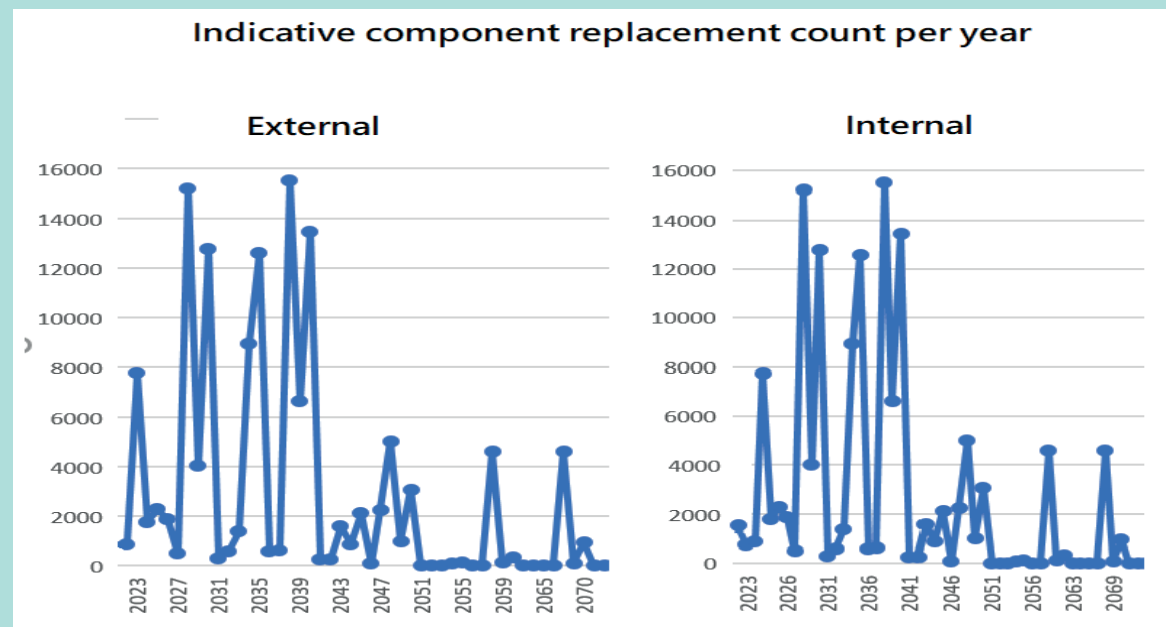
The review estimate that 68% of our stock has an EPC of C or higher. Further energy performance assessments are being undertaken on a rolling basis to ensure our data is up to date. This is in conjunction with modelling being used to guide the prioritisation of planned works for the next 2 years. Surveys are currently being modelled which will offer scoring for key data, such as HHSRS ratings, current EPC's, cavity wall data, the condition of kitchens, bathroom and windows.





With over 170,000 components included within the stock condition surveys, the volume of information provides a good base to enable further detailed requirements for the future investment plans. The below chart shows how the data captured is split across the Borough, both internally and externally.

The data has identified that there is further investment needed to ensure that more detailed requirements are developed for the delivery of works over the 5 and 30 year periods.



Technical specification and standards

On all specifications and standards, the focus will be on value over cost. This will mean investing in good quality products that last longer and investing in products that minimise ongoing maintenance. The value will also include consideration of reduced disruption that longer-lasting, lower maintenance products can bring and also how this contributes to the Council's wider sustainability objectives.

It will also provide a standard for potential contractors to understand the technical specifications required by the Council.

Lifecycle Stages

Investing in our homes is done in many ways, from initial construction through to repair, planned maintenance and even regeneration. At each stage, the Council has specific

responsibilities and needs to ensure finance and resources are appropriately assigned and that suitable processes to deliver the work are in place. The key details for each lifecycle stage are illustrated in the table below.

Each stage, done properly, should contribute to benefits in later stages. There are five key lifecycle stages, each stage becomes more expensive and disruptive but much less frequent.

Mechanical and Electrical	This is work that has to be done on a regular basis regardless of condition. Many Mechanical and Electrical requirements are set out in law, but others may relate to maintaining terms of guarantees or cleaning. Fulfilling this work is essential to ensuring the safety of our residents, but should also contribute to keeping components in good condition, minimising breakdowns and serious repairs and extending component life.	Finance: Revenue	Frequency: Varies
Reactive Repairs	These are emergency breakdown repairs that have to be fixed immediately. Repairs data will be used to inform the type of planned work needed at a property. In turn, effective planned maintenance should reduce the volume of repairs, especially external ones.	Finance: Revenue	Frequency: Ongoing
Major Works	These are more significant repairs, or large scale redecoration work, which are considered capital investment. The aim of the Asset Management Strategy will be to ensure as much of this work as possible is integrated into a planned programme of work. This should reduce disruption, and improve value-for-money.	Finance: Capital	Frequency: 5-10 years
Component Renewal	Building components may need to be replaced in cases where they are beyond repair, where it is necessary to improve their standard or where legislation requires that they are retrofitted in a building. Where possible, and especially in relation to windows, doors and internal items such as kitchens, residents should have an opportunity to contribute to or choose the design.	Finance: Capital	Frequency: 10-40 years
Major Retrofit and Regeneration	While a planned maintenance project may combine different sets of repairs or component renewals, it is not suitable for work that substantially alters the building design or in cases where more fundamental options need consideration. These will require a far greater level of design and resident/leasehold consultation, as well as specialist procurement.	Finance: Capital	Frequency: 40+ years

Feedback from the consultation events identified resident's appetite in understanding the future assessment intervals to their properties, how these will lead to planned works,

where and how they can feed into the work streams and how they will be informed.

Health & Safety Surveys

Three key risk assessments will be managed that take an overarching approach to risk identification in our homes and blocks. These are:

1. **The Housing Health and Safety Rating System (HHSRS)**
This government system was introduced in April 2006. The underlying principle is that any residential premises should provide a safe and healthy environment for any potential occupier or visitor. To satisfy this, a dwelling should be designed, constructed and maintained with non-hazardous materials and should be free from both unnecessary and avoidable hazards. The risks are identified in the context of any special needs of the current residents.
2. **Fire Risk Assessments (FRAs)**
The Council will continue its rigorous approach to carrying out Fire Risk Assessments in excess of the minimum requirements of the Fire Safety Act 2022. We will do this by carrying out Fire Risk Assessments within our High Rise blocks (known as FRA Type 4 assessments), as well as in the communal areas.

3. **Building Safety Cases**
Following the Building Safety Act 2022, the Council will comply with the requirements of the Building Safety regulator and register its 87 High Risk Buildings (86 are within the HRA) and provide Building Safety Cases when requested. Any improvements or works identified during the preparation of the safety cases will be factored into our programmes, as a priority.

While resident safety is embedded into our Asset Management Strategy, the above mechanisms allows that there is still a separate process where this issue is given explicit attention and those risks can be raised directly as repairs or incorporated into work programmes. We have already established some specific works programmes that result from these surveys.

We will ensure all regulatory requirements are met in respect of the Building and Fire Safety Acts. Maintain and continually update appropriate registers and logs in accordance with the Building Safety Regulators requirements and the government requirements in respect of fire safety.



Our Priorities

In the Housing Delivery Strategy 2021-2025, the Mayor of Newham set out a clear ambition to ensure Newham will be the best place for children to grow up in, and for people to live, work and fulfil their ambitions.

We believe that every Newham resident has the right to access good quality and genuinely affordable housing that they can afford. This strategy will improve existing Council homes, as well as play an integral role in our

pledge to create more environmentally sustainable homes. This investment to make all our current homes fit for purpose and more environmentally friendly includes fire safety and energy-efficiency measures that are essential to providing homes that are safe, decent, and fuel-efficient for residents.

This strategy has three priorities, which are closely aligned with the Housing Delivery Strategy 2021-2025.

**Priority 1:
Quality & Safety**
providing high quality homes to residents

**Priority 2:
Decarbonisation**
Taking positive action to address the climate emergency

**Priority 3:
Resident Satisfaction**
Listening to residents through effective resident engagement, involvement & co-production

Priority one: Quality & Safety

Our aim

- The health, safety and welfare of Newham residents, staff, contractors and those who work in or visit the borough is given the highest priority and we will ensure that works undertaken by the Council are done safely and with minimal impact.
- Our response to fire safety and building safety will be comprehensive and in line with the relevant legislation.

Why is this a priority?

- The Council is required to meet statutory obligations in relation to general building health and safety compliance
- The Council is required to meet the standards of both existing and new legislation and regulation for building safety and fire safety.
- Legislation also requires that those employed in Building and Fire Safety are competent to do so. The Council will ensure that the people engaged in this work have the required skills.

How will we deliver?

Newham has established a dedicated Fire Safety and Building Safety team. Our response to Fire safety will be comprehensive and in line with the provisions of the relevant legislation including the Regulatory Reform (Fire Safety) Order 2005, Fire Safety Act 2021, Fire Safety (England) Regulations 2022 and Building Safety Act 2022. Going forward the Council will continue to respond to all changes in legislation and will also proactively review risk to provide effective response to Building and Fire Safety.

Fire risk assessments will be carried out for all blocks. A risk-based approach will be taken to the programming of works resulting from these, and remedial works will be aligned with other works programmes and asset management activity where possible.

Structural surveys will be carried out for all higher risk residential buildings. Information and outcomes from these surveys will contribute to the building safety cases produced for each block in scope. Following these surveys, a prioritised programme of works will also be developed to address any deficiencies identified. All higher risk residential buildings will require a building safety case.

ACM cladding was removed from our tall blocks in 2019/20. Work to increase and refine the external wall system information that we hold for our blocks will be ongoing, and remedial works will be carried out should they be required.

The council carries out assessments of properties in line with the Housing Health and Safety Rating System (HHSRS) and incorporates the elimination of identified hazards into works programmes.

The council manages an asbestos register, which is maintained in accordance with regulations and the council's policy on asbestos. Surveys are undertaken and the register is updated as asbestos materials are found or removed.

Inspections of properties and components are key to ensuring safety. We check all properties with a gas installation annually and these are issued with a Landlord's Gas Safety Certificate. The council also has a testing and compliance regime to ensure water hygiene and management of risk of legionella. All landlord electrical installations are tested as required under the relevant standards and lifts are independently inspected every six months. High Risk Buildings will have Building Safety Cases developed.

The council has a rigorous health and safety procedure as part of its procurement process, which ensures that contractors comply with current legislation and regulations. The council also has ongoing health and safety training for its employees.

Contractors are required to demonstrate training as part of the procurement exercise and periodic audits are undertaken in this respect. Contractor employees hold a Construction Skills Certification Scheme (CSCS) card and all our schemes comply with Construction Design Management (CDM) Regulations 2015. This will be monitored and managed through a robust contract management framework.

What are our measures of success?

The primary measure of success is that we continue to meet and exceed the standards set out in the key legislation.



Priority Two: Decarbonisation

Our aim

We will take action to reduce the carbon emissions from domestic energy use through improvements and upgrades to our stock. These will also reduce the energy bills faced by our residents.

Why is this a priority?

Domestic gas and electricity usage causes a quarter of Newham's total CO2 emissions. This means that tackling carbon emissions from homes in the Borough will be crucial to our effort to make the borough carbon neutral by 2030.

Newham currently has the second-highest rate of fuel poverty in London. Improving the energy-efficiency of our homes will also reduce energy bills for residents, improving financial wellbeing and tackling the negative health impacts of poorly-heated homes. It is known to have particularly severe impacts on older people and people with chronic illnesses and disabilities, but can also cause problems for children and young people. Tackling poor energy-efficiency in homes can therefore support the Council's equalities agenda as well as improving health and financial wellbeing outcomes.

How will we deliver?

We are developing a retrofit programme that will set out our plans for decarbonisation of our stock in coming years. This will include a plan for phasing out the use of gas boilers. We are developing our evidence base around new and green technologies and retrofit techniques, for example through our two pilots to retrofit older properties to an EPC of A which will inform our retrofit programme. When delivering new housing, we will also explore the possibility of adapting or re-using existing buildings where possible - retrofit options are at the heart of plans for regeneration schemes in our Carpenters and Custom House estates.

We are installing dual fuel high efficiency gas boilers in Council-owned homes, as well as developing plans for when gas central heating is phased out. We are looking at alternative heating systems and exploring the scope for generating electricity locally, for example, using solar panels on our properties.

What are our measures of success?

A key measure of success is the share of homes with EPCs of C or higher, which will be 100% of our stock by 2030. At present we estimate that 68% of our stock has an EPC of C or higher. Our rolling programme of EPC surveys will inform our estimates.



Priority Three: Resident Involvement

Our aim

Our aim is that residents who live in our homes are effectively involved, informed, engaged and empowered.

The strategic objective is to ensure tenants are at the heart of decisions taken in planning, delivering and monitoring works programmes, with discussions on standards and timetables being the priorities within this strategy. Investment in assets should reflect the views expressed by residents in customer surveys and via other feedback mechanisms. Residents will be consulted about schemes affecting their homes and about local proposals and strategies, for example in relation to new homes and conversions.

Why is this a priority?

The council is fully committed to resident involvement in all aspects of its asset management strategy. Resident engagement forms a very important part of the process of making decisions about assets. Residents actively help design and implement local housing priorities and policies, evaluate our housing services, and inform decision making on housing services to positively impact on their lives.

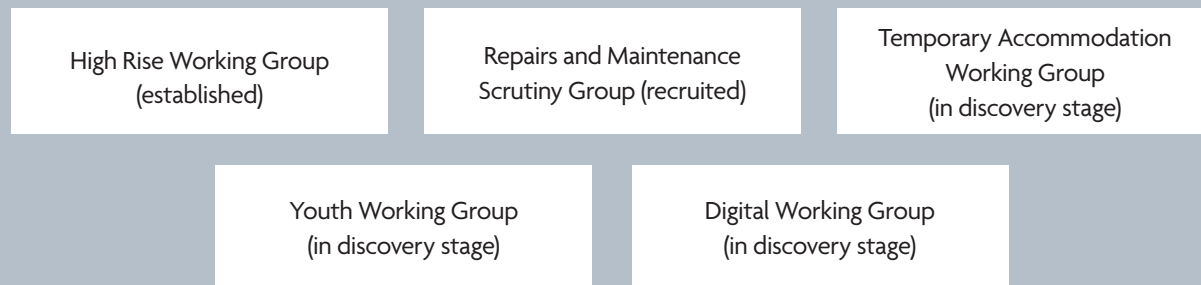
How will we deliver?

Newham will ensure that our residents are:

- Provided with relevant information
- Properly consulted
- Actively participate
- Involved in decision making
- Improve services based on resident feedback and strive to exceed expectations
- Enables residents' views to be heard at every level of our service and organisation
- Offering different levels of involvement, using many different channels, covering several different themes/ services
- Efficiently select and allocate the most appropriate form of engagement when new resident involvement projects arise

The Council will seek to provide, repair and maintain all of its properties in a condition that acknowledges the needs of all of its residents. This will include whole life design for new property and as far as is reasonably practicable, the provision of aids and adaptations that meet the special needs of individuals and groups within existing buildings.

A range of new working groups have already been established to give residents a voice in driving and monitoring change in housing services in Newham. The following residents' groups have been established or are in development.



We are improving the ways in which we communicate with our residents. We hold local area forums twice a year for tenants and leaseholders to receive housing updates and discuss our services, and host community fun days in July and August. The first recognised tenants and residents association for some years has been formed at Hamara Ghar and Holden Point/Centenary House, and a network of Neighbourhood Champions is in development. A digital housing newsletter is being developed, as well as the recent opening of two

Housing Hubs in Stratford and Canning Town, allowing residents to speak to officers from a range of housing services face-to-face.

In parallel to the assembly of the above resident groups, those attending the consultation events confirmed their appetite in the creation of TRA's which could represent local communities.

What are our measures of success?

Resident feedback and the rate of continued engagement with the Council will be important measures of success. Our tenant and leaseholder forums and surveys provide valuable

insight into residents' experiences, including engagement with the Council. The resident-led working groups are also a key source of information from residents about how well our new approach to engagement is working.

Our approach

Applying the Strategy

This strategy is a draft strategy to cover the period of two years from 2023-2025, whilst we embed the new Building Safety and Fire Safety Acts and model our stock condition data to provide better information on our

housing stock and the future Retrofit Programme. The table below shows an overview on delivery for the next 2 years:

Mechanical and Electrical	Maintain compliance at all levels, including fire safety equipment
Reactive Repairs	Improve standard to provide the best service to residents
Major works	Improve standard to upgrade all our housing stock
Component Renewal	Improve standard to upgrade all our housing stock
Major Retrofit/Regeneration	Future plan for sustainability and energy efficiency and build to design excellence for all developments and refurbishment.

The current agreed investment allocation from the HRA Business Plan for this strategy is £202m, broken down as

follows, though due to the reality of capital procurement and delivery, investment numbers may slip between years:

	2023/24	2024/25	2025/26
	£m	£m	£m
Planned Major Works & Improvements	70.47	48.75	50.66
Works to promote decarbonisation	10.45	10.97	11.30
Business Plan (Feb Budget Report)	80.92	59.72	61.96

This is also subject to change further to consideration of resident consultation outcomes.

Capital Delivery Plan Approach to Delivering Capital Planned Works

The work described in this section will be any capital investment work required to maintain the building or improve it in line with legislative requirements and the ambitions as set out in this initial two year strategy.

In the past few years, approaches to capital maintenance have tended to move towards a more whole-building approach, and Newham is now operating this approach in current programmes of work, in line with many other social housing providers.

Any proposal to move to a whole building approach to capital maintenance needs to be supported by suitable financial planning and spending controls, and suitable decision-making processes and governance. This will ensure that the

advantages of this approach can be delivered while ensuring that expenditure is managed and that decisions are robust, transparent and can command the confidence of residents.

Planned Maintenance Programmes

Our Planned Maintenance Programmes are carried out by Housing Services' in-house Repair Maintenance Service (RMS) and include kitchens, bathrooms and windows. This arrangement means the expenditure can be monitored easily and materials meet the technical specifications. In addition, as RMS are responsible for all responsive repairs, priority properties can be quickly identified. On rare occasions, these works may need to be commissioned to a contractor, if RMS require additional resources.



The table below highlights the descriptions of internal and external works.

Works	Description
Internal Work to Tenants' Homes	This includes new kitchens, bathrooms, boilers and electrical works inside tenants' homes. These works are carried out by in-house teams, either RMS or the Mechanical and Electrical or Gas Team. They are prioritised in two ways: (a) urgent - due to damp & mould or condition or (b) planned - due to age. These works have higher requirements of resident consultation and choice, and requires operatives working in people's homes.
Internal Communal Areas	This includes the stairwells, lobbies and corridors of the building. These areas are very important in ensuring the block looks smart, are secure, maximise accessibility and offer a high standard of fire safety. This also includes roof voids or storage rooms, which are usually not accessible to residents. The condition of these areas will determine a decision to commission works to a contractor or commission RMS to carry out the works. It is likely that these areas require work more frequently than external areas.
External works requiring or not requiring scaffolding	These two categories will cover all works to the external facade of the building and the roof, walkways, balconies, and windows. The design of the block will inform which works require a scaffold and which do not. It is important to separate out works requiring a scaffolding from those that do not to ensure the need for access is carefully considered, and the need for it can be clearly demonstrated. This is due to the fact that it is an expensive item, which causes considerable disruption to residents. The condition of these areas will determine a decision to commission works.
Specialist Components	These are specialist mechanical and electrical works, encompassing lifts and dry risers, which can be done in isolation from other building works to avoid disruption, and which require specialist contractors to carry out the work. Some works will always need to be done at certain times of the year when demand is lower, e.g. heating works need to be done in summer. These items are also very expensive and particular consideration needs to be given to replacing these. The decision will be made based on the condition of the component.
Works to Grounds	This includes estate ground works, shared gardens, play areas as well as maintenance to secondary buildings such as garages, pram stores and commercial units (in line with the lease agreements for these). Newham's Ground Maintenance Team have responsibility for most of these works but Housing Services have an Estate Improvements Programme commissioned to RMS, who will undertake some of these works, if deemed a priority, and in engagement with residents. In general, these works will take lower priority to works to the fabric of the building.

Internal Work Programme

Our standards for the internal work programme is a combination of age and condition criteria, which are based on industry standards. We will provide a quality kitchen and bathroom in line with decent homes standards (generally,

where kitchens are older than 20 years and bathrooms older than 30 years). Where appropriate internal works will include upgrade of the electrical installation to meet NICEIC certification. These are detailed in the table below.

Component	Criteria
Kitchen	To be replaced between 20 and 30 years old.
Bathroom	To be replaced between 30 and 40 years old.
Electrical Wiring	To be upgraded to current regulations and ensure adequate socket outlets in all rooms as required.
Heating	To be in good working order, heat all rooms adequately, and have a heating design calculated on the required BTU/h value to efficiently heat the room.

Electrical wiring and gas appliances are subject to regular testing, and where there is an urgent need for work, they will be carried out. Otherwise, work will be done at the same time as kitchen or bathroom renewals. Unmodernised properties are not generally concentrated in blocks but distributed across the borough, and often the consequence of tenants having previously refused works.

Stock condition information will be gathered from the Council's existing information and augmented by additional survey before being cleansed and validated. The asset information will be reviewed and updated periodically to ensure it is current and comprehensive.

All programmes will be subject to reprioritisation due to emergencies and additional investment requirements.

The cyclical programme will include:

- All main internal and external components together with external and communal decorations
- Repairs and decorations to communal internal stairways, walkways, balconies, brickwork, estate railings, integral garages & integral store sheds
- The individual components of buildings, which are the parts of the building that make up the overall structure, such as walls, windows, doors, roofs, above and below ground drainage etc. will be repaired where feasible or renewed if detailed surveys indicate that the condition is such that the component has reached the end of its repairable life-span.

Whilst the above cyclical works are being carried out, to make use of high level access equipment and achieve value for money, any necessary repair work to the block will also be carried out at the same time.

Consideration was given to carrying out this work at the same time as external works, but this would require they are delivered by the same contractor. Allowing separation means that this work can be carried out in-house by RMS.

External Work Programme

The need for external work will be based on condition and subject to rolling condition surveys.

Cyclical Preventative Programme

The council has re-initiated a cyclical works programme. The scope and extent of the programme will be dependent on annual budgets and will be developed and prioritised against robust stock condition information. External works are incorporated in a five year cyclical decorations programme and the current programme is due to be reviewed in 2025. Over the next two years covered by this strategy, the programme of works is being reviewed to focus on the inclusion of energy efficiency and fire safety requirements.

Energy Efficiency and Decarbonisation

Newham has commissioned advice from consultants Turner and Townsend and Parity Projects to help develop our plans to retrofit our housing stock over the next twenty years. Their work has identified some of the key principles below, which will set out key work streams over the next two years

The key stages in implementation of retrofit include:

- Agree principles of retrofit.
- Complete enhanced stock condition survey
- Proceed with Demonstrator projects
- Undertake individual property surveys to scope, refine and define specifications.
- Test viability of financial models.
- Develop new training provision for retrofit
- Review longer term resourcing needs
- Implement large scale delivery; constantly review and revise
- Develop long term skills and employment opportunities

The above actions will inform the development of a works programme and an understanding of the scope and issues around the delivery of such a large and complex piece of work. The plan to achieve Net Zero will be via a staged process. The energy efficiency of property is measured using an EPC rating that ranges from A-G (A being best). Newham's initial target is to achieve EPC C for all its properties by 2030, with the intention of wider work taking place to achieve as close to carbon neutral as possible.

In line with advice, the immediate focus will therefore stay on the properties that are currently below EPC C. There are 7,722 properties in this category but this number will most likely change when the data is improved through updated EPC surveys. The approach will be to address these properties first and adopt fabric first measures that will bring the envelope to an EPC B status. Using measures from the more ambitious scenarios would mean that Newham will not need to return to those properties later, making them clean-heat ready by putting in high levels of insulation.

This approach also creates space to assess options for heating systems - currently there is a wider focus on heat pump installation, but not all properties are suitable for this type of heating. There are new technologies appearing on the market and considerations for other types of heating should be made according to the properties' or tenants'

requirements and the technical feasibility for installation of different heating types.

To achieve a net zero housing stock by 2045, LBN will need to:

- Improve the fabric (walls, roofs, windows, doors and floors) of homes to reduce heat demand before 2030.
- Introduce low carbon heating systems such as heat pumps from 2033 to 2045 for homes with good levels of insulation.
- Produce a significant quantity of low carbon electricity from systems such as solar photovoltaic (PV) panels from 2026 onwards (if not before), and
- Offset remaining carbon emissions from the housing stock that cannot be reduced on site by 2045.

In an ideal world, the delivery of a retrofit programme would mean each dwelling would have a whole house retrofit in a single visit. The budget requirement and logistical constraints of this approach would however mean many residents will face long waits to reduce the heating costs of their homes and to lift them out of fuel poverty. The cost and performance of whole house deep retrofits also needs to be balanced with the carbon reduction and fuel poverty amelioration required.

Specialist advice therefore recommends a two staged approach:

- **Stage 1:** Treat the fabric of our homes first (energy efficiency) and reduce heating demand to a level where they are "net zero ready".
- **Stage 2:** Deal with the heating systems e.g. by installing low carbon heating (a heat pump or modern electric heating) but at the point when existing heating systems are due for renewal.

This approach balances the need to visit as many residents as possible, as quickly as possible - especially in treating the 'worst first' - while managing the total number of visits to a property. It also means recently installed heating systems aren't heavily discounted and their embodied carbon is considered (i.e. they are replaced when at the end of their life making it cost effective and lower carbon to do so).

Fire Safety Programme

The Council's response to fire safety will be comprehensive and in line with the provisions of the relevant legislation including the Regulatory Reform (Fire Safety) Order 2005, Fire Safety Act 2021, Fire Safety (England) Regulations 2022 and Building Safety Act 2022. An action plan has been developed to ensure that all of the necessary requirements have been identified, and resources allocated to ensure successful implementation.

Fire risk assessments will be carried out for all blocks. Works required from Fire Risk Assessments will be completed to ensure resident safety. A risk-based approach will be taken to the programming of works resulting from these, and remedial works will be aligned with other works programmes and asset management activity where possible. Where components are replaced, these will be installed to the latest standards.

Structural surveys will be carried out for all high rise blocks. Information and outcomes from these surveys will contribute to the building safety cases produced for each block in scope. Following these surveys, a prioritised programme of works will also be developed to address any deficiencies identified. All high risk buildings will require a building safety case.

ACM cladding was removed from our tall blocks in 2019/20. Work to increase and refine the external wall system information that we hold for our blocks will be ongoing, and remedial works will be carried out should they be required.

Individual smoke and heat detectors/alarms will be provided in all tenanted properties.

Prior to decoration of communal areas, paint testing may be required to ensure that the correct fire rating is achieved.

Damp and Mould

The Council is currently consulting with residents on a draft Damp and Mould Strategy, which outlines the council's actions in relation to tackling concerns relating to damp and mould. Amongst other actions, the strategy highlights our work through our Damp and Mould Taskforce, established in October 2021. Between the taskforce's establishment in 2021 and March 2023, over 1,500 enquiries have been made to the taskforce, around half of which have been since November

2022 when the issue of damp and mould gained huge public prominence. From October 2021 to March 2023, the Council has undertaken works to the value of more than £6 million to resolve issues of damp and mould in our homes. We view as an indicator of the taskforce's success that the number of reports by residents has been increasing and that word of mouth is encouraging people living with damp and mould to come forward.

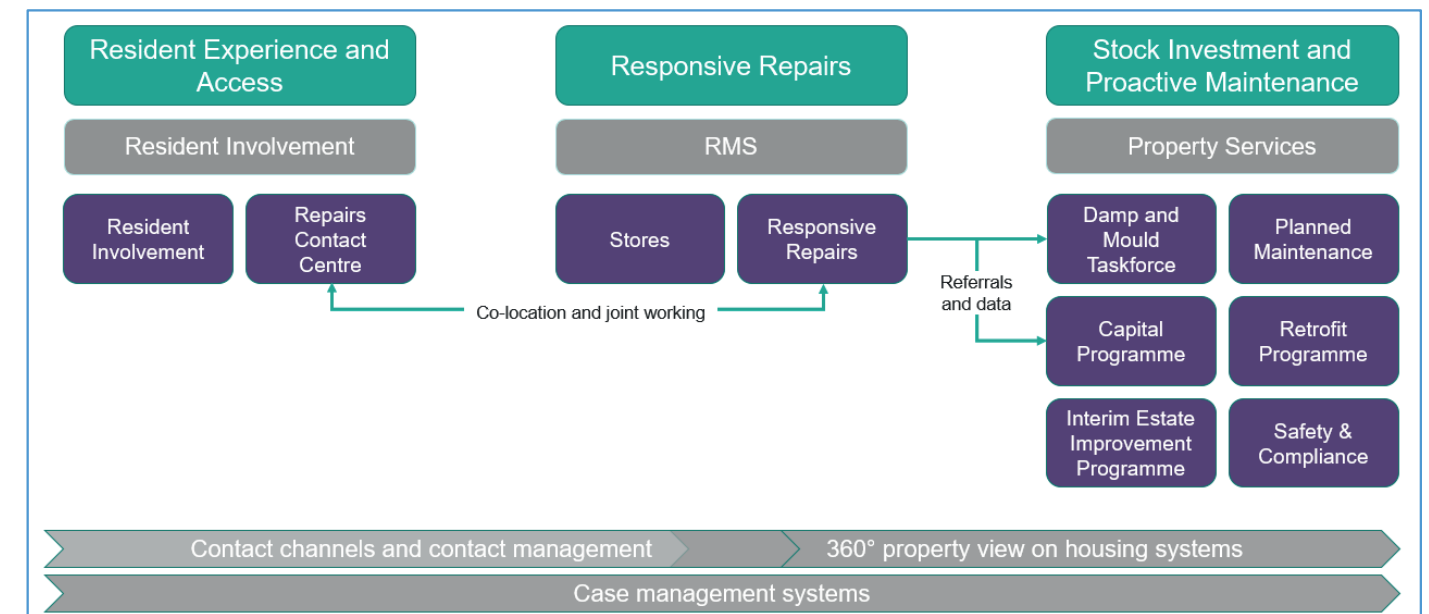
This increased focus on damp and mould is, in part, a response to the increased level of scrutiny of how Councils tackle damp and mould as a landlord and a social housing provider following the result of the inquest into the death of two-year-old Awaab Ishak, which was announced in November 2022. Issues of damp and mould are not new, but the result of long-term, entrenched issues within the housing system, which require innovative approaches to resolve. Our Damp and Mould Strategy and Action Plan presents the first stage of such a response, setting out plans to resolve individual cases quickly and effectively as well as minimising the conditions for damp and mould across the wider stock.

Estate Improvements programme

The Council provides an Estate Improvement Programme that responds to concerns of residents and addresses issues that are not dealt with in the cyclical works programme

These include:

- Works to be carried out to hard surfaces such as estate paving, estate roads and boundary walls, fences, garages and store sheds
- The programme will also pick up ad hoc decorations and minor works where it would not be practicable for these to be included into an already established planned programme
- The Estate Improvement programme will try to combat anti-social behaviour on our estates by improvements to the built environment, for example by improved lighting that mitigates the ability of perpetrators of ASB to hide in darkened areas



Proactive investment to reduce reactive repairs

The asset management strategy will seek to reduce maintenance costs by appropriate capital investment and planned programmes of work that will bring the stock to a proper standard that can be effectively and efficiently maintained. The more resources that can be used for planned major works and investment programmes, the less resources that will be required for reactive day to day repairs. Benchmarking will be used to verify that all planned programmes are delivering value for money and the investment modelled alongside repairs to see the effect of planned works on the day to day repairs.

Procurement

The Council will implement its strategy through employing suitably qualified contractors who provide timely delivery of works to a high standard and meet value for money

expectations

This will include ensuring that an auditable and effective procurement process in place to obtain best value from the market in the use of contractors and consultants and that works contracts and procurement processes are reviewed to maximise opportunities in supply chain management to obtain best value whilst maintaining quality. The Council is reviewing opportunities to obtain value in the standardisation of products by producing a technical standards document to ensure a continuity of materials with the repairs teams and installation contractors.

Community Wealth Building

Through our asset management and investment strategies we will seek to enhance the local economy and create more employment opportunities for Newham's residents. London Living Wage. The Council will impose obligations on contractors to ensure the London Living Wage is adhered to.



Plan for five-year and 30-year strategy

Stock condition data and data management

Around 9,000 properties have been surveyed by consultants for the stock condition survey. This includes system and component condition, remaining lifespans, decency and HHSRS issues (such as damp) as part of the internal surveys. These are checked to see whether major works or repairs have orders raised in relation to the issues and if not they are to raise. Furthermore, there is a rolling programme of stock condition surveys that are currently being enhanced to include decarbonisation and retrofitting. In tandem with these 9,000 properties, following the review of our stock by Turner Townsend, data relating to c.7,000 properties on the EPC register which have an EPC of D, E and F is being cleansed and analysed to assist in the formulation of the remainder of the current capital programme over the next two years, and to inform the development of the 30 year programme. The outputs will assist in identifying the properties best benefitting from a fabric-first approach, which will direct the imminent commission of the next tranche of the stock condition survey (forming 25% of the stock).

In addition to the stock condition survey, information reported by the rolling EPC surveys, major works surveyors and by resident reporting help to inform a cohesive, collaborative dataset.

We have also begun to use new technology to identify cases of damp and mould. Humidity monitors have been installed in a high rise block of 124 sheltered homes as part of a pilot, in collaboration with the University of East London. The monitors both provide live data on the presence of damp and mould and identify whether the issue is caused by a structural defect. The installation of monitors is being planned for two further blocks, each comprising 123 homes. The data emerging from these pilots is being used to inform the programmed installation of further monitors and the consideration of the use of other technologies.

Bringing all of this information together in a cohesive and accessible manner is the key challenge, as it is recognised that the Council's current systems for stock data management (including Keystone and Northgate) have been in use for some time and may not fully support the storage and bringing together of data to best serve a long-term Asset Management Strategy and investment plan. The Council is going through a transition in this respect and is currently reviewing alternative systems with a view to adopting a system that will respond to current need and

provide longevity in data storage and management

Planning

There is a fundamental need to ensure that efficiency in delivery is maximised and that available budgets are utilised effectively to obtain best value for money (VFM) and minimise waste. Proper co-ordination of work streams is imperative if this is to be achieved. This can be assisted by adopting a 'right first time' approach to delivery to optimise VFM and minimise disturbance to residents. The right first time approach will complement the fabric first strategy by, for example, coordination all external works to the fabric of our buildings e.g. roof works with external decorations, external wall insulation, new windows etc. thereby completing all external works in one visit. This strategy will simultaneously reduce disturbance to residents and reduce the costs of multiple scaffolds and contractor preliminaries. The Right First Time approach can be expanded at strategic level to ensure that maximum efficiency is obtained in the planning, coordination and delivery of all repairs / major works, cyclical decorations, fire safety and retrofit programmes that are currently being delivered by diverse groups across the Council.

Reducing energy use

Major components will be replaced as necessary on a priority basis and where possible these will be coordinated with other major works programmes.

A key element of the M&E approach will be the reduction in energy usage and elimination of waste and duplication in the management of the M&E assets. There will be a reduction in the use of gas fired boilers and a shift toward more energy efficient heating through use of improved technology such as heat pumps. The change in heating /hot water delivery will also facilitate removal of redundant stored water systems reducing the maintenance burden and reducing risks associated with Legionella.

There is also scope to deliver significant savings to the Council. For example, in 2021/22, communal areas of Newham Council's housing estates consumed 10,257,161 kWh of electricity and, worth £1,782,292 (approx.), and resulted in the emission of around 1,984 tonnes of carbon dioxide equivalent (CO2e). Typically, common area electricity consumption derives from lights, lift operation, utilities pumps, and other usage like cleaning activities.

Lighting is estimated to comprise more than 70% of the total communal energy consumption, costing approximately £1.1m annually. Replacement of the common bulkhead lighting with LED technology is calculated to generate annual savings of more than £800,000. We have already replaced around 5% of communal lighting, and there is an improvement programme in place to upgrade emergency lighting.

Use of options appraisals

In developing an asset management strategy, it is important to understand the cost /benefit of maintaining our assets in a suitable state of repair. This includes both cashable benefits (the cash flows associated with different assets) and non- cashable benefits such as the ability to maintain a sufficient stock to meet the current and future demands for social housing. The financial criteria used to identify those properties or estates that potentially could be a liability include:

- High capital expenditure in early years and over entire life of business plan
- Asset with high vacant possession value
The analysis of return on investment needs to include more than a purely financial measure. The financial results must be considered alongside an assessment of other factors linked to our housing obligations including:
 - Demand and housing need
 - Cost of re-provision
 - Social return linked to our housing obligations
 - Maintaining efficiencies in management costs

One of the central features of an effective asset management strategy is analysis of the condition of the housing portfolio. Accurate and current asset information is key to the strategy and a review of the existing stock information will be undertaken to identify gaps in the data and provide an intelligence base that facilitates robust and auditable decision making that results in the right outcomes for Newham and our residents

Governance framework and review

The delivery of an asset management strategy requires robust and timely decision making to ensure that responses to change can be dealt with timeously and effectively. It requires a governance process that is fit for purpose in achieving:

- Effective control of scarce resources
- Ability to implement decisions quickly.

The current process responds to the first but is cumbersome and protracted and can consequently interfere with the second. A review should be undertaken to ensure that both objectives (which are not mutually exclusive) can be delivered.

In July 2021, Housing Services implemented a Programme Management Office (PMO). A new service to provide structure, governance, processes, toolkit and best practice together with support and advice to the HRA Capital Programme. The table below shows the key responsibilities of the PMO:

Enabling timely and efficient implementation of HRA programmes and projects	Monitoring risks and issues and provide assurance that programmes are delivered on time, within budget and scope
Ensuring quality is being monitored and the deliverables are fit for purpose	Empowering Senior Responsible Owners/ Sponsors/stakeholders to contribute to implementation and drive ownership and accountability of programme activities
Enabling communication, collaboration and reporting lines	Providing a process for knowledge transition and sharing
Creating/maintaining and housekeeping efficient programme processes and toolkit	Assisting in Programme governance and oversight
Facilitating process assessment and continuous improvement	Supporting procurement and contract management frameworks
Supporting Resource management	Ensuring programme boards are in place



Strategy Action Plan

	Action	New or existing initiative?	How we will measure performance	Performance April 2022 - March 2023	
1.1 Planned Maintenance Programme	1.1.1	Continue to replace kitchens dependent on age and condition, those with damp and mould issues taking priority. (The 5 year and 30 year asset management strategies will re-establish a large-scale component replacement programme)	Existing	Number of kitchens replaced per year	April 2022 - March 2023 (128 kitchens)
	1.1.3	Continue to replace bathrooms dependent on age and condition, those with damp and mould issues taking priority. (The 5 year and 30 year asset management strategies will re-establish a large-scale component replacement programme)	Existing	Number of bathrooms replaced per year	April 2022 - March 2023 (298 bathrooms)
	1.1.3	Continue to replace windows dependent on age, standard of glazing and energy efficiency condition. (The 5 year and 30 year asset management strategies will re-establish a large-scale component replacement programme)	Existing	Number of units where windows replaced per year	April 2022 - March 2023 (229 windows)
	1.1.4	Continue with the Cyclical Preventative Maintenance Programme to ensure all blocks are safe and decent for residents to live in	Existing	Number of blocks upgraded per year	April 2022 - March 2023 (58 blocks)
	1.1.5	Continue to replace passenger lifts dependent on age, and condition	Existing	Number of lifts upgraded each year	N/A
	1.1.6	Complete structural inspection of all High Rise Residential blocks	New	Surveys completed	N/A
	1.1.7	Fire Door improvement programme - High Rise Residential Blocks, replacement of fire doors	New	Number of doors fitted/number of blocks completed	N/A
	1.1.8	Fire Door improvement programme - High Rise Residential Blocks, replacement of fire door leaseholder flats	New	Number of doors fitted	N/A
	1.1.9	Continue the replacement of unsafe cladding to higher risk residential buildings	New	Blocks Completed	4 blocks
	1.1.10	Complete the stock condition survey programme and analysis	New	5 & 30 year investment plans prepared	N/A
	1.1.11	Continue the programme of resident adaptations.	New	Number of properties adapted	N/A
	1.1.12	Upgrade resident smoke and fire detection to individual units	New	Number of units with upgrade alarms	N/A
1.2 Building Safety	1.2.1	Register all High Risk Residential Buildings with the Building Safety Regulator (October 2023)	New	Registration completed	N/A
	1.2.2	Provide all Key Building Information (KBI) for All High Risk Residential Buildings (October 2023)	New	KBI registration completed	N/A
	1.2.3	Prepare Safety Case reports for the High Risk Residential Buildings (Tranche 1 programme – 16 Blocks) April 2024	New	Safety Case Reports prepared to meet call in requirements.	N/A
	1.2.4	Commence programme of Safety Case reports for the High Risk Residential Buildings (Tranche 2 programme - 16 Blocks) From April 2024	New	Safety Case Reports prepared to meet call in requirements.	N/A

	Action	New or existing initiative?	How we will measure performance	Performance April 2022 - March 2023	
	1.2.5	Programme of Fire Risk Assessments ensuring all actions are completed	Existing	Number of kitchens replaced per year	April 2022 - March 2023 (128 kitchens)
	1.2.6	Complete programme of Type 4 Fire Risk Assessments for all High Rise Residential Blocks	New	Risk Assessments completed	N/A
	1.2.7	Implement new software for the management of the fire risk assessment programme	New	Management software in operation	N/A
	1.2.8	Complete programme of PAS 9980 External wall inspections and risk assessments for High Rise Residential Buildings.	New	Risk Assessments completed	N/A
	1.2.9	Complete the implementation of the Fire Safety Act action plan	New	All action plan items completed	N/A
1.3 Damp and Mould	1.3.1	Continue with the programme of proactive inspections through the Planned Maintenance Programme	Existing	Damp and Mould Taskforce Team to measure alongside other inspections	N/A
	1.3.2	Begin a planned approach within the Retrofit Programme to identify the “fabric first” priority blocks to assist in eliminating damp and mould	New	Number of blocks identified and number of blocks retrofitted	N/A
1.4 Resident Engagement	1.4.1	Continue Residents' Housing Forums	Existing	Number of forums scheduled	April 2022 - March 2023 (additional 5 in Summer 2023)
	1.4.2	To schedule tenants/leaseholder sessions prior to contractors going on site to discuss any concerns on the intended Capital works	New	Number of sessions	4 in Summer 2023
	1.4.3	New residents email address to communicate in respect of retrofitting or other Capital works: etrofit.project@newham.gov.uk	New	Number of resident enquiries received	N/A
	1.4.4	Prepare resident engagement strategy for building safety. High Risk Residential Buildings (Tranche 1 = 16 Blocks)	New	Number of Strategies completed	N/A
	1.4.5	Introduce satisfaction target for planned maintenance and capital works	New	% resident satisfaction with works completed	N/A
1.5 Energy Efficiency and Decarbonisation	1.5.1	Continue to develop plans for the future retrofit programme	Existing	Share of Council stock with an EPC of C or above	Approximately 68%
	1.5.2	Retrofit programme to achieve EPC C target (2030) Phase 1	New	Number of units completed	N/A
	1.5.3	Pilot Projects to understand how best to retrofit our housing stock	Existing	Number of projects completed	April 2022 - March 2023 (Warm works project 39 properties)
	1.5.4	Strategy for the replacement of fossil flue heating systems - replacement of gas fire boilers	New	Strategy created	N/A
	1.5.5	Pilot environmental sensors	Existing	Number of flats with sensors	April 2022 - March 2023 (14 flats)

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