

Terms of Reference for the Asset Management Group

Mission Statement

“To facilitate and oversee the effective asset management of the stock managed by Colchester Borough Homes, including programme delivery, with input from all relevant stakeholders”

Objectives of the Asset Management Group

The core objectives of the Asset Management Group (AMG) are:

Effective Communication

- To provide a forum where key stakeholders can meet and openly discuss asset management issues;
- To provide a focal point for both inputs and outputs of the repairs and maintenance decision making process;
- To listen to the views and proposals of all stakeholders;
- To communicate proposals, strategies and policies to all stakeholders so that they understand how matters are being addressed;
- To facilitate wide resident consultation and to ensure effective and timely communication with these clients;
- To provide reports to the Principal Liaison and other stakeholders on the most effective and best value expenditure strategy for future work and the progress of current programmes;
- To establish and articulate interdependencies between teams, to ensure a ‘joined-up approach’;

Agreeing Priorities and Standards

- To act in the best interests of the assets in an holistic, local, context;
- To consider the priorities for work programmes in the context of obligations, policies, stock condition and viability;
- To prompt and review inputs into the Group (such as condition data reports for example);
- To develop, review and regularly re-evaluate the Colchester Standard;

Planning and Programming

- To consider the aspirations of residents and how the programmes of work can meet these;
- To formulate and monitor re-investment programmes;
- To consider the impact of re-investment decisions across CBC and CBH;
- To ensure that external objectives (such as the Decent Homes Standard) are met and/or maintained;
- To consider and provide recommendations in terms of any ‘challenge fund projects’ such as environmental improvements;

Ensuring Viability and Options Appraisal

- To set the parameters for and to assess the outputs of the Viability Model;
- To undertake options appraisals in respect of red and amber category stock, as defined by the Viability Model;
- To make recommendations to the Principal Liaison for action, following options appraisal, for stock that is considered unsustainable in its current form;
- To explore wider action initiatives and their associated funding options (such as grant funding for example);
- To ensure that all proposals are viable and affordable within the context of the Business Plan;

Review and Monitoring

- To identify and manage risk;
- To devise and agree tools for measuring and benchmarking the performance of the

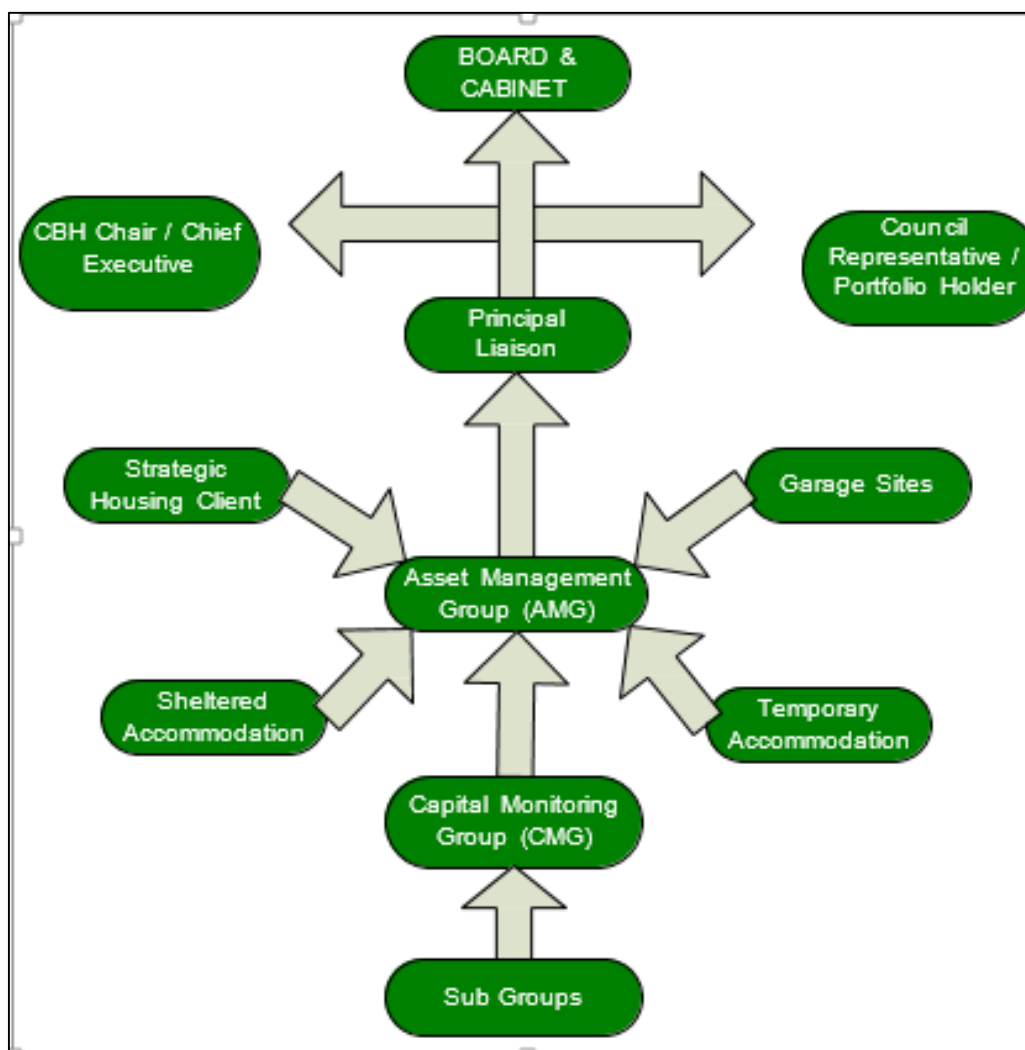
- delivery of programmes of work;
- To regularly review and monitor the budget and actual expenditure incurred in undertaking programmes of work;
- To regularly review and monitor the delivery of programmes of work and measure these against planned milestones and performance indicators; and

Summary of Asset Management Group Objectives and Function

The Asset Management Group exists in order to provide a forum to discuss and make recommendations in respect of housing asset management issues in an inclusive and even-handed way. The Group should not be influenced by political aspirations and should act only in the best interests of the assets and their users.

The Group should assess all inputs and in particular should use up-to-date stock condition survey data, as this forms the cornerstone of any successful asset management system. Inputs should be used to make informed decisions about re-investing in the stock (noting that investment relates to the initial provision of a new asset).

The recommendations of the Group (outputs) should then be approved by Principal Liaison Group for delivery by staff, or referred to the relevant Corporate Governance arrangements as required.



Members of the Asset Management Group

Members of the Group are:

- Director of Property Services (CBH)
- Housing Asset Manager (CBC)
- Head of Asset Management (CBH)
- Head of Operations (CBC)
- Director of Housing (CBH)
- Housing Accountant (CBC)
- Specialist advisor, as required for selected meetings

Scope of the Asset Management Group

The Group will be instrumental in the effective implementation of all planned programmes of work and will make informed business decisions including:

- What – which elements will be included within programmes of work;
- When – development of a logical and integrated programme and sequence of work;
- Where – precise location of dwellings or related assets affected by intended programmes of work;
- Why – robust business case for expenditure on particular programmes of work; and
- How – suitable and best value procurement strategy.

All members of the Asset Management Group shall act as a 'conduit' for information both into the Group and also back to their teams, forums or consultative groups.

It is the responsibility of the AMG Chair to represent the Group at, and present to its reports to the Portfolio Holder and CBH Board.

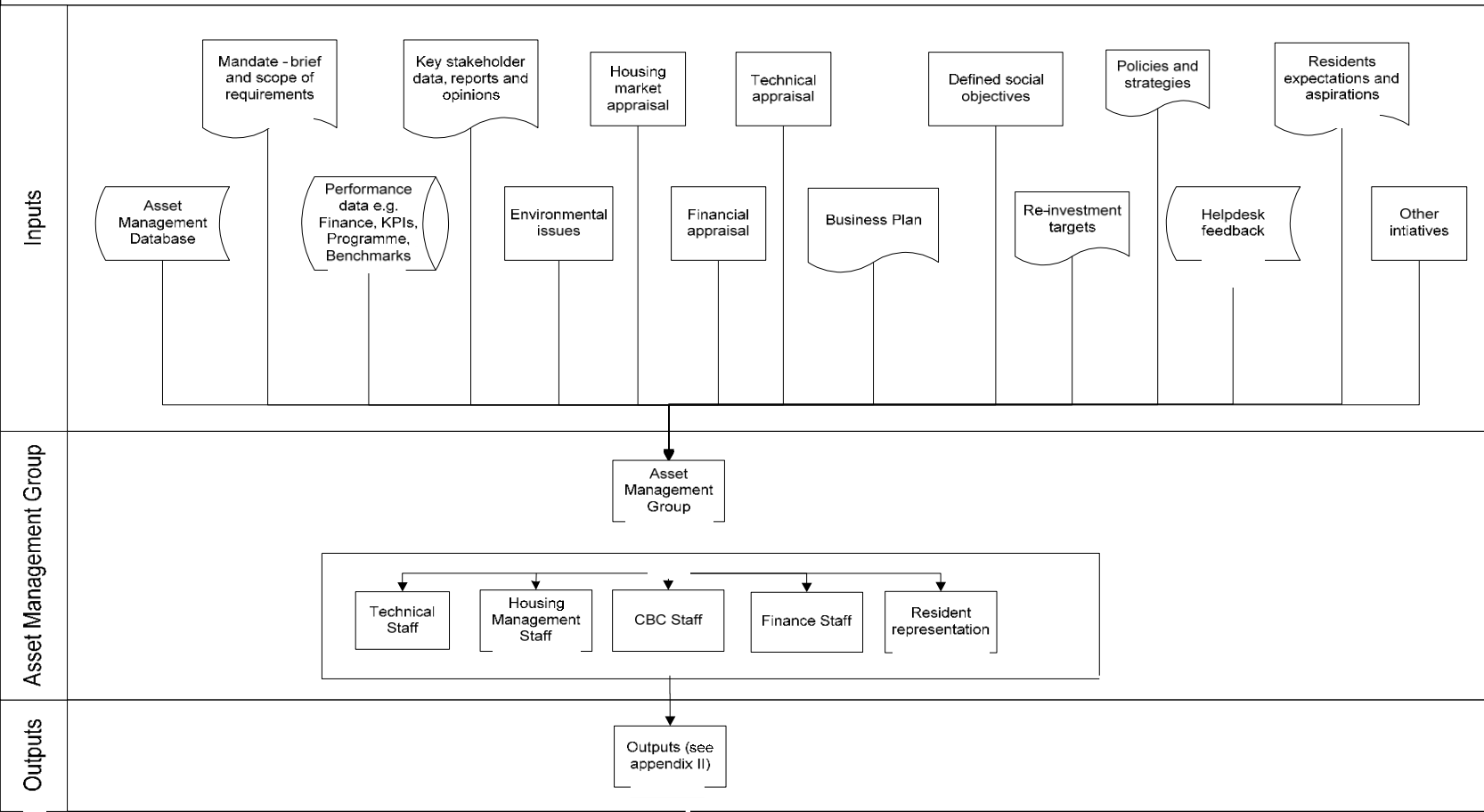
Asset Management Group Processes

The Group will require a number of inputs in order to be able to make informed business planning decisions. The inputs are illustrated in the diagrams that follow, and include a number of data and policy documents from a variety of sources within the organisation.

Accurate and up to date data is fundamental to the Group's ability to take informed business planning decisions and therefore measures should be taken to ensure that processes are adopted to gather and maintain this information. This will include technical reports on the condition of properties and recommendations for repair, renewal or disposal, together with recommendations for the development or purchase of new accommodation.

The resultant outputs from the Group will provide the organisation with clear and robust processes and documents that inform team members of the strategy and policies surrounding planned programmes of work. The second diagram illustrates the typical outputs expected from the Group.

Asset Management Group - Inputs



Asset Management Group - Outputs

