Working together... to redefine asset management is a unique opportunity for a small group of social housing organisations to work creatively in a positive environment to collectively define and develop a new model for asset management that responds to the challenges and opportunities we face. Facilitated and supported by CIH consultancy, and bringing in a variety of external expert facilitators, the aim is to re-define the way social landlords approach asset management, working up a model that is ‘fit for purpose’ for the new operating environment and which can truly unlock the potential of the organisation’s housing stock.

Why now?
The social housing landscape has changed dramatically over recent years. There’s now a greater need to demonstrate the value delivered by housing assets to the business, the value for money achieved in their repair, maintenance and improvement and the value delivered to residents. However, our traditional asset management approaches are struggling to cope with the demands now being placed on asset managers to deliver the shift change that’s needed.

Asset Management - the different world...

- Ongoing economic pressures and the social and welfare reforms which are impacting on customer needs & demands
- The need for more robust strategic planning so asset management can better contribute to effective business planning
- The need to ‘sweat’ assets to extract value from them and optimise their contribution, creating value and financial capacity - with the need to understand asset performance to do all this
- The need to deliver against the HCA’s Regulatory (VfM) requirements (housing associations)
- The need to seize the opportunities presented by HRA self-financing (local authorities), including new development opportunities

What ‘Working together’ delivers for you and your organisation

Being involved in a Working Together... project is an enriching experience, for individual participants and for your organisation. They are a great vehicle to improve your professional and organisational learning, improvement and influencing, with opportunities for profiling the forward thinking work of your organisation on the national stage at CIH events. CIH consultancy will produce a report of the project that recognises the part played by participating organisations and the findings will be shared across the industry, creating a further platform for debate and developing understanding.

What will the project involve?

Using CIH’s successful and respected ‘Working together’ model, you will share thinking, experiences and developing approaches with peers from across the housing industry. You will do this through attendance at six collective action learning sessions which form the project ‘critical path’ and through more informal inter-organisation liaison. Fused with CIH’s own thinking - and the thinking from expert external contributors - this will create the ideal platform for debate and for scoping out and determining the key ingredients that combine to form a new, tried and tested, asset management model for social housing landlords.

The six action learning sessions are expected to be:

- Aspiration, inspiration and the business case
- The strategic framework for asset management
- Implementing the new asset management model
- Unlocking the potential of the housing stock
- Assessing the performance of the housing stock
- Developing option appraisal
Coupled with the collaborative working, CIH consultancy’s asset management and finance consultants will visit your organisation on up to three occasions to provide constructive challenge and give an objective assessment of your current and developing asset management approaches, using the developing insight, lessons and learning to add value to your own organisation’s activities.

As an optional extra, you will also have the opportunity to test out CIH’s bespoke Asset Performance Tool (APT), bringing its benefits to your organisation whilst at the same time providing informed feedback for CIH to help us to enhance the tool’s value.

Project timescales

The first action learning session will take place in September 2014, with the five further sessions at two monthly intervals. The project will conclude in July 2015 after which CIH consultancy will publish and promote a project report for the sector, profiling the work and contributions of the project participants.

What participants say about our previous Working together... projects

Don’t just take our word for it, here’s what just some of the participants have said about the value of being involved in our previous Working together... projects.

Is there a charge for being involved?

Each participating organisation will be asked to pay £9,950 plus VAT, inclusive of expenses, to be part of the project, payable in two instalments over two financial years upon request.

The total charge includes:

- Attendance at six collective interactive working groups (one at each stage in the project)
- CIH facilitation of informal liaison and collaboration throughout the project
- Up to 6 individual ‘critical challenge’ consultancy days for your organisation (up to 3 on site)
- Detailed supporting documentation including action notes, session summaries, toolkits and examples of developing best and ‘next’ practice materials
- CIH facilitation of shared project resources, organisation ‘get together’ etc. to maximise sharing, learning and organisational development opportunities.
How does my organisation sign up?

We expect this project will attract considerable interest and previous projects have been oversubscribed. Places are strictly limited and will be allocated on a ‘first come, first served’ basis.

For more information, or to apply to be involved in the project, contact Richard Medley, Director, CIH consultancy at richard.medley@cih.org or on 07799 115571.

Action learning sessions, key project elements and overall timeframes are expected to be:

**Session 1**
ASPIRATION, INSPIRATION AND THE BUSINESS CASE
September 2014
- Getting the ideas into some sort of shape
- The questions we need to ask
- The challenges & opportunities
- Value for money
- What does the new asset management model need to do and what should it look like?

**Session 2**
THE NEW STRATEGIC FRAMEWORK FOR ASSET MANAGEMENT
November 2014
- The asset management strategy – the essential framework
- Maximising the strategic approach, identifying and seizing the opportunities, delivering corporate objectives
- The financial planning framework
- Delivering for customers, the asset and for the whole organisation

**Session 3**
ASSESSING THE PERFORMANCE OF THE HOUSING STOCK
January 2015
- Defining what ‘performance’ means
- Financial performance measures (e.g. NPV, yield) & what they tell you
- Socio-economic performance measures – what are these and how should they be incorporated in the model?
- Assessing stock performance: the best, the worst – understanding the picture

**Session 4**
USING PERFORMANCE INFORMATION TO INFORM OPTION APPRAISAL
March 2015
- Defining option appraisal for asset management
- Generating & developing the options – what are they and what are the selection criteria?
- Option analysis – assessing the benefits & dis-benefits
- Assessing cost, funding & delivery issues

**Session 5**
UNLOCKING THE POTENTIAL OF THE HOUSING STOCK
May 2015
- Using performance information and option appraisal to identify where the potential lies
- Identifying the actions that will generate value or fresh potential
- Optimising the use and value of the assets – achieving the best blend
- Rethinking procurement to maximise the potential benefits to the organisation and the community

**Session 6**
IMPLEMENTING THE NEW ASSET MANAGEMENT MODEL
July 2015
- The AM model – its content and features
- Using the results to plan a practical programme of investment, disinvestment and divestment
- Delivering for the whole organisation
- The key insight, lessons and learning from the project for participants
- Showcasing the new AM model to the social housing industry