ASSET MANAGEMENT AND DEVELOPMENT

SPONSORED BY:



South East Consortium



Social Housing Decarbonisation Fund – LA & HA partnerships

Joanna Hills, director of assets and services, Raven Housing Trust









CIH Housing Brighton 2022

Social Housing Decarbonisation Fund LA & HA partnerships

Jo Hills Raven Housing Trust

Jo Hills – Raven Housing Trust

Background



Raven Housing Trust:

- 6000 homes Surrey and Sussex
- 2002 stock transfer from

Reigate & Banstead BC

Raven's NZC vision:

- Building homes, changing lives
- Climate change impact
- Resident first Affordability and comfort





Getting 'bid-ready' 2019-21 – 1. STRATEGY



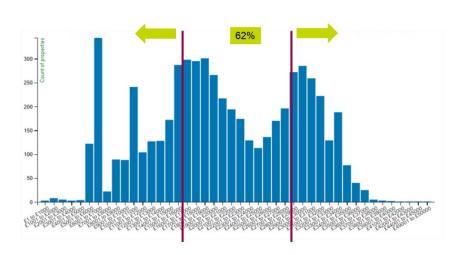
- Strategic ambition NZC by 2045
- Analysis = investment programme increased 30% (£140m) by NZC
- Leadership and board buy-in
- Consult & engage residents & staff
- Agree the net zero carbon business plan
- Resource the internal team
- Digital and data strategy
- Governance, procurement and reporting
- Partnership
- Contracts, partnership agreements, subsidy control
- Grant bid





- 1. Net off planned works
- 2. Efficiencies and innovation
- 3. No resident contribution
- 4. Disposals/regeneration strategy
- 5. ESG-linked bond
- 6. Other grants
- 7. Social Housing Decarbonisation Fund







Raven's Social Housing Decarbonisation Fund wave 1 bid - 2022

Partnership:

- Reigate & Banstead BC
- Accent Housing
- Support from Turner & Townsend
- Total project 94 homes for a grant of £1.5m, plus cofunding from the HA's.

Raven:

- Whole-house NZC retrofit, 28 homes
- SHDF grant £580k
- Raven co-funding £2.4m

Measures and impact for residents:

- Cost reduction support with swapping to lower tariffs and getting off prepayment meters
- Fabric measures and insulation
- On-site renewables and heat pumps; battery storage and energy optimisation
- Training, information, data and monitoring to support residents







Partnership benefits



- 1. Shared learning from past and current projects, on technologies, approaches and cost management etc
- 2. Shared resources eg with bid writing, reporting, governance
- 3. Can try different approaches and compare outcomes:
 - Whole-house vs fabric-only
 - Single contractor vs split of retrofit coordinator and contract delivery
- 4. Understanding and support when things are difficult







Challenges:

- Inflation rising costs, 33% increase
- Supply chain availability of contractors

Options:

- Now: Grant and timeframe are fixed
 reduced measures or numbers
- Future: Delay and deliver more slowly or take control in-house









Jo Hills

Director of Assets & Services

Raven Housing Trust

Joanna.hills@ravenht.org.uk

Social Housing Decarbonisation Fund – LA & HA partnerships

Mari Roberts-Wood, director & head of paid service, Reigate and Banstead Council





Social Housing Decarbonisation Fund – LA & HA partnerships

Richard McWilliams, director of sustainability, Turner and Townsend







Social Housing Retrofit Accelerator for the Social Housing Decarbonisation Fund Presenter, Director, Sustainability Consultancy Turner & Townsend



In partnership with:

SUPPORTED BY



Introducing SHDF and SHRA

SOCIAL HOUSING RETROFIT ACCELERATOR

- The **Social Housing Retrofit Accelerator** directly helps social housing providers develop successful bids for the **Social Housing Decarbonisation Fund** (SHDF), with £800m committed between 2022-2025.
- Developed with and for the sector, created and delivered by experts, we help social housing providers (local authorities, combined authorities and housing associations) across England gain access to funding for major retrofit projects.
- Social housing providers can access a range of <u>free</u> support via Turner & Townsend's expert team who are funded by BEIS.
- Local authorities and social housing landlords can apply directly or be a member of a consortium bid.

How we can help you

- A comprehensive **Knowledge Hub** provides support and information to guide you through the whole project life cycle. The information draws together industry best practice and guidance.
- Resources: retrofit programmes, webinars, ondemand masterclasses, podcasts, blogs and clinics: led by subject-matter specialists, with plenty of opportunity to ask questions and explore retrofit and bidding topics.
- **One-to-one support** for organisations including a feedback report on bid preparedness.
- Consortium forming support

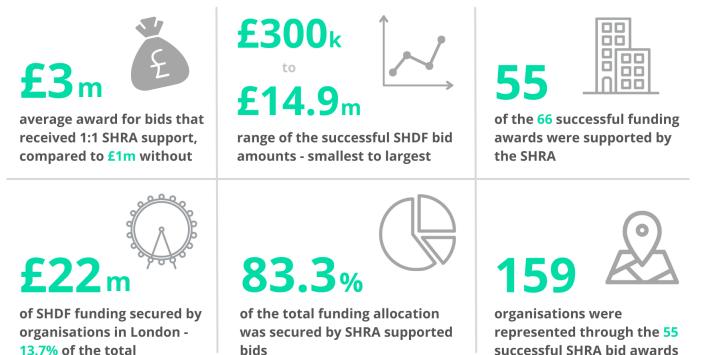


SOCIAL HOUSING

CELERATOR

SHDF wave one success

Of the 66 total successful SHDF bids, 55 were supported by the SHRA team – representing over 83% of the total pot and £155m of grant funding.



bids

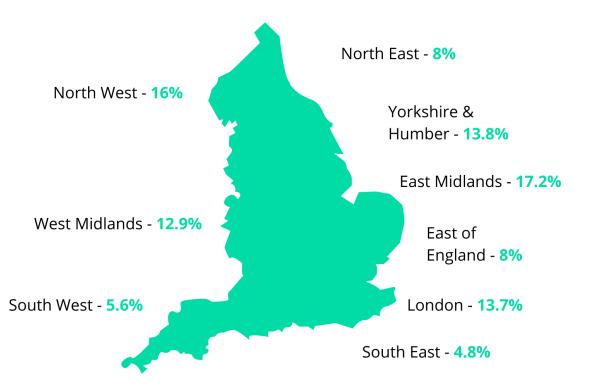
SOCIAL HOUSING RETROFIT ACCELERATOR

Supporting providers across England

The SHRA team provided 1:1 support to bids from across all of England's regions.

The regions with largest funding share supported by the SHRA were the East Midlands, North East, London and West Midlands.

All of the SHDF funding received by organisations in the East Midlands were supported by the SHRA.



SOCIAL HOUSING RETROFIT ACCELERATOR

Self-assessment

- On the SHRA website takes around 15 mins to complete.
- Helps social housing providers identify how prepared you are to bid for the SHDF and indicates where additional preparation may be needed.



SOCIAL HOUSING

CELERATOR

- If you would like one-to-one support to help develop your SHDF bid, you will need to complete a self-assessment. This will enable us to:
 - Identify projects that are eligible for the in-depth, one-to-one support
 - Allocate resources to support eligible projects
 - Develop a feedback report which details actions you can take to get ready to bid

What we can support you on?

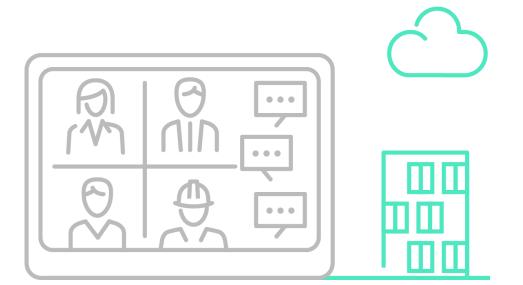


- Team forming
- Data collection and stock analysis
- Business case development
- Delivery models
- Scoping and specification of projects
- Internal governance

- Resident engagement/handover
- Planning approval
- Monitoring and verification
- Maintenance and aftercare
- Bid writing
- Mobilisation
- Much more!

Group support

- A programme of live events / webinars
- On-demand expert masterclasses
- Roundtable events for bidder support
- Topical podcasts
- Blogs



One-to-one support

On completion of the Self-Assessment, we will:

- Arrange a diagnostic call to delve deeper into your proposed project and understand the most appropriate support we can offer
- Write a feedback report containing bespoke actions outlining the short-term actions you can take to get ready to bid



Social Housing Retrofit Accelerator

The Social Housing Decarbonisation Fund

Eligibility Criteria:

- Social Housing Decarbonisation Fund is a commitment up to 2030 to improve the energy performance of social rented homes (subject to future spending reviews).
- Must be within the wave two competition scope (to be announced) and all homes must be located within England.
- All social housing owned by RPs, including private and LA providers, is eligible, regardless of archetype, including both on and off-gas grid.
- The next SHDF bid window is expected to open late-August 2022

What you need to do now



- 1. Complete the self-assessment so we can assess your readiness to bid
- 2. Scope the opportunity for submitting a bid
- 3. Secure senior-level buy in and budget for all potential bids for future financial years
- 4. Engage with potential partners
- 5. Identify/assign staff and resources to develop a bid
- 6. Let us know if there any additional topics you want us to cover in the programme
- 7. Sign up to the SHRA newsletter to keep up-to-date with news and free support available
- 8. We welcome your feedback is there anything else you need?

Complete the SHRA self-assessment and sign up to the SHRA e-newsletter:

www.socialhousingretrofit.org.uk

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SOCIAL HOUSING RETROFIT ACCELERATOR

Any questions?

Get in touch





Refreshment and networking





Keeping the plates spinning

Richard Medley, Founder & Director, Housing Dynamics





ASSET MANAGEMENT KEEPING THE PLATES SPINNING

RICHARD MEDLEY, FOUNDER & DIRECTOR, HOUSING DYNAMICS



www.housingdynamics.co.uk

Richard Medley 07799 115571

HOUSING () Chartered Institute of Housing

BRIGHTON

10-11 MAY 2022

Let's start by thinking about what asset management is all about

Having the right assets, of the right quality, of the right type, in the right place, at the right time, at the right cost.

www.housingdynamics.co.uk

Richard Medley 07799 115571

So, what are the plates we need to be spinning to deliver GREAT ASSET MANAGEMENT?



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Richard Medley 07799 115571



Providing safe, secure, healthy homes in which residents can have confidence



07799 115571

Richard Medley

- High rise and the Building Safety Bill
- Developing and embedding a culture of health, safety and wellbeing across the whole organisation, irrespective of the height of a building
- Rebuilding trust of residents and government
- Disrepair, damp and mould!



Providing good quality, desirable homes and places that are fit for the future



Richard Medley

07799 115571

- Putting DHS 1 behind us
- DHS 2 a set of principles or more tick boxes that drive poor decision-making?
- Quality within each organisation's context what does it mean to you?
- Beyond the four walls the importance of environment, neighbourhood and place

Quality Home Principles?

Richard Medley 07799 115571

- Our residents feel safe
- Our homes support healthy, active and successful lives
- Our homes and neighbourhoods are secure and well managed
- Our homes minimise the use of all forms of energy
- Our homes are as affordable to live in as we can make them
- Our homes have the features and attributes tenants need and want



Providing low carbon and NZC homes that protect the planet and are affordable to live in

- Fabric first, heating second?
- Decision-making, prioritisation, costs/funding and timescales
- How to tackle the cost-of-living crisis?
- Securing quick or easy wins?



Richard Medley

07799 115571



Delivering customer focussed services and investment



Richard Medley 07799 115571

- The need to up our game and get much better at it
- KPIs that focus on what matters to customers let's stop hitting the target but missing the point!
- Delivering a customer focussed approach to retrofitting
- Looking outside of our own sector for excellence



Delivering intelligent, pro-active asset management

- Understanding the performance of our housing portfolio in the widest sense
- Then, translating performance assessment outputs into action on the ground
- Identifying and unlocking potential of assets
- Being brave and bold in our ambitions to re-configure our portfolios





Upskilling to ensure a new generation of skills and capabilities



Richard Medley

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- How to secure the contemporary skills, knowledge and behaviours we need?
- The need for strong, visionary leadership in which government and residents can have confidence
- Delivering a whole organisation to asset management
- Empowered, qualified professionals

How many plates are you spinning in your organisation?

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LET'S WORK TOGETHER TO DELIVER OUR ASSET MANAGEMENT AMBITIONS

RICHARD MEDLEY, FOUNDER & DIRECTOR, HOUSING DYNAMICS



Happy to take questions and discuss Working to drive up quality and standards in assets and repairs

HOUSING

dynamics

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Richard Medley 07799 115571

Keeping the plates spinning

Elly Hoult, group director – assets & sustainability, Notting Hill Genesis





Keeping the plates spinning

Jeremy Kape Interim director of asset strategy at Guinness Partnership





Lunch and networking





Make friends with data

Matt Jollands, behavioural science and customer insights manager, Grand Union Housing Group

Mark Harris, service improvement manager, Grand Union Housing Group





Make friends with data

Jonathan Cox, director of data, Housemark





Make friends with data Sector trends May 2022

Housemark

Hello!



Jonathan Cox Director of Data and Business Intelligence

Jonathan has worked in the housing sector for over 20 years helping social housing providers improve performance and achieve value-for-money. He currently heads up Housemark's data and research division, where he has overseen a range of highprofile projects such as the review of the STAR framework for collecting resident feedback and monthly impact monitoring of the COVID-19 pandemic.

-Housemark

The leading data and insight company for the UK housing sector.

At Housemark, we're here to give you greater confidence to make decisions that make a difference – for your customers, for your people and for your business.

> If you're ready to make a difference, we're ready for you.

Operating context

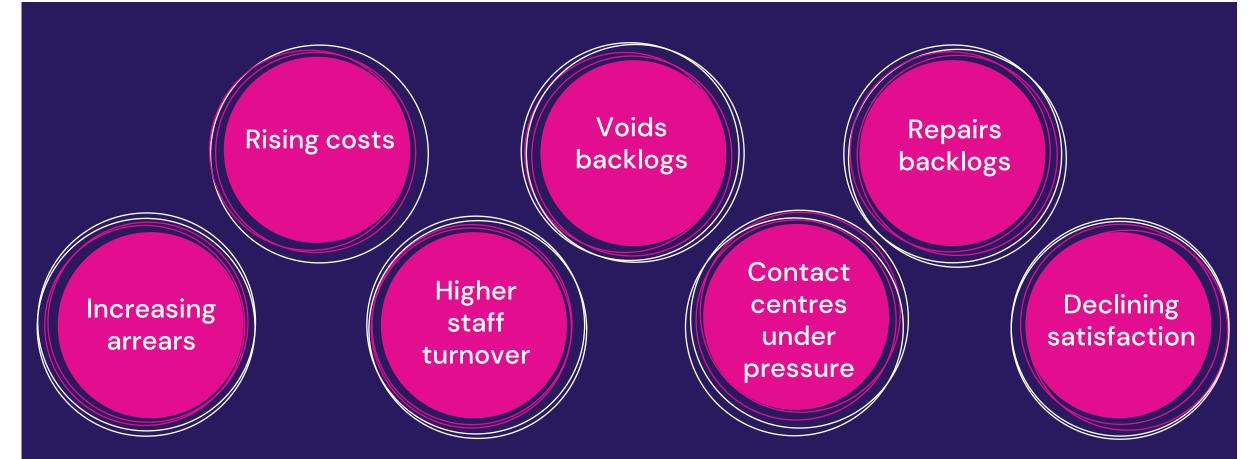
The stark reality

Never been more pressure on capacity



Latest trends

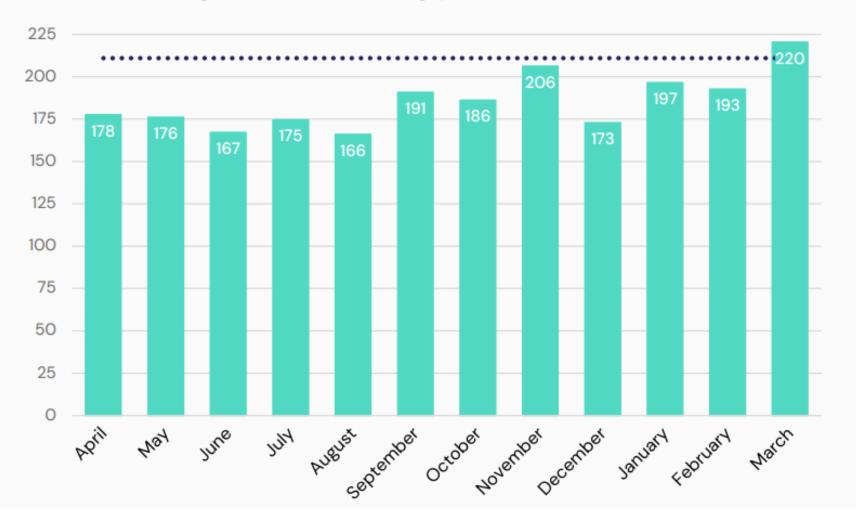
Based on 300 landlords UK-wide



Repairs backlogs

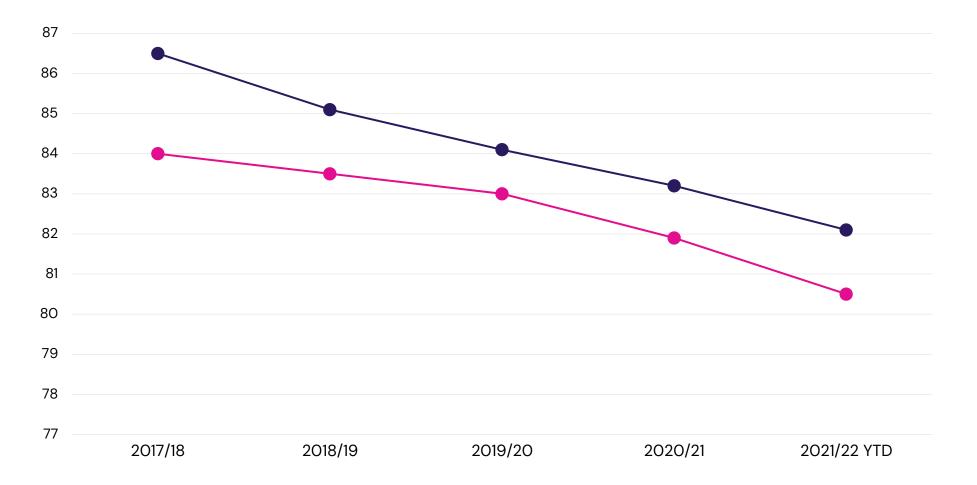
Non-emergency repairs completed per 1,000 properties Pre-pandemic, 211 repairs were completed per 1,000 properties in an average month.

2021 in-month figures ••••• 2019-20 average per month



Satisfaction in decline





Warning signs

- Repairs raised versus repairs completed
- Repairs end-to-end times
- Long call wait times
- High levels of avoidable contact
- Increasing complaints volumes
- High staff turnover and sickness
- Excessive discussions over data quality
- Customer feedback!

Data maturity

We are surrounded by data, but starved for insights.

Jay Baer

ff quotefanc

Data maturity

96% of landlords do not think their performance reporting is optimised 91% of housing professionals think there are some data quality issues in their organisation

67% of business leaders are uncomfortable using data

Data quality Accessibility Technology Skills

Strategic thinking

Data & Bl strategy

- Understand you baseline and context
- Agree on your ambition: defensive or innovative
- Consider people, processes and technology together
- Align with other strategies (e.g. customer and assets)
- Identify 'burning platforms' but resist 'whack-a-mole'
- Build your roadmap
- Listen to the customer and make things easy!

Housemark.co.uk



Refreshments and networking

Close of asset management and development

ASSET MANAGEMENT AND DEVELOPMENT

