



THE LONDON BOROUGH

**Bromley Resident Asset Management Strategy**  
**2023 - 2024**

## Table of Contents

<b>1.0</b>	<b>Introduction</b>	<b>3</b>
<b>2.0</b>	<b>Strategic Context</b>	<b>4</b>
<b>3.0</b>	<b>Delivering Asset Management Priorities</b>	<b>6</b>
<b>4.0</b>	<b>Asset Valuation Methodology</b>	<b>9</b>
<b>5.0</b>	<b>Investment Planning</b>	<b>10</b>
<b>6.0</b>	<b>Funding the Strategy</b>	<b>11</b>
<b>7.0</b>	<b>Performance Management</b>	<b>11</b>
<b>8.0</b>	<b>Internal Controls</b>	<b>11</b>
<b>9.0</b>	<b>Management of Risk</b>	<b>12</b>
<b>10.0</b>	<b>Responsibility and Review</b>	<b>12</b>
<b>Appendix 1</b>	<b>Schedule of Residential Assets</b>	<b>13</b>
<b>Appendix 2</b>	<b>Asset Management Roles and Responsibilities</b>	<b>19</b>

## 1.0 Introduction

### 1.1 Background

For the first time since 1992, Bromley is delivering a small portfolio of homes for social rent, for which it will retain landlord responsibility, with a development pipeline in place, and plans for further expansion over time.

In recognition of the need to directly oversee housing management within a highly regulated environment, it has been recognised that a robust and compliant approach to asset management is needed, encompassing operational management standards and controls, and to inform decision making as the portfolio grows, to ensure the ongoing sustainability of the HRA business plan.

### 1.2 Scope

This Asset Management Strategy sets out Bromley’s approach to the management of its social rented housing assets for which it has retained landlord responsibilities. It is an interim document, reflecting the fledgling nature of the portfolio and its and will be adopted as the Housing Revenue Account (HRA) Asset Management Strategy when it is established.

Necessarily, this is a high-level document, setting out the aspirations and the future course for managing these residential assets, supported by robust operational policies, processes and investment plans. The residential assets are:

Bromley Residential Assets			
Agreed Scheme	Address	Units	Configuration
Burnt Ash Lane Car Park	Kevin Fenton Mews	25	1 & 2-bedroom
Bushell Way	Chris Whitty Place	25	1 & 2-bedroom
Anerley Town Hall Car Park	George Grove	10	1 & 2-bedroom
York Rise	Orpington	35	1 & 2-bedroom

A list of the individual assets is set out in [Appendix 1](#).

### 1.3 Purpose

This strategy will set out the structures and processes necessary to ensure the long-term management of Bromley’s residential housing assets, through:

- a. **Strategic alignment:** Meeting corporate objectives of investing in affordable homes, and in supporting health and wellbeing, and improved environmental performance goals.
- b. **Customer focus:** Ensuring the quality of homes and service provided meet the reasonable expectations of residents, through engagement and co-production.
- c. **Quality standards:** Setting and delivering benchmark standards for key resident facing services such as repairs and lettings.
- d. **Proactive intervention:** Adopting active asset management techniques to deliver timely programmes of investment that maintain asset condition and performance.

- e. **Compliance focus and risk awareness:** Providing assurance at all times of regulatory compliance and in mitigating operating environment and supply chain risks.
- f. **Whole-life decision making:** Maintaining homes at agreed standards for the life of the HRA business plan, whilst ensuring sustainable levels of investment.
- g. **Impact driven:** Measuring the impact of providing high quality affordable homes on lives and communities, and in evolving the strategy through insight and continuous learning.

## 2.0 Strategic Context

### 2.1 Bromley context

- 2.1.1 Bromley is experiencing severe affordable housing pressures, and although the borough has managed to deliver slightly above its target for new homes in recent years, demand for affordable housing dramatically outstrips supply, driven by high house prices and increasing rents. Homelessness applications are also increasing, and the need for affordable homes, particularly those at a social rent, is growing all the time.
- 2.1.2 Bromley has relatively low levels of social housing compared with other London boroughs, with 14% of all available housing against a London average of 23%. The numbers of homeless households have increased, with over 1,500 households living in temporary accommodation.
- 2.1.3 Many of the sites identified in Bromley for residential development are small, and suitable only for developments of ten or less units and these schemes do not meet the threshold for a developer contribution towards affordable housing.
- 2.1.4 The **Bromley Corporate Strategy (2021-31)** sets out a number of housing related priorities:
  - a. Deliver 1,000 new affordable quality homes.
  - b. Ensure the housing targets we have set in the Local Plan are met.
  - c. Ensure that the housing needs and aspirations of more vulnerable people.
  - d. Implement a Homelessness strategy.
  - e. Reduce the use of temporary accommodation.
  - f. Enable people to have a greater stake in their local community.
- 2.1.5 The **Bromley Local Plan (2020-35)** seeks to ensure that there will be an appropriate supply of homes to meet the varied needs and incomes of the local population, which responds to changing demographics, in particular as the population. It mandates the Council to make provision for a minimum average of 641 additional homes per annum over the ten-year plan period and where possible over the fifteen-year plan period.
- 2.1.6 The **Bromley Housing Strategy (2019-29)** identifies four key priorities for us to address housing need in Bromley:
  - a. Increasing the number of homes in Bromley.
  - b. Better quality, more affordable homes.
  - c. Prevent and tackle homelessness.
  - d. Support vulnerable people.
- 2.1.7 The Strategy support the building of a minimum of 10,645 new homes in Bromley between 2015 and 2030, subject to the new London Plan. This figure includes 1,000 new homes on Council-owned land or acquired sites, ensuring the mix of size meets need. It promotes:

- The use of innovative and modern construction methods such as off-site construction, to speed up development, whilst maintaining high standards.
- The review of Council buildings to explore where there is potential for refurbishment or adding to existing floor space to provide additional residential units and bring forward proposals for schemes to do this.
- Assessment of the potential to not only build homes on Council-owned sites, but to manage the homes, ensuring high quality dwellings, security of tenure and excellent tenancy management standards.

## 2.2 Operating Environment Context

- 2.2.1 This strategy has had to be cognisant of an unprecedented amount of legislative and regulatory change that, when fully outlined and implemented, will have a material impact on the resource we deploy on managing the asset base. The Regulatory environment for social housing is undergoing a significant upshift in the levels of expectation and scrutiny of placed on landlords, which is and will continue to necessitate a wholesale refocusing of management priorities and resource allocation.
- 2.2.2 The **Charter for Social Housing Residents (2020)** defines a commitment to raising the standard of social housing and meet the aspirations of residents, and the services they should be able to expect from their landlord. Specifically, to:
- Be safe and to have a good quality home and neighbourhood, all kept in good repair and complaint.
  - Have their voice heard, through engagement and scrutiny, to be treated with respect, and have complaints dealt with promptly and fairly with swift redress when needed.
  - Be supported to access a ladder of home rental or ownership opportunities.
  - Know how their landlord is performing, how it spends its money, and how they can hold it to account, and to feel empowered to ask questions within a culture of transparency.
- 2.2.3 The **Fire Safety Bill (2021)** will introduce regulation to protect anyone sharing a communal entrance or space (defined as two or more domestic premises), through rolling fire risk assessments and remedial action programmes. Housing managers will be required to identify fire hazards including to doors and windows that may have become compromised over time. Managers must identify residents who would find it particularly difficult to evacuate in the event of fire and maintain Risk Assessments that set-out the response in the event of fire, and to review assessments annually to ensure nothing has changed.
- 2.2.4 The **Building Safety Bill (2021)** will place significant new duties on those who procure, plan, manage and undertake building work, with safety considered at every stage of a building's lifetime, ensuring that residents are safe and feel safe, with regulatory powers to act against landlords who are found to be underperforming.
- 2.2.5 A strengthened **Housing Ombudsman Scheme** and **Complaint Handling Code (2020)**, set out clear expectations for landlords on handling housing complaints, backed by a new power to issue a complaint handling failure order where there is non-compliance. Landlords are expected to self-assess against the Code to ensure that their complaint handling process is accessible, consistent and enables the timely progression of complaints on behalf of tenants.
- 2.2.6 The strategy will be reviewed annually and updated as needed to meet the requirements of all future legislation and regulation as applied.

### 3.0 Delivering Asset Management Priorities

3.1 The primary aim of this Residential HRA Asset Management Strategy is to ensure the growing portfolio of homes for which Bromley retains direct landlord responsibility is managed and maintained to a high standard, that it is compliant with legislation and regulation, anticipates and adapts to changes in the operating environment, and directs sufficient investment to sustain the portfolio. The strategy provides the structure that will allow informed decisions to be made about asset management and investment priorities. The primary objectives of the strategy are set out in this section.

#### **Customer insight and engagement**

3.2 The aspirations of stakeholders and residents are a key part of the strategy and how we implement it. Listening to, and engaging with, current and future residents will be an essential part of successfully delivering this strategy and ensuring the sustainability of the HRA business plan.

3.3 We will support both formal and informal engagement channels that will enable residents to take part in and influence the decision-making processes at strategic, operational and neighbourhood levels.

#### **Landlord Health and Safety Compliance and Building Safety**

3.4 Bromley is committed to ensuring the safety of all residents and visitors and will ensure its residential assets meet all applicable health and safety requirements and provide a safe and secure environment.

3.5 We will maintain a high level of investment in the safety of our assets over the lifetime of the strategy and ensure all of our assets are compliant at all times.

3.6 We are putting in place the necessary governance and scrutiny processes to protect residents, with clear ownership and accountability structures for health and safety and compliance with consumer standards.

3.7 Appropriate performance indicators covering repairs, safety, complaints, and service management will be monitored through the governance structure.

3.8 We have the required level of technical skills and competency in place to provide operational scrutiny and compliance assurance.

3.9 Where applicable we have robust processes to identify and manage the risks commensurate with:

- **Asbestos:** An Asbestos Management Plan will set out how we identify and manage asbestos in the properties we manage, and all asbestos related activities are carried out in accordance with the management plan and the Control of Asbestos Regulations 2012.
- **Water hygiene:** We will undertake Legionella and Water Hygiene risk assessments across our stock and will remove legacy risks from buildings when identified. Water

hygiene risk assessments and vacant property management processes will ensure risks are mitigated in any void property or building.

- **Gas safety:** We will ensure the safety of tenants in all homes that contain a gas supply to meet our legal obligations.
- **Electrical safety:** Inspections and associated repairs of the fixed wiring installations will be undertaken at defined periods of time based on age and condition.
- **Fire safety:** In accordance with the Regulatory Reform (Fire Safety) Order 2005, fire risk assessments will be in place for all relevant assets. Assessments will be reviewed on an annual basis and any remedial work undertaken promptly. We also conduct regular checks of the common parts of flats, blocks, and activity that is monitored is recorded to ensure the safety of residents

## Repairs

- 3.10 We will publish a repairs charter and standard to ensure residents are clear regarding the scope of repairs they are entitled to, and the quality of service they should expect. We will make it easy for them to provide feedback and register complaints relating to the service.
- 3.11 We will undertake periodic inspections of homes to ensure the condition is being maintained, and to identify and proactively fix problems that may cause longer term issues.
- 3.12 We plan to deliver an appropriate balance of reactive repairs and planned investment, and to ensure this is aligned with our understanding of stock condition and asset sustainability.
- 3.13 We will use customer satisfaction and performance benchmarking to optimise the effectiveness and efficiency of the repairs service.
- 3.14 We will monitor our supply chain to deliver the most cost-effective repairs service.
- 3.15 We will use repairs data to inform investment planning through a Stock Condition Database.
- 3.16 All repairs and maintenance issues will be considered in the context of Tenant damage and potential building Insurance concerns. The Provider will refer all repairs to the Housing Product Owner, who in turn will seek internal advice from the Housing Asset Owner, where an issue or repair:
  - Affects multiple properties.
  - Is a repeat issues or repair.
  - Affects the structure or fabric of the building.
  - Is a latent defect.

## Void turnaround

- 3.17 We will publish a New Home (Lettable) Standard to inform new tenants of the quality of home they can expect.
- 3.18 We will endeavour to turnaround empty homes as quickly as possible, returning it to the lettable standard.
- 3.19 We will use a void period to assess the ongoing viability of a property, to assess investment needs, to ensure best use is made of the asset.

### **Adaptations**

- 3.20 We recognise our social responsibility to support vulnerable and disabled residents to remain independent in their home and will allocate resources for the provision of minor works, such as handrails, through to major adaptations such as adapted bathrooms or property alterations.
- 3.21 We will however ensure that our approach to adaptations remains sustainable and viable and makes best use of our stock by ensuring that properties are allocated appropriately, that investment is made into only sustainable adaptations, and that value for money is achieved.

### **Decarbonisation**

- 3.22 Bromley is committed to achieving nationally agreed targets to achieve net zero emissions by 2027 and to achieve an Energy Performance Certificate (EPC) standard of in all home of band C. To meet these targets, we will develop a short, medium, and long-term plan for energy efficiency, which adopt widely available and cost-effective solutions, whilst avoiding unsustainable re-work. The approach to achieving net zero emissions will be guided by the 2029 Net Zero Carbon Strategy (2020), the Net Zero Action Plan (2020).

### **Technology, systems, and data**

- 3.23 We will invest in asset management systems that enable us to record, model and plan the most efficient and cost-effective maintenance and investment programmes. This will enable us to effectively manage and monitor the performance, quality, and investment requirements of our residential assets.
- 3.24 We will invest in property-based monitoring and control technology to optimise running costs and to identify components at risk of failure, enabling a more predictive form of property maintenance that would allow us to monitor asset performance remotely and more cost effectively.

### **Commissioning, compliance, and regulatory control**

- 3.25 Bromley will operate a mixed market approach to the delivery of housing management, repairs, maintenance, and stock investment works, to optimise the levels of skills and competencies within the service, to deliver excellent customer service and value for money.
- 3.26 Each element and stage of works design, development, delivery will be scrutinised for compliance, to ensure that only those competent to do so, and with the right skills, are commissioned to deliver work, ensuring residents are safe, and our assets protected.
- 3.27 Bromley will procure asset management related services in compliance with Council's procurement rules and Financial regulations.

### **Ensuring value for money**

- 3.28 Achieving value for money is central to our approach to asset management. To maintain a sustainable HRA business plan, we must therefore demonstrate a full and comprehensive understanding of the financial performance of the residential assets we own and the cost to manage and sustain them.



- 3.29 Financial scrutiny will be central to investment planning activity. All investment decisions will be reviewed prior to commitment and analysed once completed to ensure the desired outcomes have been achieved. Business Planning Controls will be used to validate and assess the value and effectiveness of investment decisions.

### **Structure, oversight, and resources**

- 3.30 In becoming a landlord, Bromley has reviewed its organisational and operating structure to ensure a proper alignment in the delivery, review, and management of housing services, in particular, in its approach to activities related to responsive and planned work. This includes the structure needed to provide oversight and delivery of asset management.

## **4.0 Asset Valuation Methodology**

- 4.1 Bromley will value its residential asset portfolio on the basis of the Existing Use Value for Social Housing (EUV SH). This valuation is determined by RICS and set out in the Red Book (2019).
- 4.2 EUV SH is designed to provide a hypothetical market value for a social housing asset if it were sold to either a mortgagee in possession, or to a Registered Provider, on the strict assumptions that the dwelling would continue to be let at affordable rents in perpetuity, would be managed in accordance with RSH requirements, and that any void properties would be re-let and not sold with vacant possession.
- 4.3 The established methodology for calculating EUV SH is a discounted cashflow, which reflects multiple variables affecting the letting, management and operation of social housing, and to model these out transparently over the long term.
- 4.4 The valuation reached reflects the constraints of the regulated environment, including the levels of rent at which a dwelling may be let, which must remain affordable. Therefore, values are considerably lower than Market Value with vacant possession (MV-VP). In Bromley, EUV SH may typically be as low as 20% of MV-VP).

## **5.0 Investment Planning**

- 5.1 We will adopt a holistic approach to investment planning, informed by a clear understanding of:
- Our assets and how they are performing.
  - Current and emerging regulatory standards
  - The standards and aspirations that Bromley has for the quality and management of its homes.
  - Whole-life cost projections and future investment goals.
- 5.2 **Insight:** We will maintain comprehensive data sets regarding the condition and performance of our residential assets. This will enable us to measure performance against standards, ensure regulatory compliance, undertake benchmarking against industry standards and peer providers, and to hold supply chain partners to account.

- 5.3 **Investment framework:** We will invest in our homes to ensure they are well maintained, warm, safe, and attractive to residents, and to manage them within available resources. An investment framework and plan will respond to current and emerging priorities to:
- a. Ensure homes and shared spaces meet statutory regulations and regulatory requirements.
  - b. Ensure homes meet Decent Homes and energy efficiency standards, and the ongoing needs of Bromley residents.
  - c. Deliver Corporate Strategy objectives in delivering additional affordable homes, whilst making best use of existing assets.
  - d. Optimise responsive repairs, planned and cyclical maintenance costs.
- 5.4 **Investment plan:** Stock performance and condition data measured against the standards at which our homes will be maintained, will determine the indicative investment needs of these homes, from which an investment plan can be built, reflecting standard component replacement lifecycles.
- 5.5 **Asset Performance:** We will build a dynamic Asset Performance Model to inform iterative investment scenario planning, based on a robust understanding of component replacement and cost per property needs, and accounting for emerging standards.
- 5.6 **Business plan affordability:** Capital investment needs will be modelled over a 30-year period to understand the cost of replacing building components (boiler, roofs, kitchens etc.) in accordance with industry lifecycle models and our own Asset Performance Model and Stock Condition Survey, which will be fully refreshed on a five-year cycle. We will continue to analyse capacity to ensure the ongoing sustainability, and to realise potential opportunities to deliver increased investment over the life of the Business Plan.
- 5.7 **Value for money:** We will manage and invest in our assets in a planned and prudential manner, through asset performance evaluation that maximises return on assets, and through inspections and quality control, to ensure outturn costs match our budgets. These costs will in turn be benchmark against other providers.
- 5.8 **Delivery:** We will commission, and client manage partnership arrangements for delivering repairs and maintenance services, and providing technical expertise, to ensure we provide assurance of regulatory compliance, deliver to our standards, and provide value for money.

## 6.0 Funding the Strategy

- 6.1 A 30 Year Residential Assets HRA Business Plan will be prepared to provide the necessary maintenance regimes to maintain the stock to a good standard and to keep residents safe. The Residential Assets HRA Business Plan will need to make full provision for the priorities outlined in this strategy, with in particular, investment needs established to:
- Maintain homes at the proposed Decent Homes Plus and Building Safety Standards.
  - Be fully Carbon neutral by 2050.

## 7.0 Performance Management

- 7.1 Monitoring of delivery progress and outcomes realisation of this strategy will be achieved through a set of Key Performance Indicators (KPIs) which will include:
- Compliance with landlord health and safety, regulatory and statutory standards.
  - Maintaining homes at the current Decent Homes standard, or other applicable standard.
  - Setting and adhering to planned works investment and timescales.
  - Meeting carbon emissions and EPC reduction milestones and targets.
  - Delivering overall growth in the NPV of the residential asset HRA portfolio.
  - Undertake option appraisals within agreed timescales.

## 8.0 Internal Controls

- 8.1 A set of internal controls will provide assurance that the Residential HRA Asset Management Strategy is being delivered:
- **Stock condition survey:** costs assumptions within the Stock Condition Survey will be reviewed regularly against sector benchmarks and against repairs and maintenance spend. The Stock Condition Survey will drive annual investment planning verification.
  - **Investment plans:** A planned investment programme with clear and robust contract management arrangements will be prepared, with robust performance measures and monitoring in place. Assurance reporting and testing will ensure rolling landlord health and safety compliance.
  - **Procurement:** Robust procurement plans, and processes will ensure that value-for-money is achieved in the management of the portfolio and validated through benchmarking and third-party validation.
  - **Responsive repairs:** Detailed contract controls and performance measures are in place to oversee the efficient and effective delivery of repairs and maintenance services, with customer satisfaction surveys used to provide assurance in the quality of the service delivered.
  - **Asset performance evaluation:** The Asset Performance Model will inform future reinvestment, investment, procurement, and options appraisals.
  - **Asset Management Strategy:** The Asset Management Strategy will be maintained as part of ongoing capacity modelling and corporate planning processes.

## 9.0 Management of Risk

- 9.1 In directly managing social housing assets, as a landlord, Bromley is assuming a new set of asset management related risks that must be fully evaluated and correctly mitigated to avoid future financial loss and reputational damage. These include:
- Building and fire safety compliance.
  - Gas safety compliance.
  - Delivery partner performance and supply chain pressures.
  - Decarbonisation.
  - Sustainable investment plans.

- 9.2 A systematic approach to managing asset-related risks will be adopted, with a regular review of impact and probability of specific risks materialising, and an evaluation of the control arrangements that are in place for managing and minimising current and emerging risks. Residential asset management risks will be recorded on the Corporate Risk Register, and mitigation actions will be reviewed and tracked through governance processes.

## 10.0 Responsibility and Review

- 10.1 Responsibility for the delivery and oversight of this strategy will sit with three clearly defined roles:
- a. **Management Provider:** Taking day-to-day responsibility for the delivery of core asset management services (responsive repairs, void management, landlord health and safety compliance checks), including responsibility for customer care. These services will be provided through a management agreement with the chosen provider.
  - b. **Housing Product Owner:** Taking day-to-day responsibility for the management and oversight of the services delivered by the Management Provider, acting as the first point of escalation within Bromley for the Provider and customers, and will be responsible for seeking and providing assurance that the services provided are in accordance with the terms of the management agreement.
  - c. **Asset Product Owner:** Taking responsibility for the delivery and oversight of the Asset Management Strategy, in setting asset management standards, defining maintenance schedules and budgets, and managing capital works programmes, and to seek and provide reassurance of compliance with the asset management strategy.
- 10.2 A complete breakdown of asset management roles and responsibilities is provided in **Appendix 2.**
- 10.3 The strategy will be formally monitored on a regular basis as part of existing governance arrangements and will benefit from the meaningful involvement of customers at key stages in its development and delivery.

## Appendix 1: Schedule of Residential Assets

Scheme	Property	Property Type	Beds	Wheelchair Accessible	Rent Level
Burnt Ash Lane Car Park	1 Kevin Fenton Mews	Duplex Apartment	2		LAR
Burnt Ash Lane Car Park	2 Kevin Fenton Mews	Duplex Apartment	2		LAR
Burnt Ash Lane Car Park	3 Kevin Fenton Mews	Duplex Apartment	2		LAR
Burnt Ash Lane Car Park	4 Kevin Fenton Mews	Duplex Apartment	2		LAR
Burnt Ash Lane Car Park	5 Kevin Fenton Mews	Duplex Apartment	2		LAR
Burnt Ash Lane Car Park	6 Kevin Fenton Mews	Duplex Apartment	2		LAR
Burnt Ash Lane Car Park	7 Kevin Fenton Mews	Duplex Apartment	2		LAR
Burnt Ash Lane Car Park	8 Kevin Fenton Mews	Single Storey Apartment	2	Y	LAR
Burnt Ash Lane Car Park	9 Kevin Fenton Mews	Single Storey Apartment	2	Y	LAR
Burnt Ash Lane Car Park	10 Kevin Fenton Mews	Single Storey Apartment	2	Y	LAR
Burnt Ash Lane Car Park	11 Kevin Fenton Mews	Single Storey Apartment	2	Y	LAR
Burnt Ash Lane Car Park	12 Kevin Fenton Mews	Single Storey Apartment	2	Y	LAR
Burnt Ash Lane Car Park	13 Kevin Fenton Mews	Single Storey Apartment	2	Y	LAR
Burnt Ash Lane Car Park	14 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	15 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	16 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	17 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	18 Kevin Fenton Mews	Duplex Apartment	1		LAR

Scheme	Property	Property Type	Beds	Wheelchair Accessible	Rent Level
Burnt Ash Lane Car Park	19 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	20 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	21 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	22 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	23 Kevin Fenton Mews	Duplex Apartment	1		LAR
Burnt Ash Lane Car Park	24 Kevin Fenton Mews	Duplex Apartment	2		LAR
Burnt Ash Lane Car Park	25 Kevin Fenton Mews	Duplex Apartment	2		LAR
Bushell Way	1 Chris Whitty Place	Single Storey Apartment	1		LAR
Bushell Way	2 Chris Whitty Place	Single Storey Apartment	2	Y	LAR
Bushell Way	3 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	4 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	5 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	6 Chris Whitty Place	Single Storey Apartment	1		LAR
Bushell Way	7 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	8 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	9 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	10 Chris Whitty Place	Single Storey Apartment	1		LAR
Bushell Way	11 Chris Whitty Place	Single Storey Apartment	1		LAR
Bushell Way	12 Chris Whitty Place	Single Storey Apartment	2	Y	LAR
Bushell Way	13 Chris Whitty Place	Single Storey Apartment	2		LAR

Scheme	Property	Property Type	Beds	Wheelchair Accessible	Rent Level
Bushell Way	14 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	15 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	16 Chris Whitty Place	Single Storey Apartment	1		LAR
Bushell Way	17 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	18 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	19 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	20 Chris Whitty Place	Single Storey Apartment	1		LAR
Bushell Way	21 Chris Whitty Place	Single Storey Apartment	1		LAR
Bushell Way	22 Chris Whitty Place	Single Storey Apartment	2	Y	LAR
Bushell Way	23 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	24 Chris Whitty Place	Single Storey Apartment	2		LAR
Bushell Way	25 Chris Whitty Place	Single Storey Apartment	1		LAR
Anerley Town Hall Car Park	1 George Grove	Single Storey Apartment	1	Y	LAR
Anerley Town Hall Car Park	2 George Grove	Duplex Apartment	2		LAR
Anerley Town Hall Car Park	3 George Grove	Duplex Apartment	2		LAR
Anerley Town Hall Car Park	4 George Grove	Single Storey Apartment	1		LAR
Anerley Town Hall Car Park	5 George Grove	Duplex Apartment	2		LAR
Anerley Town Hall Car Park	6 George Grove	Single Storey Apartment	1		LAR
Anerley Town Hall Car Park	7 George Grove	Duplex Apartment	2		LAR
Anerley Town Hall Car Park	8 George Grove	Duplex Apartment	2		LAR

Scheme	Property	Property Type	Beds	Wheelchair Accessible	Rent Level
Anerley Town Hall Car Park	9 George Grove	Single Storey Apartment	1		LAR
Anerley Town Hall Car Park	10 George Grove	Duplex Apartment	2		LAR
York Rise	1 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	2 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	3 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	4 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	5 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	6 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	7 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	8 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	9 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	10 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	11 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	12 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	13 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	14 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	15 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	16 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	17 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	18 Platinum Jubilee Close, Orpington	First Floor Apartment			



Scheme	Property	Property Type	Beds	Wheelchair Accessible	Rent Level
York Rise	19 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	20 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	21 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	22 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	23 Platinum Jubilee Close, Orpington	Ground Floor Apartment			
York Rise	24 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	25 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	26 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	27 Platinum Jubilee Close, Orpington	First Floor Apartment			
York Rise	28 Platinum Jubilee Close, Orpington	Second Floor Apartment			
York Rise	29 Platinum Jubilee Close, Orpington	Second Floor Apartment			
York Rise	30 Platinum Jubilee Close, Orpington	Second Floor Apartment			
York Rise	31 Platinum Jubilee Close, Orpington	Second Floor Apartment			
York Rise	32 Platinum Jubilee Close, Orpington	Third Floor Apartment			
York Rise	33 Platinum Jubilee Close, Orpington	Third Floor Apartment			
York Rise	34 Platinum Jubilee Close, Orpington	Third Floor Apartment			
York Rise	35 Platinum Jubilee Close, Orpington	Third Floor Apartment			
LBB owned/PIL	45 St. Pauls Wood Hill, Orpington	House	2		LHA
LBB owned/PIL	80 Sandpiper Way, Orpington	House	2		LHA
LBB owned/PIL	88 Petersham Drive, Orpington	House	2		LHA

Scheme	Property	Property Type	Beds	Wheelchair Accessible	Rent Level
LBB owned/PIL	87 Sandpiper Way, Orpington	House	2		LHA
LBB owned/PIL	107 Petersham Drive, Orpington	House	2		LHA
LBB owned/PIL	59 Rafford Way, Bromley	House	3		Formula



## Appendix 2: Asset Management Roles and Responsibilities

Responsibility	Responsible Role
<b>Asset Management Strategy</b>	
Review and update of the Asset Management Strategy	Asset Product Owner
Tracking and reporting of Asset Management Strategy outcomes	Asset Product Owner
Asset management policy maintenance and compliance reporting	Asset Product Owner
Asset Management Strategy Business Plan management	Asset Product Owner
<b>Landlord Health and Safety</b>	
Landlord health and safety plans and schedule oversight	Asset Product Owner
Landlord health and safety plans and schedule arrangements	Housing Product Owner
Landlord Health and Safety compliance check delivery: <ul style="list-style-type: none"> <li>▪ Fire safety</li> <li>▪ Building safety</li> <li>▪ Gas safety</li> <li>▪ Electrical safety</li> <li>▪ Water hygiene safety</li> <li>▪ Lifts safety</li> <li>▪ Asbestos safety</li> </ul>	Management Provider
Landlord Health and Safety compliance follow-up works	Management Provider
Landlord Health and Safety quality and compliance assurance	Housing Product Owner
Landlord Health and Safety quality and compliance Reassurance	Asset Product Owner
<b>Void Management</b>	
Voids standard and budget setting	Asset Product Owner
Void management (pre void checks, repairs, presentation)	Management Provider
Void management quality and customer satisfaction assurance	Housing Product Owner
Active Asset Management investment appraisal	Asset Product Owner
Reinvestment and disposal appraisal	Asset Product Owner



<b>Responsibility</b>	<b>Responsible Role</b>
<b>Responsive Repairs (including communal)</b>	
Repairs standard and budget setting	Asset Product Owner
Repairs authorisation: Up to £1,000	Management Provider
Repairs authorisation: Up to £2,000 (two quotes required)	Management Provider
Repairs authorisation: > £2,000	Housing Product Owner
Repairs delivery (customer care, scheduling, delivery, after-care)	Management Provider
Repairs quality and customer satisfaction assurance	Housing Product Owner
Repairs quality re-assurance	Asset Product Owner
<b>Maintenance and Cyclical Works</b>	
Maintenance and cyclical works standard and budget setting	Asset Product Owner
Annual maintenance and cyclical works plans and rolling schedules	Asset Product Owner
Maintenance and cyclical works delivery (including customer care)	Management Provider
Maintenance quality and customer satisfaction assurance	Housing Product Owner
Maintenance quality re-assurance	Asset Product Owner
<b>Capital Works</b>	
Capital works standards and budget setting	Asset Product Owner
Capital Works annual plans and rolling schedules	Asset Product Owner
Capital works delivery and oversight (including customer care)	Asset Product Owner
Capital works quality and customer satisfaction assurance	Asset Product Owner
Capital works quality re-assurance	Asset Product Owner