

Knowledge Sharing Report

Date: 03.08.2018

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South East Consortium

Subject: Asset Management team structure

Information Requested by:

Rumana Khair, Asset Manager, Hexagon



Information Required:

Rumana would be interested to see the Asset Management team structures of smaller SEC members with stock sizes similar to their own (4,410). She also has a similar Knowledge Share report from 2014 which she'd like to compare the answers to.

Information Provided

Ashford Council

'We have about 5000 properties and 1500 garages now. Budget is about the same at £8M for repairs maintenance and improvements.

The repairs team have one manager, one technical officer, two repairs assistants then two repairs inspectors and a void property inspector.

The Planned Maintenance manager was regrettably made redundant recently, some of that role has been passed to a non-technical manager, and the rest to me as an Assistant Planned Maintenance Manager, my team comprises one technical maintenance officer, 4.7FTE building surveyors, one electrical team manager, five (soon to be seven) electricians and two (soon to be three) electrical apprentices, and one Heating Surveyor for installs and essentially now managing heating contract. We employ a gas agent to supervise heating breakdown and servicing performance and manage complaints etc.

We are experiencing pressure at moment in Planned Maintenance team, not helped with the seemingly increasing 'pepper-potting' around the borough of properties to be refurbished due to properties being declined (for whatever reason) or refused by us due to Ashford Promise and then coming back on programme later. It makes for increased management by contractor and non-productive time travelling between sites for contractor and client. There isn't a lot of slack in the resource we have for those 'just jobs'. – more demands for surveyors to do data entry adds to pressure.

I would like more admin resource to do data entry etc. leaving surveyors to do what they do best controlling cost and quality of improvements. I would like a leasehold team that issue all the S20 notices and manage queries not just billing and service charges.

We need to review our procurement plans and go for longer contracts for kitchens and bathrooms, say 3 years.

I don't like idea of handing design elements for kitchens and bathrooms (tenant selection and layouts etc.) over to contractor as I feel the tenant should be talking to the landlord direct about that. We had one contractor try to show us that was better and they could do 10 bathrooms per week and it went horribly wrong.

We need to give some thought about how best to manage FM stuff and service contracts. The technical officers do the routine processing etc. but we don't have great resilience for technical input.'

Sutton Housing Partnership

Martin Thomas from Sutton replied with their Asset Management team structure which is Appendix A.

Town & Country Housing Group

Richard from TCHG replied with the structure chart for their Development Directorate (Appendix B) which includes the Asset Investment team. Team members are highlighted in blue.

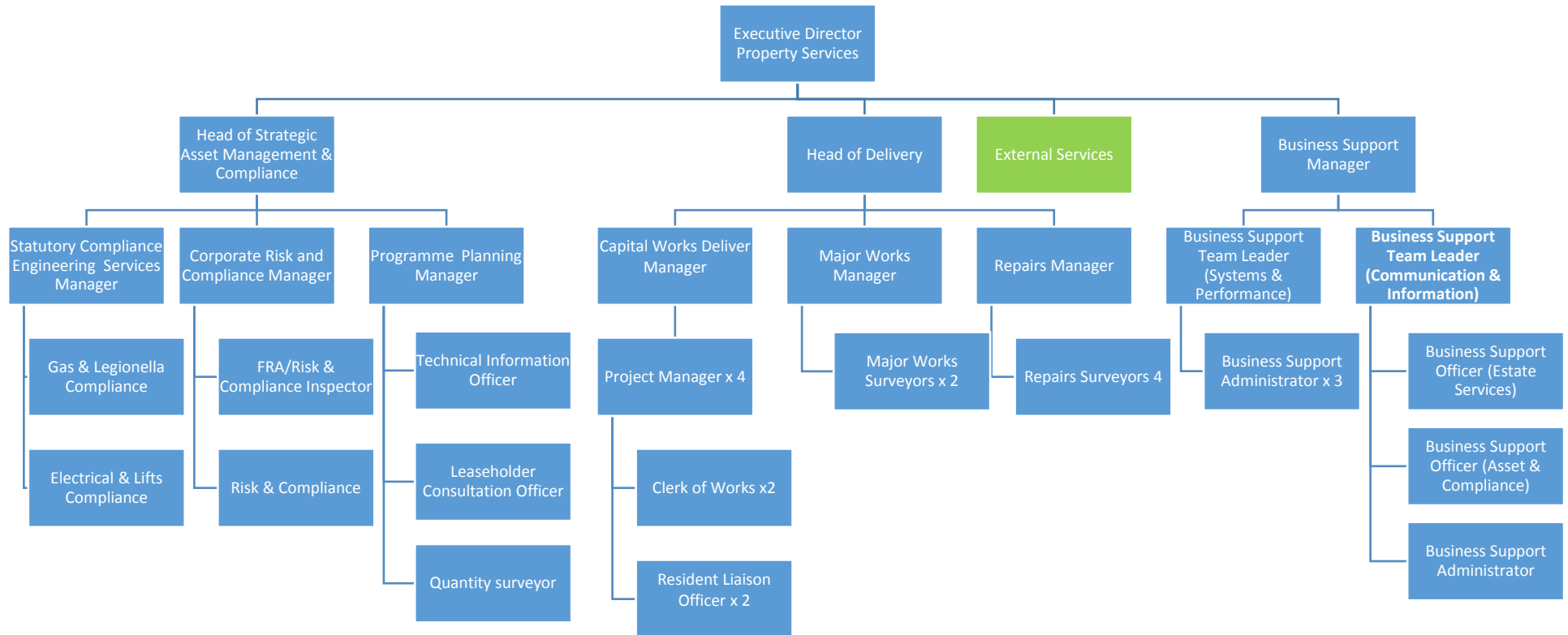
They manage planned repair and improvement programmes, stock condition surveys, asbestos and the Integrator property database.

Responsive maintenance and compliance is managed by another team of roughly equivalent size.'

The following Members responded to the request for information:					
	Member	Contact	Job Title	Email	Telephone
1	Ashford Borough Council	David Green	Assistant Planned Maintenance Manager	[REDACTED]	[REDACTED]
2	Sutton Housing Partnership	Martin Thomas	Head of Asset Management & Compliance	[REDACTED]	[REDACTED]
3	Town & Country HG	Richard Brothers	Programme Manager	[REDACTED]	-----



Appendix A: Sutton Housing Partnership – Asset Management Team Structure



Appendix B: Town & Country Housing Group Development Directorate structure chart

