



# **ASSET MANAGEMENT STRATEGY**

**2017 – 2020**

***Proudly delivering excellent homes and services to our  
customers and communities***

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## 1.0 BACKGROUND

- 1.1 Croydon Churches Housing Association (CCHA) is a Registered Provider (RP), which was formed in 1967 as a response to a chronic housing shortage in the London Borough of Croydon. We currently have in ownership 1416 homes<sup>1</sup> in Croydon, Sutton, Bromley and Merton. A stock breakdown is provided in Table 1 below. Total stock numbers as recorded in our SDR return are 1506 (1406 owned plus 100 managed).

Table 1: CCHA stock breakdown

	Usage	Units	%age	
<b>Owned &amp; Managed</b>	General Needs (Social and Affordable Rent)	868	58.5%	<b>93.3%</b>
	Older Persons	279	18.8%	
	Supported	205	13.8%	
	Leased (from) <sup>1</sup>	20	1.3%	
	Leaseholders	13	0.9%	
<b>Owned</b>	Agency Managed <sup>2</sup>	13	0.9%	<b>2.1%</b>
	Leased (to) <sup>3</sup>	18	1.2%	
<b>Managed</b>	Larcombe Court	5	0.3%	<b>4.6%</b>
	Centrillion Point	63	4.2%	
<b>TOTAL</b>		<b>1484</b>	<b>100%</b>	

<sup>1</sup> LB Bromley (supported), Crown Road, Hillcroome Road

<sup>2</sup> 6 St Edwards Close (NAS)

<sup>3</sup> Gap Road, 2-4 High Street

- 1.2 We are committed to continuing to provide homes for those who need them including those who are most vulnerable in our society but we will ensure that the risk of doing this does not affect the financial viability of the business.
- 1.3 We have made the decision to retain our supported accommodation but to look at lease arrangements for all stock within the next five years. We feel that our sheltered accommodation is desperately needed and the need continues to grow so we would like this to be an area of growth in the future. This would be outside of our current development strategy but could certainly be looked post 2020.
- 1.4 Our development strategy approved by the Board in February 2017, identifies the diversification into three new areas of the business London living rent, outright sales and commercial units. This is in order to retain the programme of growth that we currently have and comply with the new “Homes for Londoners” funding guidance, through which we receive our grant.

- 1.5 Whilst we are diversifying into new areas it has always been clear that we are doing this as a way of funding more affordable homes for those who need them. Any additional income which is generated from the commercial activities will be re-invested in to additional affordable homes in the programme.
- 1.6 We have the directive to be able to develop within a ten mile radius of the office in Central Croydon but have looked to consolidate our assets through development and acquisition rather than moving into new areas. So our developments are focussed in the areas of Bromley, Croydon and Sutton. We have avoided Merton in the past as we only have 5 units of accommodation on a lease agreement here but this is potentially an area we will be considering in the future as parts of Merton are slightly more affordable than our current development areas.
- 1.7 Any developments need to complement the existing assets to ensure that there is continuity of quality of service longer term and increases our operating efficiency.

## **2.0 INTRODUCTION**

- 2.1 This asset management strategy (AMS) has been drawn up to complement our business plan and development strategy by setting out the stock investment priorities for the physical care and improvement of our housing stock. It is intended to assist us meet our vision and some of our strategic objectives.
- 2.2 The AMS considers not just the physical condition of the properties, but recognises that at times decisions have to be made around continuing to invest in, or dispose of, particular properties, or indeed to acquire and reconfigure them to meet new business needs. The AMS also has to be flexible enough to take on board the growth aspirations as articulated in the Strategic Business Plan 2015–20.
- 2.3 Our approach to Asset Management is led by the Director of Operations and the Property Services Team and has Board/Executive level commitment. The strategy seeks optimal performance of the asset base in a market that should be increasingly responsive to customer choice.

## **3.0 AIMS OF THE STRATEGY**

- 3.1 This AMS has a number of strategic aims. They are to:
- provide an efficient and effective repairs service which meets the needs of residents and provides good value for money;
- ensure the stock continues to comply as a minimum with relevant regulatory and legal requirements relating to landlord health and safety and statutory compliancy, such as Decent Home Standards (DHS) and the Housing Health and Safety Rating System (HHSRS);

- manage assets to ensure they make a positive contribution strategically and financially without compromising commitment to provide genuinely affordable homes;
- maximise the use of existing and new stock including use of options appraisals and recommendations for stock which is not performing – these may include change of use, re-configuration, re-development or disposal;
- provide good quality affordable homes to people in housing need and those requiring care and support;
- involve customers in stock investment decisions, for example in the area of procurement;
- contribute to neighbourhood regeneration and the stock rationalisation agenda within each local authority where required, and;
- ensure that business and financial planning that underpins asset management is appropriate, realistic and achieves value for money.
- 3.2 In order to achieve the above objectives, we will:
- Acquire property, by purchase, development or transfer from other landlords in line with the Development Strategy to:
- meet growth aspirations (under both the business plan and development strategy), and;
- achieve economies of scale in housing management and maintenance costs.
- Continue to develop and maintain the use of our stock condition database, (E-state pro) in order to provide accurate planned maintenance programmes and cost projections. This will be achieved by:
- the production of a long term planned maintenance programme, that achieves economies by replacing components just before they would otherwise require response repairs, anticipating changes in minimum acceptable standards, and reducing future requirements for maintenance, and;
- ensuring cyclical safety and decorations programmes are in place so that our responsibilities as a social landlord are met and the physical fabric of the stock is protected;
- Provide a responsive repairs service that strives to provide services designed against customer demand that ensure residents remain satisfied with their accommodation and the service levels provided.

- Provide an effective voids repair service where the scoping of voids repairs is designed to reduce responsive repairs and ensure that capital works are undertaken in the void window if required.
- Regularly review properties which are assessed through the active asset management model (AAMM) to be lower performing, either strategically or financially;
- Refurbish and remodel dwellings to ensure they remain modern and fit for purpose.
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#### **4.0 OPERATING AND RISK ENVIRONMENT**

4.1 Like all other Registered Providers we must comply with the Homes and Communities Agency (HCA) Regulatory Framework, which came into effect in April 2012. It sets out the standards required by registered Providers (RPs) with regard to the maintenance requirements for residents' homes, and these are set out in the Home Standard. The key standards which take into account in this strategy are summarised below and match our strategic objectives:

- Continuing to meet the decent homes standard.
- Meeting the required design standards for new build homes.
- Providing a cost effective repairs and maintenance service.
- Ensuring there is a proper approach to planned maintenance that provides value for money.
- Providing an adaptations service that meets residents' needs.
- Residents have opportunities to be involved in and have influence over the management of the repairs and maintenance service.

#### **4.2 Monitoring and Communication**

4.2.1 To ensure Board have an effective strategic oversight of asset management, an update paper is brought to Board every year. This report provides the Board with a summary of maintenance performance, financial spend, programme delivery and progress against operational priorities.

4.2.2 An additional report is brought to Board every year to provide Members with an update on the performance of the housing stock, and the actions being taken to deal with those properties which are performing poorly. This report is based on the AAMM described in 4.6 below.

#### **4.3 Risk Management**

4.3.1 Regular strategic risk reviews are undertaken by the Leadership team as well as by the Strategic Core Group on the primary repairs and maintenance contract.

4.3.2 A paper is brought to the Audit & Risk Committee (ARC) every quarter which provides an update on any changes to the scoring of risks within the strategic

risk map and to provide an update on risk events and controls in place within the current strategic risk register.

4.3.3 The four strategic risks associated with asset management activities which are a medium or high priority are<sup>2</sup>:

- **#23** *“Failure to comply with health and safety obligations as a landlord, employer, developer and provider of care / support services”* (7/10)
- **#1** *“Failure to manage assets to comply with agreed standards and produce the planned financial and social returns”* (6/10)
- **#2** *“Failure to provide a repairs and maintenance service that meets relevant standards, within agreed resources”* (6/10)
- **#11** *“Failure to achieve the planned quality of neighbourhoods and communities within agreed resources”* (5/10)

4.3.4 Regular internal audits are carried out by Mazars to assess our compliance with the HCA Regulatory Framework, with results presented to the ARC. These include checks against the ‘Home Standard’, which relate to decent homes, planned maintenance and responsive maintenance. The internal audits also test areas of landlord statutory compliancy, including gas servicing, fire safety, asbestos, water hygiene testing and electrical testing.

## **5.0 FUTURE PRIORITIES**

5.1 One of the aims of the Strategic Business Plan for 2015-20 is to “maximise the quality and value of our homes”. Linked to this, and this strategy, are the specific objectives to:

- provide an efficient and effective repairs service which meets the needs of residents and provides good value for money, maintaining upper-median quartile performance for resident satisfaction and reducing the management costs of repairs year on year;
- continue to ensure 100% compliancy in key areas including fire safety, water hygiene, gas servicing, electrical testing and lift servicing;
- delivering the planned maintenance programme to time, quality and budget, ensuring we remain within the spending parameter set out in our Long-Term Financial Plan;
- manage assets to ensure they make a positive contribution strategically and financially without compromising commitment to provide genuinely affordable homes, increasing the average NPV score for the stock year on year over the life of the strategy;

- fulfil obligations to ensure that the health and safety of staff, residents and visitors is protected at all times, ensuring 100% compliance with the Decent Homes Standard year on year;
- ensure that all homes are as energy efficient as possible to minimise fuel poverty, improving the average SAP rating for the stock year on year over the life of the strategy, and;
- delivery of the development programme set out in the Development Strategy 2016-21, ensuring homes are fit for purpose, built to a high standard, and provide good value for money, meeting our growth aspiration of 1830 homes by 2020 and the new build mix of:
  - 20 – 25% London affordable rent
  - 25 – 29% Market sales
  - 23 – 27% London shared ownership
  - 23 – 27% London living rent

5.2 In order to deliver on these objectives, the priorities and projects over the remainder of the AMS are set out in the following paragraphs.

### 5.3 **Establish a comprehensive profile of asset data**

5.3.1 We achieved the Government's Decent Homes target in December 2010. The challenge moving forward is to ensure that all homes remain decent and that future stock investment plans are robust and supported by up to date information provided by our asset management software, e-StatePro. To maintain robust projections for future planning we will ensure that SCS are undertaken on an annual rolling programme of 20% of the stock each year, resourced using in house technical staff and consultants. SCS data is captured electronically on site by the surveyors, with the data then updated within e-StatePro. Performance on this is reported to Board quarterly as a Special Performance Indicator (SPI).

5.3.2 Actions to further develop and refine the effectiveness of the AAMM, especially around increasing the validity, consistency, timeliness and accuracy of the financial data it uses, are reviewed annually.

5.3.3 We also have access to a web portal which allows for a more detailed and granular analysis of data to help identify patterns and trends.

### 5.4 **Establish a more integrated asset management strategy**

5.4.1 With a new, more inclusive, price per property (PPP) model as part of the new repairs contract, operatives are empowered to maximise the visit to a resident's home and are encouraged to repair or report other issues as part of that visit.

5.4.2 A re-profiling of the service will be carried out, with a more proactive approach to reduce expensive repairs by more being dealt with through planned programmes.

5.4.3 A more targeted approach will be taken to planned works programmes based on repairs demand and value for money. This will include identifying those

properties (or estates) where there is significant demand for repairs and examining common trends such as the same component failing, or resident's behaviour.

- 5.4.4 The contractor's Customer Care Officer is based at our offices and is helping to improve communication and drive collaboration with the Property Services, Housing Management and Community Investment teams.
- 5.4.5 Closer relationships with the other service providers will be developed (i.e. the gas servicing contract) to improve the sharing of information to deliver better access, more efficient sequencing of work and less disruption for residents by combining works/visits.
- 5.4.6 The intelligent use of systems for gathering, sharing and utilising information on assets, residents, and to highlight opportunities for efficiencies and longer-term savings. We will capture and update data during every visit and in real time and utilise this information to compile the monthly 'Hot Spot' reports alongside detailed cost data on properties with a high repairs demand.
- 5.4.7 An integrated approach to delivering services to vulnerable residents will be developed, such as special projects and complex cases. This will include improving on the time and process for delivering Aids and Adaptations through developing close working relationships with the relevant local authorities and Occupational Therapists.
- 5.4.8 A KPI Performance Indicator (KPI) handbook is established and is used to monitor delivery of the Integrated Asset Management contracts. KPIs are reported monthly or quarterly depending on the measure and performance is monitored at monthly contract meetings and at quarterly strategic core group meetings with any significant areas of concern being escalated to the Audit and Risk Committee by the Director of Operations.

## **5.5 Deliver the landlord section of the corporate health and safety action plan**

- 5.5.1 As a landlord and employer we have a duty of care to ensure that all employees and residents are safe in the environments provided, whether that is their place of work or their home, and also in meeting the requirements of the HCA Home Standard.
- 5.5.2 In order to ensure that we have identified all risk areas associated with landlord H&S, and statutory compliancy in 2017 a health and safety action plan will be developed working in conjunction with Orbit Homes acting as our H&S advisor. All necessary agreed recommendations will be delivered in accordance with the agreed timescales and the delivery of the plan will be overseen by the Chief Executive. The most recent compliancy audit undertaken by Mazars in Q1 2017/18 identified only housekeeping issues.
- 5.5.3 Compliancy on Asbestos, Fire Safety and Gas Safety are reported to Board quarterly as SPIs, with any non-compliance issues with Health and Safety raised to Board via the Chief Executive's update.

## **5.6 Maintain and improve the existing active asset management model**

5.6.1 We have in place an AAMM, which follows a methodology agreed by Board, and is used to regularly assess the performance of each unit of stock. The objectives of this model are to:

- Categorise and segment assets based upon their value to us by converting complex asset and financial data into value information.
- Provide a methodology for categorisation and an initial baseline and provide tools for improving underlying forecasting.
- Produce an analysis of the asset register that will allow decisions to be made about how we should work each asset to deliver maximum VFM.

5.6.2 The model uses 30-Year Net Present Value (NPV) calculations to provide a financial assessment of each property's free cash flow, so the higher the number the more the property contributes to the organisation financially.

5.6.3 There is also a Strategic Value (SV) figure, which is a composite score of the following items, and is scored from 0 (least important) to 1 (most important):

- Design Characteristics (archetype)
- Physical Performance (SAP)
- Location (distance, density)
- Housing Management (re-let time)

5.6.4 The model uses the Boston Consulting Group's Boston Box, a portfolio analysis tool, to categorise assets by their various value relationships. This tool demands splitting any given value list between low values and high values.

5.6.5 To facilitate rationalisation of the numerous values in the model, bandings have been defined across the reporting metrics. Table 2 highlights the thresholds between high and low NPVs and SVs.

Table 2 – Thresholds

Type	Values
<b>NPV</b>	£ 36,690
<b>EUV-SH</b>	£ 60,000
<b>MV-T</b>	£ 60,000
<b>MV-VP</b>	£ 150,000
<b>SV</b>	0.60

5.6.7 Using the bandings defined above, an analysis of the stock portfolio<sup>3</sup> shows the net earnings across groups of assets as follows:

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<sup>3</sup> Correct as at November 2017  
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Row Labels	Asset Count	NPV	Average Strategic Value	% of assets
<b>High</b>	<b>646</b>	<b>£40,161,151</b>	<b>0.83</b>	<b>43.86%</b>
High NPV High SV (Star)	635	£39,632,294	0.84	43.11%
High NPV Low SV (Cash Cow)	11	£528,857	0.49	0.75%
<b>Low</b>	<b>827</b>	<b>£12,785,859</b>	<b>0.73</b>	<b>56.14%</b>
Low NPV High SV (?)	662	£10,263,445	0.78	44.94%
Low NPV Low SV (Dog)	165	£2,522,414	0.55	11.20%
<b>Grand Total</b>	<b>1,473</b>	<b>£52,947,010</b>	<b>0.78</b>	<b>100.00%</b>

5.6.8 An updated report is brought to Board annually which sets out the performance of our stock, and provides options appraisals and recommendations for stock which is not performing – these may include change of use, re-configuration, re-development or disposal.

5.6.9 In all cases prior to asset sale, consultation with the Local Authority and consent of the Board and the HCA will be obtained. We will dispose of property in the manner that we believe will generate the largest net receipt. We will generally do this through a property auction as this has been found to be the most cost effective means of selling property. This is due to being able to attract a high volume of interested buyers and demonstrably, through open competition, obtain best consideration. Sales through this means are quick and the timing is reliable.

5.6.10 We will also continue to work with our partners to refurbish existing stock to reflect the changes in attitude and standards of living for our more vulnerable clients groups.

5.6.11 The purpose of the NPV model is not simply to identify properties for disposal or change simply based on their NPV performance, but rather to help us understand why NPV is low for those properties and come up with a range of different options (e.g. reducing costs or increasing income) for improving this.

## 5.7 Investigate added value and efficiencies in the systems and services

5.7.1 Under the current 10-year Integrated Asset Management contract with Mears we are continuing to drive efficiencies throughout the service and are working to ensure the commitments from the contractor that were agreed through the procurement phase are delivered. These include:

- Monitoring and adapting the PPP model to ensure it is as inclusive as possible, including communal repairs up to the cap agreed through the 2017 contract addendum. This is to ensure that costs of responsive repairs are more predictable and are expected fall over the life of the contract.
- Ensuring the handyman function is now delivering against the original objectives and that the correct schemes are being targeted; The importance of social value has been emphasised throughout the life of the contract and over the next 12-24 months we expect an increase in the number of SV

initiatives being delivered in accordance with our requirements. It is also expected that the contractor will recruit to a new part time SV post in 2017.

- Key performance indicators (including resident satisfaction, and repairs and void delivery to timescales) have been set at the same challenging levels.
- An annual performance and financial review will be a contractual requirements, and any increases subject to an open-book evaluation and capped at CPI to provide increased cost-certainty for us.
- Cost-saving will be shared between client and contractor, so the incentive for value-engineering (which does not compromise resident satisfaction of performance requirements) will remain throughout the life of the contract.
- Multi-channel access for residents reporting repairs and booking appointments in real time (including a mobile phone 'app') will be available from day one of the contract.

## **5.8 Deliver energy efficiency works**

5.8.1 Work continues to be done to ensure that the energy performance data of stock is as current and comprehensive as possible, and that this data is used to target areas of works that will increase the energy performance of the housing stock, reduce carbon emissions and alleviate fuel poverty amongst our residents.

5.8.2 Our properties have an average SAP<sup>4</sup> of 73, which has improved over the life of the strategy. We have not set a minimum SAP target as the AAMM combines a number of elements (including SAP) when assessing strategic value, and poor SAP rating along would not be sufficient reason for disposal.

5.8.3 In order to maximise the level of improvements to insulation, heating and other energy efficiency measures that can be achieved per year within the budget, we will continue to seek and bid for part or full funding. This will be done through partnerships with our key contractors, and will be targeted for specific projects such as cavity wall insulation.

## **5.9 Retain our commitment to Supported Housing**

5.9.1 Our total supported housing stock, including owned, leased and agency managed comes to 256 dwellings and constitutes 17% of our total stock (see Table 1 on page 5).

5.9.2 We are committed to keeping the same level of supported housing provision through the life of this strategy, although the proportion of this may reduce as our development programme is focussed on general needs rented and shared ownership properties.

5.9.3 Our strategy over the next 5 years is to steadily increase to 100% the amount of supported housing that is leased to other providers, starting with the poorer performing properties on the NPV model. This approach will minimise our

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<sup>4</sup> Standard Assessment Procedure is a method of calculating the energy efficiency of a landlords stock – figure accurate as at March 2017.

financial and reputational risk, reduce our management costs, and provide us with a more secure income stream.

## **6.0 CUSTOMER INVOLVEMENT AND DIVERSITY**

6.1 We aim to meet the needs and aspirations of residents by:

- maximising personal choice to customers in the investment decisions relating to their homes within the overall constraints of our standards and costs (for example, through involvement in scoping the requirements of the new repairs and maintenance contract);
- obtaining and utilising regular feedback from residents through the Residents' Scrutiny Panel, Consultation Group, resident satisfaction surveys, estate action days and resident audits, and;
- ensuring that principles and good practice regarding equality and diversity are reflected within the investment and asset management decisions for our stock.

6.2 We are committed to consulting with residents to seek their views on how we deliver maintenance services. This will help us further develop and refine our cyclical and planned maintenance standards and improve programme planning. We have, and will continue to, involve residents in contractor selection, performance monitoring arrangements and other new initiatives.

6.3 Our commitment to involving residents in shaping the services they receive and influencing the decision making process is contained within the Resident Involvement Strategy and the new Strategic Business Plan 2015–2020.

6.4 We are committed to addressing the needs of our residents who require aids and adaptations to enable them to stay in their homes. We fund all minor adaptations up to a £1,000 and have a budget of £30,000 per annum to fund major adaptations such as level access shower rooms. Our Local Authority partners have agreed to match fund certain high cost adaptations and will fully fund and be responsible for building extensions, installing through floor lifts and ramps through the Disabled Facilities Grant (DFG). We work closely with Occupational Therapists and the local Social Services departments and has an excellent reputation in this area.

6.5 We are committed to using our resident profiling information to tailor services to meet individual resident's needs. This will include more proactive work to identify and work with residents who may need an adaptation to their property; and to take account of residents' cultural needs when installing bathrooms or kitchens. More information on this can be found in the Resident Profiling Strategy.

6.6 We are committed to embedding all aspects of equality and diversity within our work so that we help our residents and other members of the community reach their full potential. There are significant equality and diversity components in

the AMS. These include aids and adaptations which will enable people to live independently at home, offering appointments for repairs to take account of differing needs and a framework for reviewing the viability of our stock to ensure we deliver homes that take account of people's quality of life and aspirations. Principles of the Equality, Diversity and Inclusion strategy are embedded across all asset management activity from training through to impact assessments.

## **7.0 FINANCIAL CONTROL, PROCUREMENT AND VALUE FOR MONEY**

- 7.1 In order to achieve the long term programmes of work, our financial forecasts have been reviewed. The current 30-year financial plan anticipates a CPI + 1% increase to maintenance budgets year on year throughout the life of the plan. The financial plan includes the resources required to meet the expenditure on properties over this entire period, and allows for work programmes to be generated that are controllable within this budget.
- 7.2 Each year an asset management report is brought to Board which summarises the outcomes of the various work streams during the year (i.e. success of delivery to time, quality and budget), as well as sets out priorities for the year ahead. Levels of spend on responsive repairs and planned maintenance are agreed as part of the annual budget, with variances reported through the monthly management accounts which scrutinised by Leadership Team, Audit and Risk Committee, and Board.
- 7.3 In order to maximise the benefits to our residents and to increase value for money, we will continue to seek out and develop additional income streams from external grant funding to fund key maintenance projects. Particular emphasis will be on securing grant funding that assists in reducing fuel poverty for our residents and increasing the energy efficiency of our housing stock.
- 7.4 Our Procurement Policy 2016 details the current procurement processes - these are applied whenever the procurement of new maintenance contracts is required. Contracts will be procured in accordance with this policy on a 60:40 Quality to Cost ratio, and value for money and social value initiatives will be robustly tested and detailed throughout the procurement and selection processes. Initiatives which are expected to deliver value for money efficiencies, and reduce the average cost of repairs per property (which we benchmark with peers), are listed in 4.7 above.
- 7.5 Our Standing Orders and Delegated Authorities are reviewed regularly and these policies set out the procedures and authority levels that all staff need to follow in procuring services from external contractors. Through regular internal audits these policies are tested to ensure compliance.
- 7.6 We have a Value for Money Strategy in place and each year publish a Value for Money Statement.

<b>Version History</b>		
<b>Strategy name:</b> AMS 2017-20		
<b>Version code:</b> 1.2		
<b>Lead Officer:</b>	Director of Operations	
<b>Equality Impact Assessment Completed</b>	August 2012	<b>Ref:</b>
<b>Resident Consultation Completed</b>	August 2012	<b>Ref:</b>
<b>Date of Issue:</b>		
<b>Colleague consultation</b>	August 2017	
<b>Policies and procedures replaced</b>	AMS 2012-17 v1.1	
<b>Revision History</b>	<p><b>Changes in Version 1.1:</b></p> <ul style="list-style-type: none"> <li>• Explanation of the new methodology for active asset management</li> <li>• Changes in financial and performance reporting to Board</li> <li>• An increased focus on landlord statutory compliancy</li> <li>• Details around the procurement of a new ten year integrated asset management partnering contract</li> <li>• New strategic objectives and performance indicators linked to the 2015-20 Strategic Business Plan</li> </ul> <p><b>Changes in Version 1.2:</b></p> <ul style="list-style-type: none"> <li>• Updates to AAMM to reflect changes previously agreed by Board</li> <li>• Changes to strategic risks</li> <li>• New objectives relating to improving the performance of the Mears partnership and around Health and Safety</li> <li>• Stock numbers and performance figures updated</li> <li>• Section 4.6.8 added to the aims</li> <li>• Future priorities section strengthened, with inclusion of measures and links to KPI reporting</li> </ul>	