

St Leger Homes of Doncaster

Asset Management Strategy

January 2025 – January 2028

1. Introduction and Purpose

This strategy sets out our vision and ambition for managing the City of Doncaster Council's social housing portfolio over the next four years. It outlines our key priorities in relation to managing the council's Housing Revenue Account assets, how we intend to achieve these priorities, and the results we aim to deliver for the benefit of tenants, residents, and wider Doncaster community.

2. Our Starting (Baseline) Position

The delivery of our previous Asset Management Strategy has seen some great achievements and at the start of this strategy our position is as follows:

- ✓ We have directly delivered £73.8m of capital investment to the existing housing stock between April 2021 and March 2024. This in addition to investment we have made in acquisitions on behalf of City of Doncaster Council, and the investment they have overseen directly in relation to council house new builds and adaptations.
- ✓ We hold good asset data, but there are further improvements that can be made to enhance this data and introduce additional validity checks and fill any minor gaps in information to strengthen our decision making and investment planning.
- ✓ Previous and current investment decisions have been based on condition and repairs data, but there is an opportunity to strengthen this further and ensure this is recorded and evidenced.
- ✓ Use of sustainability modelling and option appraisals is limited, with opportunities to expand the application of active asset management.
- ✓ Governance arrangements relating to asset management have been significantly enhanced during 2024, with regular asset updates provided. We want to continue to build on this.
- ✓ Tenant and resident engagement in investment decisions has been undertaken, although there are opportunities to enhance this further.
- ✓ 68% of the domestic housing stock has received a physical stock condition survey in the last 5 years.
- ✓ 96.75% of the domestic housing stock meets the current decent homes standard.
- ✓ Around 5,000 hazards identified through stock condition surveys have already been addressed. However, there are 4,611 outstanding category 1 and 2

Housing Health and Safety Rating System Hazards across the domestic stock that are in the process of being rectified.

- ✓ We have been reasonably successful in defending disrepair claims and are currently dealing with 207 live disrepair cases.
- ✓ We are seeing a sustained high demand for condensation, damp and mould inspections from our customers.
- ✓ 55.212% of the domestic housing stock is at EPC C or above, although over 7,000 properties are within 5 SAP points of achieving EPC C.
- ✓ As measured through our Tenant Satisfaction Measures, 81% of our tenant's surveyed were satisfied with repairs to their home in the last 12 months.
- ✓ As measured through our Tenant Satisfaction Measures, 82% of our tenant's surveyed felt that their home is well maintained.
- ✓ As measured through our Tenant Satisfaction Measures, 86% of our tenant's surveyed felt their home is safe.
- ✓ We have directly acquired 141 properties through the capital programme since 2021 to add to the housing portfolio. This is in addition to council house new builds.
- ✓ Forecast investment needed to maintain decent homes over the next 30 years is £969m.
- ✓ Forecast investment needed to maintain decent homes over the next 30 years and deliver net zero carbon is £1.433bn.

A summary of the asset portfolio and our customer profile at the commencement of this strategy can be found at Appendix 1.

3. Where we want to be: Our Future Ambition

To deliver our assets ambition, we will focus on delivering seven key asset related priorities:

- Understanding our Stock
- Effective Planned Investment
- Focus on Energy Efficiency
- Statutory Compliance, Cyclical Maintenance and Repairs
- Active Asset Management
- Financial Planning and Value for Money
- Governance and Scrutiny

By the end of this strategy, our aim is that we will have achieved the following outcomes and outputs across each of these seven key priorities:

	OUTCOMES	OUTPUTS
Understanding our Stock	<ul style="list-style-type: none"> • Have up to date, comprehensive, quality stock condition data across the whole domestic housing portfolio, gathered through physical on- site surveys. 	<ul style="list-style-type: none"> • 100% of the domestic housing stock has received a physical stock condition survey within the last 5 years.
	<ul style="list-style-type: none"> • To support the collation of asset data, to have in place a continuous programme of stock condition surveys, delivered through a combination of approaches (in-house and external). 	
	<ul style="list-style-type: none"> • Have robust processes and mechanisms in place to sense check and validate our asset data and ensure any gaps are actively addressed. 	

	OUTCOMES	OUTPUTS
Effective Investment Planning	<ul style="list-style-type: none"> Utilised the asset data and intelligence gathered to develop short, medium, and longer-term investment plans. 	
	<ul style="list-style-type: none"> Engaged with tenants and residents around the development of our future investment plans, ensuring these meet our statutory obligations, but also takes into account tenant views and aspirations. 	
	<ul style="list-style-type: none"> Broadly shared and communicated our investment plans to key stakeholders, including tenants, in an open and transparent way. 	
Focus on Energy Efficiency	<ul style="list-style-type: none"> Delivered a programme of further energy efficiency investment to ensure all properties achieve EPC C or above by December 2030. 	<ul style="list-style-type: none"> 75.39% of the domestic housing stock is at EPC C or above by the end of 2027 to support the journey to 100% by December 2030.
	<ul style="list-style-type: none"> Piloted whole house retrofit including low carbon heating to learn and inform future energy efficiency and potential net zero carbon investment. 	
	<ul style="list-style-type: none"> Complete feasibility study on removal of gas from 3 x high rise blocks. 	

	OUTCOMES	OUTPUTS
Active Asset Management	<ul style="list-style-type: none"> From our asset data, fully understand the housing stock we manage; what condition it is in, what investment it needs, how the stock is performing, and which assets are most and least sustainable going forward. 	
	<ul style="list-style-type: none"> Embraced active asset management, in particular asset modelling to identify both good and poor performing assets. 	
	<ul style="list-style-type: none"> Embraced option appraisals for poorer performing assets, and in conjunction with the City of Doncaster Council, be prepared to make difficult choices for these assets. 	
	<ul style="list-style-type: none"> Completed an options appraisal of high-rise accommodation in Doncaster, taking into consideration future building safety and net zero carbon investment needs. 	
	<ul style="list-style-type: none"> Continued to review stock make-up to ensure assets across the portfolio continue to meet housing needs in terms of size, location and functionality. 	
	<ul style="list-style-type: none"> Continued with the acquisitions programme to provide additional homes to help meet housing need and demand. 	

	OUTCOMES	OUTPUTS
Statutory Compliance, Cyclical Maintenance and Repairs	<ul style="list-style-type: none"> Continued to develop and roll out further enhancements to our repairs service and cyclical maintenance programmes, ensuring an efficient and timely service offer. 	
	<ul style="list-style-type: none"> All properties will be compliant with the statutory compliance requirements. 	<ul style="list-style-type: none"> 100% of properties will have had an electrical installation condition report in the last five years. 100% of properties with a gas supply will have been visited every year and the appliances serviced. 100% of properties will have working smoke detection and where required CO detection. 100% of properties with portable fire suppression systems due to tenant vulnerabilities will have had these devices properly maintained.
	<ul style="list-style-type: none"> All properties are modern, decent and free from significant hazards. 	<ul style="list-style-type: none"> 100% of the domestic housing stock meets the decent homes standard. All HHSRS hazards identified are addressed in a reasonable timescale depending upon their severity. That the number of live disrepair cases is below 50.
	<ul style="list-style-type: none"> Tenants and residents will feel safe in their homes. 	<ul style="list-style-type: none"> Increase in the percentage of tenants who feel safe in their homes (from 86%).

	OUTCOMES	OUTPUTS
Financial Planning and Value for Money	<ul style="list-style-type: none"> Continued to ensure value for money in all aspects of our planned capital investment through effective procurement, management, and delivery of improvement schemes. 	
Governance and Scrutiny	<ul style="list-style-type: none"> Further strengthened our governance arrangements around asset management through ongoing training and regular reporting and challenge in relation to the delivery of this strategy. 	

4. How we will achieve our ambition

The specific activities we will undertake to achieve the ambition, outcomes and outputs outlined in this strategy include:

Understanding our Stock

Understanding our stock and having robust data through on-going stock condition surveys underpins our whole approach to asset management. In addition to planned re-survey frequencies, we will add to these using opportunities to gather data such as during capital works and when a property becomes empty. Supporting this is the rich information we gather from 'Keep in Touch' visits, repairs and inspection visits and customer feedback. The combination of this robust, up to date information about the housing stock enables us to target and prioritise future investment where it is most needed and at just the right time. It provides ongoing assurance that the homes we manage remain decent, modern, free from hazards and are fit for purpose.

Effective Planned Investment

Targeting investment where it is most needed and ensuring this is delivered 'just in time' is how future investment will be planned. For operational efficiency, we will seek to 'cluster' works in geographic locations where possible, whilst also ensuring a fair and equitable distribution across the city and to different property types. To minimise impact on customers, where possible, individual component replacements will be grouped together. Investment in safety related issues will continue to take priority over all other elements of investment. Our stock condition data, alongside other intelligence gathered through our repairs and housing services will drive our investment decisions, although customer feedback will also be carefully considered and incorporated.

Where feasible, opportunities to draw down external funding will be explored, which may necessitate the rescheduling of some investment to maximise funding opportunities.

Planned investment will work hand in hand with active asset management to ensure investment is only made in assets that are sustainable and have a long-term future.

Focus on Energy Efficiency

We are committed to improving the energy efficiency of our housing stock and reducing our carbon footprint. This includes retrofitting existing homes with energy-efficient technologies, such as insulation, double glazing, and where possible introducing low carbon renewable energy sources. We will also support the council in exploring opportunities for new, sustainable council housing developments that meet the highest environmental standards. In line with City of Doncaster aspirations, the

goal is to achieve net-zero carbon emissions by 2040, accepting that current funding arrangements cannot support this. Through these efforts, we are committed to providing high-quality, energy-efficient homes that not only reduce environmental impact but also improve the quality of life for our residents.

Statutory Compliance, Cyclical Maintenance and Repairs

Our approach emphasises adherence to all statutory and regulatory mandates, such as gas and electrical safety, legionella control, lift safety, asbestos management, fire safety, and prevention of damp and mould. We plan to enforce rigorous cyclical maintenance and planned investment programmes to ensure compliance throughout our housing portfolio. Furthermore, we aim to enhance our repairs and maintenance services to provide prompt and effective solutions to any problems, prioritising the safety and satisfaction of tenants.

Active Asset Management

When planning improvements, we want to ensure we are investing in housing stock that has a longer-term future and that the investment is sound. To help support our investment decisions we will strengthen our approach to Active Asset Management. This means carefully scrutinising the cost of maintaining, improving and managing each asset against the income generated through rent collection. In addition, we will consider the community and social impact the assets we manage have and will utilise carefully selected social indicators to assess the performance of each property alongside financial data. Consideration will also be given to current and emerging additional requirements, such as building safety and net zero carbon, that may require additional investment and in turn make some assets less sustainable in the longer-term. This will enable us to 'RAG' rate every property and provide the starting point for consideration of the longer-term future of those assets that are categorised as 'Red'. This will help ensure that any investment decisions are sound and carefully thought through.

Where assets or groups of assets are categorised as 'Red', these will be assessed in more detail through a planned programme of options appraisal and where necessary, the adoption of a master planning approach.

We will also continue to keep under review the overall housing portfolio make-up and compare this with existing and emerging housing need data. This will help inform the ongoing acquisitions programme, alongside planned investment and any planned asset disposals or demolitions, ensuring that changes to the housing stock continue to reflect housing latest needs.

High rise accommodation will be one of the first areas of housing stock to be explored through this revised approach.

Financing Planning and Value for Money

With growing pressures on budgets, particularly due to inflationary increases and new requirements, it is more important than ever to ensure that we continue to robustly financially plan ahead for investment and ensure value for money. Failure to effectively plan or manage costs effectively could lead to the maintenance of the decent home standard becoming unaffordable.

Governance and Scrutiny

Failure to oversee, govern and scrutinise investment and key asset decision-making could lead to a position where investment is being made in areas or to address issues that are not regarded by the landlord (City of Doncaster Council) as being a priority. Equally, without transparency, tenants may not understand what investment is being prioritised and the reasons for this.

The key actions relating to each of these priorities in year one are summarised in the Action Plan at Appendix 2. This action plan will be reviewed and updated annually, with progress against it also reported annually to our Board.

5. Potential Risks and challenges to the successful delivery of this strategy

The risks that could prevent the successful delivery of this ambitious strategy are:

Changing policy and legislation

There are further legislative, and policy changes expected during the lifetime of this strategy, including the introduction of Awaab's Law and the roll out of 'Decent Homes 2'. The final detail of both is still to be confirmed, but their implementation could potentially require the re-allocation of investment resources to meet the new requirements.

We will continue to monitor these developments and will review and update our approach as needed as requirements are clarified and confirmed. Any fundamental changes to our investment plans will be shared with and agreed by City of Doncaster Council and will be openly communicated with tenants.

Affordability

We review affordability of maintaining decent homes annually as part of our ongoing stock condition surveying programme, annual update to board and annual refresh of the business plan. Currently, maintenance of the decent home standard over the next 30 years is affordable. However, changes to the standard through decent homes 2, could potentially change this position if extensive new requirements are introduced, requiring investment plans to be revisited and investment prioritised. We will continue to monitor these developments and will review the impact of any changes on investment affordability as part of our embedded annual review process.

The ambition to achieve net zero carbon by 2040 (local ambition) or even 2050 (national ambition) is currently not affordable without significant changes to the existing funding regime. We will continue to work in partnership with the Council to access external funding opportunities when they arise to maximise our resources and investment.

Capacity and Resources

As we approach twenty years since the last decent homes programme commenced, some asset components, in particular kitchens, will be reaching the end of their expected lifespan. This will potentially lead to a peak in required investment delivery, potentially placing pressure on both in-house and contractor resources to deliver increased volumes of investment in comparison with recent years.

To mitigate against this risk, work is already underway to bolster contractor resources and increase available capacity to carry out increased volumes of work. Additionally, a review of internal resources and capacity will be undertaken to ensure

there is the ability within St Leger Homes to meet the expected increased volume of work.

Externally, as the sector all looks to move towards achieving similar targets in the same relatively short time period, such as EPC C, contractor capacity and availability could also become more challenging, as housing providers compete for the same resources. To mitigate against this risk, we are already working on securing contractors now to safeguard investment delivery over the period of this strategy and beyond.

Managing Expectations

Quite rightly, our tenants have high expectations in relation to the condition of their homes and the investment that is required to maintain good, decent, modern housing. As part of this, our tenants expect that investment will be delivered in a timely manner, and that their individual homes will be prioritised. Our aging stock where many components such as roofs are all coming to the end of their expected life at the same time, alongside key changes in national policy, for example on building safety, means that there can often be a conflict in priorities and insufficient resources to deliver all priorities at the same time. This can lead to tenants becoming dissatisfied at the need to wait for some improvements to take place.

To help manage expectations, during this strategy period, more work will be undertaken to ensure investment programmes are better publicised through digital channels to ensure there is greater transparency of where investment is being made and why.

Longer-term sustainability

In comparison with other parts of the country, Doncaster has relatively low housing market values. Equally, a large proportion of the current housing stock is over 60 years old. With inflationary pressures, undertaking investment in any property has become increasingly expensive, even more so for older properties. Given the desire to achieve EPC C alongside decarbonising the housing stock longer term, investment costs are anticipated to be exceptionally high to achieve this, and in many cases could come close or even exceed property values. It is likely that for some properties, it will not be possible to retrofit and achieve EPC C. There is therefore a question about the longer-term viability of some of the current housing stock and whether alternate uses, or demolition and re-provision would be more appropriate than investing in stock which is not sustainable.

To mitigate against this, we will embark upon active asset management using specialised software to assess the sustainability of the housing stock. Using both financial and social indicator data, an assessment of each property will be undertaken, and properties RAG rated accordingly. Those properties falling into the red category will be considered for more detailed options appraisal prior to large

scale investment decisions being made. This will ensure that investment is only being made to stock that has longer-term sustainability.

Aging housing stock

Over half of the existing housing stock is more- than 60 years old. The majority of these properties still have the original roofs, paths and potentially internal wall finishes. This presents an investment challenge as these components approach the end of their expected lifespan in a relatively short period of time.

To mitigate against this risk, we will continue to use the intelligence and data gathered from stock condition surveys, along with repairs data and customer feedback, to inform and prioritise future investment. This will ensure that investment is prioritised for the properties and components in most need on a 'just in time' basis.

Non-traditional housing stock

Just under 15% of the current housing stock is of 'non-traditional' construction. This can present additional investment challenges and may impact upon the ability to achieve EPC C and decarbonisation in the longer-term. Many non-traditional properties have known structural defects that can be complex and expensive to resolve.

To mitigate against this risk, we will continue to undertake ongoing stock condition surveys to monitor and understand the condition of all properties, and track changes over time. This will enable early intervention should issues arise. Where required, the services of qualified structural engineers will be utilised and structural remediation will continue to form an integral part of our investment programme to safeguard this type of housing. Consideration of the longer-term future of non-traditionally constructed homes will also be factored into our approach to active asset management and sustainability modelling.

High-rise accommodation

Whilst significant improvements have made to these blocks over recent years further, likely considerable, investment will be required to ensure ongoing building safety. Removal of the gas infrastructure within three blocks, alongside wider improvements on the journey to carbon neutrality will also require substantial investment. As part of our approach to active asset management, a sustainability assessment of these assets will need to be undertaken to ensure that any investment made represents value for money.

6. Governance, Monitoring and Review

Our Board will retain oversight and responsibility for ensuring the continued effective delivery of this strategy and the wider asset management service. Through the management agreement they will be accountable to the City of Doncaster Council for the successful achievement of the ambition and targets as set out in this strategy.

Ongoing monitoring and progress reviews will be achieved through the provision of regular updates as follows:

When	What	Who
Quarterly (After each Q)	Progress against the performance indicators contained within this strategy.	St Leger Homes Building Safety Committee City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (December)	Progress against the Asset Management Strategy Action Plan.	St Leger Homes Board City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (October / November)	Summary of findings from latest stock condition surveys & Asset Modelling Update	St Leger Homes Board City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (February/March)	Annual Planned Investment Programme (Forward Look)	St Leger Homes Executive Management Team City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (May)	Annual Planned Investment Programme (End of year review)	St Leger Homes Executive Management Team City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group).

A summary of the reporting timetable can be found at Appendix 3

APPENDICES

APPENDIX 1: OUR ASSETS AND OUR TENANTS

Our Assets

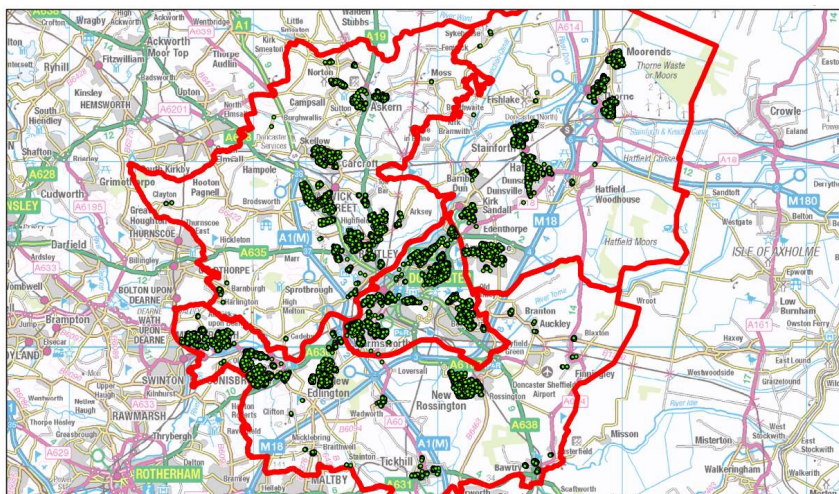
This Asset Management Strategy is applicable to all assets that we manage on behalf of the City of Doncaster Council.

We currently manage a broad range of Housing Revenue Account Assets. As of October 2024, this includes:

- 19,907 domestic dwellings.
- 273 garage sites, incorporating 1,085 garages and 703 plots.
- 51 communal halls and community houses.
- 94 shops across 21 locations.

Housing Stock Location

The housing stock is distributed across the city:



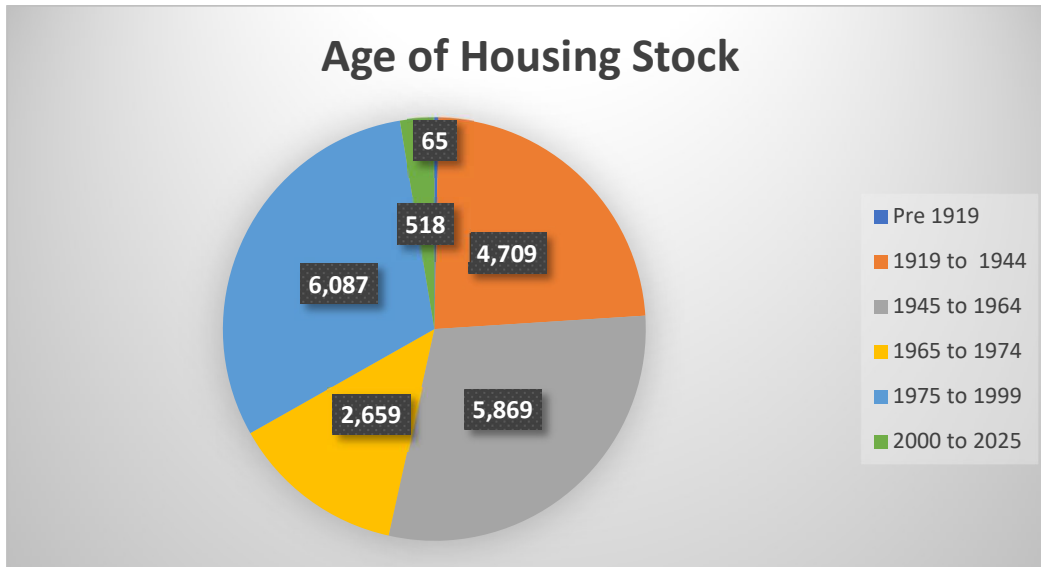
Type of Housing within the housing stock

Naturally, the biggest proportion of assets that we manage is domestic housing. The type of housing we manage on behalf of the City of Doncaster Council is as follows:

Property Type	No. of Bedrooms							Total
	0	1	2	3	4	5	6	
Bedsit	32							32
Bungalow		3,274	2,602	68	2			5,946
Flat / Maisonette		1,743	1,657	318	11			3,729
House		8	1,993	7,810	383	3	3	10,200
Total	32	5,025	6,252	8,196	396	3	3	19,907

Age profile of the housing stock

Whilst significant investment has been made over recent years to build new, additional council housing, the majority (54%) of the housing stock is now over 60 years old as shown below.



Property Construction Types

The domestic housing portfolio includes both traditional and non-traditional construction types. 14% of the housing portfolio is of non-traditional construction which can present additional challenges in terms of ongoing maintenance and modernisation. A breakdown of non-traditional construction types is summarised below.

Non-Traditional Construction Type	Number of Properties	Non-Traditional Construction Type	Number of Properties
Myton	134	Tarran	94
Dorman Long	95	Reema	256
Bisf	119	Unitys	108
Wimpey 1	779	Spooner	79
Easiform	240	Cross Wall	27
Tower Block	590	Trust steel	48
Hawksley	5	Parkinson	39
Airey	241	Swedish Timber	11
Grand Total		2,865	

Energy Performance of the Housing Stock

In terms of the energy efficiency performance of the housing stock, at the start of this strategy 65% of the stock has an in-date Energy Performance Certificate. From this we know that 55.212% of the housing stock currently meets EPC C or above, as shown in the table below:

EPC Banding	No. of Properties	Percentage of Properties per EPC Banding	Percentage of Properties above and below EPC C
B	7	0.035%	55.212%
C	10,984	55.177%	
D	8,882	44.617%	44.788%
E	33	0.166%	
F	1	0.005%	
Total	19,857	100.00%	100%

However, the vast majority of those properties below EPC C are within 5 SAP points of achieving this as shown in the table below.

Points From SAP C	Number of Properties	Percentage of Stock
1	3,250	16%
2	5,560	28%
3	6,680	34%
4	7,600	38%
5	7,800	39%

Housing Adaptations

Across the housing stock, there are approximately 4,500 properties that have some form of adaptation. This can range from a basic 'minor' adaptation, such as ramped access or level access bathing, through to more significantly, purpose-built adaptations such as full extensions, hoists and lifts. Adaptations to the housing stock are delivered by the City of Doncaster Council's Adaptations Team and investment in adaptations is therefore not covered under this strategy.

Non-Housing Revenue Account Managed Assets

In addition to Housing Revenue Account assets, we also managed a small number of General Fund assets on behalf of the City of Doncaster Council. This includes:

- 3 x Gypsy & Traveller Sites
- 1 x New Age Traveller Site
- 3 x Residential Sites

Whilst not Housing Revenue Account assets, the principles outlined in this strategy will also be applied to these assets.

Our Tenants

Our tenants are diverse, as too are their housing needs and aspirations. Our current customer profile, as of July 2024, is summarised below:

- 19.41% of our tenants report they have a disability.
- 8.66% of our tenants are Minority Ethnic.
- 1.13% of our tenants identify as LGBTQ.
- 5.87% of our tenants report they have mental health needs.
- 1.98% of our tenants report they have communication needs.

We have tenants ranging from 18 to 102 years old. The breakdown across different age groups is as follows:

Age Bracket	% of tenants
18-24	1.87%
25-34	11.58%
35-44	18.22%
45-54	16.69%
55-59	9.67%
60-64	10.04%
65-74	16.18%
75+	15.75%

Almost 42% of our tenants are aged over 60.

Feedback from our tenants shows that they value improvements inside their home, such as new kitchens and bathrooms, the most. This is followed by external improvements and then energy efficiency enhancements.

For external improvements, upgrades to windows and doors were cited as being the most important to our tenants, closely followed by enhancements to fascia, soffits and guttering.

In terms of energy efficiency enhancements, improved insulation was the number one priority for tenants, closely followed by solar panels and battery storage. Low carbon heating and electric vehicle charging points were regarded as less important to tenants than these other measures

APPENDIX 2: ASSET MANAGEMENT STRATEGY 2025-2028 – YEAR 1 ACTION PLAN (JANUARY – DECEMBER 2025)

ASSET MANAGEMENT PRIORITY	ACTION TO BE TAKEN	AS A RESULT WE WILL	TIMESCALE	LEAD OFFICER
Understanding our Stock	Complete 5,500 stock condition surveys.	Bring the % of stock that has received a physical survey in the last 5 years to 92%.	August 2025	Head of Asset Mgt.
	Formalise approach to capturing and utilising other data and intelligence to inform stock condition (such as KIT visits and repairs data).	Be able to triangulate stock condition data by having multiple sources of intelligence.	August 2025	Head of Asset Mgt.
	Develop and introduce a formal data validation process.	Have an agreed, documented process, for sense checking and validating asset data.	May 2025	Head of Asset Mgt.
	Complete gap analysis to identify any gaps in asset data.	Have a clear picture of if, and where there are gaps in asset data.	June 2025	Head of Asset Mgt.
	Put in place plan to fill any gaps in data identified through the gap analysis.	Have a clear, resourced plan of how any gaps in data will be filled.	September 2025	Head of Asset Mgt.
	Production and presentation of annual 'stock condition' status report to SLHD Board.	Have an up-to-date picture of the condition of the stock following the surveys carried out earlier in the year.	October 2025	Head of Asset Mgt.
Effective Planned Investment	Review and update 30-year investment plan and affordability based on SCS data and wider business intelligence.	Understand the housing stock investment needed over the next 30-	October 2025	Head of Asset Mgt.

		years and whether this remains affordable.		
	Develop and publish 1 year investment plan for following year.	Have an open and transparent detailed investment plan enabling tenants to see what is planned, when and where.	December 2025	Head of Asset Mgt.
	Develop indicative 4 and 10 year investment plan.	Have an indicative longer-term investment plan to assist with financial and resource planning.	December 2025	Head of Asset Mgt.
Focus on Energy Efficiency	Develop and commence delivery of wider energy efficiency investment programme to achieve EPC C across all stock by 2030.	Be actively carrying out energy efficiency investment, and increasing the number of properties meeting EPC C.	July 2025	Head of Asset Mgt.
	Complete delivery of Gainshare deep retrofit to 21 pilot properties across the City.	Have successfully piloted whole house retrofit to 21 properties across the city utilising external funding opportunities.	December 2025	Env. & Sustainability Mgr.
	Complete feasibility study of installation of low carbon heating to 3 High Rise Blocks.	Know what options are available and feasible to remove the gas supply and introduce low carbon heating, and at what indicative cost.	February 2025	Env. & Sustainability Mgr.
	Explore additional retrofit approaches and technologies to achieve EPC C across all stock and support the journey to Net Zero Carbon.	Better understand the range of technologies available to improve energy efficiency and move towards carbon neutrality.	December 2025	Env. & Sustainability Mgr.

Statutory Compliance, Cyclical Maintenance and Repairs	Review resident engagement strategy for all high-rise buildings.	Have an approved and endorsed resident engagement strategy for all nine high rise buildings.	March 2025	Head of Major Projects
	Prepare and submit Building Safety Case Reports for 5 x High Rise Residential Building.	Have building assurance certificates for these 5 buildings.	April 2025	Head of Major Projects
	Address hazards identified during Stock Condition Surveys.	Ensured that hazards identified have been addressed in a timely manner, ensuring tenants homes are safe.	November 2025	Head of Asset Mgt.
	Continue Delivery of the Repairs Excellence Programme (Voids).	Have made further improvements to the delivery of our wider repairs and maintenance service.	December 2025	Head of Repairs & Maintenance
Active Asset Management	Update Active Asset Management system (SHAPE), present findings and agree year 1 'option appraisal' programme.	Have a clear understanding of which assets are performing well and which are not, and a plan for reviewing the poorer performance assets.	October 2025	Head of Asset Mgt.
	Continue delivery of Acquisitions Programme.	Added to the housing stock to help meet ongoing housing need.	Ongoing	Asset & Sustainability Mgr.
Value for Money	Complete annual review of component costs as part of stock condition survey report.	Understand how our component costs compare with that of other housing providers.	September 2025	Commercial Mgr.
Governance and Scrutiny	Complete annual cycle of reporting as outlined in Appendix 3.	Have assurance that our approach to asset management is transparent and well scrutinised and governed.	December 2025	Head of Asset Mgt.

	Provide annual update on strategy progress to One Voice Forum.	Be able to demonstrate accountability to our tenants for progress against the strategy.	December 2025	Asset & Sustainability Mgr.
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APPENDIX 4: SUPPORTING STRATEGIES AND POLICIES

This strategy will complement and support our existing policies and strategies, specifically:

- Repairs and Maintenance Policy
- Damp and Mould Policy
- Environmental Strategy
- Compliance Related Policies (Fire, Electrical, Asbestos, Lifting Equipment, Gas, Water)
- Health & Safety Policy
- Health, Safety & Wellbeing Strategy
- Resident Engagement Strategy
- Mandatory Occurrence Reporting
- Mechanical Policy