



---

# HRA Asset Management Strategy

---

December 2025

---

Housing Services

---

Stroud District Council  
Ebley Mill  
Stroud  
GL5 4UB

Email: [customer.services@stroud.gov.uk](mailto:customer.services@stroud.gov.uk)  
Website: <https://www.stroud.gov.uk/>  
Telephone: 01453 766321

<b>Document Responsibility</b>		
<b>Name</b>	<b>Document title</b>	<b>Service</b>
Tara Skidmore	HRA Asset Management Strategy	Housing Services – Assets and Investment

<b>Document Version Control</b>			
<b>Date</b>	<b>Version</b>	<b>Issued by</b>	<b>Summary of changes</b>
December 2025	Version 1	Tara Skidmore	First Draft

<b>Policy Review</b>			
<b>Updating frequency</b>	<b>Review date</b>	<b>Person responsible</b>	<b>Service</b>
3 Years unless required earlier	December 2028	Head of Assets and Investment	Housing Services – Assets and Investment

<b>Document Review and Approvals</b>		
<b>Name</b>	<b>Action</b>	<b>Date</b>
Housing Committee	Consulted, reviewed, approved	9 December 2025

## Table of Contents

<b>Introduction</b> .....	4
<b>Background</b> .....	5
<b>Strategic Vision</b> .....	6
Regulatory focus .....	7
Tenant Voice .....	8
Asset Management Governance .....	9
<b>Our Homes – Asset Portfolio</b> .....	10
<b>The Management of Asset Data, Planning and Service Delivery</b> .....	11
Proactive Asset Management .....	13
Independent Living.....	14
Social Value .....	15
Property Appraisals.....	15
<b>Managing Our Assets</b> .....	17
Responsive Repairs .....	18
Adapting Our Homes.....	18
Empty Homes/Voids.....	20
Garages .....	20
<b>Landlord Compliance and Building Safety Strategy</b> .....	21
Decent Homes Standard.....	22
Awaab’s Law – Damp and Mould .....	23
Disrepair and Fit for Human Habitation Act .....	24
<b>Energy Efficiency and Decarbonisation</b> .....	25
<b>Estate Management</b> .....	28
<b>Conclusion</b> .....	30

## Introduction

The Asset Management Strategy for Stroud District Council Housing sets out our long-term approach to managing, maintaining, and investing in our housing stock to ensure it remains safe, sustainable, and fit for purpose. As a local authority responsible for a significant proportion of affordable housing in the region, we recognise the critical importance of providing high-quality homes that meet the needs of current and future residents.

This strategy responds to a rapidly evolving landscape shaped by national policy shifts, regulatory reform, and increasing expectations around building safety, energy efficiency, and tenant engagement. Since 2015, and particularly following the Grenfell Tower tragedy in 2017, the social housing sector has faced unprecedented challenges. These include the delivery of building safety works, the drive towards decarbonisation, and the importance to embed our resident's voices in decision-making.

Our strategy is designed to be agile and responsive, guiding investment decisions and operational priorities over the next five years. It sets out our asset management approach into themes and key objectives, supported by a detailed action plan and project level monitoring. We aim to deliver a proactive and preventative service, underpinned by robust data, local insight, and continuous learning.

Tenant and leaseholder engagement is central to our asset management approach. We recognise that residents are the experts in their lived experience and that their insights are vital to shaping services that are responsive, inclusive, and effective.

By working collaboratively with our tenants and leaseholders, making intelligent use of data, and aligning with broader strategic goals, this strategy aims to build trust, improve satisfaction, and ensure our housing assets and service meet the needs and aspirations of our communities now and in the future.

## Background

Stroud District Council plays a vital role in providing and maintaining affordable housing across the district. As the social housing landscape continues to evolve, we face increasing pressure to respond to a wide range of challenges from building safety and energy efficiency to financial constraints and changing tenant expectations.

Since 2015, the external environment has shifted significantly. The Grenfell Tower tragedy in 2017 brought building safety to the forefront of national housing policy, prompting a sector wide reassessment of investment planning and delivery. More recently, the Social Housing (Regulation) Act 2023 has reinforced the importance of listening to tenants and ensuring their voices shape the services they receive.

In conjunction, the drive towards decarbonisation and energy efficiency has introduced new priorities and complexities. Local authorities must now balance sustainability goals with affordability, compliance, and the need to maintain ageing housing stock. These pressures are compounded by demographic changes, funding limitations, and evolving regulatory standards.

Our Asset Management Strategy is designed to navigate this complex landscape. It provides a framework for managing and investing in our housing assets in a way that is:

- Responsive to the needs of current and future tenants
- Adaptable and deliverable to new and amended legislation
- Sustainable in terms of environmental impact and long-term viability
- Cost effective, ensuring value for money and financial resilience
- Aligned with the Council's broader strategic objectives

The strategy goes beyond reactive maintenance and planned improvements. It takes a holistic view of the asset base, ensuring that investment decisions are informed by robust data, local knowledge, and resident engagement. By adopting a proactive and preventative approach, we aim to deliver safe, high-quality homes that support community wellbeing and meet the standards of the future.

In developing this strategy, feedback has been sought from Officers across the Stroud District Council, Members and Tenants, identifying areas for improvement, monitoring and reporting. This has informed our approach for the next 5 years of delivery, 2025 through to 2030.

# Strategic Vision

Our ambition is to ensure our tenant's homes are safe, of good quality, and that they are energy efficient.

Our asset management objectives for 2025 through to 2030 set out our strategic direction for the next five years. This is in line with the current Government Administration's Manifesto, the Housing Revenue Account Business Plan and the Medium-term Financial Plan.

This strategy concentrates on five key themes throughout, which are underpinned with a clear objective, and supported with a live action plan.

The action plan resulting from this strategy will contain a range of day-to-day business activities, innovative projects and ultimately a plan to move towards a more proactive way of managing our assets. These actions will have clear targets, which will be reflected in service plans and individual objectives providing clear responsibility and accountability and used as a golden thread.

The Council plan was revised in 2025 and is the key pillar for our strategic vision. A new focused Housing section was created within this Council Plan, focusing on the areas below.

## HOUSING

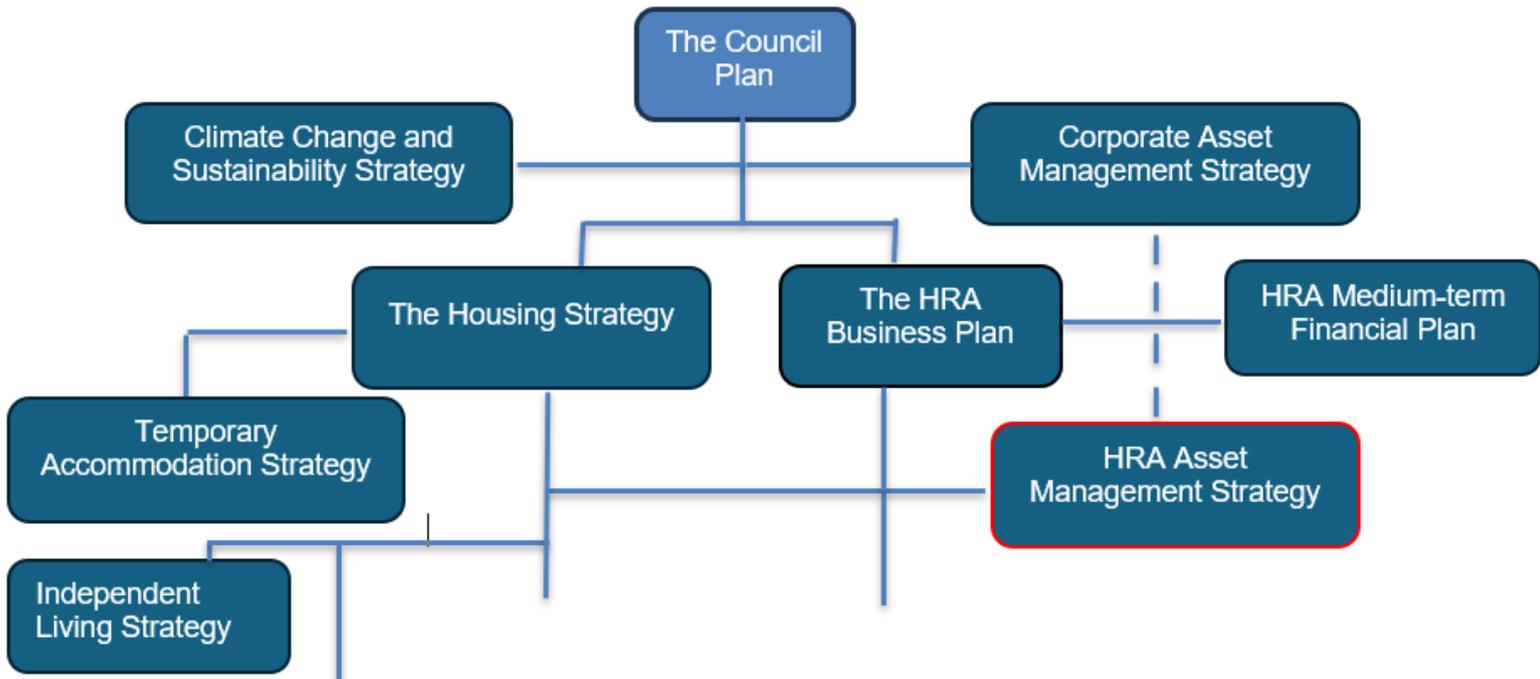
Good quality housing plays a vital role in ensuring our lives are lived well, and this priority outlines how the Council will play a full role in ensuring that the quality and quantity of homes in our district is enhanced, and that in the Council's role as a landlord our housing stock is good quality, energy efficient, safe, and fit for purpose.

### Aims

- Deliver additional affordable homes
- Improve the quality of homes in the Stroud district
- Increase the availability of housing in the Stroud district

### Strategic Links

- The Council Plan 2025-2030
- Corporate Asset Management Strategy 2024-2029
- Climate Change and sustainability Strategy 2025-2030
- Housing Revenue Account Business Plan 2026-2055
- Resident Engagement and Communication Strategy 2025 -2030
- Independent Living Strategy 2023 – 2027
- Neighbourhoods & Communities Strategy 2025 – 2029



Through this Asset Management Strategy, we commit to the following objectives:

- **Maintain Safe and Compliant Homes** - Maintaining 100% compliance with statutory landlord health and safety requirements to ensure our tenants remain safe in their homes.
- **Energy Efficiency and Net Zero Goals** - A commitment that all homes receive a level of investment to achieve an EPC C where possible.
- **Optimise Asset Performance** - Use data driven planning to prioritise investment, reduce reactive repairs, and extend the life of housing stock through area based, 5-year planned maintenance and refurbishment.
- **Financial and Service Efficiency** - A commitment to review service delivery, internalise more services to achieve better value for money, improved quality of service and tenant satisfaction.
- **Strengthen Governance and Performance Monitoring** - Establish clear accountability, monitor performance against KPIs, and embed continuous improvement across all asset related activities.

## Regulatory focus

The Social Housing (Regulation) Act came into force in April 2024 and is intended to deliver on the Government’s Social Housing White Paper commitment to legislate and strengthen the Regulator of Social Housing’s consumer regulation objectives to explicitly include safety.

This legislation has brought significant reform to the regulation of social housing with the introduction of routine inspections to assess compliance with the consumer standards and unlimited fines in cases of non-compliance.

The Act sets out that tenants should expect:

- to be safe and secure in their home.
- to know how the council, as their landlord, is performing, in comparison to other landlords through the reporting of proposed Tenant Satisfaction Measures.
- to be treated with respect, have voices heard and have complaints dealt with promptly and fairly.
- to have a good quality home and neighbourhood.
- tenants and residents have a voice in how their services are delivered.

## Tenant Voice

This Asset Management Strategy is shaped by the voices, experiences, and aspirations of our tenants, ensuring that tenant involvement is not an add-on, but a core principle.

Over the next five years, we will deepen our commitment to tenant-led decision making. Building on the foundations laid by our Resident Engagement Team and tenant representatives, we will ensure that every tenant's voice is not only heard but actively influences the way we manage, invest in, and improve council housing across the district.

This strategy has been co-produced with tenants through an engagement workshop in 2025. These sessions brought together residents from diverse backgrounds to share their lived experiences, priorities, and ideas for how housing services should evolve. Their input has directly shaped our strategic goals and the way we measure success.

We are committed to creating a culture of co-production, where tenants and leaseholders are equal partners in shaping services, policies, and neighbourhoods. Whether through estate walkabouts, scrutiny panels, digital platforms, or community events, we will make sure engagement is inclusive, accessible, and meaningful.

We're proud of the progress made so far from the Tenants Census workshops and Love Where You Live days to TSM Results, but we know there's more to do. This strategy is our roadmap to a future where tenant voices drive change, build trust, and strengthen communities across the Stroud District.

Resident engagement is essential. Tenants should be involved in shaping investment priorities, particularly where works impact their homes or communities. Transparent communication and feedback mechanisms foster trust and accountability.

## Asset Management Governance

Effective asset management governance is critical to ensuring that social housing assets are safe, sustainable, and aligned with strategic priorities. Governance should begin with clear strategic alignment, ensuring that asset management activities support the organisation's corporate objectives, financial sustainability, and environmental commitments, inclusive of net zero targets.

Leadership and accountability must be embedded within governance structures, with defined roles across executive teams, operational staff, and delivery partners. Senior leaders and boards should maintain oversight of asset performance, investment decisions, and risk management.

Governance should be underpinned by robust, accurate, and current data, enabling evidence-based decision-making. This includes comprehensive asset information such as condition surveys, energy performance ratings, and lifecycle costing. Risk management is a core governance function, requiring regular assessment and mitigation of risks related to asset deterioration, financial exposure, and tenant safety. We acknowledge that compliance with statutory and regulatory frameworks such as the Decent Homes Standard and the Building Safety Act are non-negotiable.

Performance monitoring through key performance indicators (KPIs) and benchmarking, supports continuous improvement and ensures that investment outcomes are tracked and evaluated.

We have viewed our governance structures from operational to strategic governance, introducing key briefings to scrutinise, support and advise continuous improvement for example The Housing Improvement Group and The Housing Oversight Board which naturally feeds into our Senior Leadership Team and Housing Committee.

This governance will support and promote sustainability and social value. Investment planning should consider long-term environmental impact, energy efficiency, and community benefit, ensuring that housing assets contribute positively to both the environment and tenant's quality of life.

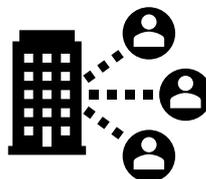
## Our Homes – Asset Portfolio

Stroud District Council owns and manages a diverse portfolio of 4,926 homes, which form the backbone of our commitment to providing safe, secure, and affordable housing across the district. Many of these properties, approximately 85%, are let as general needs housing, supporting individuals and families. The remaining 15% are designated as Independent Living Housing, designed to support older residents and those with additional needs to live safely and comfortably within their communities. In addition to our rented stock, we also manage 182 leasehold properties and 44 shared ownership properties, which require a tailored approach to asset management and service delivery. This varied housing stock plays a vital role in meeting local housing needs, and its effective management is central to our long-term planning, investment strategy, and commitment to delivering high-quality services to our tenants and leaseholders.

Building safety and fire safety are our highest priorities across all assets. We are committed to ensuring that every property within our portfolio meets current safety standards and is regularly assessed for compliance. This includes proactive investment in fire prevention measures, structural integrity, and emergency response systems. Our approach is guided by legislation, best practice, and a duty of care to our tenants, staff, and communities. Safety is embedded in every aspect of our asset planning, and we continuously review and improve our practices to respond to emerging risks and regulatory changes.



**4926 Dwellings**



**182 Leasehold Flats**

Of which;



**General Needs – 4170**  
**Independent Living - 756**

We also manage a number of open spaces, play parks, unadopted roads, drainage and our Depot for Property Care.



# The Management of Asset Data, Planning and Service Delivery

Asset data is the foundation of strategic planning and effective service delivery within our asset management framework. High quality, comprehensive data enables us to understand the condition and performance of our assets, which in turn supports evidence-based decision making. This insight is critical for forecasting future investment needs, prioritising maintenance, and ensuring compliance with regulatory standards. Accurate asset data feeds directly into our short to medium- and long-term planning which allows for the development of realistic budgets, lifecycle models, and risk mitigation strategies. Ultimately, this ensures that services are delivered reliably, efficiently, and sustainably, aligning operational activities with strategic goals and tenant expectations.

## Asset Management Financial Plan

The supporting 5-year financial projection outlines key assumptions and data supporting the Asset Management Strategy. It provides a breakdown of planned investment, maintenance costs, funding sources, and risk considerations to ensure transparency and alignment with strategic objectives yet offering a clear reference for decision making and performance monitoring.

## Asset Data

Having accurate and up to date stock condition data is fundamental to effective asset management, as it provides a clear understanding of the current state, performance, and lifecycle of each asset. This data enables us to make informed decisions around maintenance, investment, and replacement strategies, ensuring resources are allocated efficiently and risks are managed proactively.

By maintaining reliable condition data, we can develop robust short-term plans that address immediate priorities, while also shaping long term strategies such as our 30-year investment plan. It allows us to forecast future needs, model scenarios, and align our asset interventions with strategic goals, regulatory requirements, and budget constraints, ultimately supporting sustainable service delivery and value for money.

All our stock condition data is collected and securely stored within our asset management system. We are confident in the robustness and reliability of our asset system, which has proven to be a comprehensive and well-structured platform for managing asset data. The system enables us to capture detailed information on the condition, age, and lifecycle of our housing stock, and supports consistent data input and validation processes. This ensures that the insights we derive are accurate and actionable, forming a solid foundation for strategic planning, investment forecasting, compliance monitoring and supports informed decision making.

We align our asset management activities with both operational priorities and long-term service delivery goals.

We work closely with our in-house Direct Labour Organisation (DLO), Property Care, interrogating their data to identify patterns of repeated component failures and emerging issues across our housing stock. This information allows us to make informed decisions helping us to proactively manage risk, reduce reactive spend, and deliver better outcomes for our tenants.

### **Stock Condition Surveys**

Stock condition surveys are a fundamental part of our asset management approach, providing the data and insight needed to plan investment, maintain compliance, and ensure our homes remain safe, sustainable, and fit for purpose. We have a comprehensive stock condition process in place that captures all the necessary data.

We operate a five-year rolling programme to survey all properties within our housing stock. This ensures that every home is assessed within a reasonable timeframe, allowing us to monitor condition trends, identify emerging issues, and plan future works effectively. In addition to the scheduled programme, we also carry out stock condition surveys on request, particularly where there are concerns about property condition or where major works are being considered.

Each survey captures detailed information about the physical condition of the property, including:

- Structural integrity
- Age and Condition of the components (i.e. kitchens, bathrooms, doors, windows etc)
- Compliance with the Housing Health and Safety Rating System (HHSRS), including identification of Category 1 and Category 2 hazards
- Compliance with the Decent Home Standard

This data is fed directly into our Asset Management System, where it informs:

- Long-term investment planning
- Budget setting and prioritisation
- Risk management
- Strategic decisions around retention, disposal, or redevelopment

By maintaining an up-to-date and comprehensive understanding of our housing stock, we can ensure that resources are targeted where they are most needed, support safe and healthy living environments, and deliver value for money across our housing portfolio.

### **Planning Cycle**

Using our Stock Condition Data and Repairs Data we develop a five-year rolling programme of planned works. This five-year rolling investment programme is strategically planned, based on the priorities of our housing stock and organised by

area and location. This approach allows us to work smarter by concentrating activity within defined geographical zones, reducing disruption for tenants and improving operational efficiency. By mapping our investment works in this way, we can coordinate resources more effectively, minimise travel and setup costs, and ensure consistency in the quality of delivery. It also enables us to respond to stock condition priorities in a structured and proactive manner, supporting long-term planning and helping us to maintain safe, decent, sustainable, and high-performing homes.

### **Service Delivery**

We are committed to delivering high quality planned works across our council housing stock through a structured and accountable approach to service delivery. Our team of experienced and highly knowledgeable Asset Surveyors play a central role in this process, bringing technical expertise and contract management oversight to ensure that works are scoped, specified, and delivered to the highest standards. We have robust contracts in place, and we actively manage and monitor contractor performance through regular reviews of key performance indicators (KPIs), including cost, adherence to timescales, and quality of work. Tenant satisfaction is also a critical measure, and we use feedback to continuously improve our service. This disciplined approach ensures that planned investment is delivered efficiently, consistently, and in line with our strategic objectives, ultimately enhancing the quality of our homes and the experience of our tenants.

### **Proactive Asset Management**

Our approach to proactive asset management centres on regularly reviewing and analysing data to identify higher-risk archetypes and geographical areas. This enables us to anticipate issues before they escalate, ensuring better outcomes for tenants and more efficient use of resources.

We combine stock condition data with other data sets such as complaints and repairs data to build a comprehensive view of asset performance. For example, areas with high volumes of repairs may indicate underlying issues that warrant more frequent stock condition surveys or earlier investment.

### **Why Do We Take This Approach?**

- **Early Identification of Risk**  
Spotting trends in repairs and complaints allows us to intervene before issues escalate, reducing the need for costly emergency works.
- **Targeted Investment**  
Data helps us prioritise spending on assets that need it most, avoiding blanket upgrades and ensuring value for money.

- **Reduced Reactive Maintenance**  
By addressing root causes of frequent repairs, we can shift towards planned maintenance, which is more predictable and cost-effective.
- **Efficient Surveying**  
Focusing stock condition surveys on higher-risk areas reduces unnecessary survey costs and improves resource allocation.
- **Extended Asset Lifespan**  
Timely maintenance and upgrades help preserve the condition of homes, delaying the need for major refurbishments.
- **Improved Budget Forecasting**  
Better visibility of asset performance supports more accurate financial planning and reduces unexpected budget pressures.

This data-led, proactive approach supports better housing quality, resident satisfaction, and long-term financial sustainability.

## Independent Living

As we see a significant rise in our older demographics, reflected in the Independent Living Strategy it is essential to deliver a diverse range of accommodation tailored to this evolving need. With projections showing a 78% increase in single pension-age residents and 41% of households consisting solely of those aged 55 and over, Stroud's population is ageing rapidly.

As detailed in the Independent Living Strategy between 2023 and 2027, work will continue towards offering flexible housing options not the traditional 'one size fits all' approach. This includes modernising existing schemes into a tiered model ranging from Hub based Independent Living through more modest standalone units to support longer independent living and protect access to essential services. Recent modernisation has enhanced communal areas, improved accessibility, and introduced Hub provision including facilities for health clinics, social activities, scooter storage, and charging points.

We are committed to supporting our tenants who wish to live independently in their own home through the use of assisted technologies and adaptations, however some tenants may be better suited to downsizing into our schemes. We anticipate a greater demand for aids and adaptations in our homes, we have committed to ensuring our homes are assessed against the accessible housing register which enables tenants to be housed more specifically to their needs and reduces the need to adapt homes. We will continually review our schemes to ensure that they suit the needs of our older tenants, and we are committed to supporting our tenants to downsize where possible to free up larger family homes.

## Social Value

Proactively managing assets through a social value lens means aligning housing investment decisions with broader community outcomes. This involves using asset data alongside social indicators to prioritise improvements that address local needs such as tackling fuel poverty, improving health and wellbeing, or supporting employment. By embedding social value into procurement and capital programmes, we can ensure contractors and suppliers contribute to community benefits, such as offering apprenticeships, using local labour, or supporting community initiatives.

We follow the approach to social value set out in Stroud District Council's Social Value Policy. We are committed to evolving the use of social value through capital programmes and engaging with residents in the design and planning of asset improvements as this ensures that changes reflect lived experiences and foster long-term stewardship.

Cross-sector collaboration with health, education, and voluntary organisations can amplify the impact of housing assets, turning them into platforms for wider social support. Monitoring and reporting on social value outcomes helps demonstrate impact, build trust, and refine future strategies, the monitoring follows our corporate social value framework and is part of all our contractual meetings ensuring this is a key part of contract delivery.

## Property Appraisals

A core principle of our Asset Management Strategy is to ensure we have the right homes, in the right location, for the right people. This means aligning our housing stock with current and future demand, ensuring properties are suitable, sustainable, and capable of meeting the diverse needs of our tenants.

Property appraisals are a critical part of our asset management decision making process. Before undertaking significant investment or major refurbishment works, we refer our homes to the obsolescence procedure, as it is essential that we assess the long-term suitability, sustainability, and value of the property or properties. This ensures that resources are allocated effectively and that any improvements deliver meaningful benefit to both our tenants and the wider housing portfolio.

The obsolescence procedure ultimately generates a property appraisal which helps us determine whether a property is appropriate for our intended works, based on factors such as location, layout, structural condition, energy efficiency, and future letting ability. They also allow us to consider the tenant's long-term needs and whether the investment will support tenancy sustainment over time.

This approach helps us balance individual tenant needs with the long-term needs of our assets, ensuring that every investment contributes to a resilient and responsive housing service.

A key element of our strategy is the continuous review of our housing stock to ensure it remains fit for purpose and aligned with current and future housing needs. Through Stock Condition Surveys we assess the performance of individual properties and blocks of flats against a range of financial and non-financial metrics. This enables us to benchmark our assets and identify opportunities for improvement. Each year we will identify properties or blocks that require further review and conduct individual appraisals to inform long term asset management solutions such as remodelling, refurbishment, or disposal, ensuring our housing stock continues to meet the evolving needs of our communities.

# Managing Our Assets

On average, we annually deliver £8 - £10million worth of planned works programmes. All component replacements carried out as part of our capital improvement programme are delivered in line with the Decent Homes Standard, ensuring that our properties remain safe, warm, and fit for habitation.

We work proactively with our suppliers and contractors to ensure that the materials and specifications used reflect current best practice and are compliant with evolving legislation and our business needs. This includes anticipating future regulatory changes and sustainability targets, allowing us to future-proof our housing stock.

Key components we target for replacement or upgrade include:

- Heating systems
- Electrical installations
- Kitchens and bathrooms
- Doors and windows
- External elements such as roofs, rainwater goods (RWGs), fascia boards, soffits, and external wall insulation
- Cavity wall and loft insulation
- Fire safety measures

We plan these works geographically across the district using a five-year mapping programme, which helps us coordinate delivery efficiently and minimise disruption. However, we remain flexible and responsive to changing priorities such as urgent compliance issues, tenant needs, or emerging risks which may require us to adjust our programme accordingly. This approach ensures that our investment decisions remain strategic, tenant-focused, and aligned with both operational capacity and long-term asset sustainability.

Our planned works programmes are designed to maintain and improve the condition of our housing stock in a structured, efficient, and equitable way. We operate on a five-year geographical mapping plan, which outlines where we will be working across the district each year.

This approach allows us to group works by location, reduce operational costs, and minimise disruption for tenants. Prioritisation within the programme is based on a combination of factors including stock condition data, compliance requirements, tenant feedback, and known investment needs.

While the five-year plan provides a clear framework, we remain flexible and responsive, recognising that priorities may shift due to emerging issues such as health and safety concerns, legislative changes, or urgent repairs. This ensures that our investment decisions remain both strategic and tenant focused.

Additionally, we do have a small proportion of properties that are either tenant refusals or no access properties from the previous decent homes programmes that we have previously carried out. These properties will need investment in future years, which results in a small backlog of work in our planned works programmes, however we routinely revisit these properties to ascertain if the required works are able to be carried out.

## Responsive Repairs

Responsive repairs refer to reactive maintenance repairs that are carried out in response to issues reported by tenants or leaseholders. These are distinct from planned or cyclical maintenance, which is scheduled in advance.

We have achieved key objectives around responsive repairs, through the provision of our repair services over the last decade. This has seen milestones achieved in respect of retaining direct control over service delivery for reactive maintenance. This began with the internalisation of the heating service in 2015, followed by the transfer of day-to-day responsive repairs and electrical works in 2020, elements of the aids and adaptations service were internalised in 2022 and latterly the incorporation of minor void repairs in April 2025.

The cornerstone of this approach has been to increase capacity within the service to deliver broader support to cyclical services, compliance works and play parks. This approach also benefits the wider communities in which we operate by employing a directly employed labour force from within those communities. This supports our wider aspiration to create opportunities for training and development through on the job apprenticeships and mentoring.

### Key Features of the Responsive Repair Service:

- **Coverage:** Applies to all council-owned properties, communal areas, and leasehold properties where the council is responsible for structural and exterior maintenance.
- **Categories of Repairs:**
  - **Emergency Repairs:** Responded to within 24 hours.
  - **Urgent Repairs:** Completed within 5 working days.
  - **Routine Repairs:** Targeted within 28 working days.
  - **Long-Term Repairs:** Addressed within 84 working days.

## Adapting Our Homes

It is our commitment to support independent living and inclusive communities by ensuring our homes are safe, accessible, and suitable for residents with disabilities, long term health conditions, or age-related mobility needs.

Adaptations play a vital role in enabling tenants to remain in their homes and communities for as long as possible, reducing reliance on care services and

improving overall wellbeing. Where possible, we try and support this to allow our tenants to remain in their home and community as long as they can live independently.

These works are delivered in line with our Aids and Adaptations Policy which was reviewed in July 2024 and forms a key part of our asset management approach.

### **Delivery and Partnership Working**

We respond to assessed needs by facilitating timely and appropriate adaptations to our housing stock. This includes minor adaptations such as grab rails, access ramps, and external railings and these are typically funded through stock maintenance budgets and delivered promptly to support tenant safety. Major adaptations include level-access showers, stairlifts, through-floor lifts, full property conversions, widened doorways, and level flooring throughout homes.

We work collaboratively across council services including Housing, Social Care and Occupational Therapy to assess individual needs and deliver tailored solutions efficiently and sensitively.

### **Sustainability and Value Assessment**

Major adaptations require careful consideration due to their cost and long-term implications. Where funding is limited, we assess both the property and the tenant's current and future needs to ensure the investment is sustainable and beneficial. This may involve a formal property appraisal to determine long-term suitability and value.

We are committed to avoiding the removal or decommissioning of major adaptations once installed. Instead, we aim to retain and reallocate these homes to tenants with similar needs, ensuring that the investment delivers lasting value and supports future housing demand.

### **Strategic Designation of Adapted Homes**

To maximise the benefit of adapted properties, we work with tenants and local partners to formally designate these homes as 'adapted'. This enables us to build a portfolio of accessible housing stock that can be matched to future tenants with similar needs. This is through an accessible housing register, rating our properties from A to G on accessibility, enhancing our ability to respond to demographic changes and health-related housing pressures.

Our Aids and Adaptations service is tailored to meet individual needs. We recognise that equitable access may require different approaches for different people. All cases are considered on an individual basis, ensuring fairness, dignity, and responsiveness in service delivery.

## Empty Homes/Voids

Empty Homes, or Voids, refers to the period of transition of the empty property from previous tenancy to new. The repairs carried out in this period are intended to return the property in accordance with our lettable standard and meet the current regulatory guidelines in respect of asbestos, radon, legionella, gas, electric, damp & mould and HHSRS.

In April 2025 we re-procured our Void Contract, alongside the commencement of transitioning minor void repairs into our own in-house team. The key objectives in this move are based in our determination to accelerate the turnaround times for minor void properties, whilst at the same time enabling greater focus for our supply chain to be able to address significant repair and refurbishment works to our properties in as short a time frame as possible.

The added value of forming the minor voids unit has seen an increased capacity to upskill existing workforce, give opportunity for apprentices to learn on the job skills that would not ordinarily be available in tenanted properties, provide stepped development of leadership training for lead multi-trade operatives and enable a greater degree of flexibility within the workforce to be able to react to emergency and urgent repairs such as fire and fire risk assessment works.

In addition to the direct delivery of minor void repairs, our contractor has also been able to focus on significant long term major void works that enable those properties to be re-let, with underlying issues addressed from a whole property perspective.

### **Key Features of our Void Service:**

- **Coverage:** Applies to all council-owned properties and new build deliveries.
- **Categories of Voids:**
  - **Minor Void:** Delivery of works within 10 days.
  - **Major Void:** Delivery of works within 20 days.
  - **Whole House Voids:** Target delivery of works within 60 days.

## Garages

Garages and small sites have been reviewed to identify deliverable sites, sell surplus garages and land and raise capital receipts to support the council's New Homes and Regeneration Programme, 74 garages have been repurposed for new council homes, public parking, and amenity schemes, with a further 12 earmarked for a new pedestrian and parking initiative. A further 41 garages across 20 sites have been retained for estate integration.

Any remaining sites with development potential will be used to deliver housing where possible over the next 3-4 years.

# Landlord Compliance and Building Safety Strategy

Ensuring the safety, security, and wellbeing of residents is a fundamental responsibility for all social housing landlords. In recent years, the regulatory landscape has evolved significantly, placing greater emphasis on proactive compliance, transparency, and accountability in managing housing stock.

We are committed to ensuring our properties are safe, habitable, and well-maintained. This includes adherence to standards around gas and electrical safety, fire risk management, asbestos control, water hygiene, and structural integrity. This also encompasses responsibilities under the Housing Health and Safety Rating System (HHSRS), the Decent Homes Standard, and the Regulator of Social Housing's Consumer Standards.

We are also committed to fulfilling the requirements of the Building Safety Act 2022 and its associated secondary legislation while incorporating a shift towards a more rigorous and resident focused approach. Recent updates to Building Regulations and other legislative changes reinforce our duty to ensure resident safety and meet our obligations as building owners.

## Policy Updates

We have recently reviewed and updated several key housing policies to ensure alignment with current legislation, regulatory requirements, and best practice standards. These updates reflect our ongoing commitment to resident safety, legal compliance, and service excellence.

The following policies have been revised:

- Gas Safety
- Electrical Safety
- Fire Safety
- Lift Management
- Asbestos Management
- Water Safety (Legionella)

We will continue to review and update these and other policies throughout this strategy period to ensure ongoing compliance with evolving legislation and regulatory expectations.

These efforts are backed by strong tenant engagement, clear communication, and a commitment to continuous improvement. Our housing teams work closely with residents to respond to safety concerns quickly and effectively.

## Compliance Performance

We are committed to ensuring the safety and wellbeing of all residents living in council-owned housing. In 2026, we will publish our Building Safety and Compliance Strategy, which will set out a comprehensive framework for maintaining and improving building safety standards across our housing portfolio.

This strategy will outline our approach to implementing updated design and construction standards, ensuring that all new and existing buildings meet the latest safety requirements. It will also reaffirm our commitment to fulfilling all legal obligations and upholding our responsibilities to residents by prioritising their safety and wellbeing.

Also, a common theme throughout this strategy, a key component of the Building Safety and Compliance Strategy will be resident engagement. We will actively involve residents in safety discussions and provide clear, accessible information about building safety measures.

The strategy will include a detailed overview of compliance across critical safety areas, including gas safety, electrical safety, lift maintenance, asbestos management, and legionella control. This will ensure that all aspects of building safety are addressed consistently and effectively.

## Decent Homes Standard

We routinely assess the condition of our housing assets in line with the Decent Homes Standard (DHS), which remains the national benchmark for ensuring homes are safe, warm, and in good repair. This process helps identify properties where key components, such as kitchens, bathrooms, windows, and doors, require replacement or significant maintenance.

Under the DHS, a home is considered “decent” if it meets the following four criteria:

1. **Statutory Minimum Standard** - The property must be free from serious health and safety hazards, as defined by the Housing Health and Safety Rating System (HHSRS).
2. **Reasonable State of Repair** - Key building elements (e.g. roofs, windows, heating systems) must be in good condition. Homes needing major repairs or replacements do not meet this standard.
3. **Modern Facilities and Services** - Kitchens and bathrooms should be of a modern standard, appropriately located, and not excessively aged. Adequate heating and insulation must be provided.
4. **Thermal Comfort** - The home must maintain a comfortable indoor temperature year-round through effective heating and insulation.

## Forthcoming Changes

The government is currently consulting on a revised Decent Homes Standard.

Proposed updates include:

- A fifth criterion requiring homes to be free from damp and mould
- Extension of the standard to the private rented sector
- Alignment with energy efficiency targets, including achieving EPC rating C by 2030

As these reforms progress, we remain committed to meeting current compliance requirements while proactively adapting our monitoring and investment strategies to reflect evolving standards and support resident wellbeing.

The Decent Homes Standard (DHS) incorporates the Housing Health and Safety Rating System (HHSRS) as a foundational element in assessing whether a home is considered "decent." By meeting the statutory minimum housing standard, which is defined by being free from Category 1 hazards.

### **What Are Category 1 Hazards?**

These are the most serious risks to health and safety, including:

- Excess cold
- Damp and mould
- Fire risks
- Carbon monoxide
- Structural instability

We use HHSRS to inspect and enforce housing conditions ensuring homes are free from serious hazards. Inspections also aid in the early reporting of repairs and providing in depth information for future upgrades and investment decisions.

## **Awaab's Law – Damp and Mould**

Awaab's Law, which came into force on 27 October 2025, represents a landmark shift in housing regulation and landlord accountability. Named in memory of Awaab Ishak, a two-year-old who tragically died due to prolonged exposure to mould in his social housing flat, the legislation enforces strict legal timeframes for addressing health hazards in social housing.

Under Phase 1 of the legislation, we must:

- Investigate emergency hazards within 24 hours and provide a written summary to the tenant within 3 working days.
- Investigate significant damp and mould hazards within 10 working days.
- Commence safety-critical works within 5 calendar days of confirming a hazard.
- Provide suitable alternative accommodation if the home cannot be made safe within Strategic Implications for Asset Management.

Awaab's Law demands a proactive, tenant-focused approach to housing safety. For asset managers, this means:

- Embedding compliance into repairs and maintenance policies.
- Investing in operational systems that enable real-time tracking of hazard reports and repair progress.
- Strengthening contractor frameworks to ensure timely and responsive delivery.
- Improving data quality to identify high-risk properties and recurring issues.
- Training staff and contractors to recognise and respond to hazards effectively.

This legislation also presents an opportunity to rebuild trust with our tenants, improve living conditions, and demonstrate accountability. It reinforces the importance of preventative maintenance, early intervention, and clear communication.

### **Phased Expansion**

Awaab's Law will expand in scope over the coming years:

- Phase 2 (2026): Will include hazards such as fire, electrical safety, structural risks, excess cold/heat, and hygiene.
- Phase 3 (2027): Will extend to nearly all hazards under the Housing Health and Safety Rating System (HHSRS), excluding overcrowding.

### **Our Commitment**

We are committed to meeting the requirements of Awaab's Law through:

- Forward planning and resource allocation
- Continuous performance monitoring
- Tenant engagement and education
- A culture of safety, responsiveness, and transparency

For us, this is not just a regulatory obligation, it is a moral imperative to ensure that no tenant lives in unsafe conditions. Our strategy places tenant wellbeing at the heart of our housing service and ensures that tragedies like Awaab Ishak's are never repeated.

This commitment reflects our duty to provide safe, healthy homes and to act swiftly and responsibly when hazards arise. Awaab's Law is not just a regulatory requirement it is a moral imperative to protect lives and restore trust in social housing.

## **Disrepair and Fit for Human Habitation Act**

Disrepair claims continue to pose a growing challenge across the housing sector. At Stroud District Council, we have experienced a significant increase in such cases over the past five years, particularly within our older housing stock. These properties

often present legacy design and structural issues that require sustained and targeted investment.

Our asset management strategy is built on a responsive, proactive, and resident-focused foundation. When issues are identified, whether through inspections or tenant reports, we act promptly to deliver comprehensive remedial works. We place strong emphasis on clear communication, mutual respect, and collaboration, ensuring residents are active partners in resolving concerns.

We avoid assumptions about property condition. Every intervention is preceded by respectful engagement, with proposed works clearly explained and agreed upon. This approach aligns with our statutory responsibilities under the Homes (Fit for Human Habitation) Act 2018, which mandates that homes remain habitable at the start of and throughout tenancy.

To strengthen our preventative efforts, we leverage data analytics, stock condition surveys, and tenant feedback to identify homes at risk of deterioration. These insights enable early intervention and targeted investment, helping to reduce the likelihood of disrepair and enhance long-term asset performance.

Where properties are deemed uneconomical to maintain, we assess future viability through the obsolescence procedure based on:

- Net Present Value (NPV) over the business plan period
- Local housing demand by asset type and location
- Embedded carbon and sustainability considerations
- Neighbourhood impact of any decision

Options such as regeneration, disposal, or alternative use are considered in consultation with nominated Council Officers and The Chair and Vice Chair of Housing Committee.

## Energy Efficiency and Decarbonisation

**Strategic Objective** – To contribute to Stroud District Council’s 2030 target of becoming a carbon neutral district by 2030, by continual improvement of our Council

owned housing stock, by increasing the energy efficiency of our homes and exploring the implementation of low carbon heating sources.

One of the objectives within our Council Plan is to achieve an average of EPC C across our housing stock by 2026, of which we achieved in June 2025, and now our current average SAP Score is 71.1.

Throughout the ownership of our Council Housing stock, we have consistently undertaken planned works programmes. These range from full roof replacements to kitchen and bathroom upgrades. A significant proportion of these works are retrofit measures, aimed at improving energy efficiency, reducing carbon emissions, and making our homes warmer and more comfortable.

The key objectives of our retrofit programmes include:

- Achieving a minimum of EPC Band C for all homes
- Targeting a space heating demand of less than 90kWh/m<sup>2</sup>
- Reducing fuel poverty
- Lowering the carbon footprint of our housing stock

In addition to our standard planned works, we have been successful in all four (4) of our funding bids for the Social Housing Decarbonisation Fund (SHDF). This £3.8 billion fund, launched by Central Government over a 10-year period that started in 2020, aims to improve the energy performance of social rented homes. Through this initiative, we have secured £9 million in grant funding. Most recently, in March 2025, we were awarded over £5 million in Wave 3 of the scheme.

We currently have 4926 council owned homes in our stock, with 450 properties receiving works through the SHDF projects so far, and a further minimum of 500 properties receiving retrofit works through the most recent SHDF scheme, Wave 3.

**Energy Efficiency – Commitment – *Where reasonably practicable, for all Council owned homes to achieve a minimum rating of EPC C, by 2030.***

We are now aiming to bring all our housing stock up to a minimum of EPC C, where feasible, by 2030. Whilst this is not currently a regulatory requirement, this target is currently in consultation within central government, and we are actively preparing our current and future plans for its likely implementation.

## **Energy Study – Baseline Position**

Since the beginning of 2023, we have increased the proportion of our housing stock rated EPC C or above from 28.56% to 52.47%. Over the same period, our average SAP rating improved from D63 to C69, meeting our original target of achieving this by 2030, five years ahead of schedule.

This means that just under half of our homes still require upgrades to achieve an EPC C rating. While many of these will involve relatively minor works, such as loft insulation top-ups, others will require more extensive interventions.

Retrofitting our social housing stock, of which 21% is of pre-1949 construction, presents complex interventions, including:

- External and cavity wall insulation
- Loft insulation
- Ventilation upgrades
- Window and door replacements
- Heating system replacements
- Renewable Technologies and Low Carbon Heating Systems

These upgrades must be tailored to each property’s age, structure, and condition to ensure they meet both the technical requirements and the needs of our tenants.

Retrofit work can also be disruptive, sometimes requiring temporary relocation or inconvenience to daily life for our tenants. Managing tenant expectations and minimising disruption is a logistical challenge that we continue to address within our programmes.

### **EPC Baselines and Breakdown**

EPC Banding	Current Number	Percentage %
A	60	1.22
B	289	5.86
C	2250	45.67
D	2146	43.56
E	180	3.65
F	1	0.02

### **Carbon Baseline**

From our current energy and carbon data we estimate that our homes produce 12,212 tonnes of carbon. However, this is an estimate, as every tenant will operate their home differently. Therefore, we plan to work with our tenants to better understand specific carbon emissions associated with their home, in order for us to work towards carbon neutrality.

### **Background**

Achieving carbon neutrality by 2030 will depend heavily on decarbonising our housing stock. This presents a significant challenge for us, as the vast majority (75%) of our homes are currently heated by gas boilers. Transitioning to renewable heating systems, alongside the essential fabric improvement works will require substantial investment and coordinated action across the district.

### **Current Delivery and Future Outlook**

We are continuing to undertake retrofit projects at scale, including the culmination of our SHDF Wave 2.1 project and the continuation of delivering the WH: SHF Wave 3 programme. This is in conjunction with our standard planned works which positively contribute towards the energy efficiency and decarbonisation of our homes.

In September of 2021, Stroud District Council Housing Committee took the decision to invest an additional £18 million to decarbonise and improve the energy efficiency of our Council Housing. This investment had the aim to improve the average energy efficiency rating across all Council housing stock to be SAP C by 2030. However, this target was met in April 2025, and we are now reviewing our future programmes to work towards bringing all our housing stock up to a minimum of EPC C, where feasible, by 2030.

We have recently expanded our Energy and Carbon team, with the addition of two new roles; an Energy and Carbon Officer and an Energy Tenant Liaison Officer. Both roles will play a vital role in our current and future delivery of retrofit works and in achieving our 2030 target.

We are continually exploring possible sources of funding that we can utilise and will continue to bid for future projects that will be of benefit to our homes and tenants. Recent exploration work has included ECO 4 and Tenant Power projects, and we are working with partners to identify suitable properties to utilise these funding options.

We also understand that empowering our tenants with the knowledge and confidence to utilise low-carbon technologies and energy-saving practices is vital to the success of our future initiatives. As we transition to more sustainable homes and communities, ensuring that individuals understand how to use new systems effectively, make informed choices, and contribute to reducing emissions will be key. Their active participation not only supports the long-term performance of retrofit measures but also helps build a culture of sustainability across the district.

We are also committed to reviewing our Housing Services Energy Strategy in 2026.

## **Estate Management**

Our aim is to establish a neighbourhood management approach that enhances the experience of our residents by fostering collaboration with residents, agencies, and stakeholders. This approach will ensure that our communities are safe, well-maintained, and inclusive, creating environments where people feel a sense of belonging and pride.

As outlined in the Neighbourhoods and Communities Strategy, we have committed to deliver a range of outcomes that improve the quality of life for our tenants. Neighbourhoods and communities where our homes are located will be safe, well maintained, and free from litter and fly tipping. We will work to improve social, environmental, and economic wellbeing in areas where we own properties. Shared spaces will be welcoming and provide opportunities for children to play, create spaces for socialising and allow access to green spaces, while fostering a sense of ownership and community among residents.

### **Play Parks in Your Community**

We manage several play parks within our estates, and we want our play parks to be safe, fun, and welcoming spaces for children and families. Here's what we do to make that happen:

**Keeping Parks Safe** - We carry out regular safety checks on all play equipment and surfaces to make sure everything meets the right standards. If something is damaged, we repair or replace it as quickly as possible.

**Looking After Our Parks** - Our team works hard to keep play areas clean and tidy. This includes routine maintenance, landscaping, and making sure equipment stays in good condition.

**Listening to You** - Your views matter. We ask tenants for feedback on play parks and involve you in decisions about improvements. This helps us make sure parks meet the needs of your community.

**Working Together** - We partner with local organisations and contractors to keep play parks safe and well maintained. We also look for funding opportunities to make improvements where needed.

**Clear Responsibilities** – We will always let you know what we are responsible for and what you can do to help keep play areas safe and enjoyable for everyone.

**Preventing Problems** - We take action to prevent anti-social behaviour around play parks, so they remain friendly spaces for children and families.

We have committed to invest more in our shared spaces, such as our estates and playparks. To support this, we will actively seek and respond to resident feedback on shared spaces, working in partnership with other agencies to prevent and resolve issues. Strong relationships with contractors will be maintained to ensure high quality services and value for tenants. We will provide clarity on the respective responsibilities of residents and the landlord for maintaining communal areas and communicate decisions that affect shared spaces clearly and promptly to residents.

## Conclusion

This Asset Management Strategy sets out a clear, ambitious, and deliverable framework for managing Stroud District Council's housing assets over the next five years. It reflects our commitment to providing safe, sustainable, and high-quality homes that meet the evolving needs of our tenants and communities.

By embedding tenant voice, data driven decision making, and proactive investment planning at the heart of our approach, we aim to deliver services that are responsive, inclusive, and future proof. Our strategy aligns with national regulatory requirements, local priorities, and the Council's broader strategic objectives, ensuring that our housing stock remains compliant, energy efficient, and fit for purpose.

We recognise the challenges ahead from decarbonisation and building safety to demographic shifts and financial pressures, but we are confident that through strong governance, collaborative working, and continuous improvement, we will meet these challenges head on.

This strategy is not a static document; it is a living framework that will evolve in response to emerging needs, policy changes, and resident feedback. Through regular monitoring, transparent reporting, and active engagement, we will ensure that our asset management practices continue to deliver value for money, enhance tenant satisfaction, and contribute positively to the wellbeing of our communities.

This is not just a strategy for buildings it is a strategy for people, places, and the future of social housing within the Stroud District and it will ensure our housing assets continue to support thriving, resilient communities.

Action No	Action Objective	Work Item	2025/26	2026/27	2027/2028	Accountable Officer
1	Maintain Safe and Compliant Homes	Ensure 100% compliance across areas such as gas, electrical and all areas under the "safety and quality Standard" under the consumer standards	✓	✓	✓	Ashley Heal, Heating and Electrical Manager and Jonathan McKinlay, Safety, Health and Compliance Manager
2	Maintain Safe and Compliant Homes	Ensure compliance with the Decent Homes Standard, working in a Potentially non-Decent model to allow more flexibility	✓	✓	✓	Kirsty Hussain, Asset and Sustainability Manager
3	Maintain Safe and Compliant Homes	Ensure compliance with Awaabs Law	✓	✓	✓	Kirsty Hussain, Asset and Sustainability Manager
4	Maintain Safe and Compliant Homes	Complete the transition from 10 to 5 years on electrical testing	✓			Ashley Heal, Heating and Electrical Manager
5	Maintain Safe and Compliant Homes	Introduce a communication plan on building safety and compliance		✓		Jonathan McKinlay, Safety, Health and Compliance Manager
6	Maintain Safe and Compliant Homes	Create, engage and adopt a Building Safety and Compliance Strategy		✓		Jonathan McKinlay, Safety, Health and Compliance Manager
7	Energy Efficiency and Net Zero Goals	Cost Analyse achieving an average EPC C	✓			Kirsty Hussain, Asset and Sustainability Manager
8	Energy Efficiency and Net Zero Goals	Commit to achieving an EPC C where possible	✓	✓	✓	Kirsty Hussain, Asset and Sustainability Manager

9	<b>Energy Efficiency and Net Zero Goals</b>	Review and Implement HRA Energy Strategy		✓		Kirsty Hussain, Asset and Sustainability Manager
10	<b>Optimise Asset Performance</b>	Review and Implement an Improvement plan for SCS	✓			Kirsty Hussain, Asset and Sustainability Manager
11	<b>Optimise Asset Performance</b>	Implement a 5-year rolling SCS programme		✓		Kirsty Hussain, Asset and Sustainability Manager
12	<b>Optimise Asset Performance</b>	Asset Sustainability Model			✓	Kirsty Hussain, Asset and Sustainability Manager
13	<b>Optimise Asset Performance</b>	Accessible Housing Register	✓	✓	✓	Kirsty Hussain, Asset and Sustainability Manager
14	<b>Optimise Asset Performance</b>	Explore “Accessible Garden” Project with tenants		✓	✓	Adrian Erwood, Operations Manager
15	<b>Financial and Service Efficiency</b>	Explore a “Handyperson” service		✓	✓	Adrian Erwood, Operations Manager
16	<b>Financial and Service Efficiency</b>	Review and communicate “Tenants responsibility of repairs” for a tenant handbook		✓		Adrian Erwood, Operations Manager

17	Financial and Service Efficiency	Explore and review estate management delivery options		✓		Adrian Erwood, Operations Manager
18	Financial and Service Efficiency	Undertake a review of Property Cares Business Model		✓		Tara Skidmore, Head of Assets and Investment
19	Financial and Service Efficiency	Commit to internalising where VFM, output and better customer satisfaction can be achieved		✓	✓	Tara Skidmore, Head of Assets and Investment
20	Strengthen Governance and Performance Monitoring	Implement a new Asset Management System		✓	✓	Tara Skidmore, Head of Assets and Investment
21	Strengthen Governance and Performance Monitoring	Implement a “ Reporting contractor framework” to ensure further visibility of contractor performance		✓		Tara Skidmore, Head of Assets and Investment
22	Strengthen Governance and Performance Monitoring	Review and implement operational reporting tools, ensure alignment with our governance structure.	✓			Tara Skidmore, Head of Assets and Investment

Through this Asset Management Strategy, we commit to the below objectives

- **Maintain Safe and Compliant Homes** - Maintaining 100% compliance with statutory landlord health and safety requirements to ensure our tenants remain safe in their homes.
- **Energy Efficiency and Net Zero Goals** - A commitment that all homes receive a level of investment to achieve an EPC C where possible.
- **Optimise Asset Performance** - Use data driven planning to prioritise investment, reduce reactive repairs, and extend the life of housing stock through area based, 5-year planned maintenance and refurbishment.
- **Financial and Service Efficiency** - A commitment to review service delivery, internalise more services to achieve better value for money, improved quality of service and tenant satisfaction.
- **Strengthen Governance and Performance Monitoring** - Establish clear accountability, monitor performance against KPIs, and embed continuous improvement across all asset related activities.