

Objective 1: Delivering More Homes People Need, Imaginatively and Effectively

Key Results

- **KR 1.1** (Annually from Oct 2025): Achieve ambitious annual net increases in socially rented and shared ownership homes. This will be targeted towards meeting the most critical housing needs (identified by household type, circumstance, or required property specification) highlighted in our housing analysis processes.
- **KR 1.2** (Annually from Oct 2025): Utilise the budget allocated for opportunistic acquisitions to secure [e.g., 25] new homes per year. Achieved through opportunistic and innovative routes (off-market acquisitions, creative partnerships, proactive site identification, and non-standard S106 opportunities), beyond standard planned new build programmes. To include [e.g., 80%] social rents and [e.g., 20%] shared ownership homes.
- **KR 1.3** (Annually from Oct 2026): Deliver adaptable/accessible homes that meet 100% Nationally Described Space Standards (NDSS) for Homes England grant requirements and Employer's requirements. This will contribute to a demonstrable reduction in waiting list numbers for these homes.
- **KR 1.4** (Annually from Oct 2026): Achieve a year-on-year improvement in tenant satisfaction with the overall quality and design detail of their new home. This to be measured via targeted post-occupation surveys and qualitative feedback sessions focusing on how the home meets their daily living needs.
- **KR 1.5** Secure external grant funding for new build Affordable Homes towards housing delivery, aiming for approximately [30-40]% of total scheme costs, by [Date].
- **KR 1.6** (Quarterly from Oct 2025): Working with Housing to dynamically monitor and strategically respond to Right-to-Buy impacts, ensuring effective reinvestment strategies are in place.

Objective 2: Ensuring Every Home is Safe, Healthy, and Fit for the Future

Key Results (KRs)

- **KR 2.1** (By Oct 2027): Proactively and collaboratively reduce structural damp cases by X% from the Oct 2025 baseline, tackling the root causes and creating healthier homes.
- **KR 2.2** (From Oct 2025): Provide rapid and effective assessment (investigation, advice, support, referrals, remedial work) and clear action plans for 100% of mould reports in accordance with timescales in Awaab's law, prioritising tenant health and well-being.
- **KR 2.3** (From Oct 2025): Support Housing to achieve consistent annual improvement in overall tenant satisfaction with the quality of their home and the responsiveness and quality of repairs. To be evidenced by improved satisfaction survey results, a demonstrable reduction in repeat repairs and related complaints, and an increase in positive feedback/compliments.
- **KR 2.4** (From Oct 2025): maintain uncompromising 100% statutory landlord safety compliance. Achieved by proactively addressing any access challenges and supporting Housing to ensure tenant safety.
- **KR 2.5** (From Oct 2025): Ensure every home meets or exceeds Decent Homes standards throughout the tenancy, providing a quality experience for our tenants.
- **KR 2.6** (By Oct 2026): Implement an evidence-based, sustainable component lifecycle policy balancing cost, quality, lifespan, and environmental impact. This will set the rules for when components are to be replaced, balancing cost, quality, life, and environmental factors.
- **KR 2.7** (Annually from 'X' Date): Achieve average unit costs for key planned works components (e.g., kitchens, bathrooms, roofs) that fall within the top quartile when benchmarked against national/sector comparators. This is to measure how efficiently we complete the replacement work compared to others.
- **KR 2.8** (Annually from 'X' Date): Achieve a year-on-year reduction of X% in the average waiting time from assessment to completion for major adaptations.
- **KR 2.9** (Annually from 'X' Date): Work collaboratively and proactively with Housing to achieve a year-on-year reduction of X% in the average number of reactive repair requests logged per property.

Objective 3: Transforming all Stock into Homes Fit for Modern Lives, Sensitively and Efficiently

Key Results (KRs)

- **KR 3.1** (By Oct 2028): Accelerate the average asset replacement cycle time by 15% from the Oct 2026 baseline, delivering improvements faster
- **KR 3.2:** Establish and implement property investment thresholds and decision criteria that ensure strategic resource allocation, preventing over-investment in individual assets while maximizing overall portfolio value and tenant outcomes.

Objective 4: Creating Warmer, Energy Efficient and More Affordable Homes for a Sustainable Future

Key Results (KRs)

- **KR 4.1** (By Oct 2030): Achieve EPC Band C or above for 100% of technically and economically viable homes, delivering warmer homes and lower energy bills for our tenants.
- **KR 4.2** (By Oct 2026): Establish clear, ambitious interim carbon reduction milestones aligned with the Carbon Management Action Plan and Council climate commitments.
- **KR 4.3** (By Oct 2026): Commence impactful Phase 1 implementation of the actions aligned to the Carbon Management Action Plan demonstrating early progress.
- **KR 4.4** (Annually from X date): Secure external grant funding of at least [Target Amount, e.g., £530k] per year specifically for the decarbonisation of existing Council Housing stock, contributing to the implementation of the decarbonisation roadmap.

Objective 5: Unlocking Potential: Empowering Tenants, Staff, and Innovation for Better Services

Key Results (KRs)

- **KR 5.1** (By Oct 2027): Once implemented, increase uptake of accessible digital-first services (e.g. interaction with capital works team) by x%, whilst actively demonstrating improved tenant satisfaction with digital access, choice, and support.
- **KR 5.2** (From Oct 2025): Systematically use Asset Management Strategy (AMS) activities, investments, and associated data (quantitative and qualitative) to demonstrate measurable positive impacts on specific, co-defined aspects of tenant well-being, health outcomes, and community connection, sharing these positive stories internally and externally.

Objective 6: Using Insightful Data to Drive Action and Improve Lives

Key Results (KRs)

- **KR 6.1** (By Oct 2026): Achieve 95% coverage of accurate, insightful, and readily accessible stock condition data. To be integrated with validated repairs and tenant feedback data, which will provide the foundation for smart decisions.
- **KR 6.2** (By Oct 2026): Fully operational real-time AMS data dashboard and asset lifecycle system visualising key performance indicators (informed by KR 6.1) providing actionable insights for teams.
- **KR 6.3** (From Oct 2026): Embed quarterly data-driven review meetings (using KR 6.2 dashboard) that demonstrably integrate quantitative performance data with qualitative tenant feedback and staff insights. This will lead to timely strategic and operational adjustments focused on improving both service efficiency and the tenant experience.
- **KR 6.4** (Annually from Jan 2027): Generate and act upon at least [e.g., 5] significant actionable insights per year derived from the integrated analysis of asset, repairs, financial, and qualitative tenant feedback data. This will lead to demonstrable service improvements or strategic shifts.
- **KR 6.5** (Annually from Oct 2026): Achieve a year-on-year reduction of X% in upheld complaints related to asset management issues (quality, planned works, contractor performance, property condition) and a simultaneous year-on-year increase of Y% in recorded compliments for AMS activities.