Broxtowe Borough COUNCIL

Asset Management Strategy

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Contents

1. Introduction

Strategic Overview
Broxtowe Borough Council presents this comprehensive Asset Management Strategy to deliver transformational improvements to our housing services and community outcomes. This strategy establishes the operational framework for managing circa. 4,400 homes and delivering 250 new affordable homes over the next five years.

Key Commitments
- Circa. 4,400 homes under strategic management
- 250 new affordable homes delivery target (2025-2031)
- £ 47 million capital investment programme
- Comprehensive governance framework for Cabinet accountability

Strategic Framework
This strategy aligns with our Corporate Plan, Housing Strategy, Housing Delivery Plan, and Climate Change Strategy to deliver imaginative, effective housing solutions that meet community needs and support sustainable development.

2. Overview

Document Purpose and Scope
Guided by our GREAT values – Going the extra mile, Ready for change, Valuing Employees, Always Improving, and being Transparent – this is not just another strategy document destined for a dusty shelf. This is our unshakeable commitment to the people of Broxtowe. It is a declaration of intent, forged from a deep understanding of our communities and a passionate drive to deliver not just houses, but high-quality, secure, and truly affordable homes that form the bedrock of thriving lives. We understand that the right home is transformational—it impacts health, wellbeing, opportunity, and the very fabric of our community.

We own our housing stock, a precious position that comes with profound responsibility. We refuse to simply manage decline or tinker at the edges. Our ambition is clear: to lead, to innovate, to act with entrepreneurial urgency, demonstrating we are ready for change and committed to going the extra mile, and to actively drive forward the provision of outstanding social housing that meets the real, evolving needs of our residents—now and for generations to come.

We will overcome obstacles, cut through delays, and find creative solutions because the human cost of inaction is too high. We recognise the challenges: an aging population requiring adaptable and accessible homes, the urgent need for decarbonisation, and the increased cost of living. But we see these not as obstacles, but as catalysts for action.

Driven by our value of Always Improving, this strategy outlines how we will tackle these head-on, investing wisely, building intelligently, spotting opportunities, and replacing housing that no longer serves its purpose with modern, efficient homes—sometimes on the same footprint, sometimes increasing provision where possible. This plan is our roadmap for delivery. It demands collaboration across the Council and with our partners—breaking down silos to achieve shared goals, recognising that our valued employees are key to this success. It requires data-driven decisions balanced with social value, acting with transparent clarity and never losing sight of the people behind the numbers. It mandates innovation, a relentless focus on quality and tenant satisfaction, and the agility to seize opportunities as they arise.

We are not just maintaining assets; we are investing in people. We are building more homes to meet the needs of our local community where families can flourish, where older residents can live with dignity, and where our communities can grow stronger. This is our purpose. This is our pledge. This strategy details how we will make it happen, quickly and effectively.

Strategic Approach and Framework
The Asset Management Strategy represents a fundamental shift towards evidence-based, measurable housing delivery that positions Broxtowe Borough Council as a leader in innovative and effective asset management. Our approach recognises that effective asset management requires more than traditional property maintenance—it demands strategic coordination across multiple functions, systematic delivery mechanisms, and robust accountability structures.

This strategy bridges the gap between strategic ambition and practical delivery through a proven framework that ensures every action contributes to measurable outcomes for residents and communities. The rationale for this comprehensive approach stems from the complex challenges facing social housing providers today: increasing demand, rising construction costs, regulatory pressures, and climate change obligations. Traditional approaches are insufficient to address these interconnected challenges. Our strategy provides a systematic framework for navigating complexity while maintaining focus on core outcomes: delivering more homes, improving existing stock, and creating sustainable communities.

OKR Framework Explanation

At the heart of our strategic approach lies the Objectives and Key Results (OKR) framework, a methodology that translates strategic vision into measurable action. This framework provides clarity, accountability, and systematic progress tracking across our comprehensive asset management programme.

Our strategy is structured around 6 strategic objectives supported by specific actions, creating a comprehensive delivery framework that spans foundation work, core delivery, and optimisation phases. Each objective represents a critical component of our asset management mission, while the actions provide detailed operational guidance for systematic implementation.

The OKR structure operates through three implementation phases: Foundation, establishes governance structures and operational frameworks; Delivery, focuses on scaling housing delivery and improvement programmes; and Scale & Optimize, emphasizes continuous improvement and performance optimisation. This phased approach ensures that foundational elements are secure before scaling delivery, minimizing risk while maximizing impact.

Each objective includes measurable Key Results that define success criteria and enable progress tracking. For example, Objective 1 (Delivering More Homes People Need, Imaginatively and Effectively) includes Key Results ranging from governance establishment to annual housing delivery targets of 250 new homes over five years. This structure ensures that strategic ambitions translate into concrete, measurable outcomes with clear accountability.

Consultation and Development Process

This strategy has been developed through extensive consultation with internal stakeholders (including the Housing Influence Panel), drawing on expertise across housing, development, finance, and strategy functions. The development process incorporated lessons learned from previous housing delivery programmes, best practice research, and detailed analysis of local housing needs and market conditions.

Our evidence base includes comprehensive analysis of housing stock condition, demographic trends, and strategic alignment with the Corporate Plan 2025-2030, the Housing Strategy, Housing Delivery Plan 2025-30, and Climate Change and Green Futures Strategy. This multi-source approach ensures that strategic decisions are grounded in robust evidence while maintaining alignment with broader council objectives.

The consultation process revealed consistent themes around the need for systematic delivery mechanisms, enhanced governance structures, and improved performance monitoring. Stakeholders emphasised the importance of sustainable capacity building, strategic partnerships, and evidence-based decision making. These insights have been incorporated throughout the strategy, ensuring that operational approaches reflect organisational learning and stakeholder priorities.

Document Structure and Implementation Context

This document provides both strategic overview and practical implementation guidance. Section 4 presents background context including regulatory environment and strategic alignment. Section 5 details the six strategic objectives, presenting rationale, key results, and implementation actions. These sections form the core strategic commitment and operational delivery framework. Final sections address performance management, financial planning, risk management, and year one implementation.

Implementation commences following Cabinet approval, structured across three phases: Foundation, Delivery, and Scale and Optimise. This phased approach establishes robust foundations before scaling delivery to achieve maximum impact. Following Cabinet approval, immediate next steps include establishing programme governance, finalising resource allocation, and commencing Foundation phase activities. Regular progress reporting ensures transparency and accountability whilst enabling responsive management of delivery challenges and opportunities.

3. Background

Corporate Plan Alignment: Delivering Strategic Priorities
Our Asset Management Strategy operates as a cornerstone delivery mechanism for the Corporate Plan 2025-2030, directly contributing to multiple strategic priority areas through measurable outcomes and comprehensive implementation frameworks.

Housing and Regeneration Leadership
The Corporate Plan establishes housing delivery as a fundamental priority, with our Housing Delivery Plan setting out "the approach for the next five years (2025-2030) to deliver up to 250 new affordable, high-quality homes for our residents." This Asset Management Strategy provides the operational backbone for this ambitious commitment, establishing governance structures that require Cabinet approval for strategic housing delivery commitments and ensuring accountability through quarterly oversight arrangements.

Our strategic focus on council-owned sites, particularly garage sites (delivering 4-6 units per site), demonstrates systematic asset utilisation that maximises public asset value while meeting community needs. The comprehensive acquisition programme targeting 10 properties annually further reinforces our commitment to expanding affordable housing stock through strategic site utilisation and evidence-based decision making.

Housing Strategy Integration: Operational Enablement
Our Asset Management Strategy functions as the primary operational delivery mechanism for the Housing Delivery Plan 2025-30, providing comprehensive frameworks that enable systematic housing delivery and strategic growth capacity. New build development remains our primary delivery method, focused on council-owned sites, and our Asset Management Strategy provides the operational infrastructure necessary for systematic site identification, development capacity building, energy efficiency standards and delivery optimisation. The garage site development plan (currently being developed) will provide strategic site assessment capabilities, while permanent recruitment to the Housing Delivery Manager ensures dedicated leadership capacity for programme scaling.

Strategic partnerships with Homes England provide up to 40% grant funding per unit, with examples of £75,000 per unit support for affordable housing development. Our strategic positioning for Section 106 partnerships enables the Council to step in where Housing Associations cannot deliver, while comprehensive funding strategies target 30-40% grant funding for scheme costs to reduce borrowing requirements and improve financial sustainability.

Our comprehensive approach to portfolio management includes regular assessment of asset performance, ensuring that every property in our portfolio contributes effectively to meeting housing needs while maintaining financial sustainability.

Climate Strategy Contribution: Housing Decarbonisation Leadership
The Council's Climate Change and Green Futures programme positions housing decarbonisation as a critical contributor to corporate carbon reduction targets, with our Asset Management Strategy providing concrete delivery mechanisms for environmental commitments.

Our comprehensive renewable energy deployment includes specific measurable targets: 460 solar panel installations across housing stock and 51 heat pump installations to deliver renewable energy generation. These concrete commitments, supported by minimum £530k annual external grant funding, demonstrate systematic approach to housing decarbonisation while reducing long-term operational costs for both residents and the Council.

The Retrofit RoadMap implementation across council housing stock provides structured approach to property-by-property decarbonisation, ensuring all Council stock has current Energy Performance Certificates to enable targeted interventions. Our fabric-first retrofit approach targeting EPC C+ ratings by 2030 directly contributes to corporate net zero commitments while improving heating affordability for residents.

Housing Delivery Plan Alignment: Strategic Growth Capacity

This Asset Management Strategy directly enables the Housing Delivery Plan's ambitious targets through systematic operational frameworks and resource allocation. Our strategic approach to building more homes to meet the needs of our local community and achieving consistent annual delivery of 50+ homes requires comprehensive capacity building through operational enhancement, process optimisation, and strategic resource allocation. The Asset Management Strategy enables this scaling through permanent staffing structures, comprehensive data governance frameworks, and partnership optimisation that maximizes grant funding opportunities.

4. Asset Management Objectives

4.1. Delivering More Homes People Need, Imaginatively and Effectively

Objective Overview
The Council's primary housing delivery objective represents a fundamental commitment to addressing the critical housing needs of our community through innovative, sustainable, and strategically coordinated approaches. This objective of building more homes to meet the needs of our local community encompasses our ambitious target to deliver 250 new affordable, high-quality homes over the five-year period from 2025-2030, scaling from an initial delivery of 35-50 homes annually to a consistent 50+ homes per year by 2026.

Our strategic approach recognises that effective housing delivery requires more than simply increasing numbers; it demands a comprehensive understanding of local housing needs, innovative delivery mechanisms, and sustainable governance frameworks. The objective is deliberately designed to be both ambitious and achievable, reflecting our commitment to transforming housing opportunities for residents while maintaining the highest standards of quality, accessibility, and environmental responsibility (please refer to section 4.4 for specific climate-focussed information).

Central to this objective is the principle of delivering homes "imaginatively and effectively." This means exploring innovative procurement methods, developing strategic partnerships with Registered Providers and developers, maximising the use of Section 106 opportunities, and ensuring that our new homes meet the most critical housing needs identified through our dynamic housing analysis processes.

Immediate Foundation Actions (September 2025 - February 2026)
Before we can scale delivery, we must establish the governance structures and frameworks that will enable consistent success. These immediate actions form the critical foundation for our housing delivery programme:
Governance and Leadership:

- Gain Cabinet approval for Housing Delivery Programme governance structure by Dec 2025 (Assistant Director Asset Management)
- Recruit permanent Housing Delivery Manager and create Development Officer role by Dec 2025 (Assistant Director Asset Management)
- Review and refresh Housing Delivery Plan Development strategy by September 2025 (Assistant Director Asset Management) - completed

Policy and Planning Frameworks:

- Create Design Quality Framework for Council-built homes by February 2026 (Development Team)
- Develop cross-departmental S106 tracking and allocation protocol with GIS system by Feb 2026 (Development Team)

- Agree list of approved Registered Providers to deliver affordable housing by February 2026 (Development Team / Housing Strategy Team)

Financial and Procurement Systems:

- Put clear long-term procurement methods in place for housing delivery partnerships by February 2026 (Development Team)
- Create Sale of Surplus Land policy framework to support housing delivery by February 2026 (Development Team)
- Refresh the Acquisitions policy including market analysis and financial criteria by February 2026 (Development Team)

Delivery Phase Actions (February 2026 onwards)

Housing Delivery Scale-Up:

- Deliver 250 new affordable homes over five years (2025-2030) scaling from 35-50 homes annually to 50+ homes (Development Team)
- Develop council-owned sites systematically (4-6 units per garage site) (Development Team / Capital Works Manager)
- Run strategic acquisitions programme targeting 10 properties annually (Development Team / Housing Strategy Team)

Partnership and Innovation:

- Use Section 106 partnerships positioning Council as provider of last resort (Development Team / Housing Strategy Team)
- Continue to build positive working relationships with developers and Registered Providers (Development Team / Housing Strategy Team)
- Deliver specialist housing for disabilities, veterans, and dementia care (Development Team / Housing Strategy Team)

Quality and Standards:

- Support delivery of new homes to 100% Nationally Described Space Standards (NDSS) including Council's own developments (Development Team / Planning Team)
- Create comprehensive tenant feedback systems including new build surveys (Development Team)

Scale & Optimise Phase Actions (2027 onwards)

- Achieve consistent annual delivery of 50+ homes through scaled mechanisms (Development Team)
- Build advanced partnership arrangements for larger-scale joint delivery (Development Team)
- Optimise funding relationships and maximize grant income (Development Team / Finance Team)

Key Results

- KR 1.1: Annual net increases in socially rented and shared ownership homes
- KR 1.2: Opportunistic acquisitions through innovative routes
- KR 1.3: Accessible homes meeting 100% NDSS
- KR 1.4: Year-on-year improvement in tenant satisfaction (in line with the Housing Strategy)
- KR 1.5: Secure external grant funding

- KR 1.6: Dynamic monitoring and strategic response to Right-to-Buy impacts
- KR 1.7: Establish sustainable delivery capacity through permanent leadership

4.2. Ensuring Every Home is Safe

Objective Overview
Broxtowe Borough Council's commitment to ensuring every home is safe represents a fundamental obligation to residents and a cornerstone of responsible social housing management. This objective embodies our unwavering commitment to regulatory compliance, tenant safety, and quality homes that provide secure foundations for family life and community wellbeing.

Central to this objective is our comprehensive response to Awaab's Law and the enhanced regulatory framework established by the Regulator of Social Housing's Consumer Standards. The tragic circumstances surrounding Awaab's Law have fundamentally reshaped the social housing sector's approach to damp, mould, and housing quality management. The Council recognises that compliance with these standards is not merely a regulatory requirement but a moral imperative to protect tenant health and wellbeing.

Our strategic approach encompasses multiple dimensions of housing quality and safety. We are committed to establishing robust compliance frameworks that ensure every home meets safety standards while maintaining the highest standards of home quality throughout every tenancy. This includes systematic approaches to damp and mould management, in line with the damp and mould policy.

In shaping our approach to building safety, we are guided by the lasting impact of the Grenfell Tower fire and the significant reforms that followed. This deeply tragic event highlighted the urgent need for stronger safety standards, clearer accountability, and a renewed focus on resident voice and wellbeing. In response, legislation such as the Building Safety Act 2022 and the Social Housing (Regulation) Act 2023 have introduced a more robust regulatory framework. The Council is committed to embedding these principles into our asset management practices, recognising that ensuring safe, high-quality homes is both a legal responsibility and a vital part of rebuilding trust with our communities.

We recognise the ongoing presence of asbestos in many older homes and the importance of managing it safely. Although its use was banned in 1999, asbestos remains in some building materials, particularly in properties built before the 1980s. The Council follows a clear management plan in line with national regulations, ensuring regular checks and safe handling where needed. Our priority is to minimise risk and maintain safe, well-managed homes for all residents.

The Council is also preparing for the introduction of new electrical safety regulations, which will come into full effect for existing tenancies in May 2026. We will continue to remain vigilant in managing water safety risks in our Independent Living Schemes.

Immediate Foundation Actions (September 2025 - onwards)
Safety and Compliance Foundations:

- Put comprehensive regulatory compliance framework in place ensuring every home meets safety standards (Assistant Director Housing / Assistant Director Asset Management and Development)
- Meet Regulator of Social Housing Consumer Standards maintaining 100% compliance (All relevant Housing and Asset Management teams)

Stock Assessment and Planning:

- Complete stock condition surveys and plan appropriate actions based on outcomes by July 2026 (Capital Works Manager)
- Continue the boiler repair vs replacement programme (Capital Works Manager)
- Confirm the approach to the remaining schemes that have been identified as unsuitable for Independent Living

Health and Safety Improvements:

- Continue to make systematic improvements to damp and mould management tackling root causes (Housing Repairs Team)
- Provide rapid assessment and action plans for 100% of mould reports within Awaab's law timescales (Housing Repairs Team)

Service Quality Enhancement:

- Continue to improve the housing repairs service (Housing Repairs Team / Capital Works Manager)
- Continue to learn from the management insight via the recently upgraded telephone system and introduce customer portal for improved accessibility (Housing Repairs Team)
- Continue to improve on reducing void times enabling faster transitions from temporary accommodation (Housing Repairs Team / Housing Operations)

Standards and Quality:

- Maintain Council's Decent Homes Standard across all properties throughout tenancies (Capital Works Manager)
- Respond to consultations on Decent Homes Standard for private sector (Private Sector Housing Team)
- Run new five-year Capital programme to systematically update home components (Capital Works Manager)

Homelessness Prevention:

- Increase temporary accommodation units in Borough to meet growing demand, as per homelessness strategy (Housing Operations Team)
- Continue meeting South Nottinghamshire Homeless and Rough Sleeper Strategy actions (Housing Operations Team)

Scale & Optimise Phase Actions (2027 onwards)

- Use contractor relationships and market knowledge for cost-effective procurement (Capital Works Manager / Development Team)

Key Results

- KR 2.1: Reduce structural damp cases in line with the damp and mould policy

- KR 2.2: Provide rapid assessment and action plans for 100% of mould reports per Awaab's Law
- KR 2.3: Achieve consistent improvement in tenant satisfaction with home quality and repair responsiveness
- KR 2.4: Maintain 100% statutory landlord safety compliance proactively
- KR 2.5: Ensure every home meets Decent Homes standards throughout tenancy
- KR 2.6: Use evidence-based component lifecycle policy balancing cost, quality, and environment
- KR 2.7: Achieve unit costs for planned works in top quartile versus national comparators
- KR 2.8: Achieve 10% year-on-year reduction in adaptation waiting times
- KR 2.9: Prevent homelessness through increased temporary accommodation and support services

4.3. Transforming all Stock into Homes Fit for Modern Lives, Sensitively and Efficiently

Objective Overview
The Council's third strategic objective represents a comprehensive commitment to maximising the potential of our existing housing stock through strategic transformation, optimisation, and sensitive modernisation approaches. This objective encompasses our ambition to accelerate the average asset replacement cycle time by 15%, ensuring that every property in our portfolio contributes meaningfully to meeting contemporary housing needs while maintaining environmental sustainability and community cohesion.

Our approach recognises that effective asset transformation requires more than routine maintenance; it demands strategic vision, data-driven decision-making, and systematic approaches to property optimisation. The objective is designed to balance the imperative for modern living standards with the need for sensitive, community-conscious development that respects existing neighbourhoods while creating homes that truly serve residents' evolving needs.

It is our desire to retain our current housing stock. Therefore, our approach to asset optimisation is to recognise poorly performing, unaffordable or housing assets which are struggling to fulfil their purpose, and strategically discuss options to maximise value for money, improve performance and /or generate reinvestment funds to improve and grow our housing portfolio. This strategic conversation could potentially create capital receipts to fund new housing acquisition through both S106 and open market routes, reduces liabilities connected to maintenance and compliance, and supports regeneration and community outcomes including economic and environmental wellbeing.

Immediate Foundation Actions (September 2025 - February 2026)

Asset Transformation Governance:

- Put comprehensive asset transformation governance in place ensuring strategic resource allocation (Assistant Director of Asset Management and Development)
- Create agreed methods to test viability of each scheme assessment (Development Team / Finance Team)

Delivery Phase Actions (February 2026 onwards)

Stock Optimisation:

- Review every void property for remodeling suitability to meet housing need (Housing Operations / Housing Repairs / Capital Works)

Strategic Asset Utilisation:

- Review and improve Empty Homes Strategy to maximize stock utilisation (Private Sector Housing Team)
- Refresh Home Release Scheme to optimise housing stock utilisation (Housing Operations Team)
- Undertake regular strategic reviews of the housing portfolio to identify assets that are poorly performing or struggling to fulfil their purpose, developing options appraisals that consider all available strategies to maximise value for money and support portfolio growth (Development Team).

Key Results

- KR 3.1: Accelerate average asset replacement cycle time by 15% from an agreed baseline
- KR 3.2: Establish property investment thresholds ensuring strategic resource allocation and maximum portfolio value

4.4. Creating Warmer, Energy Efficient and More Affordable Homes for a Sustainable Future

Objective Overview
The Council's climate-focused housing objective represents a transformative commitment to environmental leadership through comprehensive decarbonisation of our housing stock, positioning our housing programme as a cornerstone of the borough's Climate Change and Green Futures strategy. This objective encompasses our ambitious targets to achieve EPC Band C+ ratings for all technically and economically viable council homes by October 2030, while delivering renewable energy or energy efficiency improvements to our housing stock through comprehensive retrofit programmes.

Our strategic approach recognises that creating warmer, more energy-efficient homes requires systematic coordination across multiple delivery mechanisms, from foundational energy assessment programmes through to large-scale renewable energy installations. The objective is deliberately designed to deliver measurable environmental impact while reducing energy costs for residents, demonstrating that climate action and resident welfare are complementary rather than competing priorities.

Immediate Foundation Actions (September 2025 - February 2026)
Climate Programme Governance:

- Gain Cabinet approval for Climate Change Programme governance with sustainability requirements (Assistant Director Housing Services / Climate Change Manager)
- Make sure all Council stock has a current Energy Performance Certificate (EPC) by February 2026 (Capital Works Manager)

Research and Planning:

- Research sustainable methods of construction for new build Council houses (sustainable materials, reducing water and conserving energy) (Climate Change Manager)
- Look into alternative technologies to conventional heating systems (Capital Works Manager / Climate Change Manager)

Delivery Phase Actions (February 2026 onwards)
Renewable Energy Installation:

- Install 460 solar panels and 51 heat pumps across housing stock (Capital Works Manager)
- Complete smart meter installation programme (Capital Works Manager / Energy Team)
- Install hydrogen ready boilers across the housing stock (Capital Works Manager)

Energy Efficiency Improvements:

- Secure minimum £530k annual external grant funding for energy efficiency improvements (Capital Works Manager)

- Start loft insulation programme on properties identified through stock condition reports (Capital Works Manager / Climate Change Manager)
- Create an energy efficient replacement programme for all appliances in social spaces (Capital Works Manager / Modernisation Manager)

Climate Programme Implementation:

- Continue implementing Council's Climate Change and Green Futures programme across housing (All Teams / Climate Change Manager)
- Look into options for renewable energy e.g. solar panel installation on building roof tops (Capital Works Manager)
- Check and review heating settings across Independent Living properties (Capital Works Manager / Independent Living Team)

Scale & Optimise Phase Actions (2027 onwards)

Comprehensive Retrofit:

- Put Retrofit RoadMap into action providing systematic property-by-property improvements (Capital Works Manager / Assistant Director Environment Services)
- Make sure Borough residents know about and are signposted to appropriate retrofit funding (Capital Works Manager / Assistant Director Environment Services)
- Achieve consistent high-volume renewable energy delivery (Capital Works Manager)

Key Results

- KR 4.1: (By Jul 2030): Achieve EPC Band C+ for all technically/economically viable homes
- KR 4.2: (By Jul 2030): Deliver renewable energy or comprehensive efficiency measures through retrofit programmes
- KR 4.3: (By Jul 2030): Deliver net-positive contribution to net-zero targets through comprehensive renewable energy installations

4.5. Unlocking Potential: Empowering Tenants, Staff, and Innovation for Better Services

Objective Overview

The Council's commitment to empowerment and innovation represents our continued desire for tenant-centered service delivery that recognises residents as partners in creating better housing services and stronger communities. This objective encompasses our strategic vision to transform how we engage with tenants, develop our staff, and harness innovative approaches to deliver accessible, responsive, and effective housing services that meet the evolving needs of our community. This aligns with objective 4.6, utilising data to drive service improvements and actionable insights to meet tenant needs and statutory insights.

Our approach to empowerment (aligned to the housing strategy) is built on the principle that meaningful tenant engagement drives service improvements and creates stronger, more resilient communities. Through comprehensive engagement frameworks, we aim to ensure that tenant voices are systematically heard and incorporated into service design and delivery decisions.

Digital transformation is central to our empowerment strategy, with a target to increase uptake of accessible digital-first services by 10% by July 2028 from the current baseline, while demonstrating improved tenant satisfaction. This includes comprehensive website accessibility improvements, customer portal development, and digital service enhancements that make housing services more accessible and convenient for all residents.

Immediate Foundation Actions (September 2025 - February 2026)

Tenant Empowerment Framework:

Put comprehensive tenant empowerment framework in place ensuring systematic engagement and innovation (Housing Strategy Team)

Delivery Phase Actions (February 2026 onwards)

Digital Service Enhancement:

- Review website/documents for accessibility and introduce customer portal for digital service access (Housing Strategy Team / ICT)

Community Engagement:

- Work alongside housing colleagues to create comprehensive Engagement Framework and support tenant scrutiny activities (Housing Strategy Team)
- Look into engagement opportunities in areas where Drop-In sessions are poorly attended (Housing Strategy Team)

Education and Support:

- Educate and inform social housing tenants on energy efficiency within the home and other climate change related topics (Climate Change Manager)
- Support the Housing Team and their understanding of retrofit measures being installed (Assistant Director Asset Management)
- Create a user-friendly guide for tenants occupying new build properties with renewable energy technology (Development Team / Housing Engagement Team)

Staff Development:

- Recruit and develop apprentices building internal capacity and career pathways (Development Team / HR Team)

Key Results

- KR 5.1: (By Jul 2028): Increase uptake of accessible digital-first services by 10% from the current baseline whilst demonstrating improved tenant satisfaction
- KR 5.2: (From Jul 2026): Systematically use data to demonstrate measurable positive impacts on tenant well-being and community connection

4.6. Using Insightful Data to Drive Action and Improve Lives

Objective Overview

The Council's data excellence objective represents a transformative commitment to leveraging comprehensive data systems and analytics to drive evidence-based decision making, improve service delivery, and enhance resident outcomes across all Asset Management Strategy activities. This objective encompasses our strategic approach to establishing comprehensive data governance frameworks, achieving accurate stock condition data coverage, and putting real-time dashboard systems in place that provide actionable insights for teams and stakeholders.

Our strategic approach recognises that effective asset management in the 21st century requires more than traditional reactive maintenance approaches; it demands sophisticated data infrastructure, robust analytics capabilities, and systematic evidence-based decision making processes.

Central to this objective is the principle of using "insightful data to drive action and improve lives." This means putting comprehensive data governance frameworks in place, carrying out systematic stock condition surveying across all properties, developing real-time performance dashboards that integrate multiple data sources, and creating structured review processes that translate data into actionable insights for service improvements.

Immediate Foundation Actions (September 2025 - February 2026)

Data Governance and Infrastructure:

- Put comprehensive data governance framework in place and information management protocols (Strategy Team / ICT Team / Data Protection Officer)
- Complete comprehensive stock condition survey of remaining properties and garages/land (Capital Works Manager)

Data Quality and Systems:

- Clean up data in all systems and put new filing structure in place (Housing Performance Manager)
- Improve comprehensive knowledge about residents and properties through enhanced data systems (Housing Performance Manager)
- Take part in countywide private sector focused stock condition survey (Private Sector Housing Team)

- Consider adopting development cost assessment software (Panwin Lite) for project viability (Development Team / Finance Team)

Delivery Phase Actions (February 2026 onwards)

Dashboard and Reporting:

- Create annual financial report identifying housebuilding programme financials for borrowing tracking (Development Team / Finance Team)
- Create programme of works for garage improvements using stock condition survey data (Capital Works Manager)

Performance Improvement:

- Publicise actions for non-compliance with regulations in Private Sector Housing (Private Sector Housing Team)

Scale & Optimise Phase Actions (2027 onwards)

Advanced Analytics:

- Keep active risk registers for each scheme covering performance, cash flow, supply chain (Development Team / Capital Works Manager)
- Improve consultation and feedback processes to generate actionable insights from integrated data (Strategy Team / Development Team)
- Use contractor relationships and risk registers to improve performance and reduce complaints (Development Team / Capital Works Manager)

Key Results

- KR 6.1: Achieve accurate, accessible stock condition data integrated with repairs and tenant feedback
- KR 6.2: Fully operational real-time data dashboard providing actionable insights for teams
- KR 6.3: Embed quarterly data-driven review meetings integrating performance data with qualitative feedback
- KR 6.4: Use data to improve services and tenant lives
- KR 6.5: Achieve a reduction in upheld Asset Management complaints and increase in compliments as aligned with our complaints policy

5. Performance Management

Strategic Performance Framework
The Asset Management Strategy employs a comprehensive performance management framework based on the Objectives and Key Results (OKR) methodology, ensuring systematic tracking of progress against strategic commitments while maintaining accountability for delivery outcomes. This framework integrates performance monitoring across all six strategic objectives through quarterly reporting cycles, real-time dashboard systems, and structured review processes. This supports the data-led approach to meet need and statutory requirements.

Performance management operates at multiple levels: strategic performance tracks delivery against the six core objectives and their associated Key Results; operational performance monitors the specific actions across Foundation, Delivery, and Scale phases; and outcome performance measures resident satisfaction, service quality, and community impact indicators.

Monitoring and Reporting Arrangements
Cabinet Oversight: Quarterly performance reports to Cabinet provide comprehensive strategic oversight, with detailed progress tracking against Key Results, financial performance analysis, and risk assessment updates. Cabinet reporting includes:

- Progress against annual delivery targets (250 new homes over five years)
- Financial performance against £ million capital investment programme
- Regulatory compliance status and safety performance indicators
- Climate and sustainability progress including renewable energy installations
- Resident satisfaction and service quality metrics

Operational Monitoring: Monthly operational reviews track progress against the specific actions, with dedicated monitoring for Foundation phase actions, Delivery phase scaling, and Scale & Optimise phase performance.

Real-time Dashboard Systems: Implementation of comprehensive dashboard systems provides continuous visibility of key performance indicators, enabling proactive management of delivery challenges and opportunities. Dashboard systems integrate stock condition data, financial performance, delivery pipeline status, and resident feedback mechanisms.

Key Performance Indicators
Housing Delivery Performance:

- Annual new home completions (target: scaling to 50+ homes annually by 2026)
- Strategic acquisitions progress (target: 10 properties annually)
- Grant funding secured (target: 30-40% scheme costs coverage)
- Resident satisfaction with new home quality and design

Safety and Quality Performance:

- Regulatory compliance status (target: 100% statutory landlord safety compliance)
- Damp and mould case reduction as aligned to the damp and mould policy

- Decent Homes standard compliance (target: 100% throughout tenancies)
- Repair responsiveness and tenant satisfaction improvements

Climate and Sustainability Performance:

- Energy Performance Certificate improvements (target: EPC C+ for all viable homes by 2030)
- Renewable energy installations (target: 460 solar panels, 51 heat pumps)
- External grant funding secured (target: minimum £530k annually)
- Carbon reduction contribution toward net-zero targets

Data and Service Performance:

- Stock condition data accuracy (target: comprehensive coverage integration)
- Asset Management Complaints reduction and compliments increase
- Digital service uptake improvements
- Data-driven service improvements and actionable insights generation

Continuous Improvement Framework

Performance review cycles incorporate systematic evaluation of delivery effectiveness, identification of improvement opportunities, and implementation of responsive adjustments to operational approaches. Quarterly data-driven review meetings integrate quantitative performance data with qualitative feedback from residents, staff, and stakeholders.

The continuous improvement framework emphasises learning from delivery experience, adaptation to changing circumstances, and optimisation of resource allocation based on performance evidence. Regular benchmarking against national comparators ensures that performance standards remain ambitious while achievable.

Success measurement focuses on both quantitative delivery targets and qualitative outcomes including resident satisfaction, community impact, and service excellence indicators. Performance information directly informs strategic decision-making, resource allocation, and programme adjustments.

6. Finance

Budget Overview and Framework
The Asset Management Strategy is supported by a robust capital investment programme spanning 2025-2030, designed to deliver transformational improvements across Broxtowe Borough Council’s housing portfolio. This commitment reflects the Council's strategic prioritisation of housing delivery and asset optimisation, with capital investment allocated across new build development, strategic acquisitions, and comprehensive asset enhancement programmes.

The financial framework operates within established governance structures requiring Cabinet oversight and approval, ensuring executive accountability for strategic investment decisions. Regular financial monitoring through quarterly reporting cycles provides comprehensive oversight of budget performance, with delegated authority limits enabling efficient programme delivery whilst maintaining appropriate executive control.

Funding Sources Analysis
The financial sustainability of the Asset Management Strategy relies on a diversified funding approach, strategically balancing HRA resources with external grant funding to optimise delivery capacity whilst minimising borrowing requirements. This approach targets approximately 30-40% grant funding coverage for new build schemes, substantially reducing financial burden on the HRA whilst enabling ambitious delivery targets.

Key Funding Sources:
- Homes England Partnership: Up to £75,000 per unit support (40% grant funding per unit)
- Local Authority Housing Fund (LAHF): £70,000 per unit for refugee and vulnerable household accommodation
- Climate and Sustainability Grants: Annual target of £530,000 for energy efficiency improvements
- Section 106 Contributions: Strategic opportunities through developer partnerships
- Right-to-Buy Receipts: Strategic reinvestment for stock replacement and enhancement
- Capital Receipts from Strategic Asset Optimization: Re-purposing of poorly performing assets to generate reinvestment funds for portfolio improvement and growth

Financial Projections and Viability
Five-year financial planning (2025-2030) provides comprehensive framework for strategic investment and delivery optimisation, with detailed projections supporting the delivery of 250 new affordable homes whilst maintaining HRA sustainability and operational excellence.
Key Financial Metrics:
- New build unit costs: £180,000-£250,000
- Strategic acquisitions: 10 properties annually

- Energy efficiency improvements: Average EPC improvements from D to C+ ratings
- Value for money demonstration: Direct financial returns plus community benefits

The financial model demonstrates sustainable investment capacity across the five-year period, with grant funding optimisation reducing HRA borrowing requirements whilst maintaining ambitious delivery targets. Financial viability assessment includes sensitivity analysis for construction cost inflation, interest rate volatility, and funding availability variations.

Annual Investment Allocation:

- Year 1 (2026-27): £8.2 million (Foundation phase establishment and early delivery)
- Year 2 (2027-28): £10.8 million (Delivery phase scaling and renewable energy programme)
- Year 3 (2028-29): £11.5 million (Peak delivery phase with full capacity utilisation)
- Year 4 (2029-30): £9.8 million (Scale & optimize phase with efficiency gains)
- Year 5 (2030-31): £6.7 million (Consolidation and programme evaluation)

Financial Governance and Controls

Comprehensive financial governance arrangements ensure strategic investment delivers value for money whilst maintaining appropriate risk management and accountability structures. Financial control mechanisms include:

Strategic Financial Oversight:

- Cabinet approval required for annual budget allocations and programme variations
- Quarterly financial performance reporting with variance analysis and corrective actions
- Independent financial appraisal for schemes exceeding £1 million investment
- Annual external audit review of financial performance and value for money delivery

Operational Financial Management:

- Monthly budget monitoring and forecasting across all programme elements
- Scheme-by-scheme financial tracking with profitability and cash flow analysis
- Risk-adjusted financial modeling incorporating construction inflation and market volatility
- Grant funding optimisation through strategic timing and partnership arrangements

7. Risk Management

Strategic Risk Framework

The Asset Management Strategy operates within a comprehensive risk management framework that ensures systematic identification, assessment, and mitigation of risks across all strategic objectives and operational activities. This framework integrates directly with Broxtowe Borough Council's Corporate Risk Management processes, providing consistent methodology while addressing the specific challenges of housing asset management and development programmes.

Our risk management approach recognises that effective asset management involves complex interdependencies between financial, operational, regulatory, and political factors. The framework provides proactive identification of potential challenges while establishing robust mitigation strategies that protect strategic delivery and maintain resident outcomes. Not included in the high-level register below is the risks associated with Local Government Review. It is anticipated that this will be included in the Corporate risk register.

Theme	Risk	Mitigation	Lead
Capacity and Staffing	Lack of permanent development team leadership affecting delivery capacity and programme continuity	Immediate recruitment of permanent Housing Delivery Manager and Development Officer roles by July 2028	HR Team / Assistant Director Asset Management
	Insufficient specialist expertise in renewable energy and retrofit programmes limiting climate objective delivery	Comprehensive staff training programme for retrofit measures and partnership development with specialist consultants	HR Team / Capital Works Manager / Climate Change Manager
	Skills shortage across construction and development sectors impacting delivery timelines and quality standards	Early engagement protocols with contractors, development of apprenticeship programmes, and strategic consultant partnerships	Development Team / HR Team / Procurement Team
Financial	Construction cost inflation potentially adding £20k-£30k per unit to development budgets threatening financial viability	Implement construction cost inflation monitoring system with quarterly market analysis and fixed-price contract arrangements where feasible	Finance Team / Development Team / Assistant Director Asset Management
	Interest rate fluctuations affecting HRA borrowing costs and programme sustainability	Establish interest rate risk management framework with fixed rate options and alternative funding strategies assessment	Finance Team / Treasury Management
	Grant funding availability reductions impacting 30-40% funding target for scheme costs	Diversified funding strategy reducing dependency on single sources, early engagement with multiple funders, and contingency planning for alternative delivery routes	Development Team / Finance Team / Assistant Director Asset Management
	Poorly performing assets continuing to drain resources and limit portfolio growth potential	Strategic review process to identify and re-purpose underperforming assets, generating capital receipts for reinvestment in high-quality housing that better meets community needs	Strategy Team / Asset Management / Finance Team
Delivery	Homes England procurement process changes affecting grant	Risk management framework development for new requirements with early	Development Team / Procurement Team / Finance Team

	funding access and delivery timelines	engagement and alternative funding route identification	
	Section 106 partnership opportunities failing to deliver expected affordable housing contributions	Enhanced 1.9 strategy with housing associations and developers, comprehensive S106 tracking protocol implementation, and Council positioning as provider of last resort	Development Team / Planning Team / Strategy Team
	Planning permission delays or refusals affecting garage site development programme and delivery targets	Early engagement with Planning Team, comprehensive site assessment protocols, and alternative site identification and prioritisation systems	Development Team / Planning Team / Asset Management
Market	Property market volatility affecting strategic acquisition programme and asset values	Market intelligence system establishment with estate agents, comprehensive market analysis integration into acquisition policy, and flexible acquisition criteria based on market conditions	Development Team / Strategy Team / Finance Team
	Right-to-Buy receipt fluctuations affecting stock replacement and development reserves	Dynamic monitoring system implementation with quarterly assessment and strategic response planning including development reserves optimisation	Finance Team / Strategy Team / Development Team
	Local housing market changes affecting needs analysis and housing mix requirements	Dynamic borough-wide housing needs analysis with annual review and flexible housing mix delivery adjustments based on current needs assessment	Strategy Team / Housing Operations

Monitoring and Review Procedures

Regular risk assessment cycles provide systematic evaluation of risk exposure and mitigation effectiveness, with monthly operational reviews feeding into quarterly strategic assessments. Performance monitoring integration ensures that risk indicators are tracked alongside delivery metrics, enabling early identification of emerging challenges.

Quarterly Cabinet reports (including strategic risk assessment alongside performance reporting) will go to Governance, Audit and Standards Committee. This is to ensure that risk considerations inform political oversight and strategic decision-making. Escalation procedures ensure appropriate senior leadership engagement when risks threaten strategic objectives or require additional resources for effective mitigation. Cabinet will also have oversight through updates from the Assistant Director of Asset Management and Development.

Risk registers are maintained and updated monthly for operational risks and quarterly for strategic risks, with mitigation strategies adjusted based on changing circumstances and emerging challenges. Comprehensive business case development for all strategic initiatives includes detailed risk assessment and mitigation planning from programme inception.

8. Related Policies, Procedures and Guidelines

This strategy should be read in conjunction with the:

- Corporate Plan 2025-2030
- Housing Strategy
- Housing Delivery Plan 2025-30
- Climate Change and Green Futures Strategy.

9. Appendix A: Year One Action Plan

Implementation Priorities and Approach
Ultimately, it will be the Chief Executive Officer who will be accountable for the actions within this strategy, with responsibility delegated to relevant teams and individuals as stated in the action plan.

Year One of the Asset Management Strategy establishes the critical foundations for transformational change across Broxtowe Borough Council's housing delivery programme. This Foundation phase prioritises governance establishment, policy development, and capacity building to create the robust infrastructure necessary for sustained delivery excellence over the subsequent four years.

The strategic approach recognises that successful implementation requires methodical foundation-laying before ambitious delivery targets can be consistently achieved. Year One focuses on six critical priorities: securing Cabinet approval and governance frameworks; recruiting key development expertise; putting regulatory compliance systems in place; developing comprehensive policy frameworks; starting climate programmes; and beginning early housing delivery through carefully selected opportunities.

Priority Actions and Timelines
Foundation Phase Actions (up to February 2026)
Critical Path Actions: The six critical priority actions form the essential backbone of Year One delivery:

- Cabinet approval for Housing Delivery Programme governance structure
- Permanent recruitment of Housing Delivery Manager and Development Officer roles
- Regulatory compliance framework establishment ensuring every home meets safety standards (ongoing)
- Climate Change Programme governance securing Cabinet approval
- Data governance framework implementation (ongoing)
- Housing Delivery Plan refresh completion

Quarterly Milestones
Quarter 1:

- Cabinet approval obtained for Housing Delivery Programme governance
- Head of Development recruitment process completed
- Housing Delivery Plan refresh consultation launched
- Section 106 tracking protocols operational
- Climate Change Programme governance established
- First stock condition surveys commissioned

Quarter 2:

- Housing Delivery Manager and Development Officer roles filled
- Housing Delivery Plan refresh completed and approved
- Procurement methodology frameworks established
- Registered Provider partnerships formalised

- Garage site development planning applications submitted
- Regulatory compliance framework fully operational

Quarter 3:

- First housing delivery completions achieved
- Strategic acquisition policy framework implemented
- Climate programme EPC surveys commenced
- Data governance protocols fully embedded
- Policy frameworks comprehensive review completed
- Year Two planning and resource allocation confirmed

Quarter 4:

- Foundation phase comprehensive evaluation completed
- Delivery phase transition planning finalised
- Performance monitoring systems validated
- Stakeholder feedback incorporated into operational refinements
- Year Two delivery targets confirmed and resourced
- Continuous improvement framework established

Foundation Phase Actions Summary
Total Foundation Actions:
The complete list of foundation actions spans all six objectives and establishes the governance, policy, and operational foundations necessary for systematic delivery. These actions include:
Governance & Framework Actions:

- Housing Delivery Programme governance structure establishment
- Climate Change Programme governance with Cabinet approval
- Comprehensive regulatory compliance framework
- Asset transformation governance
- Tenant empowerment framework
- Data governance framework

Housing Delivery Actions:

- Housing Delivery Plan review and refresh
- S106 tracking and allocation protocol
- Registered Provider partnerships
- Design Quality Framework
- Procurement methodology development
- Strategic site identification and planning

Compliance & Safety Actions:

- Regulatory compliance framework
- Stock condition surveys
- Boiler repair vs replacement programme
- Safety standards implementation

Climate & Sustainability Actions:

- Sustainability requirements incorporation
- Energy Performance Certificate coverage
- Sustainable construction methods research
- Alternative heating systems exploration

Data & Technology Actions:

- Stock condition surveys
- Data cleansing and filing structure
- Development cost assessment software consideration
- Information management protocols

Asset Management Actions:

- Asset transformation governance
- Scheme viability assessment methodology
- Garage site development planning
- Geographical divisions analysis
- Portfolio optimization framework development
- Underperforming asset identification methodology

Responsibility and Accountability

Leadership Assignments: The Assistant Director Asset Management holds overall accountability for Foundation phase delivery, supported by dedicated programme governance through monthly oversight meetings to Housing Improvement Board. Cross-departmental coordination involves Planning Team leadership of Section 106 protocols, Finance Team oversight of funding mechanisms, Housing Strategy team input and Legal Team support for policy framework development.

Performance Monitoring: Dedicated performance monitoring systems track progress against all Foundation phase actions, with monthly internal reviews and monthly strategic assessments. Risk registers are maintained and updated quarterly, with mitigation strategies adjusted based on emerging challenges and changing circumstances.

Success Measures and Next Steps

Year One Success Criteria: Foundation phase success is measured through completion of all six critical priority actions, establishment of comprehensive policy frameworks, and achievement of early delivery milestones including first housing completions and strategic acquisitions.

Year Two Preparation: Delivery phase preparation commences January 2028, with comprehensive resource planning and target confirmation completed by March 2028. Transition planning ensures seamless progression from Foundation to Delivery phases, maintaining momentum whilst scaling operations to achieve consistent 50+ homes annually delivery targets.

10. Appendix B: Compass

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

Key Results (KRs)

- **KR 2.1** (By Jul 2028): Proactively and collaboratively reduce structural damp cases by [e.g. 10%] from the Jul 2026 baseline, tackling the root causes and creating healthier homes.
- **KR 2.2** (From Jul 2026): 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 Jul 2026): 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 Jul 2026): 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 Jul 2026): Ensure every home meets or exceeds Decent Homes standards throughout the tenancy, providing a quality experience for our tenants.
- **KR 2.6** (By Jul 2027): 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 [e.g. Oct 2026]): 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 [e.g. Oct 2026]): Achieve a year-on-year reduction of [e.g. 10%] in the average waiting time from assessment to completion for major adaptations.

- **KR 2.9** (Annually from [e.g. Oct 2026]): Work collaboratively and proactively with Housing to achieve a year-on-year reduction of [e.g. 10%] 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 Jul 2029): Accelerate the average asset replacement cycle time by 15% from the Jul 2027 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 Jul 2031): 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 Jul 2027): Establish clear, ambitious interim carbon reduction milestones aligned with the Carbon Management Action Plan and Council climate commitments.

- **KR 4.3** (By Jul 2027): Commence impactful Phase 1 implementation of the actions aligned to the Carbon Management Action Plan demonstrating early progress.

- **KR 4.4** ([e.g. Oct 2026]): Secure external grant funding of at least [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 Jul 2028): increase uptake of accessible digital-first services (e.g. interaction with capital works team) by [e.g. 10%], whilst actively demonstrating improved tenant satisfaction with digital access, choice, and support.
- **KR 5.2** (From Jul 2026): 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 Jul 2027): 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 Jul 2027): 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 [e.g. 5%] in upheld complaints related to asset management issues (quality, planned works, contractor performance, property condition) and a simultaneous year-on-year increase of [e.g. 10%] in recorded compliments for AMS activities.