

Asset Management Strategy - Action Plan

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

KR 1.0: Foundation - Establish governance and coordination frameworks for housing delivery programme

ID	Description	Phase	Team	Source	Quotation
1.0.1	Establish Housing Delivery Programme governance structure with Cabinet approval and regular oversight arrangements	Foundation	Assistant Director Asset Management / Strategy Team	AI Generated - Governance Requirement	Cabinet approval required for Housing Delivery Strategy commitments
1.0.2	Review and refresh the Housing Delivery Plan Development strategy and implementation framework	Foundation	Strategy Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	Review and refresh the Housing Delivery Plan Development

KR 1.1: (Annually from March 2026): Achieve ambitious annual net increases in socially rented and shared ownership homes

ID	Description	Phase	Team	Source	Quotation
1.1.4	Target housing mix to meet highest identified needs with dynamic borough-wide housing needs analysis	Foundation	Strategy Team / Housing Operations	Housing Delivery Plan 2025	The housing mix will continue to focus on meeting the highest identified needs in our area
1.1.1	Deliver 250 new affordable homes over five years (2025-2030) scaling from average 35-50 homes annually to consistent 50+ homes annually	Delivery	Development Team / Assistant Director Asset Management	Housing Delivery Plan 2025	our Housing Delivery Plan sets out the approach for the next five years (2025- 2030) to deliver up to 250 new affordable, high- quality homes for our residents
1.1.2	Continue comprehensive new build development programme on council-owned sites, particularly garage sites	Delivery	Development Team / Capital Works Manager	Housing Delivery Plan 2025 / Housing Strategy Year 1 Action Plan	New Build Development: This remains our primary delivery method, focused on council-owned sites

1.1.3	Continue strategic open market acquisitions program targeting 10 acquisitions annually	Delivery	Strategy Team / Housing Operations	Housing Strategy Year 1 Action Plan / Housing Delivery Plan 2025	Continue to acquire homes into the Council housing stock
1.1.6	Achieve net annual increase in Council's housing stock, mitigating Right to Buy losses	Delivery	Strategy Team / Development Team	Housing Delivery Plan 2025	Our primary strategic driver is to achieve a net annual increase in the Council's housing stock
1.1.7	Maintain flexibility in housing mix delivery (80% affordable rent, 20% shared ownership) based on needs	Delivery	Development Team / Strategy Team	Housing Delivery Plan 2025	We maintain flexibility to adjust this based on current needs and site-specific circumstances
1.1.8	Continue to deliver new build units into the Council's housing stock through development programme	Delivery	Development Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	Continue to deliver new build units into the Council's housing stock Development
1.1.5	Achieve consistent annual delivery of 50+ homes through scaled delivery mechanisms	Scale & Optimize	Development Team	Housing Delivery Plan 2025	Scale Up Delivery: Achieve consistent annual delivery of 50+ homes

KR 1.2: (Annually from March 2026): Utilise the budget allocated for opportunistic acquisitions

ID	Description	Phase	Team	Source	Quotation
1.2.2	Develop robust cross-departmental S106 tracking and allocation protocol with GIS system	Foundation	Planning Team / Finance Team / Development Team	Housing Delivery Plan 2025 / Housing Strategy Year 1 Action Plan	Develop and implement a cross-departmental S106 tracking and allocation protocol
1.2.4	Agree list of approved Registered Providers to deliver affordable housing	Foundation	Strategy Team	Housing Strategy Year 1 Action Plan	Agree a list of approved Registered Providers to deliver affordable housing
1.2.6	Produce a comprehensive plan to utilize Section 106 monies for affordable housing delivery	Foundation	Planning Team / Finance Team / Development Team	Housing Strategy Year 1 Action Plan	Produce a plan to use the section 106 monies
1.2.8	Develop and implement clear long-term procurement methodology for housing delivery partnerships	Foundation	Procurement Team / Development Team / Legal Team	Housing Strategy Year 1 Action Plan	implementing a clear, long-term procurement methodology
1.2.9	Establish Sale of Surplus Land policy framework to support housing delivery objectives	Foundation	Strategy Team / Legal Team / Asset Management	Housing Strategy Year 1 Action Plan	Sale of Surplus Land policy

1.2.10	Develop comprehensive Acquisitions policy framework including market analysis and financial criteria	Foundation	Strategy Team / Finance Team / Development Team	Housing Strategy Year 1 Action Plan	Acquisitions policy
1.2.1	Engage in strategic Section 106 partnerships positioning Council as provider of last resort	Delivery	Development Team / Planning Team	Housing Delivery Plan 2025	We will position ourselves to step in where housing associations cannot deliver
1.2.3-CONSOLIDATED	Build positive working relationships with developers and Registered Providers	Delivery	Strategy Team / Development Team / Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Build up positive working relationships with developers and Registered Providers
1.2.5	Explore working with partners to transform empty spaces for new homes	Delivery	Strategy Team / Development Team	Housing Strategy Year 1 Action Plan	Explore working with partners to transform empty spaces that could be repurposed

KR 1.3: (Annually from Oct 2026): Deliver adaptable/accessible homes that meet 100% NDSS

ID	Description	Phase	Team	Source	Quotation
1.3.4	Incorporate minimum sustainability requirements as part of the Housing Delivery Strategy refresh	Foundation	Development Team / Asset Management / Climate Team	Climate Change Action Plan 2024/25	Incorporate minimum sustainability requirements as part of the Housing Delivery Strategy refresh
1.3.1	Support delivery of new homes to 100% NDSS including Council's own developments	Delivery	Development Team / Planning Team	Housing Strategy Year 1 Action Plan	Support the delivery of new homes to the NDSS, including in our own new social housing
1.3.2	Develop homes for specific needs including clustered housing for disabilities, veterans, dementia	Delivery	Development Team / Strategy Team	Housing Delivery Plan 2025	Homes for specific needs: we will also plan to take the lead on developing homes for individuals with specific needs
1.3.3	Increase volume of adaptable properties via new build or acquisition and remodelling	Delivery	Strategy Team / Development Team	Housing Strategy Year 1 Action Plan	Increase the volume of properties that can be adapted via new build or acquiring properties

KR 1.4: (Annually from March 2027): Achieve year-on-year improvement in tenant satisfaction

ID	Description	Phase	Team	Source	Quotation
1.4.1	Create comprehensive Design Quality Framework for Council-built homes	Foundation	Development Team	Housing Strategy Year 1 Action Plan	Create a Design Quality Framework for Council-built homes
1.4.2	Implement comprehensive tenant feedback system including new build surveys and member engagement	Delivery	Development Team / Strategy Team	Housing Strategy Year 1 Action Plan / Housing Delivery Plan 2025	Introduce a new build survey to capture customers' views on quality, space and functionality

KR 1.5: Secure external grant funding for new build Affordable Homes

ID	Description	Phase	Team	Source	Quotation
1.5.5	Establish scheme-by-scheme approval process documentation and governance framework	Foundation	Development Team / Finance Team / Legal Team	Housing Strategy Year 1 Action Plan	scheme-by-scheme approval process documentation
1.5.1	Strengthen partnerships with Homes England providing up to 40% grant funding per unit	Delivery	Development Team / Assistant Director Asset Management	Housing Delivery Plan 2025	This partnership has delivered substantial grant funding, with examples of £75,000 per unit support
1.5.2	Maintain partnership with LAHF providing £70,000 per unit for acquisition programs	Delivery	Development Team / Strategy Team	Housing Delivery Plan 2025	We will maintain our partnership with LAHF as an additional funding source
1.5.3	Deliver accommodation using LAHF funding for permanent housing for refugees	Delivery	Development Team / Housing Operations	Housing Strategy Year 1 Action Plan	Deliver accommodation using funding secured from the Local Authority Housing Fund
1.5.4-CONSOLIDATED	Optimize funding relationships targeting 30-40% scheme costs and maximize grant income	Delivery	Development Team / Assistant Director Asset Management / Finance Team	Housing Delivery Plan 2025	Our financial strategy prioritises maximising grant income to reduce borrowing requirements
1.5.6	Implement risk management for Homes England procurement process changes and requirements	Delivery	Development Team / Procurement Team / Finance Team	Housing Strategy Year 1 Action Plan	new Homes England procurement process risks

KR 1.6: (Quarterly from March 2026): Dynamically monitor and strategically respond to Right-to-Buy impacts

ID	Description	Phase	Team	Source	Quotation
1.6.1	Monitor Right to Buy receipts and explore strategies including development reserves	Foundation	Finance Team / Strategy Team / Development Team	Housing Delivery Plan 2025	The Council will monitor Right to Buy receipt levels closely and explore strategies to manage fluctuations
1.6.2	Publish a Residential Supplementary Planning Document to guide housing development standards	Foundation	Planning Team / Strategy Team / Development Team	Housing Strategy Year 1 Action Plan	Publish a Residential Supplementary Planning Document

KR 1.7: (By March 2026): Establish sustainable delivery capacity through permanent leadership and staffing

ID	Description	Phase	Team	Source	Quotation
1.7.1-CONSOLIDATED	Recruit permanent Head of Development and create Development Officer role	Foundation	HR Team / Assistant Director Asset Management	Housing Delivery Plan 2025	Immediate recruitment of permanent Head of Development... is crucial for building sustainable capacity
1.7.2	Implement comprehensive staff training programme for advanced negotiation and S106 partnership skills	Foundation	HR Team / Development Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	staff training for advanced negotiation and partnership skills for S106
1.7.3	Establish market intelligence system with estate agents and off-market acquisition contacts	Foundation	Development Team / Strategy Team	Housing Strategy Year 1 Action Plan	working with estate agents and market intelligence for acquisitions

KR 1.8: (Ongoing): Establish comprehensive financial monitoring and risk management framework

ID	Description	Phase	Team	Source	Quotation
1.8.1	Implement construction cost inflation monitoring and market volatility tracking system	Foundation	Finance Team / Development Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	managing construction cost increases and market volatility
1.8.2	Establish interest rate risk management framework for borrowing and financial planning	Foundation	Finance Team / Treasury Management	Housing Strategy Year 1 Action Plan	managing interest rate risks

1.8.4	Establish strategic budget allocation framework and delegated authority limits for development programme	Foundation	Finance Team / Assistant Director Asset Management / Development Team	Housing Strategy Year 1 Action Plan	strategic budget allocation for development programme
1.8.3	Implement HRA sustainability and financial position monitoring with annual assessments	Delivery	Finance Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	HRA sustainability and financial position monitoring

KR 1.9: (Ongoing): Implement operational delivery mechanisms and site development programmes

ID	Description	Phase	Team	Source	Quotation
1.9.1	Develop definitive garage site plan for identifying and prioritizing underused sites for housing development	Foundation	Asset Management / Development Team / Planning Team	Housing Strategy Year 1 Action Plan	definitive garage site plan for identifying underused sites
1.9.3	Establish north and south geographical divisions analysis approach for targeted housing delivery	Foundation	Strategy Team / Development Team / Planning Team	Housing Strategy Year 1 Action Plan	north and south geographical divisions analysis approach
1.9.2	Implement programme for extending properties to accommodate larger families and address one-bedroom demand	Delivery	Development Team / Asset Management / Housing Operations	Housing Strategy Year 1 Action Plan	extending properties to accommodate larger families
1.9.4	Cultivate strategic consultant partnerships for specialized expertise and delivery capacity	Delivery	Development Team / Procurement Team / Assistant Director Asset Management	Housing Strategy Year 1 Action Plan	cultivating consultant partnerships
1.9.5	Implement regular site meetings and risk review processes for construction and development projects	Delivery	Development Team / Construction Management / Health & Safety	Housing Strategy Year 1 Action Plan	regular site meetings for risk review

Objective 2: Ensuring Every Home is Safe

KR 2.0: Foundation - Establish comprehensive compliance and safety management framework

ID	Description	Phase	Team	Source	Quotation
2.0.1	Establish comprehensive regulatory compliance framework ensuring 100% adherence to safety standards	Foundation	Assistant Director Housing / Housing Repairs Team	Housing Strategy Year 1 Action Plan + AI Enhancement	Meet our compliancy obligations as per the Regulator of Social Housing's Consumer Standards

KR 2.1: (By March 2028): Reduce structural damp cases by 10% from Oct 2025 baseline

ID	Description	Phase	Team	Source	Quotation
2.1.1	Continue improvements in dealing with damp and mould complaints, tackling root causes	Delivery	Housing Repairs Team / Capital Works Manager	Housing Strategy Year 1 Action Plan	Continue to make improvements in dealing with complaints of damp and mould

KR 2.2: (From October 2025): Provide rapid assessment and action plans for 100% of mould reports

ID	Description	Phase	Team	Source	Quotation
2.2.1	Provide rapid assessment and action plans for 100% of mould reports within Awaab's law timescales	Delivery	Housing Repairs Team	Housing Strategy Year 1 Action Plan	Continue to make improvements in dealing with complaints of damp and mould

KR 2.3: (From March 2026): Achieve consistent improvement in tenant satisfaction

ID	Description	Phase	Team	Source	Quotation
2.3.1	Implement improvements to Housing Repairs Service including Housing Improvement Board actions	Delivery	Housing Repairs Team / Capital Works Manager / Housing Improvement Board	Housing Strategy Year 1 Action Plan	Continue to implement improvements to the Housing Repairs and Compliance Service
2.3.2	Upgrade telephone system and introduce customer portal for improved accessibility	Delivery	Housing Repairs Team / ICT Team / Strategy Team	Housing Strategy Year 1 Action Plan	Upgrade the telephone system for Housing Repairs / Introduce a customer portal

2.3.3	Minimize void times enabling faster transitions from temporary accommodation	Delivery	Housing Repairs Team / Housing Operations	Housing Strategy Year 1 Action Plan	Make improvements to minimise void times to enable households to move on from temporary accommodation quicker
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KR 2.4: (From October 2025): Maintain 100% statutory landlord safety compliance proactively

ID	Description	Phase	Team	Source	Quotation
2.4.1	Meet Regulator of Social Housing Consumer Standards maintaining 100% compliance	Foundation	Housing Repairs Team / Assistant Director Housing / All Housing Teams	Housing Strategy Year 1 Action Plan	Meet our compliancy obligations as per the Regulator of Social Housing's Consumer Standards

KR 2.5: (From March 2026): Ensure every home meets Decent Homes standards throughout tenancy

ID	Description	Phase	Team	Source	Quotation
2.5.1	Maintain Council's Decent Homes Standard across all properties throughout tenancies	Delivery	Capital Works Manager	Housing Strategy Year 1 Action Plan	Maintain the Council's Decent Homes Standard
2.5.2	Respond to consultations on Decent Homes Standard for private sector	Delivery	Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Respond to any consultations on the introduction of a Decent Homes Standard for the private sector

KR 2.6: (By March 2027): Implement evidence-based component lifecycle policy

ID	Description	Phase	Team	Source	Quotation
2.6.1-CONSOLIDATED	Complete the stock condition surveys and formulate appropriate actions to the outcome of these	Foundation	Capital Works Manager / Strategy Team	Climate Change Action Plan 2024/25	Complete the stock condition surveys and formulate appropriate actions to the outcome of these
2.6.3	Implement the boiler repair vs replacement programme in Council Housing stock	Foundation	Capital Works Manager	Climate Change Action Plan 2024/25	Implement the boiler repair vs replacement programme in Council Housing stock
2.6.2	Implement new five-year Capital programme to systematically update homes	Delivery	Capital Works Manager	Housing Strategy Year 1 Action Plan	Implement a new five-year Capital programme to update our homes

KR 2.7: (Annually from March 2027): Achieve unit costs for planned works in top quartile

ID	Description	Phase	Team	Source	Quotation
2.7.1	Utilize contractor relationships and market knowledge for cost-effective procurement	Scale & Optimize	Capital Works Manager / Development Team	Housing Delivery Plan 2025	Through working with Housing colleagues, we have identified reliable contractors and developed understanding of local market dynamics

KR 2.10: (From March 2026): Utilising temporary accommodation to support homelessness

ID	Description	Phase	Team	Source	Quotation
2.10.1	Increase temporary accommodation units in Borough to meet growing demand	Delivery	Housing Operations Team	Housing Strategy Year 1 Action Plan	Increase the number of temporary accommodation units in the Borough

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

KR 3.0: Foundation - Establish asset optimization and transformation governance framework

ID	Description	Phase	Team	Source	Quotation
3.0.1	Establish comprehensive asset transformation governance ensuring strategic resource allocation	Foundation	Strategy Team / Capital Works Manager	Housing Strategy Year 1 Action Plan + AI Enhancement	Consider further properties to re-designate in the Council's housing stock

KR 3.1: (By March 2029): Accelerate average asset replacement cycle time by 15%

ID	Description	Phase	Team	Source	Quotation
3.1.1	Review every void property for remodelling suitability to meet housing need	Delivery	Housing Operations / Housing Repairs	Housing Strategy Year 1 Action Plan	Review every void property and properties being acquired to assess if it would be suitable to be remodelled
3.1.2	Consider further properties to re-designate in Council's housing stock for optimisation	Delivery	Strategy Team / Independent Living	Housing Strategy Year 1 Action Plan	Consider further properties to re-designate in the Council's housing stock

KR 3.2: Establish property investment thresholds ensuring strategic resource allocation

ID	Description	Phase	Team	Source	Quotation
3.2.1	Establish agreed methodology to test viability of each scheme assessment	Foundation	Development Team / Finance Team	Housing Delivery Plan 2025	It will be vital to ensure there is an agreed methodology to test the viability of each scheme assessment
3.2.2	Review and implement revised Empty Homes Strategy to maximize stock utilization	Delivery	Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Review and implement a revised Empty Homes Strategy
3.2.3	Relaunch Home Release Scheme to optimize housing stock utilization	Delivery	Housing Operations Team	Housing Strategy Year 1 Action Plan	Relaunch the 'Home Release Scheme'

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

KR 4.0: Foundation - Establish climate strategy governance and implementation framework

ID	Description	Phase	Team	Source	Quotation
4.0.1	Establish Climate Change Programme governance with Cabinet approval for sustainability requirements	Foundation	Assistant Director Housing Services / Climate Change Manager	Climate Change Action Plan + Cabinet Requirements	Identify sustainability aspirations for the Housing Delivery Strategy and commit to an agreed minimum requirement to be approved by Cabinet

KR 4.1: (By Oct 2030): Achieve EPC Band C+ for 100% of technically/economically viable homes

ID	Description	Phase	Team	Source	Quotation
4.1.2	Ensure all Council stock has a current Energy Performance Certificate (EPC)	Foundation	Capital Works Manager	Climate Change Action Plan 2024/25	Ensure all Council stock has a current Energy Performance Certificate (EPC)
4.1.1	Secure minimum £530k annual external grant funding for energy efficiency improvements	Delivery	Capital Works Manager	Housing Strategy Year 1 Action Plan / Climate Change Action Plan	Continue to apply for available funding to carry out energy efficiency work on Council homes
4.1.3-	Commence loft insulation programme on properties identified through stock condition reports completed	Delivery	Capital Works Manager / Climate Change Manager	Climate Change Action Plan 2024/25	Commence loft insulation programme on properties identified through stock condition reports completed
4.1.4	Create an energy efficient replacement programme for all appliances in social spaces	Delivery	Capital Works Manager / Modernisation Manager	Climate Change Action Plan 2024/25	Develop a programme for all appliances in social spaces at Independent Living Schemes, for energy efficient ones

KR 4.2: (By March 2027): Establish clear interim carbon reduction milestones

ID	Description	Phase	Team	Source	Quotation
4.2.2	Research sustainable methods of construction for new build Council houses	Foundation	Assistant Director Housing / Assistant Director Asset Management / Climate Change Manager	Climate Change Action Plan 2024/25	Research sustainable methods of construction for new build Council houses
4.2.3	Explore the implementation of alternative technologies to conventional heating systems	Foundation	Capital Works Manager / Climate Change Manager	Climate Change Action Plan 2024/25	Explore the implementation of alternative technologies to conventional heating systems
4.2.1	Continue implementing Council's Climate Change and Green Futures programme across housing	Delivery	All Teams / Climate Change Manager	Housing Strategy Year 1 Action Plan	Continue to implement the actions in the Council's Climate Change and Green Futures programme
4.2.4	Complete the smart meter installation programme	Delivery	Capital Works Manager / Energy Team	Climate Change Action Plan 2024/25	Complete the smart meter installation programme

KR 4.3: (By March 2027): Commence impactful Phase 1 implementation of Carbon Management Action Plan

ID	Description	Phase	Team	Source	Quotation
4.3.1	Commence implementation of solar panel installations across the housing stock	Delivery	Capital Works Manager	Climate Change Action Plan 2024/25	Commence implementation of solar panel installations across the housing stock
4.3.2	Install hydrogen ready boilers across the housing stock	Delivery	Capital Works Manager	Climate Change Action Plan 2024/25	Install hydrogen ready boilers across the housing stock
4.3.4	Investigate options for renewable energy e.g. solar panel installation on building roof tops across the estate	Delivery	Capital Works Manager	Climate Change Action Plan 2024/25	Investigate options for renewable energy e.g. solar panel installation on building roof tops across the estate
4.3.5	Investigate and review heating settings across Independent Living properties	Delivery	Capital Works Manager / Independent Living Team	Climate Change Action Plan 2024/25	Investigate and review heating settings across Independent Living properties

KR 4.4: Secure external grant funding of at least £530k per year for decarbonisation

ID	Description	Phase	Team	Source	Quotation
4.4.1	Implement the Retrofit RoadMap	Delivery	Capital Works Manager / Assistant Director Environment Services	Climate Change Action Plan 2024/25	Implement the Retrofit RoadMap
4.4.3	Ensure that Borough residents are aware and signposted to appropriate retrofit funding	Delivery	Capital Works Manager / Assistant Director Environment Services	Climate Change Action Plan 2024/25	Ensure that Borough residents are aware and signposted to appropriate retrofit funding for energy efficient measures for their homes

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

KR 5.0: Foundation - Establish tenant empowerment and innovation governance framework

ID	Description	Phase	Team	Source	Quotation
5.0.1	Establish comprehensive tenant empowerment framework ensuring systematic engagement and innovation	Foundation	Strategy Team / Housing Operations	Housing Strategy Year 1 Action Plan + AI Enhancement	Develop an Engagement Framework

KR 5.1: (By March 2028): Increase uptake of accessible digital-first services by 10%

ID	Description	Phase	Team	Source	Quotation
5.1.1	Review website/documents for accessibility and introduce customer portal for digital service access	Delivery	Strategy Team / Communications Team / ICT Team	Housing Strategy Year 1 Action Plan	Review our website and all documents to ensure that information about our services are easy to find and easy to understand
5.1.2	Review and streamline tenancy sign up process to optimize allocation efficiency	Delivery	Strategy Team / Housing Operations / Independent Living	Housing Strategy Year 1 Action Plan	Review the tenancy sign up process

KR 5.2: (From March 2026): Systematically use AMS activities and data to demonstrate measurable positive impacts

ID	Description	Phase	Team	Source	Quotation
5.2.3	Educate and inform social housing tenants on energy efficiency within the home	Delivery	Assistant Director Housing / Assistant Director Asset Management / Climate Change Manager	Climate Change Action Plan 2024/25	Educate and inform social housing tenants on energy efficiency within the home and other climate change related topics
5.2.4	Support the Housing Team and their understanding of retrofit measures being installed	Delivery	Assistant Director Asset Management / Climate Change Manager	Climate Change Action Plan 2024/25	Support the Housing Team and their understanding of retrofit measures being installed across the housing stock
5.2.5	Develop a user-friendly guide for tenants occupying new build properties with renewable energy technology	Delivery	Housing Operations / Communications	Climate Change Action Plan 2024/25	Develop a user-friendly guide for tenants occupying new build properties with

			Team / Climate Change Manager		renewable energy technology
5.2.6	Recruit and develop apprentices building internal capacity and career pathways	Delivery	Development Team / HR Team	Housing Delivery Plan 2025	We have recruited and developed two Degree Apprentices, building internal capacity while creating career pathways

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

KR 6.0: Foundation - Establish comprehensive data infrastructure and governance framework

ID	Description	Phase	Team	Source	Quotation
6.0.1	Establish comprehensive data governance framework and information management protocols	Foundation	Strategy Team / ICT Team / Data Protection Officer	Housing Strategy Year 1 Action Plan + AI Enhancement	Carry out data cleansing of all systems and implement a new filing structure in Housing

KR 6.1: (By March 2027): Achieve 95% coverage of accurate, accessible stock condition data

ID	Description	Phase	Team	Source	Quotation
6.1.1-CONSOLIDATED	Complete comprehensive stock condition survey of all 2,300 properties and garages/land	Foundation	Capital Works Manager	Climate Change Action Plan / Housing Strategy Year 1 Action Plan	Complete the stock condition survey on the remaining 2,300 properties. To commence in March 2025
6.1.2-CONSOLIDATED	Improve comprehensive knowledge about residents and properties through enhanced data systems	Foundation	Strategy Team / Capital Works Manager	Housing Strategy Year 1 Action Plan	Improve our knowledge and information about our residents and our properties
6.1.3	Participate in countywide private sector focused stock condition survey	Foundation	Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Participate in a countywide private sector focussed stock condition survey

KR 6.2: (By March 2027): Fully operational real-time AMS data dashboard

ID	Description	Phase	Team	Source	Quotation
6.2.1-CONSOLIDATED	Data cleansing of all systems and implement new filing structure for dashboard development	Foundation	Strategy Team / ICT Team	Housing Strategy Year 1 Action Plan	Carry out data cleansing of all systems and implement a new filing structure in Housing
6.2.2	Consider adoption of development cost assessment software (Panwin Lite) for project viability	Foundation	Development Team / Finance Team	Housing Delivery Plan 2025	Going forward, we would like to consider the adoption of a development cost assessment software (such as Panwin Lite)
6.2.3	Develop annual financial report identifying housebuilding programme financials for borrowing tracking	Delivery	Development Team / Finance Team	Housing Delivery Plan 2025	Development of an annual financial report: this will identify the financials

					around our housebuilding programme
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KR 6.3: (From March 2027): Embed quarterly data-driven review meetings

ID	Description	Phase	Team	Source	Quotation
6.3.2	Create programme of works for garage improvements using stock condition survey data	Delivery	Capital Works Manager	Housing Strategy Year 1 Action Plan	Using the stock condition survey, create a programme of works for garage improvements
6.3.1	Maintain active risk registers for each scheme covering performance, cash flow, supply chain	Scale & Optimize	Development Team / Capital Works Manager	Housing Delivery Plan 2025	We are to ensure active risk registers for each scheme are maintained covering contractor performance, cash flow, supply chain issues

KR 6.4: (Annually from Jun 2027): Generate 5 significant actionable insights from integrated data analysis

ID	Description	Phase	Team	Source	Quotation
6.4.1	Enhance consultation and feedback processes to generate actionable insights from integrated data	Scale & Optimize	Strategy Team / Development Team	Housing Delivery Plan 2025	We have enhanced consultation and feedback from our customers (tenants) and proactive engagement with elected members

KR 6.5: (Annually from March 2027): Achieve reduction in upheld complaints and increase in compliments

ID	Description	Phase	Team	Source	Quotation
6.5.3	Publicise actions for non-compliance with regulations in Private Sector Housing	Delivery	Private Sector Housing Team	Housing Strategy Year 1 Action Plan	Publicise actions that can be taken for non-compliance with regulations in the Private Sector Housing
6.5.1	Utilize contractor relationships and risk registers to improve performance and reduce complaints	Scale & Optimize	Development Team / Capital Works Manager	Housing Delivery Plan 2025	Utilising established contractor relationships, maintaining project risk registers for each scheme