

Waltham Forest Housing Asset Management Strategy 2026-2031

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1. Foreword

Housing is more than just bricks and mortar; it provides a foundation from which residents can build healthy, happy and fulfilling lives. In our Housing Strategy 2024-2029, we committed to prioritise investment in our housing stock to improve the quality of life for residents and to protect our homes for future generations. We want our homes to be safe, warm and energy efficient, in neighbourhoods our residents are proud to call home.

This Asset Management Strategy outlines the council's approach to delivering on these commitments, setting out our key principles that will deliver the capital investment of £216m over the next five years to enhance and maintain our housing stock during the strategy period and into the future.

2. Introduction

Mission Waltham Forest is the council's long-term plan for achieving its vision of a more equal borough, where everyone can make the most of their strengths to live the life they want to lead. To deliver this vision, the council identified a core set of Missions for the change we want for our communities and the change we need to make as a council.

This Asset Management Strategy supports the council to deliver on these Missions, specifically:

- Tackling the housing crisis head on
- Making Waltham Forest a great place to live and age well
- Creating safe, green neighbourhoods where everyone can thrive
- Leading the way for a net-zero borough

In April 2024, the council launched its **Housing Strategy 2024 – 2029**, which sets out the council's long-term vision of “**improved and fairer access to high-quality and genuinely affordable homes which provide a foundation for every resident to live a happy and healthy life.**”

This vision for change has been shaped by evidence. The data shows that the housing crisis intersects with the cost of living and climate crises, reinforcing structural inequalities within our communities. Housing is one of the main areas where the council can make a difference. By increasing the supply of good quality homes, the council and its partners can provide a foundation from which residents can build healthy, happy and fulfilling lives.

To deliver our vision, the Housing Strategy sets out four long-term outcomes which describe the challenges we want to address, and the changes we want to see.

- Homelessness and rough sleeping are prevented so that they become rare, brief and non-recurrent.
- Residents can access homes that meet their needs as their circumstances change.
- Every home in the borough is healthy, safe and affordable to heat.
- Development enhances neighbourhoods and supports stronger, fairer, and safer communities.

Underpinning these long-term changes are a set of intermediate outcomes. These are our delivery priorities for the next five years. This Asset Management Strategy specifically supports the achievement of the third outcome ‘Every home in the borough is healthy, safe and affordable to heat’, under which three intermediate outcomes were identified:

- An excellent housing service with high resident satisfaction.
- Housing-related health conditions are reduced.
- Housing in Waltham Forest is warm and helps the borough to meet its commitment to reach net zero by 2030.

Extensive resident engagement was carried out in developing the Housing Strategy, to understand and agree what an excellent Housing Service looks like to Waltham Forest's residents and leaseholders. Feedback from residents showed us that we need to focus on improving resident satisfaction and ensuring repairs and improvements undertaken by our contractors are carried out to a high standard. Residents want to be kept informed about work that impacts them, and to have opportunities to provide input on the services they receive.

We want homes in Waltham Forest to have a positive impact on people's health and quality of life. This means ensuring homes are:

- Connected to neighbours, local community & other amenities.
- An appropriate size to meet residents' needs.
- Meeting the needs of people with disabilities or additional needs.
- Safe and secure.
- Warm and dry.
- Affordable.
- Designed to be health-promoting & climate resilient.
- Overseen by responsible landlords with supported residents.

The council must ensure future investment in its stock meets fire and building safety regulatory requirements, preparing for upcoming changes to the Decent Homes Standard, and regulations relating to the eradication of damp and mould.

This is in the context of recent cost inflation, which is placing increasing strain on the council's financial resources. To respond to these challenges, and deliver a high-quality service for residents, it is essential that we achieve best value for money through timely, planned and coordinated investment in our housing stock.

The Asset Management Strategy sets out the council's approach to meeting these challenges, prioritising our capital investment plans to ensure we protect the council's financial position, whilst continuing to provide high quality services and warm, comfortable and safe homes. The strategy:

- Sets out priorities for the next five years (2026-2031) for managing, maintaining and investing in the council's housing assets.
- Defines key investment principles for the HRA Capital Investment programme to maintain and improve the council's housing stock in the short-term and into the future.
- Provides a delivery plan and set out the outcomes the council is aiming to achieve over the lifetime of the strategy.

3. Asset Management Strategy 2019-2024 Review

The Asset Management Strategy 2019-24 was delivered during a period of significant regulatory change, particularly in response to the Grenfell Tower fire in 2017, and financial pressure, arising from significant cost inflation pressures, exacerbated by the Covid pandemic.

The previous Asset Management Strategy included the following key objectives:

- Up to date compliance works (Electrical testing, central heating replacements and voids).
- 95% homes to be brought to Decent Homes Standards by 2024.
- Completion of Montague Road five-year refurbishment.
- Retrofitting homes towards a target of 80% homes to EPC B by 2030.
- Delivery of 1,800 new homes over 10 years.
- Minimising responsive repairs costs (60/40 split between planned works and responsive repairs expenditure).
- Maximising resident satisfaction with the quality of homes and repairs by improving the speed and quality of repairs.

During the strategy period up to March 2025, the council has:

- Ensured electrical and heating compliance works are up to date.
- Completed the removal of all combustible external wall Insulation from 18 metre plus buildings and implemented additional fire safety measures such as new sprinkler and alarm systems.
- Continued to invest in energy efficiency improvements with 405 homes retrofitted with insulation and/or solar PV panels. Currently, 76% of council properties have an EPC rating of C or above and 13% have a rating of B or above.
- Partially completed the Montague Road refurbishment, including removal of the external wall system, installation of new communal heating and sprinklers and an upgrade of communal electrics.
- Delivered 222 affordable homes through the council's housing development company Sixty Bricks, 146 affordable homes through direct council delivery, and 145 affordable homes at Marlowe Rd through development partners.
- Completed the acquisition of 224 properties to provide affordable homes and temporary accommodation.
- Completed stock condition surveys for 83% of the council's housing stock.
- Reached 81% of the Decent Homes Standard with 19% homes remaining non-decent as of March 2025.

Outcomes and future direction

Significant progress has been made in achieving the council's compliance, safety and energy efficiency objectives. However, due to the impact of financial pressures, and logistical challenges arising from the Covid pandemic, this has impacted on decent homes performance.

The number of repairs cases raised by residents to our repair's contractor (Morgan Sindall Property Services) has increased significantly during the strategy period from approximately 20,000 per annum in 2019 to 31,000 per annum in 2024, placing increasing pressure on council resources.

Tenant Satisfaction Measure (TSM) results for financial year 2024/2025 were 63% for the satisfaction categories relating to the repairs service and having a well-maintained home, which was at the median level of performance compared to other London councils.

Given the significant investment in and progress of the council's building safety works programme, the council will focus more of its available resources during the next strategy period to improve decent homes and repairs service performance, whilst continuing to meet safety and compliance requirements on its existing housing stock. This will be supported by a continuous programme of stock condition surveys to ensure the council has accurate and up-to-date data on the condition of its housing stock to inform investment decisions.

While the council has made significant progress in delivering new affordable homes for residents during the strategy period, the housing sector has become more challenging with significant increases in construction and finance costs. Combined with the financial pressures being faced by the council, and the need to focus a greater proportion of its resources on improving its existing stock, a new approach to increasing housing supply will be adopted for the new Asset Management Strategy. This will involve scaling back on the delivery of new homes through direct council investment and focusing instead on delivery through partnerships with private sector developers and funders, and acquisitions.

4. Strategic and Legislative Context

Over the past decade, the social housing sector has experienced an exceptional period of challenge and change. Austerity-driven policy changes such as rent caps and Right to Buy, construction industry inflation, a global pandemic and cost-of-living crisis and significant regulatory and legislative changes has led to considerable financial pressures, requiring the council to prioritise its investments.

The tragic loss of lives in the Grenfell Tower fire, and the death of Awaab Ishak as a result of damp and mould led to the introduction of new legislation to ensure improvements in safety and quality standards across the social housing sector with the Fire Safety Act (2021) and Building Safety Act (2022). The new regulations have required the council to divert resources to support vital fire safety work on homes in higher risk blocks.

The Social Housing Regulation Act has introduced measures to strengthen the powers of the Regulator of Social Housing (RSH), including provisions for an inspection regime to ensure landlords are providing high-quality services and housing. The Act has established strict time limits for landlords to address hazards and empowers residents to request information from their landlords.

The RSH has developed Tenants Satisfaction Measures (TSMs) to monitor the performance of social landlords. TSMs are designed to see how well landlords are doing against a range of

measures including keeping properties in good repair, maintaining building safety, and ensuring respectful and helpful engagement. Our TSM data shows that while levels of resident satisfaction are increasing, there is room for improvement, including satisfaction levels with repairs.

While working towards these new requirements, we are also preparing for upcoming legislative changes including:

- The introduction of Awaab's Law, requiring damp and mould and other Housing Health and Safety Rating System hazards to be investigated and addressed within strict timescales.
- A review of the Decent Homes standard, including the proposed introductions of a minimum energy efficiency standard (MEES) for social homes.
- Further updates to Fire Safety and Building Safety regulations.

5. Vision and Principles

The council's vision is for all residents have **a home that is healthy, safe and comfortable**, that will support physical and mental wellbeing and enable residents to thrive. Our residents trust that they will receive an excellent customer service, providing great value-for-money.

The following strategic principles will underpin and guide our work over the next five years.

1. **Compliance and Safety:** Safety is a core strategic principle embedded throughout this asset management strategy. It must be actively considered in all planning and decision-making processes. Beyond ensuring compliance with current regulatory standards, we are committed to anticipating and adapting to evolving safety requirements, reinforcing a proactive and responsible approach to risk management.
2. **Sustainability and Retrofit:** Sustainability and retrofit are central to this strategy, guiding our efforts to reduce the environmental impact of our housing stock. Our focus is on cutting carbon emissions and minimising commercial waste, working towards achieving net-zero carbon. A key objective is to improve the energy efficiency of our council stock with improved overall EPC ratings. Sustainability must be embedded at every stage - from enabling works and improved waste recycling to future-proofing homes for long-term energy efficiency. To maximise impact and value, we will continue to actively pursue external funding opportunities, including the Social Housing Decarbonisation Fund, ensuring that our investment delivers both environmental and financial returns.
3. **Resident Engagement:** Resident engagement is crucial to the effective implementation of our asset management strategy and improving resident satisfaction and wellbeing is central to our approach. Meaningful engagement means involving residents early, listening to their concerns, and actively incorporating their feedback to improve service quality. We will prioritise clear, timely, and accessible communication so that residents are fully informed, understand the reasons for the works, and know what to expect. Our goal is to ensure residents feel valued, respected, and genuinely satisfied with the quality of service and the long-term benefits delivered through the improvements to their homes and communities.
4. **Financial Sustainability:** Underlying every aspect of this strategy, we will ensure all investment decisions represent the best use of council resources, delivering value for money while supporting both immediate operational needs and long-term strategic objectives. This approach ensures that budgets are managed responsibly, transparently,

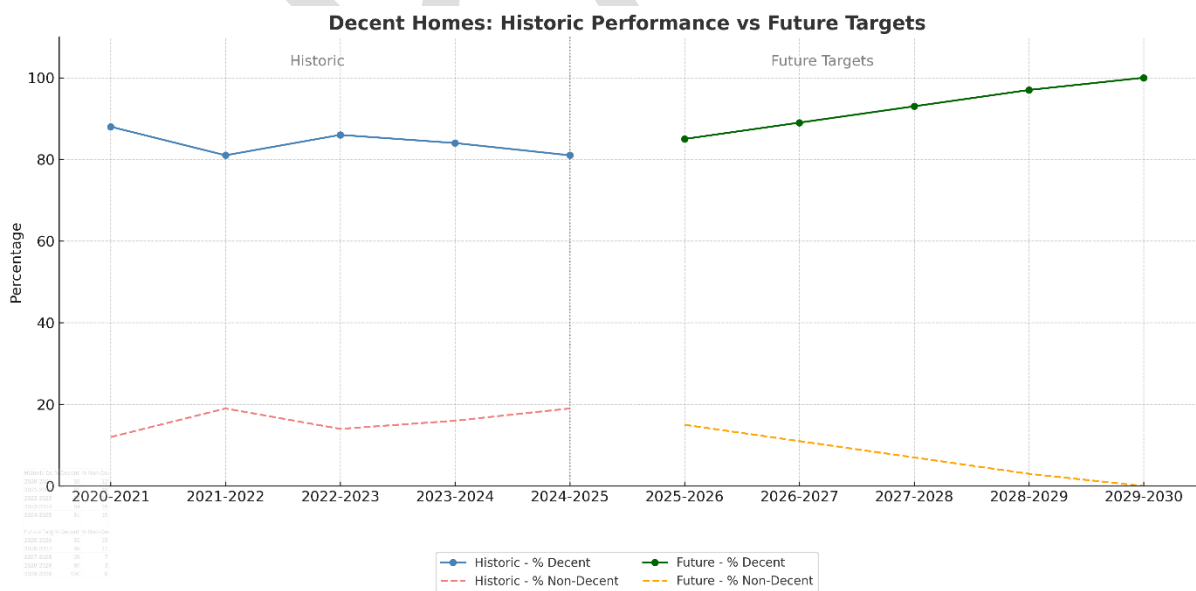
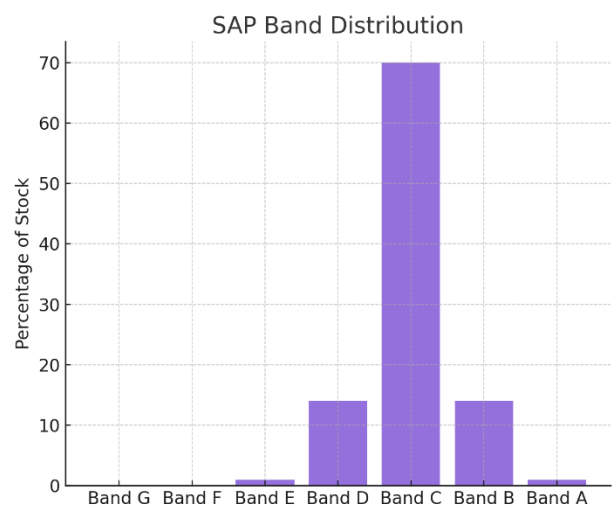
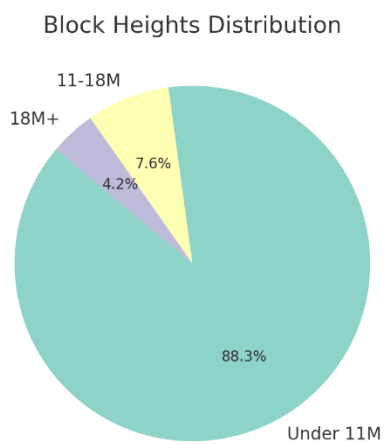
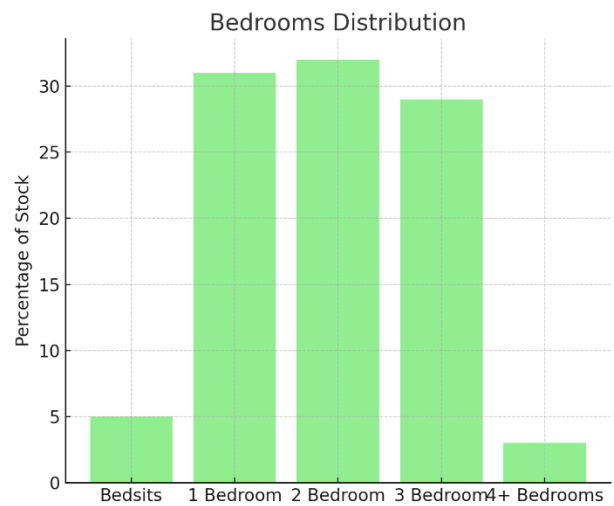
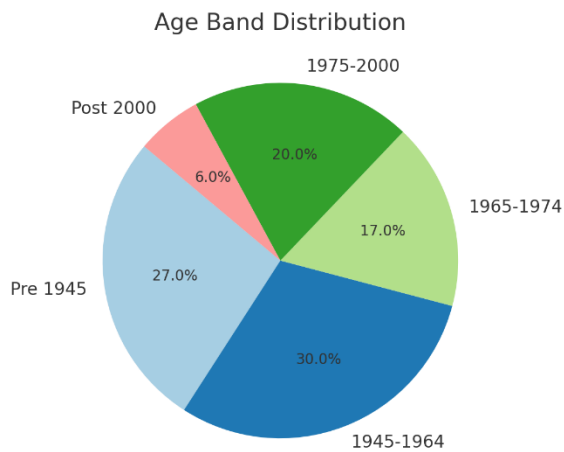
and sustainably to support the wellbeing of residents and the longevity of our housing assets.

5. **Data Driven Decisions:** The use of data insight tools forms the basis for making smart, timely, and transparent decision in housing asset management. Through a continuous improvement cycle, we will strengthen the accuracy, consistency, and completeness of our data to support evidence-led decisions on maintenance, compliance, and capital investment. By strategically analysing asset performance, it's possible to identify when and where to intervene in an asset's lifecycle - maximising building safety, operational efficiency, and long-term sustainability. This approach enables us to prioritise preventative over reactive maintenance, reducing costs and improving outcomes for residents.

6. Asset Profile and Grading

The council is responsible for the management and maintenance of over 10,000 social rented homes and more than 2,000 leasehold properties. Our stock portfolio is varied and includes a significant number of Victorian street properties, as well as a broad mix of low, mid, and high-rise blocks. Approximately 37% of the total stock consists of houses - many of which are pre-war - while the remainder comprises predominantly flats. The diversity in age, typology, and condition across our stock presents both operational challenges and strategic opportunities for investment, compliance, and long-term sustainability.

This diverse housing stock reflects the borough's varied architectural heritage, ranging from Victorian-era homes to contemporary developments. Underscoring the council's significant role in providing and overseeing housing within the community managing 10% of the borough's housing.

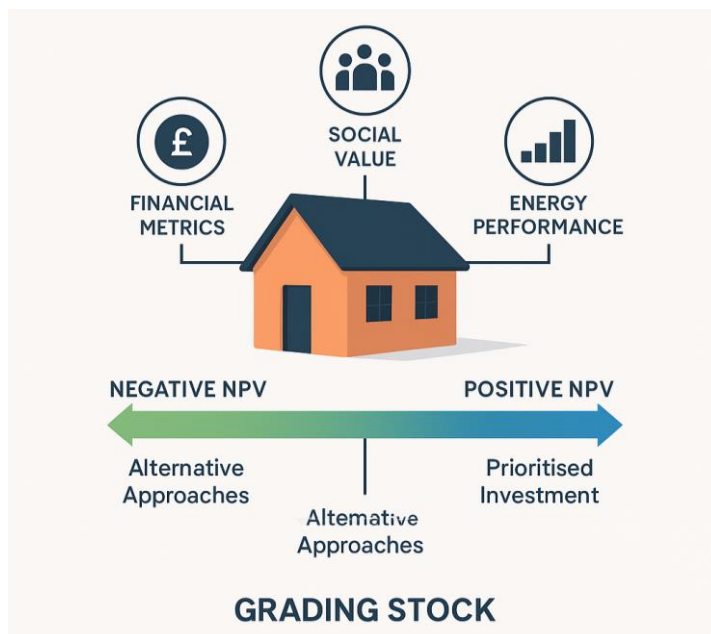


Solid lines show the % of homes meeting the Decent Homes Standard. Dashed lines represent the % of homes that are non-decent.

Grading Stock

We will assess and grade our housing stock using Net Present Value (NPV) analysis to support informed, data-driven investment decisions. This method evaluates the long-term financial performance of each property by comparing the present value of future cash flows, including rental income and maintenance cost, against both current and projected investment.

In addition to financial metrics, our assessment will incorporate social value, energy performance ratings, and in-house knowledge of our stock to provide a more holistic view.



Based on the results of key stock performance tests, the stock will be graded into three main classifications:

- **ASSET CLASS A – LONG TERM SUSTAINABLE ASSETS:** These properties require on-going rolling programmes of elemental renewal and repair, cyclical maintenance and investment, to maintain to current standards. Overall, these assets are considered to be sustainable in the medium to long-term, provided appropriate levels of investment and sound housing management and maintenance principles continue to be applied.
- **ASSET CLASS B – SUSTAINABLE ASSETS BUT WHICH NEED TO BE KEPT UNDER REVIEW:** These assets may require additional investment or intervention in the medium term, over and above repetitive elemental investment. A review of data related to these assets needs to be undertaken to determine the exact level of investment required.
- **ASSET CLASS C - STOCK RECOMMENDED FOR AN OPTION APPRAISAL AND A CLEAR RE-INVESTMENT STRATEGY:** These lower scoring assets require more immediate consideration given their lower performance, for example to address failures in decency standards.

Properties with strong, positive NPVs will be prioritised for continued investment, while those with lower or negative NPVs will be considered for alternative approaches, such as targeted improvement, redevelopment, or disposal. Disposal will be considered as a last resort, in the

event that neither improvement nor redevelopment are viable options. Any receipts generated through disposals will be ringfenced for investment in increasing the supply of good quality affordable homes, for example through refurbishing empty council homes or delivering new homes.

By tracking the operational performance of the housing stock, this will inform investment decisions based on the asset management priorities.

7. Asset Management Priorities

The council has identified key strategic asset management priorities which are heavily influenced by the drivers for change and respond to the council's six key objectives. The priorities and key deliverables are summarised below.



Priority One: Safety and Compliance

Why is this a priority?

The safety of our residents is our highest priority. Adhering to safety and regulatory standards is essential to safeguarding the health and wellbeing of our residents. By taking a proactive approach to safety and compliance, we will make sure our residents feel safe and secure in their homes, while also protecting the long-term condition of our housing stock.

The council's response to fire safety will be comprehensive and in line with the provisions of the relevant legislation including the Regulatory Reform (Fire Safety) Order 2005, Fire Safety Act 2021, Fire Safety (England) Regulations 2022 and Building Safety Act 2022.

How will we deliver this?

- We will complete all outstanding Fire Risk Assessment (FRA) actions
- We will carry out Fire Risk Assessments for all blocks. Works required from Fire Risk Assessments will be completed to ensure resident safety. A risk-based approach will

be taken to the programming of works resulting from these, and remedial works will be aligned with other works programmes and asset management activity where possible.

- We will complete Fire Risk Assessments of the external walls on all 11-18m blocks, and any remedial works required will be completed by 2029.
- We carry out structural surveys and structural risk assessments produced for all 18m plus higher rise blocks, which will inform the building safety cases produced for each block submitted to the Building Safety Regulator. Following these surveys, a prioritised programme of works will also be developed to address any deficiencies identified.
- We will improve Electrical Safety Compliance
- We will complete a review of Higher-Risk Building Safety Management Systems
- We will develop and implement a risk-based investment plan
- We will establish a centralised and integrated Data Management System
- We will deliver the recommendations from the Pennington Choices Health Check
- We will roll out a training and development programme for staff
- We will develop a bespoke resident engagement plan for each higher risk building
- We will fully implement our Damp and Mould Policy and Procedure, ensuring compliance with the standards and response times set out under Awaab's Law.

Priority Two: Decent Homes

Why is this a priority?

The Decent Homes Standard is a government-set quality benchmark that all social rented homes must meet. Meeting the Decent Homes Standard is a key priority for the council as it ensures all residents are living in safe, warm, and well-maintained homes that support their health, dignity, and quality of life. It provides a clear benchmark for property condition, helping landlords address disrepair, modernise outdated elements, improve energy efficiency, and address damp and mould. Achieving and maintaining this standard also demonstrates accountability, fulfils legal and regulatory responsibilities, and builds resident trust by showing a commitment to providing high-quality housing.

What does it mean for our council homes?

Homes should:

1. Be free from serious hazards

Homes will have no hazards assessed as serious (Category 1) under the Housing Health and Safety Rating System (HHSRS). These are hazards that pose an immediate risk to health or safety.

2. Be in a reasonable state of repair

Homes will fail the standard if:

- One or more key building parts including roofs, walls, windows, doors and heating systems are old or need replacing or major repair due to their condition.
- Two or more other building components such as kitchens, bathrooms and electrical systems are old or need replacing or major repair due to their condition.

3. Have modern facilities and services

Homes will fail the standard if they don't have three or more of the following:

- A reasonably modern kitchen (20 years old or less)
- A kitchen with adequate space and layout

- A reasonably modern bathroom (30 years old or less)
- An appropriately located bathroom
- Adequate insulation against external noise (where external noise is a problem)
- Adequate size and layout of communal areas within a block

4. Provide thermal comfort

Efficient heating and adequate insulation that provides a reasonable degree of thermal comfort.

How will we deliver this?

- We will develop a non-decency action plan to address the current backlog of non-decent homes over the next 5 years, as well as preventing homes from falling into non-decency against the current Decent Homes Standard, through our major works investment programmes. The plan will aim to reduce the number of homes that fall short of this standard to less than 10% of the council's housing stock within the next two years.
- We will develop a programme of planned works targeted at addressing the root causes of damp and mould and leaks.
- We are implementing a targeted approach for hard-to-improve properties in conservation areas and continuing upgrades to our sheltered housing stock.
- We will improve accessibility within our housing stock through the delivery of the council's aids and adaptations programme, which will make a minimum of 500 properties accessible to residents with mobility issues or require wheelchair access.
- We will maintain accurate up-to-date stock condition data, including damp and mould, through our stock condition survey programme and repairs data, and will make sure residents receive timely information on the outcome of the survey and what happens next, including how we will prioritise work to be completed.

Priority Three: Planned Maintenance and Repairs

Why is this a priority?

A good repairs service is essential for keeping homes safe, well-maintained, and comfortable. It supports residents' health and wellbeing and helps build trust between residents and landlords by being a responsive and reliable service. Fixing problems promptly prevents small issues from turning into major, costly problems. It also protects the condition of homes, extends the life of key parts such as walls, ceilings and facilities such as kitchens and bathrooms, providing better value for money for tenants. A effective repairs service makes sure we meet legal requirements and reduces repeat visits, complaints, and emergency callouts saving time and money while delivering better value.

In 2025, the council developed new repairs and damp and mould policies, setting out the council's commitments to improving the repairs service and meeting consumer standards and regulatory requirements, including Awaab's Law.

How will we deliver this?

- We will reduce the current repairs backlog and set more effective targets for responsive repairs, taking resident availability into account.
- We will reduce demand on the responsive repairs service by addressing recurring issues such as leaks, damp, and mould at their root cause.

- We will invest in building upgrades and mechanical ventilation systems to support long-term property health and reduce reactive maintenance.
- We will implement a proactive maintenance programme, including routine leak detection and drainage surveys.
- We will regularly gather resident feedback and use it to shape and improve the future of our repairs service.
- We will improve communications around repairs, providing residents with clearer timescales, updates, and access options via the residents' online portal.
- We will review and streamline our repairs processes to improve efficiency and service delivery.
- We will improve our communications with residents going through planned works to ensure they understand what work will be completed and when and know who to contact with concerns.

Protecting biodiversity when carrying out major works

As a local authority we have a "biodiversity duty," established under Section 40 of the Natural Environment and Rural Communities Act 2006 (NERC Act). Where building-dependent biodiversity is identified in existing buildings, a survey by a suitably qualified ecologist will be undertaken and recommendations implemented, for example by protecting and retaining existing nest sites where possible and undertaking mitigation measures where this is not possible.

All maintenance works will be undertaken in accordance with the Wildlife and Countryside Act 1981, for example by timing works to avoid access to nest sites being prevented by scaffolding.

Priority Four: Sustainability and Retrofit

Why is this a priority?

Sustainability and retrofit are a key priority for us as this simultaneously helps reduce carbon emissions, improve resident outcomes, and meet regulatory obligations, as well as having a direct impact on the lives of our residents. Domestic gas and electricity usage causes 35% of Waltham Forest's carbon emissions. Upgrading existing homes with energy efficiency measures will be crucial to our effort to make the borough carbon neutral by 2030. Improving the energy efficiency of our homes will also reduce energy bills for residents and provide warmer healthier homes, helping to tackle the negative health impacts of cold homes.

We replace mechanical and electrical (M&E) parts when needed, starting with the most urgent. Where possible this work will be done at the same time as other major works to reduce disruption and reduce. A key element of the M&E approach will be the reduction in energy usage and elimination of waste and duplication in the management of the M&E assets. There will be a reduction in the use of gas fired boilers and a shift toward more energy efficient heating through use of improved technology such as heat pumps. The change in heating and hot water delivery will also facilitate removal of redundant stored water systems reducing the maintenance burden and reducing risks associated with Legionella.

A robust retrofit programme supports our work to comply with existing and forthcoming regulations and reduce fuel poverty.

How will we deliver this?

- We will complete two government co-funded retrofit projects by March 2027, with 275 homes retrofitted to at least an Energy Performance Certificate rating (EPC) of C, and to EPC B where possible.
- We will implement a holistic plan to ensure climate impact is considered across all major works programmes, including waste recycling, use of sustainable materials, integration of energy efficiency measures into planned works programmes, energy efficiency improvements to homes experiencing damp and mould due to cold conditions and installation of future-proofing measures to ensure best value for money.
- We will continue to apply for government funded retrofit grants whenever funding windows are open.
- We will continue with the delivery of 2,500 new A-Rated boilers or central heating systems to properties, together with the replacement of old communal heating systems and installation of individual heat meters by 2030.
- We will record all retrofit and improvement measures (such as eaves extensions) in the asset database to support future planning and identify properties suitable for deeper retrofit works such as external wall insulation (EWI), solar panels, or air source heat pumps (ASHP).
- We will conduct retrofit assessments on hundreds of homes to gather data. This will ensure we target the right properties with the most effective measures, delivering maximum impact and value for money.
- We will aim to achieve a minimum EPC C rating for at least 90% of the council's housing stock.

Priority Five: Estate regeneration and housing supply

Why is this a priority?

Estate regeneration is a key priority because it offers a long-term, sustainable solution to addressing outdated, inefficient, or poor-quality housing. Through targeted regeneration, we can transform neighbourhoods, delivering safer, greener, and higher-quality homes that meet modern standards and resident needs. It provides an opportunity to tackle issues such as overcrowding, fuel poverty, and poor accessibility while improving the public realm and enhancing community well-being. Regeneration also supports the borough's wider goals around net zero, housing supply, and inclusive growth, ensuring our estates remain resilient and fit for future generations.

There is a shortage of affordable homes in the borough, with over 12,000 households on the housing register. The Housing Strategy also identified a shortfall of approximately 250 homes for specific groups, including older people and those with specialist needs.

How will we deliver this?

- We will complete our regeneration projects at Priory Court and Marlowe Road.
- We will agree the long-term investment strategy for Avenue Road & Montague Road estates (Greater London Authority (GLA) grant funded projects).
- We will deliver estate improvements requested by residents and funded through Neighbourhood Community Infrastructure Levy (NCIL) funding, with focus on projects that help to improve accessibility, resident health and wellbeing and tackle the climate crisis.
- We will develop and implement an Estate Services Improvement plan to ensure residents are satisfied with the maintenance of communal spaces

- We will invest in public realm and communal areas, such as estate paving, estate roads and boundary walls, fences, garages and store sheds, decorations to communal areas, improved lighting and CCTV to promote safety and wellbeing.
- We will design out crime and anti-social behaviour through environmental improvements, enhanced security measures such as improved lighting and CCTV, and collaborative working with community safety partners.
- We will carry out a review of and develop proposals for ensuring the council has a clear investment strategy for underperforming garage sites and in ensuring retained garages are to a good standard and fit for the future.
- We will carry out a review of the council's sheltered homes and hostels assets to identify opportunities to improve the standard of these assets and provide fit for purpose accommodation through refurbishment and redevelopment opportunities.
- Continue to acquire properties in the borough to increase affordable housing supply.

Priority Six: Asset data

Why is this a priority?

High-quality, well-managed asset data is the foundation of strategic, cost-effective housing management. It supports effective planning, targeted investment, and risk management across all key areas—building safety, energy performance, regulatory compliance, and long-term maintenance. Reliable data is essential for informed decision making and ensures value for money.

A robust asset database enables us to:

- Prioritise safety-critical works and maintain regulatory compliance
- Accurately forecast future investment needs
- Track property performance across the lifecycle
- Support decarbonisation and net-zero planning
- Drive efficiencies through integrated, cross-service insights

How will we deliver this?

- We will invest in people, processes, and systems to improve data quality and ensure information is consistently collected, stored, and used across the organisation.
- We will maintain and routinely update our asset management system to ensure accuracy and completeness.
- We will implement a new compliance system that integrates seamlessly with NEC, enabling real-time visibility of key risks and performance indicators.
- We will embed a “Make Every Visit Count” approach across all teams - capturing property and compliance data during every resident interaction.
- We will promote active data-sharing and collaboration between teams to eliminate duplication and enhance insight.
- We will allocate dedicated resources to data cleansing, validation, and in-depth analysis to drive continual improvement.
- We will develop robust data governance and reporting processes to ensure accountability, traceability, and confidence in our asset intelligence.
- A key enabler of this approach is our Knowledge and Information Management (KIM) framework, which ensures that housing data is integrated, accessible, and effectively governed across all teams. This will enhance our ability to forecast future investment needs, address emerging risks early, and align resources with our strategic priorities.

8. Capital Investment Programme

Resources for asset management are allocated through the Housing Revenue Account (HRA) Medium Term Financial Strategy, 10 Year HRA Business Plan and the Council's Capital Investment Strategy 2024/25 to 2023/35.

Existing Housing Stock

The council has committed £172m of capital investment over the next five years to maintain and improve the council's existing housing stock in accordance with the objectives and priorities set out in this strategy. Key deliverables during the period of this strategy include:

- Completing remedial works on 11-18 metre blocks and removing external wall systems depending on external wall risk appraisal outcomes.
- Implementing a Decent Homes plan to achieve 100% decency by 2030.
- Maintaining compliance over all key safety areas, including electrical and boiler system upgrades.
- Completing structural remedial works on 18m plus blocks, depending on structural survey outcomes.
- Complete the installation of sprinkler systems in the council's 18m plus higher-risk blocks.
- Completion of the council's retrofit programme to bring 275 homes to at least EPC standard.
- Individual smoke and heat detectors/alarms will be provided in all tenanted properties
- Achieve at least an EPC C rating for a minimum of 90% of the council's housing stock.
- Deliver the councils Aids and Adaptations programme, to make a minimum of 500 homes more accessible and suitable for residents' needs.

Housing Delivery Estate Regeneration and Acquisitions Programme

In addition, the council has committed £42m of capital investment over the next three year towards its new build and estate regeneration programme to:

- Complete our regeneration projects at Priory Court and Marlowe Road.
- Agree the long-term investment strategy for Avenue Road & Montague Road estates.

Avenue Road and Montague Road estates are identified as regeneration priorities, as comprehensive redevelopment provides an opportunity to significantly increase the supply of good quality homes and improve the quality of the external spaces in these estates. Grant funding has been secured from the Greater London Authority's (GLA) Affordable Housing Programme to support the delivery of these regeneration schemes. Further estate regeneration opportunities will be explored during the life of the strategy.

In addition, the council will develop a long-term investment strategy for its sheltered homes and hostels accommodation and explore further opportunities to increase its housing stock through acquisitions.

External Funding

The council has been successful in securing £113.5m of Greater London Authority (GLA) grant funding towards its estate regeneration schemes, and £3.6m of funding from the Social Housing Decarbonisation Fund for energy efficiency improvement works.

Opportunities for external grant funding will continue to be explored to support the council's regeneration, acquisition and retrofit programmes, as well as from Homes England's Cladding Safety Scheme for the council's Fire Remediation Programme for our 11-18m blocks.

9. Resident Involvement

Our Housing [Resident Involvement Strategy](#) 2022-26, developed in close consultation with council residents and leaseholders, sets out five clear priorities that will support the delivery of excellent resident involvement:

- Empower residents to influence decisions
- Offer a range of ways to be involved
- Improve digital connectivity
- Ensure that we continue to be inclusive and representative
- Demonstrate the outcomes and value for money of involvement

These priorities form the foundation of our approach to resident involvement as we manage our housing stock. Engaging with residents in a meaningful way is essential to delivering homes and services that truly meet their needs. We are committed to actively involving residents in the management of their homes, to ensure we consistently provide an excellent service for both residents and leaseholders.

The following table highlights some of the ways residents will be involved in the ongoing delivery of our asset management priorities.

Resident Involvement Area	Description
Feedback & Reporting Issues	Residents will have clear channels (apps, hotlines, portals) to report maintenance issues and suggest improvements. A new resident portal has been set up for residents to report repairs cases, arrange appointments and monitor the progress of repairs cases. Expected response times should be clearly communicated and adhered to, with guidance on next steps if time frames are not met.
Participation in Decision-Making	The Resident Influence and Accountability Panel (RIAP) will provide input on asset management policies and investment priorities, with wider resident consultation via Let's Talk consultation platform and focus groups on future planned works programmes. These opportunities will be promoted via resident newsletters, whatsapp groups and social media channels.
Resident Education & Engagement	Residents will be able to access information on how to care for their homes and use assets efficiently (e.g., energy-saving tips, and reducing the risk of damp and mould).

Resident Involvement Area	Description
Co-Design & Consultation	<p>The council will actively engage residents in planned works, sustainability initiatives, or community projects, to ensure residents are happy throughout the lifetime of the works</p> <p>Resident Liaison Officers will support residents throughout the planning and delivery of major works that affect their homes, ensuring residents are consulted and are given choices about how the works are managed and delivered.</p>
Satisfaction Surveys	The council will regularly assess resident satisfaction to guide future maintenance and asset allocation and will share satisfaction survey results and explain how we are responding to feedback via the Residents News magazine.
Digital Platforms & Self-Service Tools	Residents will be able to track service requests, view maintenance schedules, and provide feedback.
Transparent Communication	<p>We will keep residents informed about planned maintenance and upgrades on homes. This will include regular updates via the Residents News magazine on which estates will be undergoing major works over the coming months, explaining why certain properties have been prioritised for investment. We will also keep residents informed about how contractors are investing in the local community, such as job and apprenticeship opportunities for residents.</p> <p>We will be improving the way we communicate with leaseholders about major works planned on their homes, in line with the Leasehold and Freehold Reform Act. We will be making leasehold service charges clearer and more predictable by giving early notice of major works and estimated costs. Leaseholders will be provided with detailed breakdowns of actual spending on works on their building and future projections each year, along with transparent supporting evidence for all charges.</p>
Supporting residents with vulnerabilities	We will review and improve how resident information is shared between council staff and contractor, ensuring that people triaging repair requests and booking appointments can access known information about resident health, vulnerabilities and communication needs, to be shared with contractors visiting people in their homes. We will make sure staff are trained in making reasonable adjustments to residents who need them.
Community Partnerships	We will collaborate with residents on local initiatives that improve housing quality and sustainability.
Incentive Programs	We will encourage residents to report issues early or participate in green initiatives through rewards or recognition.

10. Managing Risk

This strategy and the supporting capital programme span multiple years, involves high levels of investment and has wide-ranging objectives. A key requirement in the successful delivery of the strategy will be balancing the various risks which are inherent in a programme of this scale, some of which are outside of the council's control.

Effective risk management is essential to achieving the outcomes of the housing asset management strategy, through identifying and mitigating potential risks associated with managing a housing portfolio. This includes assessing risks related to financial stability, property condition, safety, and regulatory compliance, and developing plans to minimise their impact.

Key elements of a risk management strategy for housing assets:

Risk Identification:

- This involves systematically identifying potential risks across all aspects of the housing portfolio, including financial, operational, and environmental factors.

Risk Assessment:

- Once risks are identified, they are assessed based on their likelihood of occurrence and potential impact.

Risk Mitigation:

- Mitigation measures are implemented to reduce the likelihood or impact of identified risks. This may involve implementing preventative measures, developing contingency plans, or transferring risk.

Monitoring and Review:

- Risk management is an ongoing process. Regularly monitoring the effectiveness of mitigation strategies and reviewing the risk register is crucial to ensure the strategy remains relevant and effective.

By implementing a robust risk management strategy, this will help ensure the long-term sustainability and viability of our assets, protect the well-being of their residents, and contribute to the overall health of the communities they serve.

The following table highlights key risks to the delivery of the strategy, and proposed mitigation measures:

Risk description	Risk Mitigations
Capacity and capability to deliver the objectives of the asset management strategy, in the context of more stringent regulatory standards and processes.	1. Procurement of the necessary contracts to deliver this work, ensuring performance requirements are fit for purpose reflecting current consumer standards, regulatory requirements and council policies. 2. Ensuring competent professionals are appointed to manage the work and inspect to ensure they comply with all relevant standards. The council has completed a review of its target operating model to boost resources and expertise within the repairs service. Strategic partnerships will be developed with fire safety and building safety consultants to procure additional expertise as required. 3. Ensuring comprehensive processes are in place with contractors to complete new Building Safety Gateway applications which will be necessary on many projects, which are expected to have a significant impact on programme timescales. 4. Ensuring inclusive and robust consultation approaches are in place with tenants and leaseholders to ensure that projects appropriately involve residents' perspective and knowledge, and to ensure resident satisfaction.
Commissioning the right work at the right time to deliver the strategy outcomes within the capital budget.	1. Asset grading to understand asset performance 2. Maintain up to date stock condition data 3. Review responsive repairs demand with our repair's contractors, 4. Prioritise investment based on stock condition, operational performance and repairs demand data. 5. Optimise asset values through rental income and capital receipts generation. 6. Secure external grant funding to address capital funding gaps.
Ensuring value for money is achieved, and works are carried out to the required standard.	1. Planned works programmes are competitively tendered to ensure contractors have the capacity and capability to deliver the works and provide value for money. 2. Regular inspections are carried out by the council's Surveyors and Clerk of Works whilst works are being undertaken and at practical completion, 3. Communicate with residents the outcome of inspections, progress of works, and when works have been completed and signed off by the council.
Changes to regulatory requirements, such as the new decent homes standards and Building Safety Act requirements, resulting in a failure to comply with legislative requirements.	1. Regularly review regulation changes and their implications for delivering the asset management strategy. 2. Develop and maintain positive relationships with key regulatory bodies, seeking advice on how best to respond to regulations 3. Use existing networks such as London Council to share knowledge and good practice and lobby to statutory and government organisations.
Lack of resident involvement in decision-making, leading to dissatisfaction and potential conflict.	1. Implementing the council's Resident Involvement Strategy to ensure residents' voices are heard and incorporating feedback into decision-making processes. 2. Provide regular updates to residents on the council's performance in delivering the outcomes of the strategy.

These risks will be managed, reviewed and updated through robust governance processes. to reflect changes in the operating environment, regulatory requirements, and the council's risk profile.

11. Governance, Responsibility and Review

Council investment will be supported by suitable financial planning and spending controls, and risk management processes and governance procedures.

The strategy and action plan will be formally monitored at regular intervals through existing governance arrangements to ensure transparency and accountability and will benefit from the meaningful involvement of residents at key stages in its development and delivery. The following table outlines which stakeholder groups will have oversight, and the frequency of these updates.

Stakeholder	Reporting Frequency
Housing Investment Group – monitors capital spend, delivery of works and outcomes achieved, and risks. (Chaired by the Director of Housing Assets and Delivery)	Monthly
Housing Senior Leadership Team - strategically directs, manages, and improves all housing services, ensuring they meet statutory duties and residents' needs (Chaired by the Corporate Director for Housing)	Every 6 months
Strategic Leadership Team - turn the elected councillors' strategic vision into operational reality. This includes managing day-to-day operations, setting and monitoring overall direction, ensuring high performance, and managing risk for the organization. The SLT is responsible for delivering services, creating and implementing policies, and ensuring the council can meet the future needs of the community within its budget. (Chaired by the Chief Executive)	Annual
Resident Influence and Accountability Panel - gives social housing tenants and leaseholders a meaningful voice in decisions about their homes and services, and to hold the council to account.	Annual
Resident Newsletter – updates residents on the performance of the strategy, what has been delivered, and what is planned.	Every 6 months
Resident Scrutiny Panel - provides a formal way for residents to question and influence the decisions and services provided by the council. The panel investigates specific issues, gathers evidence from the community, and make recommendations to improve services, ensure accountability, and hold the council accountable for its actions.	Year 3 of the strategy