

**Thurrock Council**

**Housing Asset Management Strategy**

**2022-2027**

# Contents

Chapter 1 – Introduction .....	3
Chapter 2 – Vision, Principles, Aims and Objectives .....	6
Chapter 3 – Background and Context.....	8
Chapter 4 – Resident Engagement.....	16
Chapter 5 – Housing Asset Management Strategy Aims and Objectives .....	20
Chapter 6 – Maximising the Value of Assets.....	28
Chapter 7 – Plan for a Sustainable Future .....	31
Chapter 8 – Risk Management .....	35
Chapter 9 – Monitoring, Measuring and Review .....	37
Appendix A – Housing Revenue Account (HRA) Business Plan.....	38

# Chapter 1 – Introduction

Thurrock's Housing Asset Management Strategy 2022-2027 provides a framework detailing how the council will manage, maintain and invest in assets, ensuring that they offer quality and affordable homes for current and future residents. The strategy demonstrates how the council's housing portfolio will meet its priorities. It provides the strategic direction for those involved in the day-to-day management of the stock and future housing asset investment decisions.

The housing service is responsible for managing circa 10,000 council homes which include approximately 900 leasehold properties. The council has made a significant investment in its stock through the Transforming Homes programme, and is committed to manage, maintain and invest in these homes efficiently.

This strategy aligns with the council's corporate values, the Housing Strategy 2022-2027 and the national policy context. It works alongside the HRA business plan in identifying the levels and timing of investment required to ensure the asset is maintained appropriately.

This strategy provides a set of guiding principles that allow the council to maintain and enhance its housing stock in both the short-term and the future. It ensures the council works transparently, keeping residents engaged throughout the processes and fosters a sense of joint ownership.

Effective maintenance is essential to ensure council properties continue to meet housing needs and remain sustainable in the future. A reactive maintenance policy supports this strategy, alongside a fit to let standard, health and safety procedures, a fire safety policy, and a suite of investment and development programmes. These ensure that the council manages its housing assets to meet the needs of residents and meets all regulatory requirements.

This strategy also recognises that for some assets, further investment may not represent the best value or meet the community's future needs. Buildings in this category would go through an asset review process that fully considers resident views. This full appraisal of the different options will inform the most appropriate decision for the future of the asset.

The council's strategic ambition is to ensure the delivery of good homes in well-connected neighbourhoods. The council seeks to invest in its assets and the local environment, creating places that support and promote the health, happiness and wellbeing of residents in the borough.

This document will outline the strategic direction for the next 5 years, detailing how the council will effectively manage its housing assets, optimising generated income to achieve the best value for the council's residents. This strategy will outline approaches to improve the council's existing stock, including how the organisation will work with residents to invest in the areas that will deliver the best outcomes and build pride in well maintained and improved homes.

The resident's voice is a crucial factor when delivering improvements. Communication and engagement will ensure the council works together with residents and delivery partners in refining the approach to home improvement via retrofit. Through continued engagement and listening to feedback the council aims to achieve high levels of resident satisfaction with their home.

New and emerging legislation around building safety, decent homes standards and the net zero carbon agenda, in conjunction with an ageing stock, place significant financial pressures on the Housing Revenue Account. It is acknowledged that the council will need to explore external funding and continue to lobby central government for additional financial support to enable it to deliver this strategy.

## Corporate Context

### Vision and Priorities

Thurrock Council's vision and corporate priorities, adopted in January 2018, underpin this Housing Asset Management Strategy. The council's vision is for Thurrock to be **an ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.**

Sitting alongside the vision are the three corporate priorities of People, Place and Prosperity.

**People** – a borough where people of all ages are proud to work and play, live and stay.

This means:

- high quality, consistent and accessible public services which are right first time
- build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
- communities are empowered to make choices and be safer and stronger together

Delivering high-quality housing across all tenures is central to ensuring positive health and wellbeing outcomes for residents. The council will ensure that services represent value for money, going over and above statutory duties, with high levels of customer satisfaction.

**Place** – a heritage-rich borough which is ambitious for its future.

This means:

- roads, houses and public spaces that connect people and places
- clean environments that everyone has reason to take pride in
- fewer public buildings with better services

This strategy supports the corporate aims by ensuring the council's properties provide well-maintained quality homes suitable for residents needs and in which they are proud to live.

In October 2019, the council passed a motion to declare a climate emergency and to take urgent action to reduce its carbon emissions to net-zero by 2030. This strategy supports the decarbonisation agenda while improving the overall energy efficiency of the assets, ensuring the homes provide affordable thermal comfort.

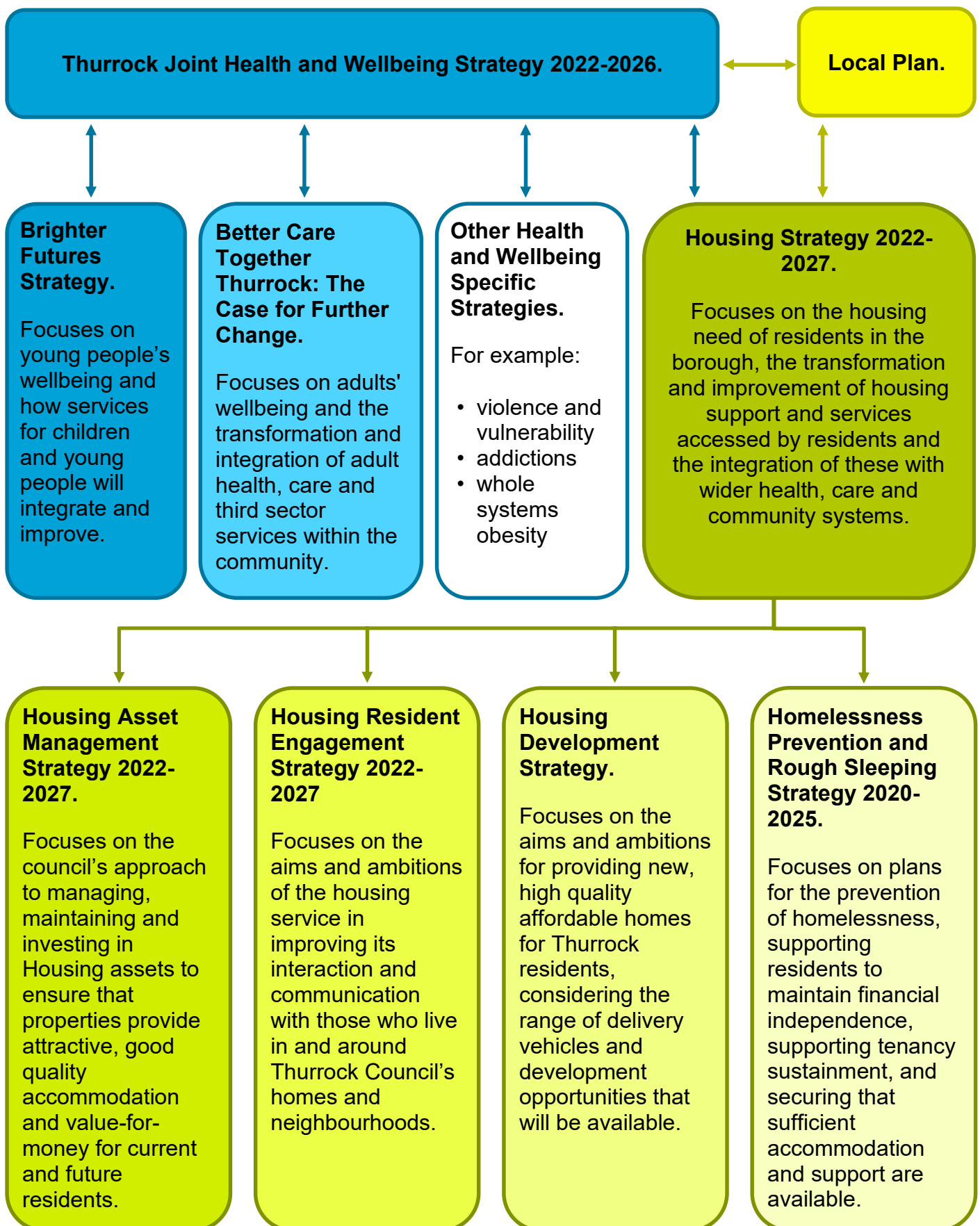
**Prosperity** – a borough which enables everyone to achieve their aspirations.

This means:

- attractive opportunities for businesses and investors to enhance the local economy
- vocational and academic education, skills and job opportunities for all
- commercial, entrepreneurial and connected public services

The strategy supports the local economy with employment and training opportunities and the additional community benefits secured through contracting partnerships as social value.

## Strategic Context



## Chapter 2 – Vision, Principles, Aims and Objectives

### Housing Vision

**Every Thurrock resident will have access to a safe, secure, suitable, and affordable home that meets their needs and aspirations, serving as a foundation to support their health and wellbeing.**

**Residents will be supported at home and in their local area through connected services, neighbourhoods, localities, and communities to achieve their vision of a 'good life'.**

Housing and health are intrinsically linked. Access to a safe, secure, stable, warm, and affordable home will provide people with a solid foundation upon which they can better protect their health and support their wellbeing. If a home is lacking any of these factors, it will have a detrimental impact on the physical health, mental health, and general wellbeing of all those in the household.

A safe home can mean many things, such as being hazard free, or maintained in line with compliancy measures such as gas servicing and electrical testing. A safe home goes beyond physical maintenance and bricks and mortar; it can also relate to a resident's perception of safety in their home and in the neighbourhood or estate in which it is located.

A secure home can refer to the security of tenure, giving residents peace of mind and stability by having that solid foundation to build their vision of a good life, or it can again be considered in like with the perception of safety within the home from any outside harms.

The factors that determine a suitable home are wide ranging and tailored to the housing needs of each household. It can relate to the size, type, location, and accessibility of a property, but can also refer to the standard in which the property is kept, ensuring good quality accommodation is provided and that it remains well maintained.

The definition for an affordable home is also aligned with the specific needs and commitments of every household. Affordability of home is linked with many wider consequences, such as fuel poverty and impacts on physical and mental wellbeing

Health and wellbeing run through every aspect of this strategy. This document's strategic aims and objects are rooted in the fundamental aim of tackling health inequalities through housing to support Thurrock residents to live healthy lives.

The vision for the Housing Strategy 2022-2027 is aligned with the aims of Domain 5 – Housing and the Environment within the Health and Wellbeing Strategy 2022-2026, outlined below.

**Fewer people will be at risk of homelessness, and everyone will have access to high quality affordable homes that meet the needs of Thurrock residents.**

**Homes and places in Thurrock will provide environments where everyone feels safe, healthy, connected and proud.**

## Housing Core Principles

The Housing Asset Management Strategy 2022-2027 has been developed to support the Housing Strategy 2022-2027 that sets the basis for a new way of working for housing support and services in Thurrock. These strategies and the new way of working follow the below eight principles:

<ul style="list-style-type: none"><li>• We work in partnership with residents to understand the things that matter to them in the context of their lives and the neighbourhoods in which they live.</li></ul>	<ul style="list-style-type: none"><li>• We work to provide people with services that are high quality, easy to access, and offer appropriate support.</li></ul>	<ul style="list-style-type: none"><li>• We will relentlessly focus on reducing health inequality. We will ensure that resources are distributed in a way that accounts for variation in need at neighbourhood level.</li></ul>	<ul style="list-style-type: none"><li>• The amount of resource we spend on bureaucracy is kept to a minimum ensuring maximum resources are available to provide people with the solutions they require.</li></ul>
What is important to you? <b>1</b>	Right time, right place and high quality <b>2</b>	Supports health and wellbeing <b>3</b>	Minimises bureaucracy <b>4</b>
<ul style="list-style-type: none"><li>• Our solutions look to use the assets within neighbourhoods and do not consist only of the services we provide.</li></ul>	<ul style="list-style-type: none"><li>• We empower resident facing staff to make decisions in the context of each resident they serve rather than being constrained by thresholds and <i>one size fits all</i> service specifications.</li></ul>	<ul style="list-style-type: none"><li>• We are flexible enough to respond and adapt delivery to changes in individual, neighbourhood and place circumstances</li></ul>	<ul style="list-style-type: none"><li>• Responsibility for housing is shared between individuals, neighbourhoods, our workforce and partners. We do <i>'with'</i>, not <i>'to'</i>. We constantly co-design and co-produce.</li></ul>
Local, strength based solutions <b>5</b>	Doesn't break the law and meets statutory duties <b>6</b>	Flexible and adaptable <b>7</b>	Partnership working and collaborations <b>8</b>

## Chapter 3 – Background and Context

### Legislative and Regulatory Framework

The Housing sector continues to see significant change to the regulatory framework that sets the standard for resident and building safety. The tragic event at the Grenfell Tower shook public trust placed a spotlight on the way in which housing sector and construction industry operates, the investigations that followed revealed significant failings across the industries.

This led to the fundamental changes introduced through the social housing white paper, *A Charter for Social Housing Residents*<sup>1</sup>, these documents aim to place residents back at the heart of building safety and delivers changes to ensure that every social housing resident is safe in their home.

The publication of the draft Building Safety Bill<sup>2</sup> in July 2020 has set the parameters of what owning and managing residential buildings will look like in the future. The bill was introduced to Parliament on 20 June 2021. It is anticipated that most changes will come into force, following Royal Assent, within the first 12 months.

The underlying aim of the new legislation is to create a new era of accountability within the industry and to set clear roles and responsibilities for managing building safety in relation to fire and structural safety. A new "National Regulator" is to be formed; this regulatory body will be within the Health and Safety Executive and have powers of investigation and enforcement to ensure adherence to new legislation.

The government has also produced a Fire Safety Bill, which became the Fire Safety Act 2021 and passed into law on 29 April 2021. The act supports the government's implementation of the specific recommendations arising from the Grenfell Enquiry Phase 1.

Both of these bills should be considered in conjunction with the Hackitt Review, Phase One of the Grenfell Enquiry and the social housing white paper.

All of these documents supplement the Regulatory Reform (Fire Safety) Order 2005 and it is essential that the council maintains policies, procedures to ensure compliance to these. A key underlying principal in this area is competence and therefore, the council must ensure that through the delivery of all works its staff and external delivery partners have the necessary skill, knowledge and experience to undertake the work they are involved in.

The council has always aimed to ensure safe environments for its residents. It will work to achieve full compliance with the Building Safety Bill and the implementation of recommendations made from the Grenfell enquiry, in line with the Charter for Social Housing Residents, as set out in the White Paper.

---

<sup>1</sup> The social housing white paper, *A Charter for Social Housing Residents* is online at [www.gov.uk/government/publications/the-charter-for-social-housing-residents-social-housing-white-paper/the-charter-for-social-housing-residents-social-housing-white-paper](http://www.gov.uk/government/publications/the-charter-for-social-housing-residents-social-housing-white-paper/the-charter-for-social-housing-residents-social-housing-white-paper)

<sup>2</sup> This document online is at [www.gov.uk/government/publications/draft-building-safety-bill](http://www.gov.uk/government/publications/draft-building-safety-bill)



## Local Context

### Current stock

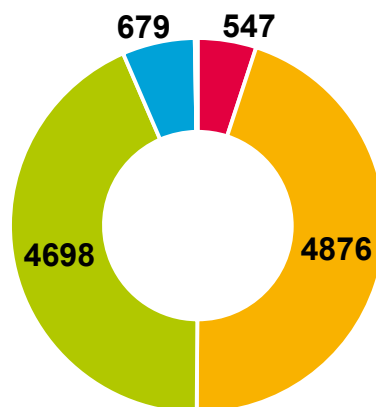
Two-thirds of households in Thurrock live in semi-detached and terraced houses with fewer detached properties. The majority own their own home, but Thurrock has nearly double the regional and national averages renting from the council, with a small minority renting from registered providers.

The council owns around 10,000 homes, with some dating back to the late 19th century, and its stock includes over 1,000 sheltered housing properties across the borough. Half of the council's general needs properties are three-bedroom homes, and the remaining majority comprise one and two-bedroom flats. The tables below show a more detailed breakdown of stock by archetype.

### Housing stock by archetype

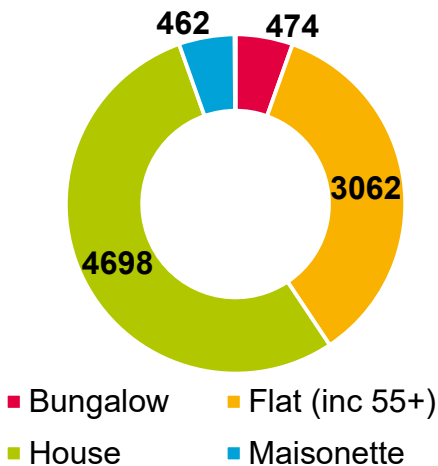
Property type	0 bed	1 bed	2 bed	3 bed	4 bed	5 bed	6 bed	Total
<b>Bungalow</b>	56	446	22	22	1	0	0	547
<b>Flat</b>	439	2615	1,567	255	0	0	0	4,876
<b>House</b>	0	22	818	3,608	237	10	3	4,698
<b>Maisonette</b>	107	0	89	478	5	0	0	679
<b>HMO Rooms</b>	0	8	0	0	0	0	0	8
<b>Total</b>	<b>602</b>	<b>3,091</b>	<b>2,496</b>	<b>4,363</b>	<b>238</b>	<b>10</b>	<b>3</b>	<b>10,808</b>
<b>Leasehold</b>	344	226	175	147	0	0	0	892
<b>Travellers site pitches</b>	-	-	-	-	-	-	-	64

### Main Housing Stock by Archetype

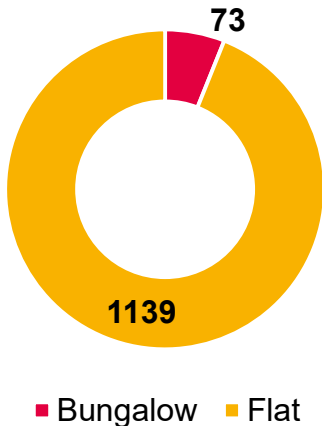


■ Bungalow ■ Flat ■ House ■ Maisonette

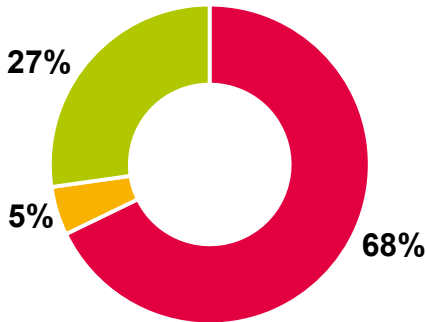
General Needs Housing



Sheltered Housing Stock

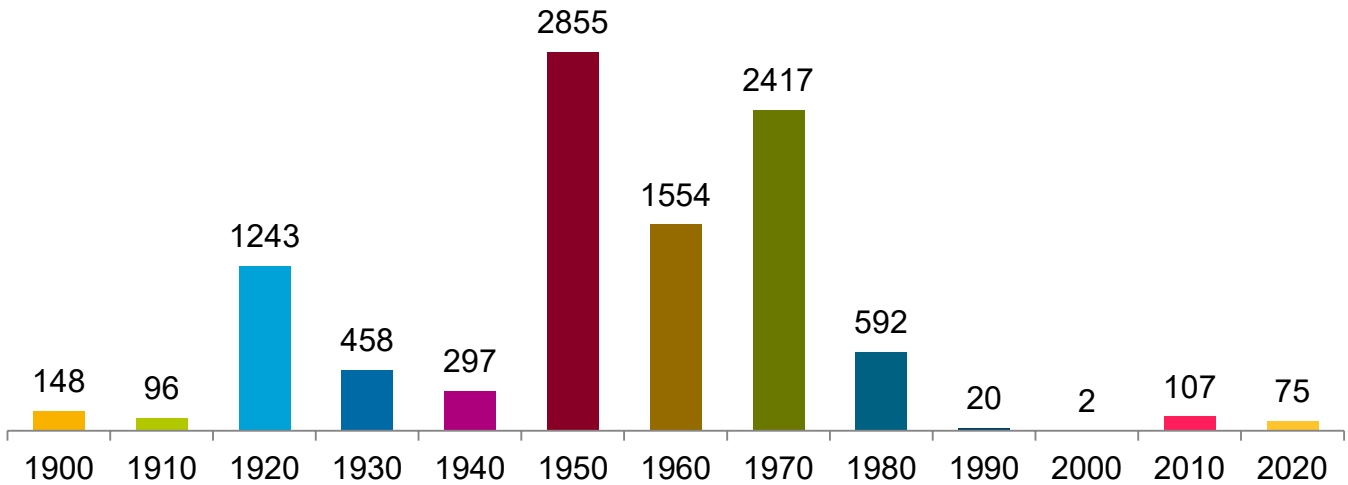


General Needs Flatted Accommodation

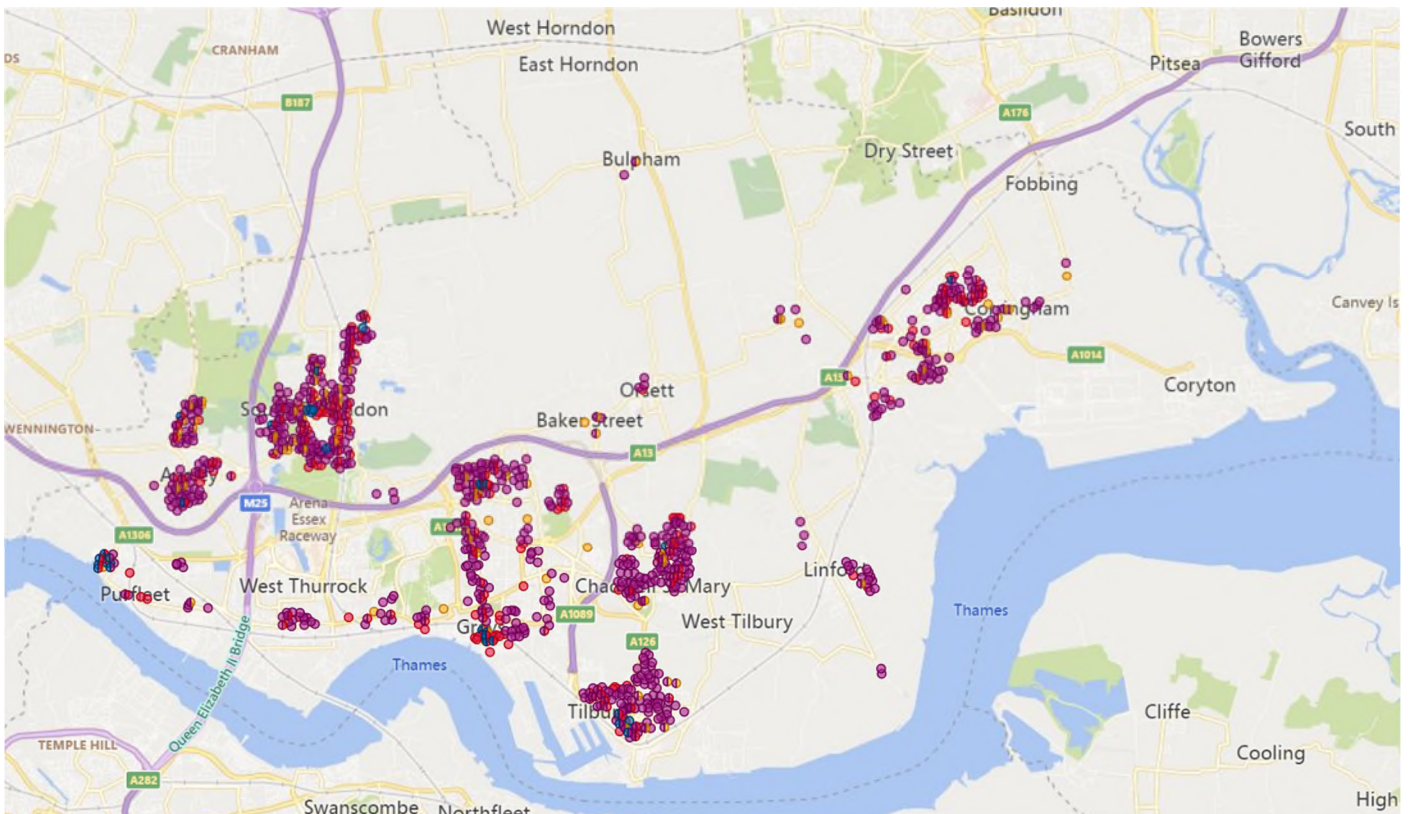


■ low rise: 1 - 3 storeys ■ medium rise: 4 - 5 storeys ■ high rise: 6 storeys and above

Property Age Bands



## Location of housing stock in Thurrock



## Non-traditional build properties

Within the Thurrock housing stock, the council have 418 non-traditionally constructed properties, all of which are tenanted family-sized homes.

The term 'non-traditional' generally refers to prefabricated building systems, frames and construction methods known as Prefabricated Reinforced Concrete (PRC) properties. Developers of these homes only envisaged that many of these properties would last 10 years, but such was the durability that many are still standing today.

These properties are designated defective within the meaning of the Housing Defects Act 1984<sup>3</sup>, now part of the Housing Act 1985<sup>4</sup>. They have the potential for corrosion of embedded steel reinforcements and are generally considered by lending institutions not to be suitable to mortgage.

Many different types of construction fall into this non-traditional PRC category. The table below shows the number, type and location of those in the Thurrock housing stock. These properties require significant investment to bring them up to today's standards and continue to provide suitable homes for residents.

In 2019/20, the council undertook a review of all the housing owned PRC properties. Some properties and locations present options for improved housing through redevelopment. However,

<sup>3</sup> <https://api.parliament.uk/historic-hansard/acts/housing-defects-act-1984>

<sup>4</sup> <https://api.parliament.uk/historic-hansard/acts/housing-act-1985>

this approach is not possible in the majority of sites. A prioritised investment programme is in place to refurbish properties in locations where redevelopment is not an option.

In addition, the council owns many properties on the Flowers estate in South Ockendon of a construction type known as 'Lecaplan'. These properties were constructed in the late 1960s and replaced the earlier PRC properties built initially.

Although these properties are still of non-traditional construction, they are not designated defective and, as such, are considered mortgageable by most lenders. Many of the original council homes on this estate have been purchased by former tenants under the Right to Buy. The council however still owns over 280 of these properties.

## Stock condition

One of the most critical aspects of active asset management is maintaining accurate records of the stock's condition, attributes and performance. To ensure the integrity of the stock data, the council aims to undertake condition surveys of a percentage of the stock every 3 to 5 years.

The council maintains this critical information on an asset management database that records all properties attributes, anticipated lifespan and energy performance. This information will be moved to a new system in 2022 that will also support ongoing compliance monitoring with a central record of all servicing and certification.

The majority of the current asset data has been informed by a condition survey undertaken in 2017. The properties surveyed at that time were a representative sample ensuring a balanced mix of the asset types, including flats, houses and maisonettes.

Property type	Ward	Number of units	Total
<b>Airey</b>	Aveley and Uplands	6	32
	Orsett	21	
	Ockendon	5	
<b>Cornish</b>	Ockendon	18	18
<b>Stent</b>	Ockendon	80	80
<b>Unity</b>	Aveley and Uplands	26	26
<b>Wates</b>	Chadwell St Mary	24	78
	Ockendon	54	
<b>Total PRC designated defective properties</b>			<b>234</b>
<b>Lecaplan</b>	Ockendon	184	184
<b>Total non-traditional council owned properties</b>			<b>418</b>

The survey considered the standardised construction of many building types, achieving a 30% representative sample of the residential assets and a sufficient sample of the more standardised non-residential assets such as garages and communal areas. In total, the council undertook 3,223 surveys.

The surveys covered both internal and external elements of the buildings, communal areas, parking areas, garages, outbuildings and recreational areas on housing owned land. The survey also provided an overall energy assessment of the properties.

Overall, the condition survey demonstrated that the stock was in a generally fair to good condition, this being the case with 70% of the properties. Specific themes emerged, noting that the elements that required prioritisation were primarily concerning property exteriors.

The 2017 survey identified an optimum level of financial investment in the stock over a 30-year period which exceeded the amount of capital expenditure factored into the HRA Business Plan with significant investment required in non-residential assets such as garages.

Capital works are improvements made to the structure, exterior or permanent fixtures of the properties. They include roofs, windows, external doors, rainwater goods, kitchens, bathrooms, heating systems and electrical wiring.

Since 2017, capital works totalling over £46m have been made in the residential stock to address the priorities identified. The Transforming Homes programme, which ensures council-owned homes meet the required standard, completed internal improvement targets in 2019 and moved on to prioritising the external refurbishment, including the replacement of any remaining single glazing. Between 2019/20 to 2020/21, 732 properties have benefitted from external refurbishment and double-glazed window replacement, including street properties and 90 blocks of flats.

A new stock condition survey targeting a further 30% of the stock is being undertaken in the winter months of 2021/22. The aim is to update overall stock condition data rather than diagnose specific repairs and defects, which the council would be made aware of through day-to-day reporting processes.

The survey targets the winter months to gain an accurate picture of any properties suffering from seasonal damp or mould problems. The outcome of this survey will further inform the investment programmes over the next 5-30 years.

## **Housing development**

The strategic need for units by size, type and tenure (such as shared ownership) is driven by the Housing Strategy with regard to the levels of the existing supply of unit types and demand from those eligible under the council's housing allocations scheme.

The council have established a target to construct up to 500 new council homes between 2019 and 2029. To date, 93 have been completed, with a further 35 new homes under construction and an established pipeline of new sites.

These new homes will arise from a range of opportunities. They could be delivered directly by the council or in partnership with other developers across the housing sector. In any case, the produced asset must meet high design and construction standards consistent with the council's need to maintain stock condition, be affordable to build and live in, meet modern standards, and achieve residents' aspirations.

The following objectives guide the development programme – to:

- develop good quality, well-designed and sustainable homes that contribute to placemaking
- build homes that meet borough-wide needs and are affordable to live in

- take a planned approach to development opportunities that provide value for money whilst maximising supply within targets
- use procurement practices that support local business, provide good value and encourage social value outcomes
- adopt a range of delivery routes that encompass direct delivery alongside working with the private sector

## **Sheltered housing**

Thurrock Council has a total of 1,212 sheltered housing properties, which are a mix of low-rise flats and bungalows. These properties all have adapted bathrooms for improved accessibility. A recent programme has also improved the accessibility to the communal entrances of the blocks.

There are some complexes and properties which are more difficult to adapt to meet the modern standards of accessibility. Where this is the case, these properties will be subject to a full review and are considered for possible decommissioning from sheltered status.

This review takes into account the viability of improvements to bring the stock up to the necessary standards and availability of alternative suitable sheltered properties in the area. If a decision is taken to decommission all existing residents are offered more suitable alternative accommodation.

## **Garages and garage sites**

Thurrock Council holds a stock of 2,275 garages and 290 garage plots located across the borough. The garages are brick or concrete purpose-built structures located in a number of settings varying from stand-alone blocks in large sites to small, isolated buildings on small sections of land, to garages located under town houses and blocks of flats.

The overall garage portfolio is in a "fair" condition and would require a significant level of investment if the council is to maintain and improve all of these assets in the coming years.

Thurrock Council has been reviewing long-term regeneration and development opportunities across the garage stock and plans to undertake a refreshed stock condition survey of the garage portfolio. This survey will include a structural appraisal and will allow the council firstly to ensure the garage portfolio is being maintained appropriately and that all these assets are in a safe and secure condition.

Additionally, it will inform a longer-term investment and management strategy that will identify the appropriate level of long-term investment and also potentially identify garage sites that can be considered for other uses to better serve the community and the wider borough of Thurrock.

The aim is to identify under-utilised or uneconomical garage and plot sites which have the potential to be converted to new housing developments.

## **Connectivity**

A number of the council's housing assets have mobile or satellite infrastructure on the roof tops that is owned, maintained and operated by various national and international mobile network providers. This infrastructure is covered by a number of individual wayleave agreements. The council must continue to manage these agreements and take account of them when managing and maintaining the portfolio.

This strategy supports the council's digital connectivity agenda. The housing service will continue to work with external organisations to build the connectivity network around Thurrock for the betterment of all residents in Thurrock in relation to digital networks.

The housing department will also support the potential development and delivery of an 'Internet of Things' (IoT) wireless network around the borough of Thurrock. A network of this type would facilitate and support smart infrastructure in residents' homes and council assets that can improve safety and living conditions.

## Chapter 4 – Resident Engagement

The council's Housing Resident Engagement Strategy 2022-27 sets out the council's plans over three years, focusing on the council's customers and committing to developing greater opportunities for resident involvement and feedback, ensuring the strategy is in line with government legislation around buildings and fire safety.

This strategy enforces the council's commitment to a partnership with tenants, leaseholders and the local communities, especially within the Housing sector. It sets out how the council will work with tenants and leaseholders to comply with the regulatory framework and effectively prioritise council services. The strategy applies to current and future tenants and leaseholders and the people in the local communities to whom the council provides a service.

The asset management strategy supports this commitment and seeks to foster a sense of joint ownership through the continuous engagement of residents in the ongoing management of their homes. The methods of engagement are continually evolving and adapting to the needs of local communities. Current examples of engagement in asset management are:

- a panel of trained residents assist in the procurement of all asset management works and services contracts
- residents are engaged in the monitoring of major contracts
- a team of trained residents monitor the 'fit to let' standard of properties through void inspections
- all leaseholders are consulted with ahead of any major investment works to their properties
- resident engagement sessions are held ahead of any major improvement projects
- colour and finish choices for major products such as kitchens, worktops, flooring or wall finishes are chosen by the Excellence Panel

Engaging residents in the requirements of their Tenancy Conditions is also an important priority to ensure resources address lifecycle replacement appropriately and are not diverted to tackle avoidable property damage or rectify unauthorised alterations.

During the consultation on this Asset Management Strategy several themes emerged from residents. These have been taken into consideration in forming this overall strategy. The key points raised were:

- improved insulation and energy efficiency measures of council homes
- consideration of electrical charging for vehicles
- provision of homes that can accommodate modern living needs
- homes that can be adapted for changing needs
- improved outside communal areas

### Engagement with leaseholders

The housing portfolio includes over 900 leasehold properties. There are statutory requirements in relation to the engagement of leaseholders in addition to local aims to actively engage leaseholders in the ongoing management of the buildings in which they own properties.

The council must charge leaseholders for the relevant portion of costs for capital works to their buildings, as set out in the terms of their lease. The council understands that the costs associated with major stock improvements can be significant and result in high bills for leaseholders.



Considering the impact of these costs, the council has put in place a number of payment options for leaseholders, with enhanced options for resident leaseholders.

In line with the Leasehold Reform Act 2002, the council will ensure the following:

- provide leaseholders with up-to-date information on investment plans before they purchase a property
- ensure Section 20 notices are issued on time and accompanied by frequently asked questions
- offer all leaseholders who are affected by major works costs the opportunity for individual appointments to discuss the planned works and individual payment options
- monitor the satisfaction of leaseholders with the works undertaken

## **Resident satisfaction**

Satisfaction surveys undertaken on behalf of the Housing service are conducted following HouseMark STAR methodology where possible, which is the leading satisfaction framework for the UK Housing sector.

The data used to measure satisfaction is collected on the council's behalf over the telephone with residents by a third-party independent research contractor that specialises in conducting satisfaction surveys for the Housing sector.

Both quantitative data in the form of ratings and qualitative data in the form of free-text feedback is collected. Satisfaction is measured on a five-point verbal response scale which are:

- "very satisfied" or "excellent"
- "fairly satisfied or "good"
- "neither satisfied nor dissatisfied" or "fair"
- "fairly dissatisfied" or "poor"
- "very dissatisfied" or "terrible"

Satisfaction rates are calculated using the combined numbers of "very satisfied" or "excellent" and "fairly satisfied" or "good" ratings only.

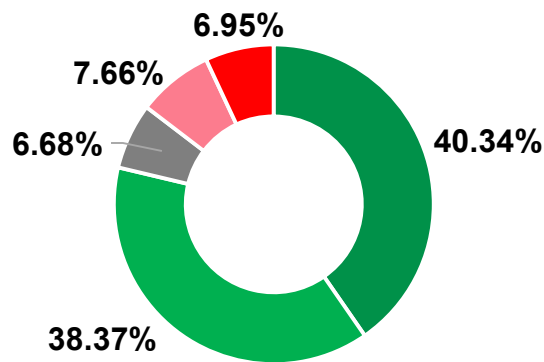
## **Tenant satisfaction with Quality of Home**

The data produced in 2020/21 shows that over 78% of current housing tenants are satisfied with the quality of their home. Compared to previous years in the second chart, this shows an improvement in overall satisfaction.

For the year 2020/21, satisfaction was above 75% on all measures relating to the management of the building services:

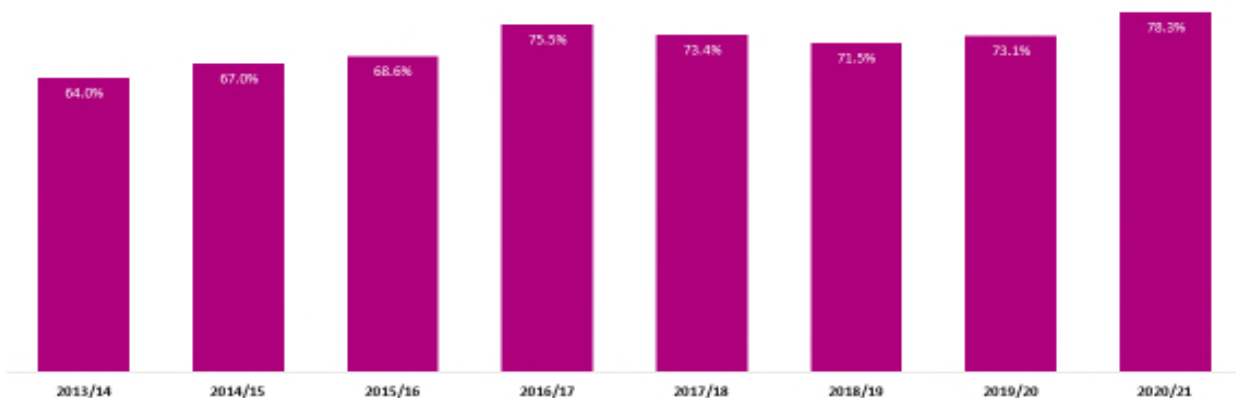
Themes from this feedback have been fully considered in the formation of this strategy alongside the feedback received from consultation with the Tenant Excellence Panel and the wider Housing Strategy consultation exercise.

### Satisfaction with Quality of Home



■ Very satisfied  
 ■ Fairly satisfied  
 ■ Neither  
 ■ Fairly dissatisfied  
 ■ Very dissatisfied

### Tenant Satisfaction Quality of their Home Comparison With Previous Years



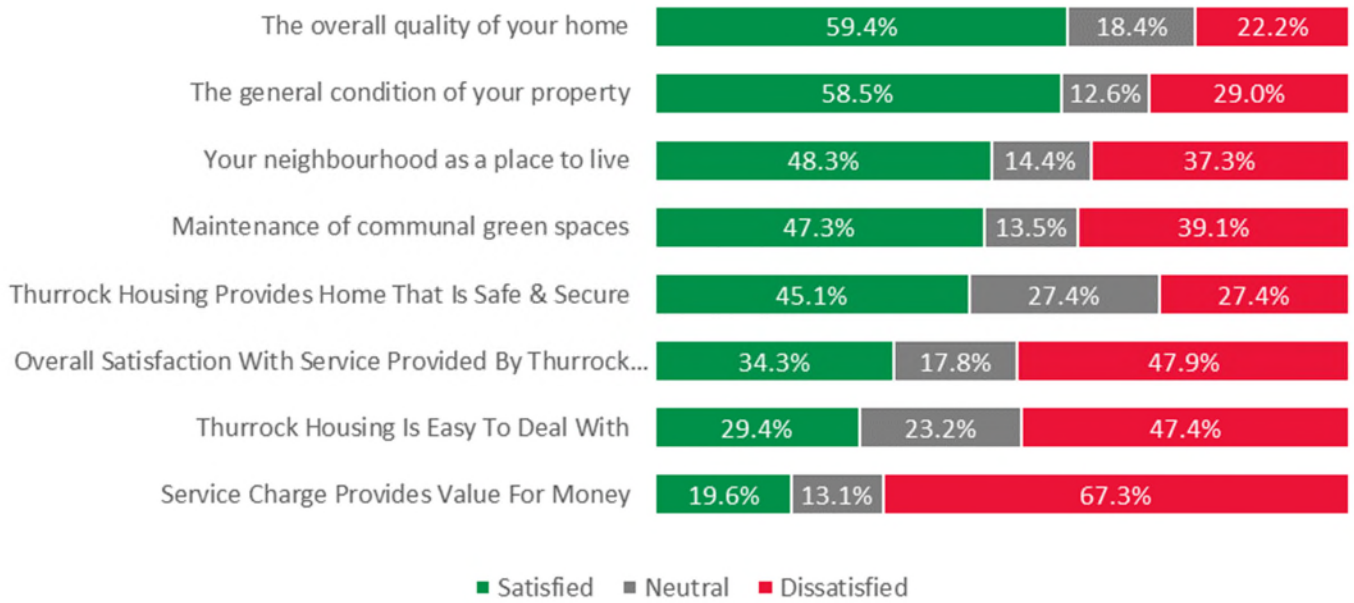
### Leaseholder satisfaction

Leaseholders are responsible for all repairs and maintenance within their properties, but the council are responsible for the management and maintenance of the external and communal aspects of the buildings.

Between July and October 2020, the housing service commissioned its satisfaction survey provider to facilitate a complete postal leaseholder satisfaction survey.

The survey indicated that leaseholders are less satisfied than tenants with the current service. All feedback from surveys, complaints and councillor enquiries is carefully analysed to identify learning and improvements in the delivery of these services with the aim of continuous improvement.

Satisfaction With Housing and Services



## Chapter 5 – Housing Asset Management Strategy Aims and Objectives

The strategy demonstrates how the council can make the housing portfolio meet its priorities and those of supporting strategies. It responds to both national and corporate priorities as well as the feedback from our residents as set out above.

There are 3 core aims that will ensure the properties continue to offer good quality homes for current and future residents at an affordable cost.



## **Deliver high-quality homes**

We want our homes and estates to be places where residents enjoy living and working, where they take pride in their homes and can enjoy being part of a thriving community. We aim to provide high quality accommodation that demonstrates the benefits of our repairs and capital investment programmes and positively influences the health and wellbeing of our tenants and residents.

### **Day to day repairs and maintenance**

The council will ensure provision of an effective and responsive day to day repairs and maintenance services that keep our properties in good repair while achieving high levels of resident satisfaction.

The council's day to day housing repairs service is delivered through third party contracts that deliver a responsive repairs service to all housing tenants in line with government and locally set standards and timeframes as set out in the Housing Repairs Policy.

### **Resident safety**

The council will maintain a compliance regime that provides full assurance to residents that their homes are well managed and meet all the required safety standards. This is provided through periodic risk assessments and inspection and maintenance programmes.

These programmes of work are delivered through specialist third party contracts and apply to:

- domestic and commercial gas supplies
- passenger lifts
- asbestos management
- water hygiene
- electrical supplies
- fire safety systems
- portable appliances
- all other specialist plant and equipment

We will ensure full compliance with the Building Safety Bill and the implementation of recommendations made from the Grenfell enquiry. This is in line with the Charter for Social Housing Residents, as set out in the Housing White Paper.

The council is committed to achieving 100% compliance to all applicable safety standards.

### **Fire safety**

The housing department maintains a fire safety policy that reflects the required approach to ensure that the council provide safe and secure housing. As noted previously within this document, the landscape for building and fire safety has seen the biggest change in the last decade. It is essential that the council adapts appropriately to meet the requirements of the most recent and forthcoming regulations.

The Fire Safety Act 2021, the RRFSA 2005 and the Building Safety Bill all place a specific legal duty on building owners and there is a particular setting that will be captured under a new form of regulatory control.

In 2021 the housing department created Building Safety Manager roles in readiness for these pending changes and this has allowed the council to start the process of compiling building safety cases for "in scope" buildings with the housing portfolio.

This new regulatory framework will also give power to the national regulators to judge competence of an accountable officer such as the Building Safety Managers. The council is proactively taking forward the relevant training to ensure that appointed officers meet the proposed competency framework that will be part of the new legislation.

Governance in this area is strengthened further through regular business assurance reporting and the creation of the Tenant Scrutiny Board.

At the time of implementing this asset management strategy, the fire safety policy for the council's housing department 2021 is being reviewed and updated to ensure that it reflects all the required and emerging legislative documents and information.

### **Capital investment**

In order to ensure the integrity of the asset is maintained and that the council fulfils its duty to provide residents with affordable warmth in homes with future-proofed facilities there is an ongoing need for capital investment.

The Housing Capital Programme, known as the Transforming Homes Programme, invests in the long-term integrity of the council's assets and brings significant improvements to the health and wellbeing of residents through improvements to their living conditions and reducing fuel poverty through improved energy efficiency.

Through this programme the council will ensure a 'whole asset' approach is taken to ensure investment programmes are value for money and deliver the best outcomes. In order to improve the sustainability and efficiency of the stock it will integrate retrofit principles into asset investment planning to ensure a fabric first approach is taken.

### **Adapting homes for specific needs**

The council aims to meet the changing needs of current and potential residents by adapting existing properties and providing new accessible properties. In existing properties, the council carry out adaptations to meet the needs of people with physical disabilities to enhance their lifestyle and, where appropriate, enable them to remain in their current home.

It is sometimes the case that the original beneficiary no longer requires adaptations. This equipment may be of use to another of the council's tenants. Adaptations are often expensive to carry out, so a register of adapted properties is maintained, enabling re-letting to a household with similar needs.

### **Product specification and standards**

The focus for specifying products for use in the housing assets is quality over cost. The aim is to use products of sufficient quality to withstand day to day wear and tear with the minimum of ongoing maintenance. This reduces disruption to residents in their homes and contributes to the council's broader sustainability objectives providing value for money in the longer term.

## **Prevention of damp and mould**

Damp and mould in social housing is an issue across the UK. It is widely recognised as one of the most challenging aspects for landlords and residents to prevent and manage. It is for this reason that the Housing Ombudsman undertook a thematic review and recently published a report on this subject.

The council is committed to the management and investment required to tackle and minimise cases of damp and mould within our residents' homes. It will work in line with recommendations set out in the Housing Ombudsman report '*Spotlight on: damp and mould – It's not lifestyle*'.

It is recognised that it is not possible to fully eradicate the presence of damp and mould due to the multitude of factors that cause this. The council will ensure a fully coordinated approach to the ongoing prevention and management of this problem and put in place a policy for this aspect of property management.

## **Use of smart technology**

The council will explore the use of smart technology to remotely monitor the conditions of properties and proactively identify the need for remedial repairs. This will be considered where it can be proven to demonstrate efficiencies and improved service to residents.

## **Procurement and social value**

Ensuring value for money is fundamental to the delivery of an asset management service and the procurement of asset management third party contracts, ensuring that there is always a consistent quality service.

We will always consider a range of options to identify the most appropriate procurement and partnership arrangements taking into consideration cost certainty, quality and added value to the community, such as local employment, apprenticeships, training opportunities, and community grants and sponsorship.

We will adopt outcome-based approach focused on the whole life value, performance and cost in the aim of promoting a shared focus on outcomes rather than scope and enabling innovation and drive continuous improvement.

We will develop long term plans for key asset programmes to drive greater value and where applicable pursue longer term contract arrangements that make it economically viable for contractors to invest in new technologies and the delivery of improved products and efficiency savings and managed risk.

Social value is a way of maximising the benefits of public procurement by encouraging positive outcomes for the local communities. Every tender brief will include a clearly defined specification of social value expectations and required outcomes for local community commitments.

These commitments will become part of the key contractual performance measures, monitored through contract governance. All contractual key performance indicators will be proportionate to the size and complexity of the project or programme.

## **New development**

All new development plans will follow a specific process to ensure they achieve the Housing Strategy Objectives – this will include ensuring the Employers Requirements suite of documents set the quality and operational standards to be achieved, reflects current legislative and good practice requirements, and ensures ease of maintenance and repair in use:

- developing plans in close consultation with the council's planning service and urban design service to ensure residential development proposals are appropriate in scale, use and density for the locality, meet high standards of design quality, contribute to safer communities and placemaking, support priorities for sustainable transport and are reviewed at an early stage to identify impacts of local infrastructure
- ensuring new homes meet required environmental and sustainability criteria, consider cost in use and use durable and sustainable construction methods and components
- ensuring new residential homes meet the needs of people with a range of physical disabilities through close collaboration with occupational therapy services
- reviewing the opportunity at a scheme-by-scheme level to take advantage of modern methods of construction, including modular construction methods
- ensuring tenders for construction work evaluate and take account of contractor's proposals for social value outcomes.
- following a comprehensive member, resident and stakeholder engagement strategy to ensure residents are fully informed of development proposals and members have early sight of proposals that affect their constituents.
- undertaking satisfaction surveys with new tenants at 6 and 12 months after completion to identify areas of high satisfaction with new homes or areas for review and improvement



## Chapter 5 – Housing Asset Management Strategy Aims and Objectives

What	How	Impact
We will ensure that all investment programmes offer value for money and deliver positive and tangible outcomes for residents and communities.	We will take a 'whole asset' approach to designing and developing future investment programmes that considers the current and future use assets to deliver targeted opportunities to better support residents.	Residents will be assured that investment programmes offer value for money and that housing assets receive appropriate levels of investment.
We will offer a consistent, reliable and fit-for-purpose repairs and planned maintenance service in order to ensure residents are satisfied with the service provided and have repairs concerns resolved appropriately and in a timely manner.	<p>We will ensure that repairs and planned maintenance are completed in line with the council's repairs policy in order to support consistency.</p> <p>We will achieve at least 85% resident satisfaction in the repairs and planned maintenance services.</p>	Residents will have access to a repairs service that addresses property maintenance concerns swiftly and appropriately, supporting a good quality of life in and around their home and neighbourhood.
We will embed proactivity in the approach to maintaining council-owned homes in order to achieve a good standard and mitigate the need for reactive repairs.	<p>We will identify properties requiring significant investment over the next five to ten years by using detailed stock analysis and findings from the 2021/22 stock condition survey.</p> <p>We will use this information to inform plans for planned and cyclical maintenance programmes to ensure properties are safe and comply with legislative requirements with components serviced regularly to extend their lifespan and reduce the need for reactive repairs</p> <p>We will achieve at least 85% resident satisfaction for capital investment programmes.</p>	Residents will live in well maintained homes, benefitting from investment at the right time and reducing the disruption of responsive repairs due to the failure of components.

## Chapter 5 – Housing Asset Management Strategy Aims and Objectives

What	How	Impact
<p>We develop a holistic approach to damp and mould in council-owned properties in order to significantly reduce occurrences.</p>	<p>We develop and deliver against an action plan based upon the recommendations set out in the Housing Ombudsman Spotlight on damp and mould report, including a dedicated policy for this aspect of property management.</p> <p>We will analyse the data from a stock condition survey undertaken in the winter months of 2021/22 to gain an accurate picture of any properties suffering from seasonal damp or mould problems.</p> <p>We will ensure a fully coordinated approach with partners to the ongoing prevention and management of damp and mould and embed technology, modelling and predictive analytics to identify properties likely to be experiencing these issues.</p>	<p>Residents will experience fewer instances of damp and mould in their properties as a result of the proactive approach to identification based on stock condition survey data and predictive analytics, allowing preventative work to be carried out in their home.</p> <p>Where instances of damp and mould do occur, residents will receive support free of the stigma and judgement traditionally associated with the term 'lifestyle' in the context of this issue.</p>
<p>We will actively engage and listen to the views of residents and understand their priorities in order to design, develop and deliver stock improvement programmes and tender new contract arrangements that target the things that matter.</p>	<p>We will proactively engage with residents on their experiences of living in council-owned properties and their priorities for making homes fit for the future by embedding active engagement into the design of asset investment.</p>	<p>Residents will be able to have their voices heard and priorities understood regarding what matters to them in future investment programmes in their homes and estates.</p>

## Chapter 5 – Housing Asset Management Strategy Aims and Objectives

What	How	Impact
<p>We will deliver and refresh the council's housing development programme in order to identify new opportunities to provide more social homes for rent.</p>	<p>We will continue to deliver homes as part of the council's housing development programme, championing high standards of design and construction on new affordable housing projects.</p> <p>We will continue to identify and progress new sites for the programme pipeline with consideration to the range of delivery methods.</p> <p>We will undertake regular assessments of existing and emerging housing delivery options, relating both to construction and provision to ensure that the viability of any such opportunities can be understood and progressed as appropriate.</p>	<p>Residents will have greater access to good quality social housing across the borough as a result of increased supply.</p>
<p>We will develop and build new properties in line with clear and consistent requirements in order to ensure high-quality homes are made available for local residents.</p>	<p>We will monitor and maintain employers' requirements for new build properties to ensure high operational and quality standards of new homes.</p> <p>We will learn from all completed developments and changing regulatory and sustainability standards to inform and drive updated employers' requirements.</p>	<p>Residents will benefit from the provision of new homes that are both fit for purpose and fit for the future and can be assured that all new homes provided by the council meet mandated high standards.</p>

## Chapter 6 – Maximising the Value of Assets

Council investments in existing housing stock need to be continually reviewed to ensure maintenance programmes achieve the best outcomes for residents and maximise the asset's overall value. The aim is to ensure future reinvestment in properties that are well located, meet housing needs and are efficient to manage.

Much of the current housing stock is considered long-term sustainable; however, the council recognises that some property archetypes present challenges in ongoing maintenance and the living environment due to their age or build type.

The age of our stock is another factor. The council will consider carefully whether some of the housing assets can be regenerated or whether replacing them will deliver better long-term quality of homes for our residents.

There is therefore a need to undertake stock appraisals of these archetypes to inform recommendations for either further investment or redevelopment of those assets in the future.

Complete stock options appraisals consider the need and demand, social, economic and neighbourhood sustainability factors and are designed to determine the potential options and, ultimately, a preferred course for intervention. Any significant decisions arising from appraisals of this nature are subject to Cabinet approval.

Appraisals may identify properties for which an alternative use might be more appropriate. These alternative uses may include using the land or housing assets to build additional homes to increase the number of council-owned/managed properties available of the type and quality needed and in areas where people want to live.

Recommended interventions arising from the full appraisal of the performance of the asset can include:

- re-designation or re-use of properties
- remodelling of properties
- infill development or whole site redevelopment
- development on previously undeveloped or cleared land

What	How	Impact
<p>We will invest in and embed new asset management technology in order to maintain accurate stock condition data, inform decisions from strategic planning through to operational delivery, and effectively direct housing investment for maintenance and improvement.</p>	<p>We will implement an integrated asset management solution and load the results of the 2021/22 stock condition survey to form the foundation for investment modelling and the design of planned maintenance programmes and monitor compliancy.</p> <p>We will introduce BIM to support the design, construction, operation, and maintenance of council assets, and explore smart technology and IoT (Internet of things) solutions to enable real-time monitoring of stock condition.</p>	<p>Residents living in council-owned homes will benefit from fiscally responsible property improvements that deliver value for money and improvements to living conditions.</p> <p>Through BIM, residents will experience improvements in the ability of the council to respond to and resolve maintenance and repairs concerns in applicable buildings.</p> <p>Residents will benefit from the use of IoT through unintrusive solutions, allowing the council to be alerted to stock condition issues affecting the property and for remedial action to be arranged swiftly and proactively.</p>
<p>We will target the approach to asset investment and regeneration in order to protect and maximise the value of housing assets.</p>	<p>We will undertake full stock appraisals of properties where archetypes continue to present challenges due to age or build type.</p> <p>We will ensure these appraisals consider, need and demand, and social, economic and neighbourhood sustainability factors.</p> <p>We will use these appraisals to inform and recommend future programmes of investment or redevelopment to address identified issues.</p> <p>We will take forward recommendations for asset interventions through the process set in the council's constitution.</p>	<p>Residents will be assured that new developments offer value for money, are financially viable and can be delivered.</p>

What	How	Impact
We will embed resident engagement in investment programmes and estate regeneration in order to deliver projects that meet local needs.	We will work closely with our residents to understand their priorities, identify required estate improvements, and progress opportunities for new housing to transform and enhance neighbourhoods.	Residents will have direct input, influence and opportunity to shape future council-owned developments and ensure that they meet their needs and priorities.
We will reaffirm our commitment and approach to social value delivery through investment and development programmes in order to ensure that residents and communities realise the full benefits that these programmes can provide.	We will maximise the social value and investment in the local economy that can be derived from investment in both existing and new build housing assets by protecting this in the core approach to contract and programme development and tendering.	Residents will benefit from improved community assets, training and employment opportunities, and greater value for money from the delivery of substantial investment programmes.

## **Chapter 7 – Plan for a Sustainable Future**

### **Carbon Neutral Commitment**

In October 2019, the council passed a motion to declare a climate emergency and to take urgent action to reduce its carbon emissions to net-zero by 2030. The council has committed to reducing its carbon footprint to zero. The council's initial plans to respond to the climate crisis is by making sure the council's operations are carbon neutral by 2030,

Over 34% of all emissions in the UK are attributed to the provision of heat. Shifting away for use of fossil fuel and installing new renewable technologies for heating and hot water needs is a key part of the government's strategy for achieving net-zero carbon by 2050. Ground-source or air source heat pumps provide a solution to fully decarbonise heating in social housing assets coupled with the provision of clean energy. The installation of the low carbon heating systems is expected to provide a 70%+ reduction in carbon emissions.

The council is committed to continually investing to improve the overall thermal efficiency of homes, whilst effectively supporting the borough's most vulnerable residents out of fuel poverty. This strategy supports the decarbonisation agenda while improving the overall energy efficiency of the assets, ensuring the homes provide affordable thermal comfort.

To achieve this the council will review the performance of the existing housing assets and identify range of appropriate interventions for the various property archetypes within the borough. The council will ensure all investment schemes follow the PAS 2035 approach and retrofit works will be integrated into all asset investment plans taking a fabric first approach to ensure they achieve the best outcomes value.

Significant investment will be required in order to meet the carbon reduction targets. A report Decarbonising the Housing Sector published by Savilles in October 2021 estimated average costs of £24,250 per flat and £37,060 per 3-bedroom house would be needed to meet the requirements.

It is clear therefore that this will far exceed the funds available in the HRA business plan and therefore the council will seek to maximise the use of available funding streams to support the significant investment required. In order to do this the council will therefore develop an opportunity overview of funding streams and ensure schemes are 'bid ready'

The council will also work with suppliers to reduce their carbon footprint, considering carbon emissions when procuring contracts

### **Electric vehicles – charging points**

Electric Vehicle (EV) ownership is growing quickly, and the council is working to ensure that it is as convenient as possible to transition to an EV.

Thurrock Council intends to focus on specific local areas of high pollution by providing an accessible network of electric vehicle charging points that will play a vital role in facilitating the uptake of electric vehicles and is a necessity to meet these Air Quality targets.

Tenants of street properties who require electric charging points are able to request permission as an alteration to their property to ensure any installation meets the council's required standards.

The council's housing service will work to complement the corporate plans for EV charging across the borough and will consider the needs of specific sheltered sites or housing estates alongside of this. Where there is a perceived need, residents will be consulted in order to assess the expected requirements.

The council will seek funding opportunities to support the cost of a programme of this nature.

## **Green spaces**

The importance of access to green spaces for exercise and mental wellbeing is vital for those without private gardens.

It is crucial for all communities, including those in social housing, and for all age groups to access a range of open and green spaces for leisure, recreation and play. These spaces should be well defined, easily accessible and safe with high-quality landscaping, including trees where appropriate, to support the physical health and wellbeing of all.

As part of this strategy, the housing development team will ensure that new developments improve access to green spaces for leisure, recreation, and play.



What	How	Impact
<p>We will increase the use of sustainable and renewable technology in new and existing stock in order to improve thermal and energy efficiency, reduce carbon emissions and support the council's green agenda.</p>	<p>We will support the shift away from the use of fossil fuels by installing new, renewable technologies for heating and hot water needs in new developments.</p> <p>We will reduce carbon emissions in the new build developments through installing renewable energy sources, using well-insulated materials in the new homes, fitting LED lights and installing efficient communal heating and hot water systems.</p> <p>We will select components and design and build new homes that meet sustainability standards and support the council's carbon reduction aims.</p> <p>We will replace the electric storage radiators to 273 properties in three high rise blocks to provide a more efficient heating system linked to a ground source heat pump.</p> <p>We will work with the council's suppliers and partners to reduce their carbon footprint, considering carbon emissions and contributions towards achieving net-zero when undertaking procurement activity.</p>	<p>Residents will live in new and existing homes that have higher levels of thermal and energy efficiency, leading to reduced household costs relating to energy bills and more effective heating and lighting systems that are fit for the future.</p>
<p>We will maximise the use of available funding in order to deliver improvements beyond the funding capacity of the Housing Revenue Account.</p>	<p>We will develop an opportunity overview of funding streams and ensure schemes are developed that are 'bid ready'.</p>	<p>Residents will benefit from external investment to their homes and neighbourhoods that may otherwise have been undeliverable, with significantly reduced impact on other existing programmed investment through the Housing Revenue Account.</p>

What	How	Impact
<p>We will support residents out of fuel poverty in order to improve health and wellbeing and quality of life.</p>	<p>We will achieve EPC band C ratings across all housing stock by 2030 through direct investment in council homes from the housing revenue account and maximising the use of available funding streams.</p> <p>We will ensure that officers undertake fuel poverty awareness training and are provided with the tools and knowledge to best support residents.</p> <p>We will develop a sustainability profile of housing assets in order to identify and prioritise assets for improvement.</p>	<p>Residents will benefit from proactive intervention, significant investment and access support to improve the thermal and energy efficiency of their homes, removing the harms to health and wellbeing of cold homes and fuel poverty.</p>

## Chapter 8 – Risk Management

Evaluation of risk is an essential part of effective asset management. Major decisions about the future use of the asset base in the absence of risk assessment may have a long-term detrimental effect on the sustainability of communities and the financial viability of the business plan.

Developing and maintaining a Housing Asset Management Strategy and carrying out the associated action plans on time demonstrates that the council effectively manages its risk of non-compliance across its property assets. When property decisions are made decisively, eliminating a siloed approach, and taken from a strategic perspective, they create the best outcomes for the council financially, for its staff and most importantly, its residents.

The main strategic risks and constraints are identified below.

### **Achieving net zero**

The strategy establishes the long-term vision and responds to the council's ambitious net-zero targets. It is recognised that this requires significant investment and available expertise. The ability to deliver requires the council to successfully secure external grant funding.

### **Capacity and expertise**

The council will need a specific organisational focus to implement some of the identified themes. Additional technical expertise is required in the Asset management team to support bidding for grant funding and achievement of sustainability. Additional resources will also need to be procured in the capital programme to ensure that the quality of delivery is managed effectively.

### **Financial certainty**

The ability to develop accurate cost projections is fundamental to the effectiveness of the HRA business plan.

### **Organisational resilience**

It is essential that organisational resilience is developed with a suitable skill base to allow for the long-term implementation of the strategy and that training and development programmes are implemented to support staff retention and succession planning.

This strategy recognises that housing assets can also become liabilities, threatening the viability of the HRA and significantly impacting on residents' lives, carrying the following risks:

- failure to manage health and safety compliance could put residents, staff and contractors at risk
- failure to meet statutory standards can carry significant criminal and financial penalties and will damage the organisation's reputation
- poor quality stock investment will be a key driver on satisfaction levels
- poor value for money in asset management will have a significant impact on council finances as this represents a considerable proportion of business plan spend
- internal and external factors impact on expenditure make it the element of landlord operations most vulnerable to increased costs

Regular processes to identify and assess risks are in place, and actions are agreed to manage risks to minimise impact.

## **Chapter 9 – Monitoring, Measuring and Review**

A robust monitoring and review process will be implemented to measure progress against the strategic priorities presented in this document.

Firstly, an action plan will be developed, aligned with the priorities and themes from this strategy, developed alongside residents and other key stakeholders with reviews undertaken in regular intervals.

It is intended that progress towards the delivery of this action plan will be monitored on an annual basis by an established group of residents and the Housing Strategies Delivery Board.

Throughout the lifespan of this strategy, there is an expectation that new actions will be added to the action plan, reacting to changes in external factors (such as legislation) or proactively if an opportunity to do so arises. These additions will be managed appropriately and will ensure that they continue to reflect the key themes of this strategy.

# **Appendix A – Housing Revenue Account (HRA) Business Plan**

## **Business Planning**

The Housing service focuses on ensuring that the HRA remains financially viable and that the right priorities are set for capital expenditure to ensure residents have safe and secure accommodation maintained to a good standard of repair.

As part of this strategy, the council takes a wide-ranging approach to meet housing needs in the borough. These include:

- capital investment in housing stock, ensuring tenants and leaseholders have an improved standard of living – this may include new kitchens, bathrooms along with external building fabric repairs and refurbishment works, including improved thermal efficiency measures
- efficient and effective asset management by delivering responsive repairs and maintenance to ensure the long-term value of council assets while providing an improved service for residents

The council has developed a 30-year HRA business plan to identify the council's resources and how these will be used to improve existing stock and deliver much-needed housing. Through robust financial management, the council will appropriately resource its housing objectives. The council will endeavour to access additional funding, both from central government and by working in partnership with the third and private sectors, to support council objectives.

The medium-term findings of the HRA business plan have highlighted a need for significant capital investment in existing stock. The key areas of focus are:

- continuation of the transforming homes programme
- fire safety works
- tower block refurbishment
- non-traditional property refurbishment
- large scale replacements of maintained items, such as boilers, door entry and water mains
- refurbishment of lifts
- additional resources to manage the maintenance and safety of the stock
- decarbonisation agenda to meet the net-zero target

## HRA Capital Programme

Investment in existing stock	2022/23 base budget (thousands)	2023/24 base budget (thousands)	2024/25 base budget (thousands)	2025/26 base budget (thousands)	2026/27 base budget (thousands)
Transforming Homes	10,300	10,300	10,300	10,300	10,300
Major Adaptations	200	200	200	200	200
Fire Safety Works	1,000	1,000	1,000	1,000	1,000
Tower Block Refurbishment	8,137	0	0	0	0
Carbon Reduction Requirements (Tower blocks)	4,700	0	2,250	2,750	5,500
Non-Traditional Refurbishment	3,500	0	0	0	0
HRA Garages	500	500	500	500	500
Heating Replacement Programme	600	600	600	600	600
Lifts Refurbishment	190	190	190	190	190
Door Entry Installation	500	500	500	500	500
Water Mains	160	160	160	160	160
Staffing Costs Capital Programme	160	160	160	160	160
Highways and Lighting	400	400	300	300	300
Carbon Reduction Requirements	300	2,000	2,000	2,000	1,954
Electrical infrastructure Testing	500	250	250	–	–
<b>Total Capital Programme</b>	<b>31,147</b>	<b>16,260</b>	<b>18,410</b>	<b>18,660</b>	<b>21,364</b>

The plan of investment, as outlined above, will ensure that the council can meet the cost of existing statutory compliance works, continue with the Transforming Homes programme, and implement the regulations set out in the Building Safety bill. However, this will not fully the measures required to meet the net zero carbon target, the council will need to maximise on all available external funding streams to support this agenda.

## Housing Development Business Plan

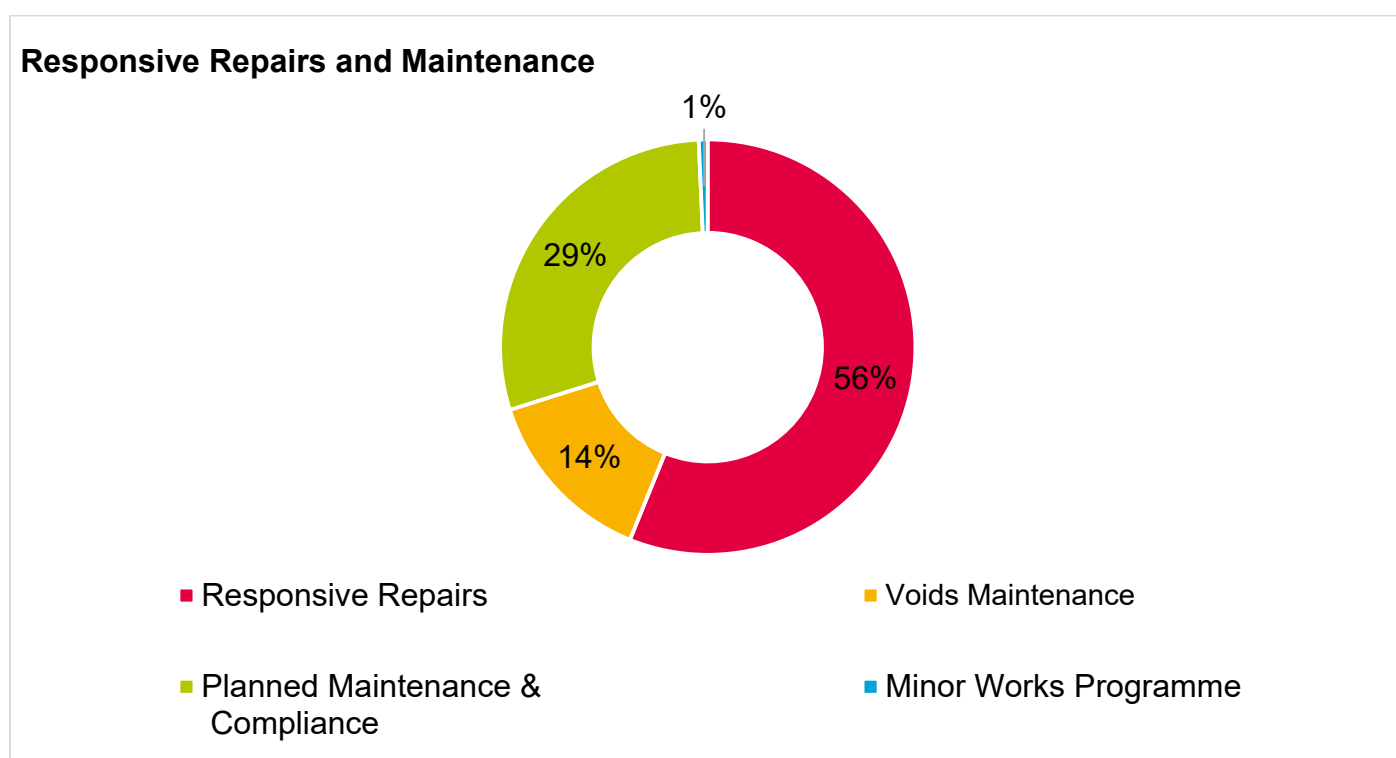
The Housing Development programme expenditure is dependent on progress through a number of key stages, including resident and member engagement, planning approval and contractor tendering. The development pipeline is particularly susceptible to change

Currently the level of new Right to Buy receipts is currently forecasted to be at 45 sales per year, generating £3.6million in retained receipts useable for housing development.

## Revenue Repairs Budget

This annual budget is allocated to cover responsive, planned, and preventative maintenance and compliance work to the housing assets.

Repairs and Maintenance Revenue Budget 2022/23 is £12,893,000.



The graph above shows the responsive repairs and maintenance budget as:

- 56% responsive repairs
- 29% planned maintenance and compliance
- 14% voids maintenance
- 1% minor works