

5-year Asset Manage- ment Plan 2026-2031

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Version Control

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Approvals

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1.0 Foreword

I am pleased to introduce the 5-year Asset Management Plan 2026–2031, which outlines South Derbyshire District Council’s ambitions for the future of its housing stock and the key priorities for the next five years.

This Asset Management Strategy confirms that the Council can continue to invest in its housing portfolio over the next 30 years, meeting the needs of current and future tenants and strengthening our position as a landlord of choice.

In 2025-26, the Council completed a stock condition survey (SCS) to 92% of its stock base which provide greater insight to requirements for both capital and revenue investment. The survey results highlight a previous period of insufficient investment.

There is now a clear and necessary focus on a future period of ‘catch up’, requiring the Council to increase investment in the existing stock to ensure homes are maintained and improved to a high and sustainable standard. The survey highlights requirements, over the next 30 years to invest £130m in capital programmes to meet required standards. A shared aspiration of the Council and its tenants is to deliver much needed new Council homes across the district while ensuring that existing properties are modern, safe and well maintained.

By prioritising investment in our housing stock, we aim to enhance the quality of life for our tenants and support the Council’s broader vision.

- To Shape our Environment,
- Drive our Economy,
- Support our communities, and
- Transform our Council.



Councillor Gordon Rhind

Chair of Housing and Community Service Committee

2.0 Introduction

2.1 Strategic Vision

The Council's vision is to maintain a high-quality, sustainable and 'future ready' housing portfolio that meets the needs of our current and future tenants, delivers long term value for the Housing Revenue Account, and supports the Council's ambition to create thriving, resilient and well-connected communities.

To deliver this vision, the Council will take a planned, evidence led approach to managing and investing in its homes. We will maintain an up-to-date asset management plan and stock condition information to prioritise investment, target works where they deliver the greatest benefit and support effective budget setting for the Housing Revenue Account. We will implement a rolling programme of planned maintenance and component replacement, alongside responsive repairs, to keep homes safe, compliant and in good condition. We will improve the energy efficiency of our homes through retrofit and fabric first measures where appropriate, reducing carbon emissions and helping tenants to manage energy costs. We will work closely with tenants and leaseholders to understand local needs and to shape services and investment priorities, using clear performance reporting and feedback to drive continuous improvement. We will strengthen compliance and risk management arrangements, ensuring that statutory and regulatory requirements are met and that contractor performance is monitored. Where additional capacity or specialist expertise is needed, we will use partnerships and external funding opportunities to accelerate delivery, support regeneration ambitions, and ensure the portfolio remains sustainable and future ready.

This vision underpins all asset management activity and guides the Council's investment decisions, ensuring that our homes remain safe, affordable, energy-efficient and fit for purpose for decades to come.

2.2 Purpose of the Housing Asset Management Plan

This 5-year Asset Management Plan (AMP) is data led, based on the findings of an independent stock condition survey. The AMP sets out the Council's strategic approach to managing, investing in, and improving its housing assets between 2026 and 2031. It provides the framework for short, medium and long-term planning required to maintain a sustainable, high-quality housing portfolio, while also identifying opportunities to deliver much-needed new council homes across the district.

The AMP complements the 30-year Housing Revenue Account (HRA) Business Plan, which outlines how the Council will resource and deliver the investment required to maintain and enhance its housing stock over the next three decades. Together, the two documents ensure that the Council's homes are managed effectively, that investment decisions are evidence based, and that the service remains financially viable.

The methodology used to inform the AMP is straight forward. SCS data has been analysed and investment requirements separated between revenue and capital expenditure requirements over a 30-year period. The data has been 'smoothed', to ensure that investment in year is manageable, both from a logistical and financial point of view. Revenue requirements have been analysed and informed budgets for the 2026-27 financial year and beyond. Capital requirements have been separated to inform requirements for 5 years (the focus of the AMP) and to model requirements for the

next 25 years. This combined, detailed analysis then forms the basis of requirements and stress testing in the 30-year Housing Revenue Account (HRA) Business Plan.

The Council's housing stock represents its most valuable financial asset and, at the same time, its greatest financial liability due to ongoing maintenance and capital investment requirements. A proactive and intelligence led Asset Management Plan is therefore essential to ensure that decisions regarding maintenance, refurbishment, replacement, or disposal are made within a coherent strategic business planning framework.

Scenario planning is a key component of this approach. It enables the Council to model future risks, pressures and opportunities, ensuring that asset management activity remains agile, resilient and responsive to change. Scenario planning is covered in detail in the 30-year Housing Revenue Account (HRA) Business Plan.

The AMP is a cross-cutting document embedded across the Place and Prosperity Directorate. It plays a central role in ensuring that the Council's service evolves to meet current and future housing needs, reflects demographic change, and remains aligned with corporate priorities and statutory obligations.

2.3 What Asset Management Means for South Derbyshire

Within the context of the Council's housing stock, asset management encompasses all activities required to ensure that the Council's housing, land and related property assets are used effectively and sustainably. This includes maximising their contribution to the HRA Business Plan while continuing to meet the needs and expectations of current and future tenants.

The Council's HRA assets include dwellings, garages, gardens, communal land, and associated property. Effective asset management ensures these assets remain safe, high quality and financially viable, while supporting wider strategic objectives such as regeneration, community resilience and the delivery of new homes.

Over the next five years, the Council will work with developers and planning colleagues to secure and take ownership of a minimum of 96 new homes through Section 106 agreements, using the planning process to deliver high-quality, affordable housing that meets identified local need. Delivery will be managed through an agreed pipeline of schemes, with acquisitions phased in line with expected completions and handover dates, and supported by clear governance, due diligence and budget planning to ensure each property is compliant, represents value for money and can be integrated smoothly into the Council's housing management arrangements. The programme will be monitored and reported regularly, with the anticipated delivery profile currently set at 25 homes in 2027/28, 45 homes in 2028/29 and 26 homes in 2029/30, and updated as individual developments progress.



3.0 Executive Summary

This document is the 5-year Asset Management Plan for South Derbyshire District Council.

It sets out the Council's expectations and plans for council homes for the next 30 years (2026 – 2056) and the financial sustainability of the Council's housing services. It looks at the money available for the Council to maintain and improve Council homes and ensures that Council homes remain safe and meet decent homes standards. It also sets out what other housing improvements and investment choices can be made within the budget available, examines how the Council can build new Council housing in an affordable and sustainable way to meet the needs of residents in South Derbyshire, and considers the implications of the changing regulatory context for the housing sector.

Effective asset management is central to delivering high quality housing services that align with the Council's ambitions, as set out within the Housing Revenue Account (HRA) Business Plan. This five-year Asset Management Plan provides the strategic framework for how the Council will manage, maintain and invest in its housing assets to ensure they remain safe, sustainable and fit for purpose.

The Plan sets out the Council's long-term approach to managing its HRA asset base and details how investment requirements will be met to maintain and improve homes while supporting the priorities of tenants and leaseholders. It complements the HRA Business Plan, ensuring that asset-related decisions are financially viable, evidence led and aligned with the Council's long-term housing objectives.

This Asset Management Plan also reinforces the Council's broader strategic ambitions. It demonstrates clear alignment with the Corporate Plan and supports the delivery of the Council's visions. The Plan places particular emphasis on raising asset performance, improving housing quality and ensuring that properties meet and where possible exceed the Decent Homes Standard.

A core objective of the Council is to maximise the value, sustainability and long-term viability of the housing portfolio. This will be achieved by improving the condition of existing stock, modernising homes where required, investing in new housing supply, and ensuring housing assets continue to meet the evolving needs of residents and communities.

Investment in housing delivers wider social and economic benefits, improving quality of life for current and future tenants while also supporting local economic resilience. Over the next five years, the Council will prioritise:

- Sustaining and improving the condition of Council homes ensuring compliance with the Regulatory standards,
- Investing in modern systems and mobile technologies to enhance efficiency and productivity,
- Strengthening customer insight and ensuring services respond to tenant feedback.

The Council's focus remains on delivering safe homes, strong neighbourhoods, and improved tenant satisfaction, underpinned by transparency and accountability.

4.0 National Context

The Council continues to navigate significant national challenges, including heightened regulatory requirements, rising expectations on building safety, and decency, increasing pressure to meet ambitious decarbonisation targets, and the financial constraints impacting the delivery and replacement of affordable homes.

Regulator of Social Housing – Consumer Standards

The Council will demonstrate full and sustained compliance with the Regulator of Social Housing's four Consumer Standards - Safety & Quality, Transparency, Influence & Accountability, Neighbourhood & Community, and Tenancy. This requires a proactive, data driven approach to service delivery, strengthened tenant involvement in decision making, and a culture of continuous improvement. Central to this is establishing a single, reliable source of compliance and service intelligence, completing an annual self-assessment, and embedding Tenant Satisfaction Measures (TSMs) within strategic planning and performance management. Central to our investment strategy is a tailored approach to understanding our tenant's needs and in particular vulnerability. We will tailor our approach to meet a diverse range of tenant needs in implementation of the AMP.

Decent Homes Review

The national reform of the Decent Homes Standard sets a more rigorous baseline for housing quality, including the removal of Category 1 hazards, tackling disrepair, ensuring core facilities are present, and meeting enhanced thermal comfort expectations linked to Minimum Energy Efficiency Standards (MEES). The Council will align its stock condition intelligence and capital planning to these revised requirements and prepare for the government's implementation timelines.

Property Compliance and tenant safety

The Council will maintain full statutory compliance by ensuring robust governance, clear lines of accountability, and designated duty holders for all key building safety disciplines, including gas, electrical, fire, asbestos, water safety and lift maintenance. In line with the Regulator of Social Housing's Safety and Quality Standard, landlords must meet all applicable health and safety requirements to keep tenants safe, which includes maintaining accurate compliance data and completing all statutory checks within required timescales. The Council will continue to operate a structured compliance framework whereby competent duty holders oversee each safety area, supported by regular inspections, documented risk assessments and timely remedial actions.

Homes (Fitness for Human Habitation) Act

The Council is required to guarantee that every home is fit for habitation at the start of and throughout each tenancy. This involves structured inspections, Housing Health and Safety Rating System (HHSRS) aligned diagnostic processes, and robust damp and mould management within defined timescales. These standards must be embedded across void management, cyclical maintenance, and responsive repairs. Robust investment in homes is pivotal to ongoing compliance.

Equality Act 2010

As a public authority, the Council must demonstrate full compliance with the Public Sector Equality Duty, ensuring that all asset related decisions consider the needs of people with protected characteristics. This includes completing Equality Impact Assessments at key decision points, engaging with under-represented groups, and publishing equality information and objectives to maintain transparency and accountability.

Decarbonisation, Net Zero, Warm Homes Plan, Climate Change

National decarbonisation policy obliges councils to improve the energy efficiency of their housing stock through a fabric first, whole-house retrofit approach aimed at achieving EPC C (where practicable) and progressing towards Net Zero. This includes maximising external funding such as the Warm Homes: Social Housing Fund (Wave 3), prioritising EPC D–G properties, supporting vulnerable households, and publishing annual carbon reduction and tenant bill saving outcomes that align with government strategy. The Council have carried out work to over 160 properties to date via Social Housing Decarbonisation Fund (SHDF) Wave 1 and 2.

Right to Buy (RTB)

Recent national flexibilities enable councils to use up to 100% of retained RTB receipts, combine them with Section 106 contributions, and utilise relaxed acquisition caps to accelerate delivery of replacement homes. The Council must leverage these opportunities to achieve a sustainable 1:1 replacement programme and ensure new homes are energy efficient to minimise future retrofit liabilities.

Government Changes & Policy Environment

The fast-moving national policy landscape requires the Council to maintain an annual policy compliance statement, keep the Housing Revenue Account business plan responsive to legislative change, and reflect new duties relating to building safety, Decent Homes reform, decarbonisation, and Right to Buy. Transparent reporting including annual publication of TSM results and clear “you said, we did” responses is essential to demonstrating accountability and strengthening tenant trust.

5.0 Our Property Portfolio

The Council’s housing portfolio of 2,908 properties represents a strategically valuable and diverse asset base that underpins long term service delivery, financial resilience, and the Councils ability to meet evolving housing needs.

The stock is weighted toward family sized homes, with 1,467 houses forming the largest component, reflecting historic development patterns and ongoing demand for general needs accommodation across the district. The 650 bungalows within the portfolio provide an essential resource for supporting an ageing population and enabling independent living, while the 791 flats including a substantial number of one- and two-bedroom units contribute to affordability, accessibility, and flexibility within the housing offer.

This balanced mix supports a broad range of households and provides opportunities for strategic asset management, including targeted investment, decarbonisation planning, remodelling, and selective redevelopment where required. Understanding this stock profile is central to shaping future asset management programmes, maximising value for money, and aligning the housing portfolio with long-term demographic trends, regulatory expectations, and the Council’s strategic priorities.

The Council’s housing stock spans multiple construction eras, with a significant proportion built before 1964, creating long term strategic considerations for investment, compliance, and decarbonisation. Older homes particularly the 1,608 properties constructed before 1964 typically present higher maintenance needs and greater energy efficiency challenges, while the 802 post 1974 homes provide a more modern, lower liability asset base. This mixed age profile underscores the importance of targeted, evidence led asset management to balance immediate investment pressures with long term sustainability of the portfolio.

STOCK BREAKDOWN		
Property Type		Number
Bungalow	1 bed	308
	2 bed	340
	3 bed	2
	Total	650
Flat	bedsit	8
	1 bed	379
	2 bed	398
	3 bed	6
	Total	791
House	1 bed	11
	2 bed	465
	3 bed	948
	4 bed	41
	5 bed	2
	Total	1467
Total		2908

Property Type		PRE 1945	1945 - 1964	1965 - 1974	Post 1974	
FLATS	Bedsit		4		4	
	1 bed		10	98	271	
	2 bed		161	56	181	
	3 bed		1	2	3	
	Total	0	176	156	459	791
BUNGALOWS	1 bed	16	153	91	48	
	2 bed		55	152	133	
	3 bed				2	
	Total	16	208	243	183	650
HOUSES	1 bed	1			10	
	2 bed	130	267	15	56	
	3 bed	253	523	79	90	
	4 bed	24	9	5	3	
	5 bed	1			1	
	Total	409	799	99	160	1467
TOTAL	425	1183	498	802	2908	

6.0 Strategic Priorities for Asset Management

Over the next five years, the Council's asset management approach will be driven by robust, data led decision making, with stock condition intelligence at the forefront of all investment planning. The evolving Stock Condition Survey provides a detailed understanding of the performance, age, and remaining life of key building components. This data will underpin a transparent, prioritised programme of works that ensures resources are targeted where they will have the greatest impact on residents and the long-term health of the housing portfolio.

A central priority will be ensuring that all homes meet, and continue to meet, the Decent Homes Standard, with a renewed focus on improving building safety, tackling non decency failures, and addressing issues such as damp, mould, and structural integrity. Investment will be sequenced to deliver safe, warm and dry homes as the baseline expectation for all tenants.

Aligned with national Policy direction, the Council will also place significant emphasis on improving energy efficiency across the housing stock. A key strategic objective is to support all properties to achieve Energy Performance Certificate (EPC) Band C by 2030. This ambition will shape planned investment programmes, including upgrades to insulation, heating systems, windows, and other measures that reduce carbon emissions and energy costs for residents.

To deliver these aims, the Council will adopt a balanced approach that considers immediate compliance requirements alongside long-term asset sustainability. This will include:

- Leveraging stock condition insights to prioritise works based on risk, condition, and lifecycle needs.
- Delivering targeted programmes that address Decent Homes, building safety, tenant wellbeing, vulnerability and choice (where possible).
- Planning energy efficiency improvements that align with the EPC C target and support wider climate objectives.
- Ensuring value for money through coordinated works, strategic procurement, and long-term financial planning.



Collectively, these priorities establish a clear framework for responsible stewardship of the housing stock, ensuring homes remain safe, efficient, and fit for future generations.

Over the next five years, the Council will work with developers and planning colleagues to secure and take ownership of a minimum of 96 new homes through Section 106 agreements, using the planning process to deliver high-quality, affordable housing that meets identified local need. The programme will be monitored and reported regularly, with the anticipated delivery profile currently set at 25 homes in 2027/28, 45 homes in 2028/29 and 26 homes in 2029/30, and updated as individual developments progress.

7.0 Delivering the Asset Management Plan

The successful delivery of the Asset Management Plan (AMP) will rely on a clear, structured, and well governed approach that ensures investment decisions are transparent, evidence based and aligned with the Councils corporate priorities. The Council will adopt an integrated delivery model that brings together robust stock information, effective programme planning, strong contract management, and meaningful engagement with tenants.

Delivery of the AMP will be underpinned by the following key principles:

Data Led Decision Making

The Council will utilise up to date stock condition data and ongoing survey programmes to ensure investment priorities remain aligned with actual asset need. This will include the development of a dynamic asset database through the Council's asset software system that informs lifecycle planning, risk management, and long-term financial forecasting.

Clear Governance and Monitoring Arrangements

The Asset Management Plan will be overseen through structured governance arrangements, ensuring transparency and accountability. Regular performance reporting will be carried out to track progress against planned programmes, budgets, Decent Homes compliance, EPC improvements, and property safety standards. Reports will be presented to the Housing Services Working Group, Tenants Voice Group, and senior management.

Coordinated, Effectively Resourced SCS Data & Programme Delivery

The Council will deliver a series of planned investment programmes that address component renewal, energy efficiency, compliance, and improvements to the overall quality and safety of homes. By coordinating these programmes, we will minimise disruption to tenants, achieve value for money, and ensure work is sequenced in a way that maximises the impact of investment.

Completion of the stock condition survey has provided greater insight into requirements. As previously highlighted, the next 5 years will see a period of 'catch up' in relation to capital investment.

The Housing Revenue Account Business Plan highlights requirements for £31.6M of capital investment alone between 2026-2031 with a 110% increase in investment in 2027-2028, compared with 2026-2027 which is then maintained at a similar level for 3 years. Critical to the success of the AMP is resourcing both ongoing stock condition survey (SCS) and ensuring a 'fit for purpose' team is in place to deliver larger programmes of capital investment.

Strong Procurement and Contractor Management

To ensure high quality and cost-effective delivery, the Council will use modern procurement frameworks and performance managed contracts. Contractors will be required to meet clear standards relating to quality, safety, customer service, and environmental performance. Performance will be monitored through KPIs, resident feedback, and regular contract reviews.

Engagement with Tenants and Local Stakeholders

Tenant insight is essential to shaping and delivering a responsive asset service. The Council will work closely with tenants through the Tenants Voice Group, surveys, estate walkabouts, and focus groups to ensure that planned programmes reflect resident priorities and minimise inconvenience. Clear communication will be provided before, during, and after works.

Focus on Decent, Safe, and Energy Efficient Homes

Delivery will be aligned with the Council's commitment to ensuring all homes meet the Decent Homes Standard, remain safe, and are warm and energy efficient. This includes planned work to resolve non decency issues, strengthen building safety compliance, address damp and mould, and undertake energy efficiency improvements to support homes reaching EPC C by 2030.

Continuous Review and Adaptation

The Council recognises that asset needs, regulations, and financial conditions evolve over time. The AMP delivery model will therefore remain flexible, enabling annual review of priorities, reallocation of resources where necessary, and adjustment of programmes in response to new data or emerging risks. This ensures the plan remains relevant, deliverable, and financially sustainable.

7.1 Stock condition data

Accurate and up to date stock condition information is fundamental to effective asset management. The Council maintains a comprehensive Stock Condition Survey dataset that is no more than five years old and is continuously reviewed and refreshed through an ongoing programme of inspections. This rolling approach ensures that the Council always holds reliable, current data on the physical condition, component age, and investment needs of its housing assets.

All stock condition information is securely stored and maintained within the Council's asset management software system. This provides a single, authoritative source of data that supports consistent decision making, detailed lifecycle modelling, and long-term financial planning. The system enables the Council to track component performance, identify emerging risks, and forecast future investment requirements with confidence.

The quality and reliability of stock condition data play a critical role in delivering the Asset Management Plan (AMP). The data directly informs programme planning, prioritisation, and budget allocation, ensuring resources are targeted where they will achieve the greatest value and have the most positive impact for tenants. It also underpins the Council's ability to meet the Decent Homes Standard, maintain building safety compliance, and plan for future challenges such as improving energy efficiency and achieving EPC C by 2030.

By maintaining an up to date, robust, and systematically reviewed stock condition dataset, the Council ensures that the AMP is grounded in evidence, responsive to real asset needs, and capable of supporting sustainable, long-term investment in safe, warm and well-maintained homes.

7.2 Decent Homes

The Council is fully committed to ensuring that all homes within its housing portfolio meet, and continue to meet, the Decent Homes Standard (DHS). As a responsible landlord, the Council recognises that maintaining safe, warm, and well-maintained homes is fundamental to resident wellbeing

and central to effective asset stewardship. The Decent Homes Standard provides the national benchmark for housing quality, requiring homes to be free from serious hazards, in a reasonable state of repair, equipped with modern facilities, and capable of providing adequate thermal comfort.

In line with government reforms, the Council will respond proactively to the strengthened DHS requirements, including updated expectations on property safety, modern facilities, thermal comfort, and the integration of energy efficiency standards such as Minimum Energy Efficiency Standards (MEES). These updates reflect a wider national focus on tackling damp and mould, improving thermal performance, and ensuring homes are free from Category 1 hazards under the Housing Health and Safety Rating System (HHSRS).

Delivering and sustaining compliance is not only a regulatory obligation but a core part of the Council's responsibility as a social landlord. Ensuring homes meet the DHS supports the Council's broader commitments to resident safety, customer satisfaction, carbon reduction, and long-term asset sustainability. By maintaining clear governance arrangements, using robust stock condition data, and delivering targeted planned investment programmes, the Council will uphold its duty to provide homes that are safe, high-quality, and fit for the future.



This commitment also plays a key role in the successful delivery of the Asset Management Plan. Compliance with the Decent Homes Standard shapes investment priorities, informs lifecycle planning, and ensures that capital resources are directed to the most pressing health, safety, and quality needs across the stock. Through ongoing inspection programmes and a preventative approach to maintenance, the Council will continue to meet its responsibilities as a landlord and ensure every resident can live in a home that is decent, safe and secure.

8.0 Statutory Duty and Compliance



The Council is committed to fulfilling its statutory duty to ensure that all homes and communal areas within its housing portfolio are safe, well maintained, and fully compliant with all relevant legislation, regulations, and national standards. This includes comprehensive responsibilities across Fire Safety, Water Safety (Legionella), Electrical Safety, Gas Safety, Asbestos Management, and Lift Safety, alongside compliance with the Decent Homes Standard and the Housing Health and Safety Rating System (HHSRS).

To support these duties, the Council will maintain a full suite of policies and procedures that clearly set out the operational requirements, statutory responsibilities, inspection regimes, response times, and escalation routes for each area of compliance. These policies and procedures will be regularly

reviewed, updated, and approved through the Council's governance structure to ensure they remain aligned with legislation, emerging best practice, and regulatory expectations. They will provide the framework through which staff, contractors, and Duty Holders carry out their roles safely, consistently, and transparently.

Competent and qualified Duty Holders will oversee each compliance discipline, ensuring that all inspections, servicing, testing, risk assessments, and remedial works are completed in line with statutory cycles and the Council's approved policies and procedures. Duty Holders will also maintain strong audit trails and ensure that compliance activities are accurately recorded and monitored.

Compliance performance will be supported by robust governance arrangements. Regular reports will be presented to the Head of Housing, Executive Director, Senior Leadership Team, and the Housing Services Working Group, ensuring clear visibility of performance, risks, and outstanding actions. Transparency with tenants will be maintained through routine updates to the Tenants Voice Group, while the Council will meet its regulatory obligations by providing evidence and assurance to the Regulator of Social Housing where required.

All compliance data including certificates, inspection records, risk assessments, policy driven actions, and historical asset information will be securely stored, monitored, and reported through the Council's asset management software system. This ensures that compliance information is accurate, centralised, auditable, and readily available to support decision making, regulatory reporting, and continuous improvement.

By maintaining strong policies and procedures, competent Duty Holders, clear governance arrangements, and a robust digital compliance system, the Council will ensure that it remains a responsible landlord, fully meeting its statutory obligations and providing safe, high-quality homes for its tenants.

9.0 Net Zero and decarbonisation

The Council is committed to supporting national efforts to achieve net zero carbon emissions and to delivering a long-term decarbonisation strategy that improves energy efficiency, reduces fuel poverty, and ensures homes are warm, safe and affordable for residents. Achieving net zero requires a coordinated programme of investment, data driven planning, and the adoption of modern, low carbon technologies.



Central to this approach is a fabric first retrofitting strategy, focusing on insulation, improved thermal performance, and building envelope upgrades before installing new heating systems or renewable technologies. This aligns with national guidance encouraging the delivery of comfortable, low-carbon homes fit for the future, as set out in the Government’s Warm Homes Plan published in January 2026. This plan outlines how households will be supported to reduce energy bills while transforming existing homes into more energy efficient buildings.

To deliver this at scale, the Council will actively pursue external funding opportunities, including the Government’s Warm Homes: Social Housing Fund* (previously known as the Social Housing Decarbonisation Fund). This fund provides significant financial support for insulation upgrades, energy efficiency measures, and low-carbon heating systems in social housing, and aims to help landlords progress toward national net-zero targets by reducing carbon emissions and improving EPC ratings across the stock. The scheme prioritises whole-house retrofit solutions such as insulation, heat pumps, renewable energy installations, and smart controls, enabling warmer, more sustainable homes.

The Council will continue to monitor future grant rounds, including Warm Homes: Social Housing Fund Wave programmes, which have already delivered substantial national investment over £1.29 billion in recent rounds to upgrade homes to EPC Band C and tackle fuel poverty. By leveraging such funding opportunities, alongside match-funding where appropriate, the Council will maximise investment capacity and accelerate decarbonisation across its housing portfolio.

Key actions to support the Council’s net zero ambitions will include:

- Targeting all properties to reach EPC Band C or better by 2030, through a phased programme of insulation, window replacements, ventilation improvements, and low carbon heating systems.
- Identifying and prioritising homes most in need of energy efficiency upgrades using stock condition data and energy modelling.
- Embedding net-zero pathways into the Asset Management Plan, ensuring long-term investment plans reflect decarbonisation priorities and lifecycle planning.
- Working closely with tenants to ensure retrofit works are well coordinated, communicated clearly, and delivered with minimal disruption.
- Strengthening partnerships with regional bodies, combined authorities, and retrofit support organisations to ensure projects are well-designed and compliant with grant conditions.

Through a combination of strategic planning, robust asset intelligence, and proactive engagement with national funding opportunities such as the Warm Homes schemes, the Council will deliver meaningful progress toward net zero.

10.0 Tenant and stakeholders

The Council complies with the Transparency, Influence, and Accountability Standard through a structured and proactive Tenant Engagement Strategy that ensures tenants are informed, heard, and able to meaningfully influence housing services.

Transparency

The Council maintains open and accessible communication with tenants through a range of regular engagement channels. A biannual Housing Newsletter is circulated to all tenants, providing clear updates on service performance, policy changes, upcoming initiatives, and key decisions. In addition, the Council delivers four Housing Roadshows annually, alongside eight local drop-in sessions, offering tenants direct access to officers to discuss issues, ask questions, and receive updates in person. These sessions ensure that information is shared openly and that tenants can seek clarification on matters affecting their homes and communities.



Influence

Tenant influence is embedded within governance structures through the Tenants' Voice Group (TVG). The TVG acts as a "critical friend," meeting monthly to review service delivery, scrutinise proposals, and provide constructive challenge to ensure that tenant perspectives shape decision-making.

In addition, members of the TVG attend the Housing Service Working Group every six weeks, where they engage directly with officers and stakeholders. This forum enables tenants to contribute to discussions on Policy development, service improvements, and performance monitoring, ensuring that their views inform operational and strategic decisions at an early stage.

In 2025, tenants were consulted over priorities for spend and what was most important to them.

Top priorities identified included:

1. Kitchen replacement,
2. Bathroom replacement,
3. Window replacement (double glazing).

The information gathered through the survey will be used alongside the Council's stock condition data to provide a comprehensive understanding of the current and future needs of the housing portfolio. By integrating tenant feedback with detailed asset condition intelligence, the Council will be able to more accurately identify investment priorities, target areas requiring improvement, and

ensure that planned maintenance and capital works align with both regulatory requirements and tenant expectations. This combined evidence base will directly inform the development of the forthcoming 5-year Asset Management Plan, ensuring that it is robust, data driven, and responsive to the needs of the Council's tenants.

Accountability

Accountability is strengthened through regular reporting and direct engagement opportunities. The presence of tenants at working groups and roadshows allows officers to explain decisions, respond to concerns, and demonstrate how tenant feedback has influenced outcomes. The Council also provides updates on actions taken in response to tenant input through newsletters and engagement events, closing the feedback loop and reinforcing trust.

Through these structured and consistent engagement mechanisms, the Council ensures that tenants are not only informed about housing services but are actively involved in shaping them, thereby meeting the requirements of the Transparency, Influence, and Accountability Standard in a meaningful and demonstrable way.

The Council's approach to tenant engagement and transparency has also been positively recognised by the Regulator of Social Housing, which has expressed confidence in the strength and maturity of the governance arrangements in place. The regulator has acknowledged the Council's clear focus on involving tenants in decision making, its commitment to open reporting, and its proactive steps to demonstrate accountability across housing services. This external assurance provides an additional layer of confidence that the Council's current practices not only meet regulatory expectations but also reflect sector best practice in delivering meaningful tenant influence.

11.0 5-Year Capital Programme

This five-year capital programme translates the Council's stock condition information into a planned, deliverable investment profile that protects the long-term sustainability of the housing stock and supports safe, warm and decent homes. Over 2025/2026 to 2029/2030, the programme prioritises the highest cost and highest impact components particularly windows, roofs, kitchens, and heating and hot water systems alongside bathrooms, adaptations and communal and external works where required, to maintain compliance, improve property condition and enhance resident outcomes. The proposed investment totals £30.13m across the five years (following an in-year adjustment), with annual budgets profiled to reflect expected delivery capacity and the timing of works. Delivery will be managed through planned procurement and contractor performance management, with robust governance, regular monitoring and reporting, and flexibility to reprofile resources as priorities, data quality and external requirements evolve.

Table 1 – Stock Condition Data Summary – 5 Year Extrapolated

Table 1 highlights indicative investment requirements over a 5-year period (unprofiled), including the current financial year, based on stock condition data (grand total). Initial data review demonstrates investment requirements higher than budget provision in 2026-27 with a significant spike in 2029-30 which, if utilised, could cause challenges with financial planning and resourcing.

Stock Condition Data Summary 5-YEAR EXTRAPULATED						
Component	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Adaptions	£14,800	£2,150	£0	£2,150	£17,200	£36,300
Bathrooms	£147,600	£88,800	£54,800	£231,200	£518,600	£1,041,000
Common Areas	£17,750	£108,865	£8,420	£50,675	£233,030	£418,740
Doors	£68,500	£161,000	£136,200	£263,400	£398,850	£1,027,950
External Areas	£38,900	£24,450	£39,000	£17,000	£100,050	£219,400
Kitchen	£839,400	£1,062,050	£840,000	£1,288,750	£2,396,800	£6,427,000
Roofs	£424,755	£716,520	£526,090	£644,165	£3,260,405	£5,571,935
Safety & Security	£0	£0	£0	£0	£0	£0
Services - Electrical	£0	£7,200	£1,440	£5,760	£47,520	£61,920
Services - Heating/Water	£331,440	£539,540	£706,760	£347,920	£1,215,850	£3,141,510
Warden Control	£12,000	£0	£0	£0	£8,000	£20,000
Windows	£653,000	£3,011,000	£1,966,000	£1,089,000	£1,867,000	£8,586,000
Grand Total	£2,548,145	£5,721,575	£4,278,710	£3,940,020	£10,063,305	£26,551,755

Table 2 - Stock Condition Data Summary – 5 Year Profiled

Table 2 provides investment requirements over a 5-year period, including the current financial year, following a smoothing exercise of the stock condition data (grand total). The revised data allows the Council to work within budget in 2026-27 and reduces the spike in 2029-30, creating a more manageable programme. Additionally, profiling, outlined in table 2 positively affects compliance of decent homes standards by 'bringing forward' part of the 2029-30 requirements into earlier years.

Stock Condition Data Summary 5-YEAR SMOOTHED						
Component	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Adaptions	£14,800	£2,150	£0	£2,150	£17,200	£36,300
Bathrooms	£147,600	£88,800	£54,800	£410,700	£339,100	£1,041,000
Common Areas	£17,750	£108,865	£8,420	£75,675	£208,030	£418,740
Doors	£68,500	£77,700	£219,500	£281,600	£380,650	£1,027,950
External Areas	£38,900	£24,450	£39,000	£17,000	£100,050	£219,400
Kitchen	£300,400	£888,050	£1,703,000	£1,862,250	£1,673,300	£6,427,000
Roofs	£967,990	£334,970	£938,230	£1,352,460	£1,978,285	£5,571,935
Safety & Security	£0	£0	£0	£0	£0	£0
Services - Electrical	£0	£7,200	£1,440	£5,760	£47,520	£61,920
Services - Heating/Water	£331,440	£539,540	£706,760	£768,390	£795,380	£3,141,510
Warden Control	£12,000	£0	£0	£0	£8,000	£20,000
Windows	£1,292,000	£1,368,000	£2,970,000	£1,483,000	£1,473,000	£8,586,000
Grand Total	£3,191,380	£3,439,725	£6,641,150	£6,258,985	£7,020,515	£26,551,755
CAPITAL						
Adjustment		-£145,444	£145,444			£0
Current Budget	£3,200,000	£3,550,000	£3,900,000	£4,000,000	£4,000,000	£18,650,000
Asbestos Removal & Management	£0	£171,986	£332,058	£312,949	£351,026	£1,168,019
Staffing Costs	£0	£0	£0	£0	£0	£0
Proposed Budget	£3,200,000	£3,466,267	£7,118,652	£6,571,934	£7,371,541	£27,728,394

*Modelling from Stock Condition Survey Analysis 2026-27 onwards.

**Inflationary costs assumed from 2027-28 and included in HRA Business Planning.

***Indicative figures, subject to annual approval.

**** Asbestos removal & management plus staffing costs reflected in whole year costs for delivery.