

Asset Management Strategy

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1. Introduction

LB Redbridge's Vision is for a cleaner, greener, fairer, and healthier borough where families and diverse communities can thrive, supported by high-quality services, and a focus on improving outcomes for all residents.

Given our diverse customers and external pressures like rising costs, climate change, and new regulations, this Asset Management Strategy aims to ensure that our managed properties are warm, safe, secure, and support customer wellbeing.

This Asset Management Strategy uses data and insights to maximise customer value and reduce waste. By investing in the right homes at the right time, we'll optimise outcomes for customers and use financial resources efficiently. Our approach ensures that decisions are evidence-based, helping us to prioritise investment where it will have the greatest impact on safety, comfort, and long-term sustainability. This, in turn, enables us to deliver repairs and estate management services that not only meet but exceed regulatory standards, while supporting the wellbeing of our diverse customer base.

This data-driven approach boosts our resilience to external pressures like rising costs and changing regulations, enabling us to plan, adapt quickly, and maintain the financial stability needed for our growth ambitions. The Asset Management Strategy operates through five workstreams, each closely aligned with LB Redbridge's Vision, ensuring every action supports our goal of providing warm, safe, secure homes for all in our community.

- Achieve full compliance with all health and safety regulations for customers and staff, supported by targeted investment under the Building Safety Act.
- Deliver customer-focused repairs and investment services, meeting new regulatory standards.
- Lead in technology adoption and data enhancement for proactive investment.
- Assess stock and investments to ensure business strength and meet customer needs.
- Align investments with our Climate Action Plan and London Councils Programme (2026–2030) to maintain warm, affordable homes and reach climate targets.

Over the next six years, this Asset Management Strategy will guide our transition from previous strategies, align with the Climate Action Plan and London Councils Programme (2026–2030), and lay foundations for future customer and housing success. As a living document, it will be updated as needed to adapt to ongoing changes.

Through strategic investment in appropriate properties at optimal times, we will deliver the highest quality outcomes for our customers.

2. Setting the foundations for effective Asset Management

To provide safe, well-maintained homes and dependable services, we need strong foundations that support clear decisions, accountability, and continuous improvement.

The Asset Management function has recently undergone significant change, creating an opportunity to strengthen how homes and services are managed. This has also

highlighted the need to improve the foundations that support consistent delivery, regulatory assurance, and long-term resilience.

Currently, there is not a complete or consistent picture of how policies, procedures, performance measures, and data work together across asset management. In particular, improvements are needed to ensure closer alignment with regulatory standards, clearer performance reporting, and better use of data to target investment, improve services, and deliver value for money for residents.

Strengthening these foundations is essential to delivering this Asset Management Strategy successfully. It will improve transparency and governance, reduce inefficiency, and ensure decisions are based on accurate information, risk, and resident needs.

This work will run alongside delivery of the wider strategy and will be embedded into day-to-day activity. It will support improvement, not delay it.

We will do this by:

1. Reviewing and updating asset management policies to ensure they are clear, consistent, and aligned with legislation and regulatory standards.
2. Introducing clear and standardised operating procedures, prioritised according to risk and impact on resident safety and service quality.
3. Improving how IT systems support everyday work, strengthening compliance, accountability, and the customer experience.
4. Simplifying performance and assurance arrangements so they focus on what matters most. This will:
 - a. Clarify what we measure and why'
 - b. Set out how performance data is collected, maintained, and reported.
 - c. Define clear ownership and accountability for key measures.
5. Continuing to improve the quality and accuracy of asset management data to support transparent, evidence-led investment decisions.
6. Quality assurance through proportionate internal and independent review.

By strengthening these foundations, we will create a more resilient and efficient Asset Management function that is better equipped to deliver safe, warm, and well-maintained homes and make the best use of public resources over the life of this strategy.

3. Ensuring safety for customers and staff

LB Redbridge is required to manage a complex regulatory environment, maintain compliance with safety standards, and respond to customers' concerns.

Increased scrutiny and new regulations have made landlord compliance a central concern in housing asset management, especially following incidents like Grenfell Tower. These events have prompted government and industry to require stricter safety standards and more transparent processes, with providers now expected to not only meet but also actively monitor and improve safety practices.

Employee health and safety has also gained importance, leading to more comprehensive policies, enhanced staff training, and regular workplace reviews. This creates a culture

where safety is prioritised and staff are encouraged to raise concerns and support improvements.

LB Redbridge demonstrates its commitment by investing in compliance management, staff training, and audits. By working with external experts and keeping up with changing regulations, we ensure our environments remain legally compliant, safe, and supportive.

Our landlord compliance and health and safety approach is guided by our Compliance Management System, which includes:

1. Access to qualified personnel to meet all obligations.
2. Comprehensive and regularly reviewed policies on major compliance areas and risks.
3. Clear procedures for implementing these policies.
4. Reliable data and controls for accurate compliance tracking.
5. Consistent performance monitoring through transparent reporting.
6. Quality assurance via independent and internal audits of compliance outcomes.

We prioritise the safety of our customers and colleagues by:

- Operating an effective compliance management system to manage compliance, health and safety, and reduce risk in LB Redbridge premises.
- Meeting all statutory, legislative, and regulatory duties as a landlord and employer, with LBR's ELT and Cabinet acting as Duty Holder.
- Providing full assurance to officers, board members, customers, and stakeholders of our compliance.

4. Providing compliant, efficient repairs and estate management

LB Redbridge acknowledges the considerable financial and resource pressures resulting from rising demand and evolving regulatory requirements. We are dedicated to proactively adopting these changes and ensuring full implementation of Awaab's Law and other regulatory reforms.

Repairs demand and costs have risen sharply across the sector and in LB Redbridge. Ageing infrastructure presents challenges for delivering customer-focused repairs and estate services. Using insights from current services and customer journey mapping, we will review and improve processes to better tailor our offerings while ensuring financial sustainability.

We aim to improve system and service quality, cut inefficiencies, enhance communication, and increase customer satisfaction. By listening to our customers, we can better meet their needs with more adaptable services, optimise resources, and strengthen both our business plan and procurement strategies.

We will accomplish this by:

- Enhancing the quality of our existing housing stock through targeted investments at appropriate intervals, delivering £122m in capital investment across the duration of the Asset Management Strategy.
- Achieving and maintaining 100% decency throughout the lifetime of this Asset Management Strategy.
- Ensuring complete compliance with the new Consumer Standards, Tenant Satisfaction Measures, and Awaab's Law.
- Designing and implementing innovative service delivery models and systems that address rising repair costs, and meet the specific needs of each customer.
- Developing a new, bespoke procurement plan to enable sustainable and intelligent procurement practices, placing customers and social value at the core of our approach.
- Collaborating with our customers and partners to develop and introduce a new LB Redbridge Asset Lettable Standard aligned with Decent Homes 2 requirements.
- Delivering comprehensive annual communication plans to inform customers of our investment proposals and provide access to property data, empowering customers to review and challenge our planned improvements.
- Implementing a new stock survey model and a formal, multilayered, cross-business methodology for identifying property risks, based on the principle of 'Every Visit Counts'.

5. Adopting technology and data to guide investments

Asset data is integral to the organisation's investment plans, providing a basis for targeted investments and for maintaining homes that meet safety and security standards. Currently, more detailed and extensive customer feedback and service data are available than before.

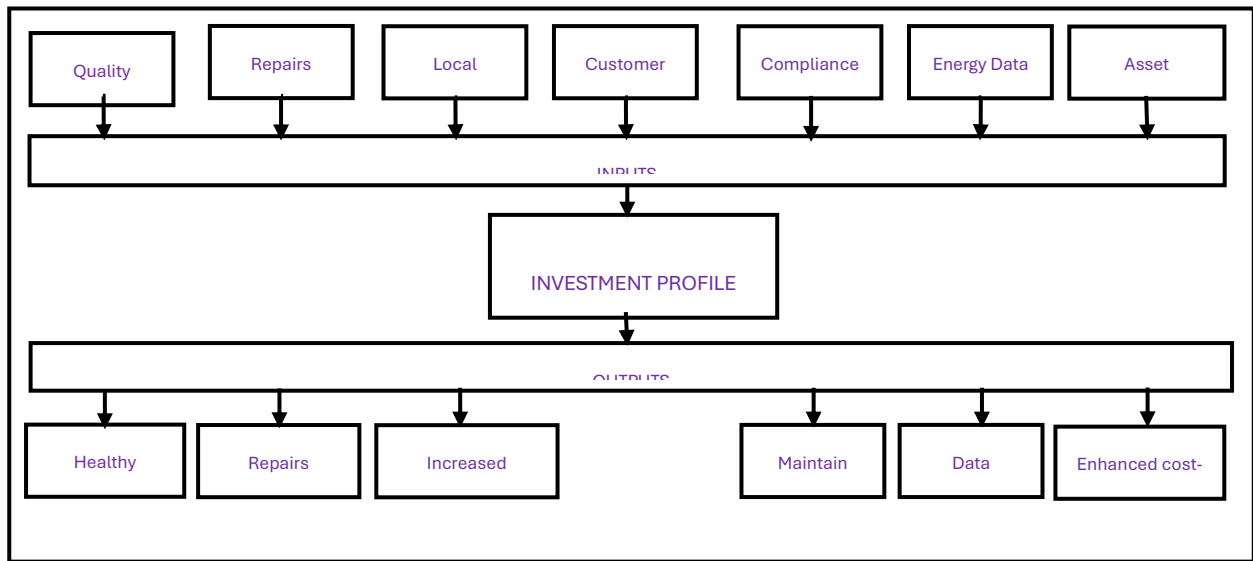
Our aim is to use this information to identify insights that improve customer outcomes. By aligning customer feedback, satisfaction data, property performance, and asset data, we can refine investment plans and service models for better preventative actions. This will require implementing new data models and technologies to effectively capture, store, and analyse data to support relevant, cost-effective investment decisions.

Our Corporate Plan 2022-2026 highlights the role of technology in improving customer experiences and modernising data collection and service delivery. In line with LB Redbridge's Modernisation Programme, we aim to lead our sector by using new technologies to enhance data management, home operations, and investment decisions. We will prioritise technology and data-driven approaches to deliver efficient, customer-focused services and continue investing in advanced systems.

We will achieve this by:

- Delivering the Modernisation Programme and exploring technology investments to enhance insight, customer self-service, communication, and remote diagnostics.
- Managing all asset data within the Housing directorate and adopting a new data structure and management approach.
- Linking Customer Voice with voids, repairs, asset, customer, and AI data to identify and inform investment opportunities.

- Publishing clear, fully costed investment plans for the short, medium, and long term.



6. Conducting stock appraisal for sustainable homes and business planning

Optimising Social Housing Through Strategic Property Disposal, Redevelopment, and Expansion Initiatives

During this strategic period, we will systematically assess and review our portfolio to ensure that our investment activities align with our business objectives and facilitate the achievement of our growth targets.

LB Redbridge will collaborate closely with a range of partners to develop a suite of tools specifically designed to evaluate investment proposals and thoroughly assess a variety of investment options. These tools will be used to establish a clear and consistent baseline of asset values, enabling the identification of schemes that do not meet LB Redbridge's set criteria; such schemes may require further improvement, additional investment, conversion to alternative uses, or potential disposal. Furthermore, these tools will play a crucial role in highlighting areas where investments deliver the highest value for money, thereby ensuring that resources are allocated in line with the borough's priorities and commitment to quality outcomes for all residents

When considering a property's future, it is essential to balance growth potential with LB Redbridge's commitment to social responsibility, as well as our vision of a cleaner, greener, fairer, and healthier borough. This vision supports thriving families and communities, providing quality services and striving for equitable outcomes for all residents, ensuring that every decision made contributes positively to the long-term wellbeing and sustainability of our local area.

Our appraisal methodology will remain focused on supporting individual projects throughout our portfolio, including considering initiatives aimed at alleviating

overcrowding, ensuring that each project receives tailored guidance and oversight to maximise its impact and effectiveness.

To achieve this, we will:

- Regularly analyse and review options to boost our homes' financial performance and value, exploring alternatives where investment is not viable.
- Drive inorganic growth by acquiring assets to expand LB Redbridge's portfolio and improve services for customers.
- Sell vacant properties to fulfil our social mission and targets, using the proceeds to build energy-efficient homes.
- Consider investing in overcrowding initiatives and projects.

7. Supporting our Climate Action Plan and London Councils Programme (2026-2030)

LB Redbridge supports the UK Government's target of achieving net zero carbon emissions by 2050. The organisation aims to address climate concerns while maintaining homes that are comfortable, affordable, and secure for customers.

Our Asset Management Strategy will align with both the Climate Action Plan and the London Councils programme, taking a strategic approach to reducing energy consumption in our housing portfolio while improving community living standards. By enhancing open spaces, we aim to boost local biodiversity and encourage sustainable lifestyles. Key initiatives will include expanding green transport options, such as better cycling infrastructure, pedestrian pathways, and public transport access. We are committed to fostering community cohesion through active engagement and partnerships with residents, creating supportive, connected environments.

Our goal is to establish a strong foundation for ongoing progress, making impactful operational improvements and aiming for sector leadership. Future plans include comprehensive measures to improve energy and water efficiency in existing homes and implementing net zero standards for all new builds, ensuring resilience to climate change. By understanding residents' energy usage, we can tailor support and interventions to reduce carbon emissions.

Beyond housing, the LB Redbridge will address wider environmental impacts from construction, maintenance, and operation by adopting sustainable materials, minimising waste, and promoting circular economy principles. Our commitment to robust environmental, social, and governance (ESG) objectives ensures high ethical standards and long-term environmental stewardship. Through these integrated actions, we will deliver tangible benefits for residents, support borough climate goals, and set a benchmark for sustainable asset management.

To achieve this, we will:

- Align capital investment and sustainability programs to cut waste and limit customer disruption.

- Release detailed investment plans, factoring in environmental needs through 2050 to guide growth.
- Integrate sustainability into all activities related to this Asset Management Strategy to reduce our environmental impact.
- Help deliver the Climate Action Plan and London Councils Programme (2026–2030).

8. Enabling Independent Living and Home Improvement

LB Redbridge recognises that accessible, adaptable homes are fundamental to supporting independence, dignity, and wellbeing for all residents, particularly older people, disabled adults, and families with children who have additional needs. By investing in home adaptations and improvement services, we help residents remain safely in their homes for longer, reduce pressures on health and social care, and promote inclusion across our communities.

LB Redbridge is committed to enabling residents to live independently, safely, and with dignity in their own homes. The Home Improvement Team (HIT) plays a pivotal role in delivering this ambition, providing targeted support through Disabled Facilities Grants (DFG) and a range of home improvement and adaptation services. By integrating HIT within Asset Management, we are strengthening the link between strategic asset planning and the delivery of essential adaptations, ensuring that resources are used efficiently and outcomes are maximised for those who need them most.

Over the next six years, our focus will be on delivering a seamless, customer-centred service that reduces waiting times, improves value for money, and supports the borough's most vulnerable residents. We will work closely with Adult Social Care and Children's Services to address assessment backlogs and ensure that the HIT team has the capacity and skills to deliver timely, high-quality adaptations. Our approach will include a comprehensive review of the HIT operating model, procurement arrangements, and performance metrics, with a view to driving continuous improvement and innovation.

Procurement and Value for Money

Delivering adaptations and home improvements at scale requires robust procurement processes and a relentless focus on value for money. We will review and benchmark unit costs for key adaptation types (such as level access showers, ramps, and stairlifts), assess contractor performance, and ensure that procurement routes deliver both quality and efficiency. By leveraging data and market intelligence, we will identify opportunities for cost savings, improved outcomes, and social value. Our procurement strategy will be regularly reviewed to ensure it remains fit for purpose, supports timely delivery, and aligns with best practice and regulatory requirements.

We will also explore the future delivery of the Warm Homes Grant, with a formal review after two years to assess the feasibility and benefits of bringing this service in-house, subject to performance and value for money. By embedding these ambitions within our Asset Management Strategy, we will ensure that our homes remain accessible, safe, and fit for all residents, now and in the future.

9. Measuring Success and Validating Delivery

LB Redbridge is committed to demonstrating that these ambitions are being delivered in practice, supported by evidence rather than untested claims.

This Asset Management Strategy sets clear ambitions for improving safety, service quality, investment decisions and long-term sustainability. Success will be measured through a combination of ongoing performance reporting and periodic, structured evaluation.

Approach

Delivery of the Strategy will be assessed in two complementary ways:

- Routine performance and assurance reporting, including:
 - Core performance measures reported through established governance arrangements
 - Internal and independent assurance activity, such as audits and compliance reviews
 - Evidence drawn from customer insight, operational data and investment outcomes.
- Formal Strategy evaluations at years 2, 4 and 6, designed to test whether:
 - the Strategy is being delivered as intended
 - objectives are being met or are on track to be met
 - delivery approaches remain appropriate in light of emerging risks and pressures.

These evaluations will be proportionate and evidence-based. They will typically involve a structured review by the Asset Management leadership team, supported by an independent perspective where appropriate (for example internal audit, peer review or external expertise). Findings, including any corrective actions, will be reported to the Asset Management Board.

Learning and Continuous Improvement

The purpose of this approach is not only to confirm delivery, but to support learning and improvement over the life of the Strategy. Findings from performance reporting, assurance activity and formal evaluations will be used to refine priorities, adjust delivery approaches and ensure the Strategy remains responsive and effective throughout its six-year period.

Indicative Measures of Success by Strategic Theme

Strategic theme	Indicative means of validation
Setting the foundations for effective asset management	Completion of policy, procedure and performance framework reviews against agreed milestones. Evidence that simplified, consistent performance and assurance arrangements are embedded in day-to-day delivery.

Ensuring safety for customers and staff	Independent reviews of compliance policies, procedures and practices at years 2, 4 and 6. Evidence that recommendations are implemented and sustained, confirmed through audit and assurance reporting.
Providing compliant, efficient repairs and estate management	Improved customer experience and satisfaction over time. Maintenance of Decent Homes and Asset Lettable Standards. Ongoing assurance of compliance with Awaab's Law and consumer standards. Evidence of social value and improved property risk identification influencing outcomes.
Adopting technology and data to guide investment	Confirmed implementation of a coherent asset data framework and costed investment plans. Evidence that improved data quality is influencing prioritisation and investment decisions.
Conducting stock appraisal for sustainable homes and business planning	Evidence that stock appraisal and options analysis are informing investment, disposal or redevelopment decisions. Demonstrated alignment with climate objectives and contribution to the Council's Climate Action Plan.
Enabling independent living and home improvement	Delivery of a strengthened Home Improvement Team operating model, performance measures and procurement arrangements. Evidence of improved personal outcomes, reduced cost and better value for money at years 2, 4 and 6.

10. Asset Management Strategy Action Plan (2026-2032)

		Lead	26/27	27/28	28/29	29/30	30/31	31/32
Setting the foundations for effective Asset Management	Complete baseline review of asset management policies, procedures and performance arrangements, including gap analysis against regulatory standards	HoAM / HoQA						
	Agree and deliver a risk-based programme to update priority policies and supporting operating procedures	HoAM / HoQA						
	Review and rationalise key asset management KPIs, including definitions, ownership and reporting arrangements	HoAM / HoQA						
	Improve asset management data quality and assurance to support evidence-led investment decisions	AM / BCPS / RMOM						
	Engage external expertise to pilot data-led insights (e.g. predictive analytics) to inform investment and maintenance planning	HoAM / HoQA / AM						
		Lead	26/27	27/28	28/29	29/30	30/31	31/32
Ensuring safety for customers and staff	Develop, maintain and update Landlord Compliance Policies for the Big 6 and other risks, aligning with current regulations.	BCPS						
	Develop and implement management plans for each compliance area	BCPS						
	Add all areas of compliance to Civica CX, Compliance System and Asset Management System to ensure effective compliance monitoring, tracking and reporting.	BCPS						
	Develop and implement processes and procedures in partnership with Civica CX, Compliance System and Asset Management System programme	ALL						
	Ensure 100% compliance in Lifts, Gas, FRAs, Legionella, Asbestos, and Electrical areas.	BCPS						
	Implement local safety assurance and follow-up actions from FRA and compliance audits	RMOM						
	Ensure completion of delivery of BSCF recovery programme, inclusive of consultation with wider teams ensuring all parties fully understand their roles and responsibilities for the management of safety of HRBs	BCPS						
	Implement, monitor, and review high-rise building safety cases.	BCPS						
	Complete PAS9980 assessments for all buildings over 11m and plan necessary remediation.	CPM						
	Work towards obtaining ROSPA accreditation.	BCPS						
	Enhance Asbestos register and maintain	BCPS						
	Provide key building safety information to customers via accurate systems and data.	BCPS						
	Share training, processes, and procedures with contractors to support vulnerable customers.	ALL						
	Integrate Health & Safety policies, procedures, and KPI reporting.	ALL						
	Ensure completion of M&E specialist condition survey of all M&E in portfolio, resulting in PPM and investment profile of all M&E in portfolio	AM						
	Re-procure long term contracts in 2026/27, ensuring that the contract enables the council to achieve the commitments set out within the Asset Management Strategy.	AM						
	Deliver long-term investment profile for compliance-related capital works	CPM						
	Regularly inspect M&E equipment like lifts and boilers, ensuring maintenance contracts are in place.	BCPS						
	Produce and show that all service areas have adequate risk assessments for their respective operations	ALL						
	Complete fire door remediation programs.	CPM						
	Complete asbestos remediation programs.	CPM						
	Deliver fire alarm and CO assurance programs to comply with legislation and ensure safety.	BCPS / CPM						
		Lead	26/27	27/28	28/29	29/30	30/31	31/32
Providing compliant	Enhance housing quality with timely investments totalling £122m over the program's duration.	CPM						

	Enhance housing quality through responsive repair and void works	RMOM						
	Developing Investment Planning Process – Data [Property attributes & stock condition], Investment framework [Quality standards, costs & priorities], Asset performance [Investing in the right assets], Business planning [Capacity to deliver], Optimise [Value for Money, planning & procurement], Delivery [Meet expected needs, standards & costs]	AM						
	Maintain 100% Decency, adapting to any standard changes - excluding refusals and units considered unviable	CPM						
	Adopt and deliver the new Decent Homes Standard 2.0.	CPM / AM						
	Deliver Decent Homes investment programmes ensuring quality and compliance	CPM						
	Deliver annual communications to keep tenants updated on improvements.	CPM						
	Develop and align procurement processes with the Asset Management Strategy investment plan.	AM / CPM						
	Launch an online portal for customers to access and challenge stock data.	AM						
	Review policies, processes and procedures and implement in partnership with CX and Compliance Management system	ALL						
	Develop and implement management plans for each compliance area	BCPS						
	Implement process and procedures to comply with full requirements of Awaab's Law which will be in scope from October 2027.	RMOM						
	Undertake self-assessment against Consumer Standards and address findings.	ALL						
	Ensure complaints, ombudsman and members enquiries are responded to with quality responses and that all commitments are complied with	RMOM						
	Establish a rolling stock condition program per Decent Homes 2 for better information and responsiveness, ensuring that stock condition data is uploaded into Civica Cx & M3 Vision and informs the annual review of the asset management plan.	AM						
	Survey 20% of stock annually, identify HHSRS risks, ensuring at least 95% of surveys are under five years old.	AM						
	Maintain 100% Decency through timely responsive repair interventions	RMOM						
	Implement a new survey model and maximize property hazard identification in partnership with CX.	AM						
	Review and redesign disrepair and major works delivery processes	CPM / RMOM						
	Implement Awaab's Law requirements (damp/mould)	RMOM						
	Implement Awaab's Law requirements within planned works specs	CPM						
	Implement process and procedures for Awaab's Law (in partnership with CX/Compliance)	RMOM						
	Develop capital works frameworks and contracts to support AMS delivery	CPM						
	Review repair demands and costs; improve productivity and reduce volumes and expenditures.	RMOM						
	Assess and implement new models for repairs and investments, considering the feasibility of a DLO.	RMOM						
	Create new quality and performance metrics for Repairs Operations Maintenance Delivery, including updated procedures.	RMOM						
	Develop process to ensure responsive repair feedback loop for investment planning considerations and decisions	RMOM						
	Initiate third-party reviews of current Disrepair cases to redesign processes and assess outcomes.	RMOM						
		Lead	26/27	27/28	28/29	29/30	30/31	31/32
Adopting technology and data to guide investments	Collaborate with the Modernisation Programme and IT to develop and deliver an IoT strategy for Asset Management.	AM / CPM						
	Collaborate with Civica CX programme and interface with Compliance System and M3 Vision	AM						
	Collaborate with Civica CX and M3 Vision programmes to integrate repair data	RMOM						

	Develop and implement Investment Planning Process – considering: Quality Standards, Repairs Records, Local Intelligence (including ASB, Fuel Poverty, Customer vulnerability etc), Customer Voice, Compliance Safety Data, Energy Data Modelling and Asset Performance	AM / CPM						
	Engage external experts and academic partners to pilot data-led insight initiatives (including predictive analytics) to inform investment and maintenance decisions.	HoAM / HoQA / AM SMT						
	Input responsive repair, void, and satisfaction data into new asset data framework	RMOM						
	Create and execute a business case for investment in advanced technologies, including AI and drone surveys, to enhance asset data.	AM						
	Support IoT and AI pilots for predictive repairs and damp/mould detection	RMOM						
	Contribute to the business case for investment in operational technologies (e.g., mobile workforce tools, diagnostics)	RMOM						
	Own and update all asset data, and establish a new asset data framework. Integrate customer satisfaction, voids, repairs, assets, tenancy, and AI data to identify proactive investment opportunities.	AM						
	Produce detailed, costed investment plans for short, medium, and long-term needs. Develop a detailed five year investment plan to inform future investment in the stock.	AM / CPM						
	Deliver against approved investment plans	CPM						
	Benchmark against other authorities planned works to drive value for money and service improvements.	CPM						
	Contribute to IoT and data strategy for investment optimisation	AM / CPM						
	Work with IT and the Modernisation Programme to launch a new reporting tool to support Asset Management Strategy delivery and Decent Homes.	CPM						
		Lead	26/27	27/28	28/29	29/30	30/31	31/32
Conducting stock appraisal for sustainable homes and business planning	Commission via third party Asset Performance Evaluation of all assets in portfolio.	AM						
	Conduct ongoing options appraisals to ensure customers reside in properties that are viable, fit for purpose, and appropriately meet their needs.	AM						
	Provide operational data to inform asset performance and investment prioritisation	RMOM						
	Enhance the Existing Use Value (EUV) of our property portfolio.	AM / CPM						
	Establish a comprehensive options appraisal procedure for high expenditure voids to evaluate return on investment and support potential disposals where necessary.	AM / RMOM						
	Develop a formal disposal policy and corresponding procedures.	AM / CPM						
	Achieve annual inorganic growth targets by acquiring at least 50 units per year.	AM						
	Implement a refined and robust void assessment process.	RMOM						
	Through resident and stakeholder engagement, develop a mechanism to define and prioritise enhancements within housing estates	CPM / AM						
	Consult with residents to seek feedback on the demand for outbuildings and develop a plan for future investment, maintenance, disposal or redevelopment requirements for outbuildings within the councils Housing Revenue Account	CPM / AM						
	Commission an intrusive structural survey of all non-traditional homes to inform future business and investment planning.	CPM / AM						
	Develop a strategy for future investment and / or disposal or redevelopment requirements for nontraditional homes	AM						
	Support appraisals for non-housing assets—including garages, commercial premises, and ad hoc projects focused on the conversion or extension of existing buildings.	AM / CPM						
	Develop a strategy for future investment and / or disposal or redevelopment requirements for r non-housing assets—including garages, commercial premises, and ad hoc projects focused on the conversion or extension of existing buildings.	AM / CPM						
		Lead	26/27	27/28	28/29	29/30	30/31	31/32
Supporting our Climate	Develop processes and procedures to work towards achieving SHIFT accreditation by 2030.	CPM						

	Ensure all properties reach SAP band C by 2030.	CPM						
	Support EPC and SAP data improvement through repairs reporting	RMOM						
	Commission an analysis of energy efficiency data to inform a future strategy and investment plan to improve the carbon efficiency of council homes.	AM						
	Produce a plan to eliminate fossil fuels from homes and achieve net zero by 2050.	AM						
	Deliver SHDF Wave 3 to improve home energy efficiency.	CPM						
	Complete the EPC programme and prepare for new funding opportunities.	AM / CPM						
	Support development of retrofit specifications & sustainability component standards	CPM / AM						
	Incorporate energy-efficient measures into routine repairs (e.g., LED, insulation upgrades)	RMOM						
	Train staff/contractors in sustainable repair techniques and materials	RMOM						
	Deliver retrofit and decarbonisation investment programme (Net Zero)	CPM						
	Support delivery of retrofit works through responsive repairs integration	RMOM						
	Produce a retrofit programme integrated with the investment plan, including updated sustainability specs for key components.	CPM / AM						
		Lead	26/27	27/28	28/29	29/30	30/31	31/32
Enabling Independent Living and Home Improvement	Commission and complete a comprehensive review of the Home Improvement Team service, including operating model, structure, processes, and capacity.	HoAM / Consultant						
	Map and address the end-to-end journey for DFG and adaptation cases, working with Adult and Children's Social Care to reduce assessment backlogs.	HITL / ASC / CSC						
	Review procurement arrangements for adaptation works; benchmark unit costs and assess value for money.	HITL / Procurement						
	Develop and implement new performance metrics for HIT, including delivery times, customer satisfaction, and outcomes.	HITL / Consultant						
	Conduct market testing and contractor performance reviews to ensure competitive pricing and quality standards.	AM / HITL / Procurement						
	Implement recommendations from the HIT review, including any changes to structure, processes, or procurement.	HoAM						
	Monitor and report on DFG delivery, waiting times, and outcomes; adjust as needed to meet demand.	HITL						
	Begin preparatory work for potential in-house delivery of Warm Homes Grant, including resource and process mapping.	AM / HITL						
	Review procurement strategy and update framework agreements as needed to maintain value for money.	AM / HITL / Procurement						
	Conduct a formal review of Warm Homes Grant delivery; assess feasibility, risks, and benefits of transitioning from Warmer Homes: London (GLA) to in-house provision.	AM / Procurement						
	If approved, develop and implement a transition plan for in-house delivery of Warm Homes Grant.	HoAM / AM						
	Undertake annual benchmarking of adaptation costs and contractor performance.	AM / HITL						
	Embed new Warm Homes Grant delivery model (if transitioned in-house); review and refine processes for efficiency and customer experience.	AM / HITL						
	Review procurement outcomes and adjust strategy to ensure ongoing value for money	AM / Procurement						
	Undertake a mid-term review of HIT and DFG delivery; assess impact, value for money, and customer outcomes	AM / HITL						
	Identify and implement further improvements as required.	AM / HITL						
	Prepare for next strategic cycle; review lessons learned and set future priorities for HIT, DFG, and home improvement services.	HoAM / AM / HITL						

Equality and Diversity

The Council is committed to treating all tenants with fairness, respect, and professionalism, regardless of their personal characteristics.

To ensure equal access to services, the Council will provide this strategy in multiple languages and formats upon request.

We will seek out the views of communities or persons who experience barriers and ensure we understand and address them

Complaints

Concerns or complaints about engagement activity will be managed through the Council’s Complaints Policy and the Housing Ombudsman route where appropriate.

Monitoring and Review

We will monitor and review to ensure the Strategy continues to meet its objectives and provide improved outcomes.

Review

The Strategy will be reviewed every three years in consultation with tenant representatives, staff and other stakeholders unless there are any reasons, such as legislative changes, requiring that it be reviewed earlier.

Directorate	Asset Management
Responsible Person	Danny Thanapal
Approval Date	17/09/2026
Next Review Date	17/09/2027
Version Number	1