

### **Asset Management Strategy 2025 -2029 : Action Plan**

<b>Commitment</b>	<b>Actions</b>	<b>Lead Officer</b>	<b>Target Date</b>	<b>Progress Update August 2025</b>	<b>Status</b>
Provide and maintain good quality warm, safe and decent homes that are compliant with all health and safety requirements	Deliver planned programmes of capital works to meet the needs of housing stock, and create a 5-year detailed plan utilising external validation from a sector expert	Jason Grace, Mark Johnson	September 2025	High level programmes have been developed; 1 year plan (2025/26) and a 5 Year Plan 2025-30 (to match the timeframe of the AMS). Detail plans will follow. We want to 'evolve' and build upon our knowledge' of the stock to inform a new 5-year plan, this will be scrutinised by tenants / Councillors and reported at HIC.	
	Carry out a 5-year rolling programme of stock condition surveys (to include communal areas associated with blocks of flats), which will refine the detailed plan above  This plan will address non-decency within the housing stock through a programme of capital works to maintain Decent Homes Standard	Gareth Heavey, Mark Johnson	March 2029	The first 5-year stock condition program is complete with 95% of properties surveyed. Each survey is individual to the property and there is no cloned data  The second 5-year program of stock condition surveys began in 2025 and will continue through to 2029. This includes the 5% no access properties from the first 5-year program and the communal areas for blocks. All properties will be accessed and there will be no cloned data. This approach is discussed in the Asset Management Strategy and was agreed at HIC in January 2025.	
	Respond to the Government`s consultation	Karen Dragovic	September 2025	Briefing note prepared and circulated to relevant Officers. Meeting held in	

	on a new Decent Homes Standard in 2025,			August to discuss consultation questions. Response due by 10 September 2025	
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Use resident engagement and customer insight to improve the delivery of the service, reduce costs and increase satisfaction.	Involve residents in the ongoing oversight and scrutiny of our repairs and planned services via Tenant and Leaseholder Forum and bespoke focus groups,	Mark Johnson, Gareth Heavey, Robert Smith, Corey Perry, Specialist Works Manager (vacant role), Daniel Eyre	September 2025	Resident involvement is embedded through the monthly Tenant and Leaseholder Forum and the mystery shopping programme. From Autumn 2025, dedicated focus groups will be established via the CX feedback platform, enabling residents to shape repairs performance and asset investment priorities through direct collaboration with officers.	
	Seek feedback from residents via annual tenants' perception surveys, transactional surveys, online consultations, other bespoke surveys and focus groups	Mark Johnson, Gareth Heavey, Robert Smith, Corey Perry, Specialist Works Manager (vacant role), Daniel Eyre	September 2025	The first phase of resident feedback activity commenced on 18 August 2025, including tenant perception and transactional surveys alongside online consultation. From early September 2025, the programme will expand to include bespoke surveys and resident focus groups, ensuring residents have a direct role in shaping services and influencing housing priorities.	
	Work with resident forums to update the Repairs Handbook every 3-years	Gareth Heavey, Robert Smith, Corey Perry, Mark Johnson, Specialist Works Manager (vacant role)	December 2025	Preparatory work has begun, with an initial scoping meeting scheduled for September 2025 between Asset Management and Resident Engagement. A draft of the revised Repairs Handbook will be co-designed with residents and shared with the Tenant and Leaseholder	

			Forum in October 2025 for consultation, ensuring the final version published in December 2025 reflects resident priorities and expectations.	
Introduce new Service Standards for the repairs and maintenance service	Jason Grace, Gareth Heavey, Mark Johnson, Robert Smith, Specialist Works Manager (vacant role)	January 2026	<p>Reviewing service standard formats from other RP's.</p> <p>Reviewing key messages from Tenant and Leaseholder Forum meetings held to date regarding repairs and maintenance.</p> <p>Meeting to be arranged with Tenant and Leaseholder Forum/dedicated focus group to co-produce service standards.</p> <p>Service standards to be presented to Housing and Inclusion Committee in January 2026.</p>	
Expand the use of digital methods to inform residents of works, such as text messaging, bespoke project newsletters and other messages	Gareth Heavey, Mark Johnson, Robert Smith	<p>Already in Place</p> <p>March 2026</p>	<p><b>GH-</b> Text messaging service used to inform residents of confirmed and upcoming appointments for repairs. Links provided to track engineer once they are on route to the property. Text message surveying used for satisfaction so that reporting is in real time.</p> <p><b>MJ-</b> Planned Project works are initially communicated by 'hand delivered letters' usually followed by telephone dialogue, regular printed updates/newsletters throughout and hand delivered 'Customer Feedback' questionnaires on completion. Alongside the above, residents are offered other communication routes (Text, WhatsApp etc). A review of this</p>	

				<p>process is underway to explore how more communications can be either augmented, or replaced completely, by 'digital' methodology.</p> <p><b>RS- Morgan</b> Sindall, the contractor for the Social Housing Fund Wave 3 retrofit works has a digital information process for updating residents of general updates. The system utilises email and text to contact tenants for surveys and other mobilisation/retrofit appointments. A QR code is also provided by which the tenants can watch videos detailing the materials and construction processes directly relating to their properties. The Social Housing Decarbonisation Fund Wave 2.1 contractor uses a text-based system to book and confirm all appointments with the tenants. Emails are also used if traditional contact methods are not available. The St Albans energy team use an online customer satisfaction portal to assess required KPI information.</p>	
	Ensure tenants` voice is heard at all client/contractor meetings by inviting the resident engagement officer.	Gareth Heavey, Mark Johnson, Robert Smith, Corey Perry, Specialist Works Manager (vacant role)	October 2025	Relevant teams to work with Resident Engagement Officer Daniel Eyre to action. In the first instance, Daniel to be added as an attendee at the relevant Monthly 'Operational Core Group' meetings.	

Deliver an effective and efficient modern repairs service that is responsive to customer needs.	Implement the small works team within Morgan Sindall Property Services to manage multi repair orders	Gareth Heavey	April 2025	Small works team implemented and embedded with partnering contractor. Small works team has relieved some pressure from the repairs service and freed up more time for appointments for general repairs. Works in progress has reduced in part due to the implementation of the small works team.	
	Improve the way we manage/monitor damp and mould growth within the home by considering household composition and circumstances and severity of damp by way of risk assessments	Gareth Heavey, Specialist Works Manager (vacant role)	October 2025	Mould and damp policy updated to incorporate Awaab's Law. Flow designed by Morgan Sindall to capture standard repairs calls where inspections are required and will be escalated to SADC. Report template to be implemented and provided to all residents following a mould and damp inspection. Follow up visits as per policy will be included in the report given to tenants following completion of the works.	
	Better understand trends from complaints and learn from our mistakes to improve service delivery	Gareth Heavey, Jason Grace, Mark Johnson, Robert Smith, Corey Perry, Specialist Works Manager (vacant role)	March 2026	Weekly meeting for complaints received in asset management to analyse trends, points of failure and lessons learned. Meeting with all complainants to understand the points of failure and improvements complainants believe could be made. Audit undertaken of complaints, handling and trends carried out by internal audit and provided to senior officers and committee.	
	Internal review of the Council's housing team structure and resources to	Jason Grace	December 2025	Housing department re-structure agreed at various committees (HIC 16 June 2025 and Strategy and Resources Committee on the 26 June	

	ensure we deliver a modern housing service.			2025), additional post currently being regraded pending consultation with staff.	
Achieve service efficiencies and consistency by embracing technology, and ensuring data is used intelligently.	Develop a legal process to support legal matters such as access injunctions to improve performance and value for money	Jason Grace, Corey Perry	October 2025	Work progressing with the legal department on a revised process for gaining access in hard to access properties, this will include an SLA (between Housing and Legal). Compliance team working on revised processes for access in terms of Gas and electrics.	
	Review use of existing IT systems to ensure the correct IT systems support the delivery of this strategy	Jason Grace, Lydia Bradbury, Mark Johnson, Gareth Heavey, Robert Smith, Corey Perry, Specialist Works Manager (vacant role)	March 2026	Housing working in partnership with IT and MRI (MRI being the software provider for Orchard and Asset Pro – these are the Housing departments tenancy and asset systems). Proposal for enhancing and upgrading current functionality and ability has been submitted to the Council. Implementation/commencement date will be Sept/Oct 2025.	
	Ensure relevant data is used to drive service priorities and is updated as more data is available from the SAM surveys	Gareth Heavey	March 2026 (first year of second tranche)	First 5-year SAM survey data now on asset pro. Component lifespan and renewal dates on asset pro and used to inform planned programs. Second 5-year SAM surveys will also be added to asset pro for continuity.	
Respond to climate change by reducing carbon emissions from within our homes, working towards net-zero carbon by 2030	Completion of works that form Wave 2.1 of the Social Housing Decarbonisation Fund	Robert Smith	March 2026	Works currently ongoing with 402 properties completed to date. Project due to finish March 2026	

	Actively seek any further funding for any decarbonisation, renewable technology or retrofit programmes	Robert Smith	Ongoing Activity	Successful funding received for The Warm Homes: Social Housing Fund Wave 3. 351 properties are planned to have energy saving measures carried out including external wall insulation, ventilation, solar panels, windows and pitched roofs. Further funding announcement expected in October 2025.	
	Develop and cost a programme of works to assist in achieving EPC rating 'C' by 2030 for all homes and ensure its sustainable within the long term HRA business plan	Robert Smith, Corey Perry	Ongoing Activity	Alternative heat sources need to be explored that are cost effective for both the customer and Council. This action relies heavily on decarbonisation of the electrical grid and a reduction in electrical costs for the consumer. Co-funded projects are also underway to improve the EPC rating of both houses and blocks of flats. Current programme to end in March 2028 with an estimated total of 1050 properties achieving an improved energy rating.	
	Review internal working practices to identify areas to reduce our carbon footprint and work with supply chain partners to reduce theirs.	Mark Johnson, Gareth Heavy, Robert Smith, Corey Perry, Specialist Works Manager (vacant role)	March 2026	All teams to work with their contractors to help identify working practices to help reduce and/or minimise carbon emissions. This will be discussed at relevant contractor operational meetings.	
Achieve service efficiencies and consistency by embracing technology, and ensuring data is used intelligently	Develop a robust and sufficiently resourced HRA funded 30-year investment and decarbonisation plan that focuses on homes that are sustainable and meet	Jason Grace, Gareth Heavey, Mark Johnson, Robert Smith	March 2026	Model to be developed following elevation of year one results of the rolling 5-year SAM survey programme. This will be discussed at with finance colleagues, DMT, and scrutinised by tenants / Councillors and reported at HIC.	

	customer choice and expectation				
	Maximise the recharging of costs through the service charge mechanisms	Mark Johnson, Gareth Heavy, Robert Smith, Corey Perry, Specialist Works Manager (vacant role)	March 2026	New recharge Policy has been developed; the teams now need to instigate/implement within their day-to-day operations through all work streams. Service charges will be introduced for communal door entry systems and Fire Risk Assessments.	
	Collaborate with stakeholders to attract further funding and investment to improve our homes and neighbourhoods	Robert Smith, Jason Grace	Ongoing activity to 2029	Further bids will be made under the Warm Homes Govt funded programmes. In partnership with Morgan Sindall the Social Value programme receives donations from local businesses/supply chain. This included litter picking items for an event held in Dellfield to tidy up the neighbourhood.	
	Carry out options appraisals on properties as per our acquisitions and disposal policy	Mark Johnson	Case by Case basis with individual target dates based upon relevant committee date	Currently properties are identified for potential disposal, from either an established list or referrals from the 'Voids' team. An Option Appraisal is produced on specific properties which also references a market valuation carried out by a suitably competent specialist surveying practice. A report to Housing and Inclusion Committee in September 2025 will seek approval to dispose of 2 Council-owned properties.	
	Ensure all contracts deliver value for money through monitoring and working	Mark Johnson, Gareth Heavy, Robert Smith, Corey Perry,	Ongoing Activity (Demand Led)	In advance of contracts expiring, evaluate performance, consider extension and/or reprocurement through robust procurement.	



	closely with the corporate procurement team	Specialist Works Manager (vacant role)		RS – All energy works projects are quality control checked by the energy works surveyor and costs are monitored. Specifications are evaluated and amended to suit building regulations and to allow for alternative solutions that can reduce costs and improve overall energy performance.	
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**Key**

Blue - complete

Green - on track

Amber - delayed

Red - action severely delayed

No Colour - not yet started