

Brighton and Hove City Council

Council Housing Asset Management Plan

April 2026 to 2027



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1. Executive summary

This Council Housing Asset Management Plan sets out Brighton & Hove City Council's approach to managing and investing in its housing stock for the period April 2026 to December 2027. This approach is being taken while stock condition surveys are undertaken over the next two years and the information from these surveys will inform the development of a multi-year strategy. The plan forms part of an annual cycle aligned with the Housing Revenue Account budget process. It outlines how the council will maintain and improve council homes, blocks, communal areas and estates, and explains how residents can monitor progress and contribute to decision-making so that we achieve our ambition to be a Great Landlord.

What this plan covers

The plan covers housing assets funded through the Housing Revenue Account, including safety and compliance investment, planned and major capital funded works, and action to reduce repeat problems such as damp and mould.

Applying our learning organisation framework to managing our stock

Be connected

Effective housing asset management is not just about knowing the condition of homes. It is about how the council learns, improves and makes better decisions over time, so that homes are safe, decent, affordable to maintain and meet residents' needs. Using the Learning Organisation framework provides a clear way to do this consistently and transparently.

A connected approach to asset management means joining up data, insight and decision-making across housing management, repairs, compliance, finance, regeneration and resident engagement, and linking day-to-day operational learning (repairs, complaints, damp and mould cases, voids) directly into planned investment decisions and long-term strategies.

Be diverse and inclusive

Managing housing assets well requires listening to a wide range of lived experiences and professional expertise, so that resident and staff voice shapes priorities. Staff will recognise that different households experience building condition differently (for example, families with young children, disabled residents or older people).

3. Innovative and creative

A learning organisation approaches asset management as an evolving process, not a fixed plan.

This means using stock condition surveys, assurance activity and trend analysis to ask better questions, not just produce reports, testing approaches to planned maintenance, energy efficiency and compliance targeting — and adapting based on what works, and treating repeat

failures (for example recurring damp, drainage or communal system issues) as signals to rethink design, processes or investment logic.

Confident

A confident asset management approach allows the council to stand behind its decisions with clarity and credibility. This includes clear decision-making frameworks that balance safety, quality, affordability and long-term sustainability; transparent prioritisation, especially in a constrained financial environment; and confident communication with residents, members and regulators about what will be done, when, and why.

We will be an intelligent and strong client of contractors in relation to the stock condition survey and the work that arise from those surveys.

Healthy and psychologically safe – openness about risk and gaps

Strong asset management depends on a culture where people feel able to raise concerns early and honestly. For staff this means being transparent about what the council does and does not yet know about its housing stock as well as encouraging early escalation of asset-related risks without fear of blame; and as an organisation, treating regulatory findings, inspections and assurance as learning opportunities rather than solely compliance exercises.

Using the Learning Organisation framework helps shift the culture from “*managing buildings*” to “*learning how to be a better steward of homes and places over time.*” So that we become a Great Landlord.

What the council knows about its stock and why data matters

The council manages 12,761 homes as of April 2026, including Seaside Homes & council owned Temporary Accommodation. Flats, including bedsits, and maisonettes represent 65% of the council’s rented homes, building types that require more compliance activity. This includes 46 high-rise blocks of which are Large Panel System blocks, which do not currently meet modern safety standards. Over two thirds of council homes were built before 1970. The council also manages estate assets including 82 car parking sites with 1,895 spaces and 92 standalone garage sites with 1,068 garages. In addition, the council’s Housing stock includes, 162 commercial properties, such as shops on our housing estates.

The council’s Root Cause Analysis identifying the causes of compliance failures under the Regulator of Social Housing Safety & Quality Consumer Standard, found poor data reduced visibility of risk and weakened assurance. This plan treats good data as a control. It supports fair prioritisation, consistent risk management, and proof that work is complete and risk has reduced.

Whilst the stock profile is clear, the condition baseline is still being strengthened. Around 18.5 percent of council owned dwellings (as of February 2026) have a stock condition survey recorded on the NEC housing system. A condition survey contract has been commissioned to undertake a full survey of all council homes within two years, with mobilisation expected to begin in summer 2026 and completion of the full survey by the summer 2028.

What residents tell the council and how the plan responds

Residents consistently say they want repairs done right first time, dry homes with damp and mould tackled at cause, warm homes with reliable hot water, estates that feel cared for, hazards closed with evidence, and clearer updates with fewer surprises. The Plan uses these themes as tests for priorities, delivery standards and communication.

What is funded this year and how the five-year view works

The Plan publishes a rolling five-year investment view. Year 1 is committed with funding approved through the Housing Revenue Account (HRA). Years 2 to 5 are a planning view and will change as evidence and data improves, costs move and the delivery capacity is confirmed.

For 2026 to 2027, the Year 1 approved HRA capital programme budget is £79.640m with £46,699m profiled from previous years, providing a total capital budget of £126.339m. This covers: new supply, £76m; health and safety works, £17.7m; major works, £16.5m; planned works, £9.5m; energy and sustainability. £5.4m; and other capital items including housing adaptations and environmental and communal area improvement, £5.2m..

How the council decides what comes first

The plan uses a prioritisation ladder:

Priority 1 safety and legal duties.

Priority 2 homes and buildings at risk of major failure.

Priority 3 fixing causes and preventing repeat problems.

Priority 4 improving day to day living where evidence shows benefit and the budget allows.

Priority 5 longer term solutions where options must and will be tested.

What the council plans to deliver this year

Key Year 1 delivery focus includes mobilising stock condition surveys using the external consultants and developing the in-house team using early learning and service signals to improve targeting for planned works and prevention and strengthening our damp and mould pathway, so causes are identified, managed and solved earlier.

Safety action will not be delayed while building and developing the better data that we require and the systems for this are being built.

How residents can influence choices and track progress

The council's Root Cause Analysis found resident voice to be a key area, including with residents' concerns not always being heard early enough or used consistently to shape priorities and decisions. Resident feedback and influence are a key part of the evidence picture. Statutory resident consultation requirements will continue to apply. Residents can also influence investment that is not a safety requirement and where the council has discretion, mainly through sequencing and design choices within the approved budget constraints. The council will run quarterly resident budget sessions and use Housing Area Panels and other resident forums for engagement and involvement and provide meaningful feedback to all residents signposted through Homing In.

To keep reporting simple and deliverable, the council aims to publish a short plain English Homing In update after each quarterly resident budget session. The annual refresh will provide the year-end position and update the one year and five-year reviews.

How the council stays in control

Governance provides direction, delivery grip and assurance through established routes including Cabinet and the budget process, Overview & Scrutiny Committee, the Great Landlord Board, Housing Safety & Quality Assurance Board, Housing Leadership Team, safety and quality leadership routes, programme delivery groups, and resident engagement routes.

Assurance is strengthened.

Some assurance is already in place through monthly compliance reporting via Housing Safety & Quality Assurance Board, with Great Landlord Board, Corporate Leadership Team and Cabinet oversight. There are also exception reviews, system updates that support an audit trail, and survey quality and follow up actions. Over the coming 12 months the council will make this approach more consistent across programmes and our reporting and engagement.

2. What this plan is and how to use it

This is Brighton and Hove City Council's, Council Housing Asset Management Plan for 2026 to 2027. It is a one-year plan, refreshed annually. It explains how the council manages and looks after their homes and housing assets.

This plan does three things:



Sets the guidelines for investment and sequencing of works



States the evidence baseline and how it will improve



Sets out what will be delivered this year and the rolling five-year investment view

This plan covers all council housing assets funded through the Housing Revenue Account:



Council homes.



Blocks, communal areas and estates that the council maintains.



Asset related work that affects safety, condition, decency and long-term value, including planned and major capital work, compliance led work and damp and mould prevention.

This plan is built around three layers:

1

Stable framework: The decision rules, prioritisation ladder, confidence approach and assurance approach. This should not change often.

2

Rolling five-year investment view: A forward view of spend and reach, split into year 1 committed, years 2 to 3 planned, and years 4 to 5 indicative. This is refreshed annually aligned to HRA budget setting and approval.

3

One year delivery plan: This year’s deliverables, with milestones, key risks and mitigations, and actions to build capacity.

Annual refresh, in year updates and affordability

This is the first one-year plan. The council aims to refresh this plan each year, aligned to the Housing Revenue Account budget cycle and affordability envelope. The refresh updates the evidence baseline, risks and controls, the rolling five-year view and the one-year delivery plan.

3. The council’s commitment for managing council homes and assets

The Council Plan 2023 to 2027 outcomes include ‘Homes for Everyone’ and ‘A Responsive Council With Well Run Services’. The Housing Strategy 2024 to 2029 sets out priorities that include improving housing quality, safety and sustainability, delivering the homes our city needs, promoting health and wellbeing, and providing resident focused housing services.

This plan translates those priorities into the investment choices and delivery controls the council uses for council homes and estates through the Housing Revenue Account.

Priority 1 Safe, well managed homes and estates

The first commitment is to keep homes safe, well maintained and compliant, and to improve quality over time.

What this means in practice

- Safety and legal duties come first. Investment for compliance is protected.

- The council will manage safety and quality work with clear records and an audit trail, so risks are tracked, actions are owned, and work is completed with evidence.
- The council will build a Golden Thread method of working over time, so information is shared across teams and decisions are based on the best, up to date and accurate available evidence.
- Homes are measured against the Decent Homes Standard and the Brighton and Hove Property Standard, developed with residents. The local standard will be kept under review, so it stays aligned to resident priorities, regulation and available resources.
- The council will strengthen preventive and cyclical maintenance and improve the repairs service so repeat problems reduce over time. This includes focusing on fixing causes earlier and reducing avoidable repeat visits where practicable.
- The council will engage with residents and work with regulators to achieve and maintain compliance and improve performance.

What residents should notice over time

- Clearer programmes and better follow through when risks are identified
- Fewer repeat problems where causes can be fixed earlier
- More confidence that actions are closed properly and recorded
- Greater investment in proactive planned preventative maintenance programmes.

Priority 2 A sustainable Housing Revenue Account

The second commitment is to keep the Housing Revenue Account financially sustainable while supporting the supply of homes, including new council homes and homes that support homelessness duties and temporary accommodation.

What this means in practice:

- Investment plans will stay within the resources available and be tested through medium- and longer-term planning so the HRA remains sustainable as pressures change.
- The council will complete a more detailed review of financial risks and cost pressures, including compliance pressures and the challenges we need to manage for high rise and non-traditional housing stock, which is required to support the sustainable longer-term planning.
- The council will deliver new homes through a mix of routes, including building on council land, making better use of existing assets, and acquisition and buy backs, with a focus on homes that are safe, sustainable and maintainable over the long term.
- Where parts of the stock may become unsustainable to retain, the council will use an options appraisal to test the best approach. This may include reinvestment, alternative models, or regeneration. The council will engage early where practicable when viability issues are identified.
- The council will manage estate assets that affect affordability and investment choices, including car parks and garages, and will build forward plans for investment and maintenance over the next 12 months.
- The council will review options for blocks that are now fully leasehold, including whether releasing freeholds could reduce ongoing HRA costs, subject to consultation.

- Council owned temporary accommodation and the Seaside Homes portfolio form part of the asset base. The council will include these homes within stock condition and compliance evidence and will use updated information and financial planning to inform future options for Seaside Homes.

What residents should notice over time

- Clearer links between evidence, priorities and the annual budget
- Earlier visibility of difficult trade-offs, with reasons
- A more planned approach to supply, investment and major decisions

Priority 3 Warm homes and carbon reduction, delivered fairly

The third commitment is to reduce carbon emissions from the housing stock and support warm, healthy homes, while balancing affordability, disruption and deliverability.

What this means in practice

- The council will plan energy investment using a low carbon approach, so decisions are evidence based and affordable over time. Improvements to the building fabric that improve energy efficiency will be embedded into Planned Programmes, Major Works and repairs wherever possible.
- The council will improve energy performance in line with new Minimum Energy Efficiency Standards for social housing (minimum EPC C) by 2030. Improvements will be made that are practicable and affordable, focusing on measures that improve comfort without inadvertently increasing running costs for residents.
- The council will increase renewable energy generation where it benefits residents, building on delivery such as solar PV and sustainable energy solutions and will target future installations based on need and impact.
- The council will design new homes to high sustainable standards, so they remain fit for the future and avoid costly retrofits later, using circular economy approaches where practicable.
- The council will also reduce carbon from its own activities linked to delivery and will consider supporting infrastructure such as EV charging where appropriate.

What residents should notice over time

- Clearer information about what sustainable options mean for comfort and bills, and how disruption will be managed
- A steady shift towards homes that are easy to heat and healthier to live in, where improvements can be delivered

4. What the data tells the council about its homes and estates

The council wants residents to have safe, high-quality homes they are proud to live in. To do that, the council needs reliable information about what it owns, what condition it is in, what risks exist, and what work has already been completed.

The council's published [Root Cause Analysis](#) is clear that poor available data was a root cause of past compliance failures. Records were incomplete and information about the same building sat in different systems that did not integrate. This reduced visibility of risk and weakened assurance about stock condition, maintenance activity and investment priorities. The analysis also explains that it became normal to rely on individuals' memory and experience rather than up to date records. This meant decisions were harder to evidence and risks were harder to manage consistently.

Good data is not paperwork. It is how the council prioritises fairly, manages risk consistently, and proves that work is complete and the risk has reduced. It is also how the council shifts from repeat reactive repairs to prevention investment, by using patterns in repairs and inspection findings to target the right work in the right homes and blocks and build programmes based on evidence and reliable data.

Stock profile and what it means

The council is responsible for a large housing stock the majority of which are flats, with high rise blocks and many older homes. This makes shared systems, communal areas and access planning central to keeping homes safe and in good repair.

The council's current housing stock profile as of April 2026 is 12,761 homes. This includes council owned temporary accommodation and Seaside Homes.

The mixture of dwellings is mainly flats within blocks. There are 7,509 flats and 4,178 houses, plus 641 bedsits, 184 maisonettes and 249 bungalows. The stock includes 46 high rise blocks. [Asset Overview doc.pdf](#).

In addition to rented homes, the council is responsible for a large leasehold portfolio and related wider housing assets. Housing Revenue Account papers provide the baseline used for financial planning and include leasehold dwellings, car parking units and other estate assets. The council's Housing stock also includes, a commercial property portfolio of 162 premises/units alongside the housing stock, such as shops on estates. Our lease arrangements for our commercial stock are on a full repairing basis, however we have a responsibility for compliance areas, such as electric, water, asbestos and fire. In the main our commercial properties are within the demise of a block or residential properties, we do have a responsibility for the maintenance and repair of the building as a whole and our planned works programmes address this.

Blocks mean shared systems and shared spaces. When a roof, drainage run, communal service, entrance door or other shared element fails, more than one home can be affected. This increases the importance of prevention, clear access arrangements and good coordination across homes and communal areas.

Age profile of the stock

Over two thirds of homes in our stock were constructed before 1970. In line with the council's previous housing asset management strategy, we will include an age band profile of the stock in order to support planning for building fabric, component life and lifecycle cost.

Older homes are more likely to have key components at the end of their life and can cost more to maintain over time. This strengthens the case for verified component data, clear replacement planning, and using repairs patterns to target prevention work where failures repeat.

Homes used for temporary accommodation and Seaside Homes

The council owns 316 homes used as temporary accommodation held within the Housing Revenue Account. Seaside Homes comprises 499 homes and remains in the council's freehold ownership. These homes are part of the asset base and sit within the council's responsibilities for safety and standards. They are included in stock condition evidence and investment planning and included within our repairs and capital works programmes.

Estates, car parks, garages and wider estate assets

Housing manages estates and related assets, including 82 car parking sites containing 1,895 car parking spaces and 92 stand-alone garage sites containing 1,068 garages. We also have a responsibility to maintain 44 community rooms that are on our estates or within blocks.

Estate assets are part of the Housing offer. They need clear standards for safety, maintenance and investment alongside individual homes and blocks. These assets contribute to affordability and investment choices as well as opportunities for income generation or for review of usage, considerations that support the requirement for a more strategic approach to management, occupancy and investment..

Adaptations and specialist housing

The council manages a range of homes and services alongside general needs rented homes, including adaptations and specialist housing. These form part of the council's responsibilities for safety and standards and must be included in stock condition evidence, investment planning and programme decisions as the evidence baseline strengthens. Our seniors housing is an essential part of our stock for meeting the requirements of residents as are adaptations and support options that enable the council to support residents to continue to live independently in their homes for as long as possible.

Complex stock and structural risk

The council has eight Large Panel System blocks for which detailed structural surveys were commissioned. The reports identified that the blocks failed the requisite criterion for structural stability for Large Panel System buildings and recommended structural repairs in the short and long term to avoid risk in the event of an explosion or major fire. Interim measures were put in place, so the buildings remain safe to occupy while longer term decisions are taken.

The eight blocks are Dudeney Lodge and Nettleton Court in Hollingdean, Falcon Court, Heron Court, Kestrel Court, Kingfisher Court and Swallow Court in North Whitehawk, and St James House in Kempton.

There is no immediate risk to the buildings and controls are in place, including full removal of gas supply and a ban on gas canisters and barbecues. Acting on independent advice, the council introduced

additional interim safety measures across the eight blocks. These include restrictions on e-bikes and e-scooters within the buildings with alternative storage provided, monitored CCTV and onsite security, and changes to car parking and garage use in affected locations. Temporary heating plant was also put in place at St James House to allow the relocation of the communal heating supply from under the block. The original strategy also describes interim changes affecting specific nearby car parks and garages linked to the blocks.

A decision was taken by Cabinet in July 2025 to regenerate the blocks. Work is underway for the buyback of leasehold properties, tenant relocation planning and developing the future approach, with a resident led approach and ongoing consultation.

This is a clear example of how specialist evidence is used to identify risk, put interim controls in place, and take long term decisions through Cabinet. It also reinforces why strong stock intelligence is essential across the wider portfolio, so risks are identified early and managed with evidence, not hindsight.

Condition evidence today and what will change in the next two years

The stock profile is clear. The stock condition baseline still requires strengthening.

The council has moved away from intermittent stock condition surveys and cloned data towards a rolling programme of survey visits to homes and blocks, aiming for coverage of 20 % of council homes per year.

Progress has been slower than expected. As of February 2026 18.5 % of council homes had a stock condition survey recorded on the NEC housing system. Cabinet agreed in December 2025 to procure and award a Condition Survey Contract to complete a survey of all council homes within two years to ensure that the council has accurate and up to date property level stock condition data based on physical inspection of homes. Mobilisation is expected to begin in summer 2026, with completion by summer of 2028.

The external commission will be supplemented by the internal team of Stock Surveyors to ensure that we capture all homes and quality check.

Over the next two years, the council intends to move to a full, consistent survey baseline that better supports investment planning and assurance. In the short term, the council uses a combined evidence base, including existing surveys, data on new capital works installations, compliance information, repairs history and other forms of information gathering, to identify repeat failures with the intention to target investment and prevention work.

How the council builds the evidence baseline

The council builds its picture of stock condition by combining what it sees on inspection with what our services are reporting and what residents are experiencing.

Full stock condition surveys are the strongest source for us to understand our properties. They record the condition of key building elements inside and outside the home and capture related health and safety risks through Housing Health and Safety Rating System (HHSRS) reporting.

Surveyors record surveys on handheld tablets and update the shared housing database in NECH so teams across Housing can use the same information. Surveys also trigger action. They can raise repairs referrals and refer issues such as damp and mould for specialist follow up, supported by photos and other details. Surveyors also carry out block level surveys so communal elements are captured.

The previous housing asset management strategy outlines survey delivery in geographic areas, an approach that will be reflected upon and reviewed in our work toward the updated housing asset management strategy. Residents are contacted in advance about surveys, and findings and trends are reviewed when an area's coverage is completed so planned investment can be targeted where it is needed most. It also notes that surveyors can identify wider issues that require follow up, including wellbeing concerns, alongside the condition and safety risks.

Other visits add to the picture and help spot risk early. This includes empty homes checks, cyclical gas and electrical activity, capital works surveys and delivery, repairs visits, damp and condensation inspections and other officer visits. These do not replace full surveys, but they provide useful evidence while survey coverage is still building.

How evidence informs decisions

The council uses the evidence baseline to do three things.



Confirm condition and risk: Decide what work is needed and define the scope.



Spot patterns early: Use repairs and repeat repairs, damp and mould cases and other service signals to identify repeat failure and target prevention work.



Test plans against lived experience: Use estate and block inspections and resident feedback to check whether issues are being felt on the ground and whether the planned response is landing.

Evidence triangulation and interim controls while survey coverage is improving

Until survey coverage is complete, the council uses the best available evidence to manage risk and plan investment. Some cross checking already happens in practice. Over the next 12 months, the council will make this approach more systematic, so decisions are consistent and evidence led.

The council will build a consistent approach that brings three evidence tiers together.

Tier 1 Direct inspections

Stock condition surveys, targeted inspections and statutory compliance inspection outcomes. These confirm condition and risk and help define scope. The council will strengthen quality checks, clear inspection dates and processes for replacing older records.

Tier 2 Service signals

Repairs and repeat repairs, damp and mould cases, empty homes findings, planned works history, complaint's themes and outcomes of Ombudsman enquiries. These help spot patterns early and

target inspections and prevention work. The council will introduce light touch trend reviews and exception flags, with sampling where capacity allows.

Tier 3 Local and lived experience

Block and estate inspections, resident feedback themes, member casework and frontline observations. Inspections and feedback such as these provide us with live information from our residents and flag emerging risks. The council will follow up where concerns persist and the risk is quantified.

Not every decision is based on complete evidence while survey coverage is still improving. The council will be clear about what evidence was used, how confident the council is with that, and what will be done next to strengthen confidence.

While the evidence baseline is still developing, the council applies the following controls.

- Safety and legal duties come first
- Known higher risk building types and known failure patterns are prioritised for inspection and early action
- Damp and mould requests and patterns trigger targeted inspection and work to address the cause, not just repeat repairs
- Key building elements are protected where failure would accelerate deterioration and increase long term cost
- Where access cannot be gained, the council follows its no access process and uses other evidence sources until a full survey can be completed

What the council will build over the next 12 months

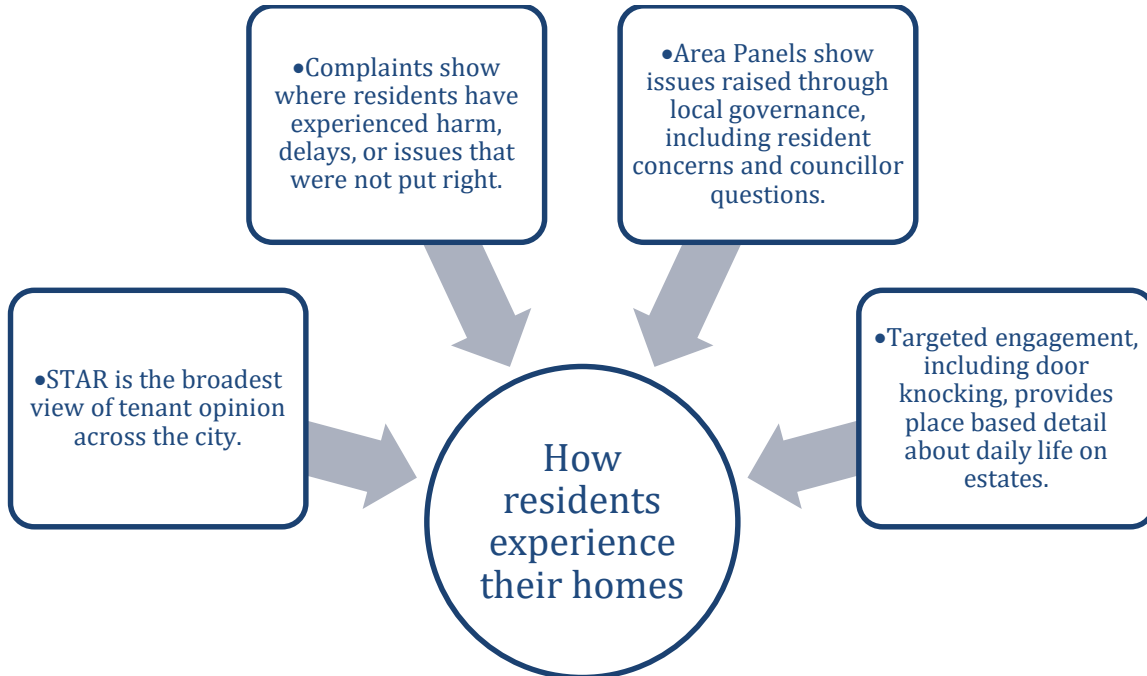
To make this approach more systematic, the council will focus on practical steps that are deliverable within current capacity and can be evidenced.

- Use the survey mobilisation programme to improve direct inspection coverage, with quality checks in place
- Agree a single evidence note format for material decisions, including confidence grading and review date
- Introduce a light touch quarterly trend review using repairs, damp and mould and complaint's themes to identify hotspots
- Improve how completed works are recorded so actions are closed with evidence and an audit trail

5. What residents tell the council about their homes and estates

Residents experience the stock as a home, not a dataset. What residents tell the council is often the first sign that something is failing. It also shows the real impact when problems are not put right. The council treats resident insight as evidence. It helps target inspections, shape investment choices, and test whether improvements are being felt.

The council uses four main routes, because each tells a different part of the picture.



The council draws on several routes because each shows a different part of the picture. Taken together, they help the council do four practical things.



Target surveys and inspections, including repeat problem areas



Sequence non safety investment where there is a choice



Set quality expectations for works, including completion evidence and follow up checks where needed



Improve communication, access planning and disruption management

What residents say matters most

Across all sources, residents consistently tell the council the same things matter most to them. The council will use these themes as tests when setting priorities, sequencing work and setting delivery standards.

Repairs that fix the problem, not repeat it

Residents want repairs completed properly first time, with appointments kept, reduction in repeat appointments, clear updates and good quality work. Over the next 12 months, the council will build a more systematic way of using repairs history and long running cases to identify repeat problems and target prevention work.

Comfortable dry and secure homes, with damp and mould dealt with at the cause

Residents want damp, mould, leaks and water ingress tackled at source. The council will use repeat cases, repairs records and survey findings to prioritise moisture management and bundle the right works, not only treat symptoms.

Warm homes with reliable hot water services

Residents want rapid action when heating or hot water fails, especially where vulnerability increases risk. The council will use breakdown history and repeat failures to help target replacement decisions and improve follow up processes and actions..

Estates and communal areas that feel cared for

Residents judge the landlord through cleaning, lighting, paths, bin areas, pests and secure access. The council will use estate inspection findings, Housing Area Panel issues raised and complaint's themes to help target estate-based investment and maintenance.

Visible hazards closed quickly and with evidence

Residents raise hazards such as electrical issues, water ingress or leaks, fire and safety concerns. The council will triage these quickly, assess risk, and close actions with evidence. Where a risk remains, the council will be clear about what mitigation is in place in the meantime.

Clear updates and fewer surprises

Residents want to know what is happening, when, and what changes if plans slip. The council will improve how it explains next steps, changes and review dates, especially where changes are material.

Safe and accessible routes to report and take part

Some residents do not feel safe or confident reporting issues, sometimes due to language barriers or fear. The council will build safer and more accessible routes and will use targeted engagement to understand and reduce barriers.

Planned works that feel predictable and fair, including for leaseholders

Residents want clearer local plans. Leaseholders want confidence in quality, guarantees, consultation and documentation. The council will improve planned capital works information over time and will follow statutory consultation requirements for major works as the foundation not the ceiling for consultation, also seeking to follow and further develop our enhanced engagement approach.

What STAR 2025 to 2026 tells us

STAR 2025 to 2026 shows tenant perception is improving. Overall satisfaction is 71 %, up 4 percentage points. Repairs satisfaction and the measure on whether the council listens and acts have both improved. Complaints handling remains the lowest scoring area, although it has improved. 62% of tenants feel they have a say in how services are run. Benchmarking places the council in the top quartile for eight measures compared with other councils with more than 10,000 homes.

This supports the plan's focus on reliability, clearer communication and a visible feedback loop. It also underlines that there is more work to do, especially on complaint handling and consistent follow through.

Improving engagement and the feedback loop over the next 12 months

The council recognises engagement and feedback loops are not yet consistent. This year will be focused on putting the foundations in place so resident insight is gathered in a more structured way, used consistently in decisions, and reported back in a way residents can see how their input has influenced decisions and services.

The council's commitment for the next 12 months

The council will focus on a small number of changes residents should feel in day-to-day life.

- Safety and legal duties come first
- The council will be clear about what residents can influence and what they cannot
- The council aims to share regular updates on progress, including what changed, why, and what happens next
- The council will refresh this plan each year, linked to the Housing Revenue Account annual budget cycle

Some work is not optional. Safety and statutory compliance works must be completed. Residents can influence pace, quality, communication, access arrangements and how disruption is reduced. Where there is discretion, residents can influence sequencing and design choices for non-safety investment within the approved budget.

How residents will shape choices this year

This year the council will run quarterly budget meetings with residents. These sessions will include discussions about homes, what residents are experiencing, and the choices the council can offer and make within the approved budget.

To keep this deliverable and meaningful, the council will use the following clear routes for input.

- Quarterly resident budget sessions
- Housing Area Panels
- Feedback signposted through Homing In
- Resident Engagement Strategy
- Focus group resident meetings

Minimum feedback loop and how residents will track it

After each quarterly resident budget session, the council aims to publish a one-page plain English summary that shows what residents said and what happens next, including what could not change and why. The council will also summarise what residents influenced through the annual refresh of this plan.

What residents can influence

Residents can influence non safety investment where the council has discretion, mainly through sequencing and design.

Examples of decisions that residents can provide input and share their priorities around communal improvements for consideration into our programmes include:

- Estate and communal improvements within the available budget
- Input into pre project plans and programmes
- Which repeat problems are targeted first within prevention work
- Residents can share concerns and priorities on how we plan and group works in our programmes to reduce disruption
- What information residents get before, during and after works
- What feels fair when plans change, and what mitigations matter most

Residents cannot decide whether the council meets legal duties. Safety and statutory compliance are not optional. Residents can influence how the council delivers that work, including communication, access planning, disruption controls and sequencing and specification of work where there is a choice.

What residents will notice	How the council will show progress
Clearer updates on safety programmes, what happens next and where access is needed	Updates explaining progress, exceptions and what mitigation is in place while risk is managed
Clearer planned works information over time, including what is planned locally	Published planned works information, with changes explained where plans move
Fewer surprises when plans change, and clearer explanations of why	A clear summary of material changes, why they happened and the next review point
Proof that resident feedback changed something	A one page “you said, we did” summary after each session where practicable, with a record kept
Clearer ways to take part, including for people who do not attend meetings	Published dates for the next sessions, Area Panel update dates, surveys, development of more on-line engagement options, and the Homing In feedback route

Quarterly rhythm linked to the Housing Revenue Account cycle

April to June

Launch of the Plan and early delivery opportunities and risks. Resident input on sequencing and design choices where there is discretion. Publication of “you said, we did” and any material changes explained.

July to September

Midyear update and emerging themes. Resident input on which estate issues come first and how disruption is reduced. Publication of “you said, we did” and a progress update.

October to December

Draft options for next year. Resident input on what should be protected, and which trade-offs feel fair. Publication of “you said, we did” and draft priorities for discussion.

January to March

Proposed plan for the year ahead linked to HRA budget setting. Final resident input on non-safety sequencing and communications before budget decisions. Publication of “you said, we did” and a clear summary of changes.

6. How the Council decides priorities for its stock

There is more investment required than the council can deliver at once. This section explains how the council makes choices that are consistent, explainable and affordable. It is designed to protect safety and legal duties first, while making any discretion clear.

The prioritisation ladder

The ladder is the council’s shared way of sorting work. Every material decision is traceable to one priority. If something does not fit, the council will challenge whether it should go ahead.

Priority	Meaning in plain English	Examples of work
1 Safety and legal duties	Work the council must do to keep people safe and meet the law. This comes first and is protected.	Fire safety actions and statutory compliance works following inspections. Urgent hazard controls.
2 Homes and buildings at risk of major failure	Work needed to stop homes falling below basic standards or buildings failing.	Failing roofs, structure, external fabric, or building services where breakdown would cause serious harm or rapid deterioration.
3 Fix the cause and prevent repeat problems	Work that stops the same problems coming back and reduces harm over time.	Damp and mould work that address the cause. Works to stop recurring leaks. Targeted work in repeat repair hotspots.
4 Improve day to day living	Improvements to shared spaces and estates where evidence shows benefit and the budget allows.	Communal and estate improvements that improve safety, security, accessibility or cleanliness.
5 Longer term solutions	Decisions where routine investment is not the right answer and options must be tested.	Options appraisals for complex buildings. Major remediation choices. Regeneration or disposal decisions.

Decision guidelines when priorities compete

These guidelines apply across repairs, compliance, damp and mould, planned works and major projects.

Higher priority comes first

A lower priority can only override a higher one if there is a recorded, time limited exception that states why, what is being done in the meantime, and when the decision will be reviewed.

Priority 1 is protected

When budget or capacity is constrained, the council slows or pauses lower priorities first, so safety, regulatory and legal duties remain deliverable.

Within a priority, preventing harm comes first

The council prioritises by likely harm, including Housing Health & Safety Rating System hazards, vulnerability, health impact, and the risk that the issue escalates if it is not addressed.

Fix the cause where possible

Where there is a choice, the council prioritises permanent fixes that remove the cause of failure over controls that rely on repeated attendance or tight ongoing management.

Reduce repeat failure and repeat disruption

Where it does not conflict with priorities 1 and 2, the council prioritises work that reduces recurring issues and avoids repeat visits, repeat disruption and supports planned preventative solutions.

Deliverability is part of the decision

Access, procurement lead times, legal implications, contractor capacity, decant requirements and dependencies are considered. Where deliverability limits pace, the council re sequences transparently and puts interim controls in place.

Stay within the approved affordability envelope

The council prioritises within the approved Housing Revenue Account budgets and governance decisions. Where costs rise or new duties emerge, the council retests priorities and escalates decisions through governance.

The council does not wait for perfect information to manage risk. Decisions are made using the best available evidence.

Material trade offs

Material trade-offs are recorded so it is clear what changed, why, and when it will be reviewed. They are reviewed through the annual refresh, and earlier if a trigger occurs.

A trade-off is material if it:

- Delays Priority 1 delivery
- Changes a published commitment

- Affects a whole block or estate
- Increases reliance on interim controls
- Creates significant disruption, including decants
- Has a material affordability impact

Worked examples

Example 1 Safety comes first

Fire safety actions are required in a block. Kitchen and bathroom replacements are also due. Fire safety is Priority 1. Kitchen and bathroom replacement is usually Priority 2. The council protects Priority 1 delivery and re sequences Priority 2 work, starting with homes where failure is causing the most harm. Where a delay could increase harm, the council uses time limited interim controls such as targeted inspections or short-term repairs or other mitigation until planned replacement.

Example 2 Two non-safety options compete and residents influence sequencing

Two estate improvement options both sit in Priority 4, but the available budget will not fund both this year. The council uses evidence on harm and recurring problems to narrow the choice, and residents influence sequencing and design within that constraint. The council sets out the options in plain English, including what is in scope and what is not. The council then records the decision and review date and explains what changed as a result.

7. Rolling five-year investment view

This section sets out the council’s rolling five-year view of Housing Revenue Account capital investment. It is refreshed every year through the budget setting process. It separates what is funded now from what is planned next and what is still indicative.

The council approves Year 1 capital funding through the HRA budget process. Years 2 to 5 are published as a planning view and are refreshed each year as evidence, costs and delivery capacity change.

Cabinet has approved a new capital programme budget of £79.640m for 2026/27 financial year, within a revised capital budget of £126.339m. Cabinet has also approved earmarking £1m of reserves against disrepair claims for 2026/27.

Year 1 committed budget 2026 to 27

Programme	Year 1 committed budget	What it covers
New supply	£72.056m	Acquisitions and delivery programmes including Home Purchase Policy, Local Authority Housing Fund, Large Panel System buy backs, small sites delivery, and named schemes within the Housing led programme

Health and safety	£17.731m	Fire safety and asbestos management, fire doors, electrical compliance testing and rewires, condensation and damp works, lifts, and water safety
Major works	£16.469m	Major project workstreams and structural repair activity, plus projects to be confirmed in later years
Planned works	£9.468m	Door entry and CCTV, ventilation and lighting systems, cyclical repairs and decorations, kitchens and bathrooms, windows, roofing, gutter clearance, and service risers
Sustainability	£5.365m	Domestic and communal heating improvements, energy efficiency and low carbon heating, solar PV, and cavity wall insulation
Other	£5.250m	Disabled aids and adaptations to homes to support independent living minor capital works, major empty property works, and environmental improvements

The number of homes that will benefit from the capital works programmes in 2026/27 is 973. Our proposed programme of major capital works for the current and future years is included in the appendix Majors Five Year Programme [Majors 5 Year Programme.docx](#)

What the capital programme is designed to achieve

The programme is used to keep residents safe, protect the life of buildings and improve quality over time. It also helps reduce repeat problems and avoid higher long-term costs.

[Protect building fabric and reduce repeat repairs](#)

External repairs and decoration maintain the outside of buildings and can reduce responsive repairs by addressing common failures earlier.

[Improve windows and roofs to protect homes](#)

Window replacement and roofing programmes protect building fabric and support better insulation and energy efficiency, helping reduce condensation and damp risk.

Keep homes to standard through targeted replacements

Decency and property standard replacements keep homes to standard. Detailed surveys are used ahead of programmes to confirm which homes meet replacement criteria.

Manage complex stock and major projects safely

Major works and options appraisals are used where routine investment is not the right answer and longer-term decisions are needed.

Support warm homes and sustainability measures where viable and funded

Energy investment supports warm homes, affordable bills where possible, and longer-term sustainability where works are viable and funded.

Programme maturity over the next 12 months

The council is not yet in a position to publish a detailed five-year schedule for each programme line across all assets. Over the next 12 months the council will strengthen programme detail by improving stock condition evidence, increasing survey coverage, and improving the link between surveys, repairs trends and planned works targeting. The annual refresh will publish a stronger programme view, including clearer scope and sequencing assumptions.

How to read the five-year view

Year 1 committed: Budget approved for the year, with a delivery route in place. Delivery still depends on access, procurement and contractor capacity.

Years 2 to 3 planned: The council's current planning position for the next two years. It is expected to proceed, but scope and reach can change as survey evidence improves, costs move and delivery capacity is confirmed.

Years 4 to 5 indicative: The direction of travel based on best available evidence and current affordability planning. It is re tested at each annual refresh.

Programme line	Why it matters	Year 1	Years 2 to 3	Years 4 to 5	Confidence	Key dependencies
Safety and statutory compliance	Life safety and legal duties. Protected investment.	Committed	Planning view	Indicative	Medium to high	Access, capacity, enforcement action, quality of records
Damp and mould and health risk works	Prevents harm and reduces disrepair and meets regulatory requirements	Committed	Planning view	Indicative	Medium	Diagnostic capacity, access, pathway maturity
Fabric programmes including roofs, windows and externals	Protects building life and reduces repeat repairs.	Committed	Planning view	Indicative	Medium	Survey uplift, procurement, scaffolding and packaging
Decency and property standard replacements	Keeps homes to standard and reduces long running defects when targeted.	Committed	Planning view	Indicative	Medium	Access, supply chain, sequencing with other works
Blocks and communal assets	Reduces block liabilities and improves day to day living where affordable.	Committed	Planning view	Indicative	Medium	Block survey coverage, access, consultation
Energy and carbon	Supports future compliance with Minimum Energy Efficiency Standards, EPC C requirements, affordability and carbon reduction where viable and funded.	Committed	Planning view	Indicative	Low to medium	Archetype suitability, grants, supply chain, grid and building constraints
Major options and complex assets	Ensures complex decisions are controlled and evidence led.	Committed	Planning view	Indicative	Medium	Options appraisal capacity, affordability, resident engagement
Leaseholder major works and consultation	Ensures fairness and legal compliance on major works. The council will follow statutory consultation requirements, enhance engagement, explain options, scope and costs.	Committed	Planning view	Indicative	Medium	Consultation timetables, disputes, cost movement
Enablers	Improves evidence and delivery control where capital funded.	Committed	Planning view	Indicative	Medium	Mobilisation, recruitment, systems integration

8. One year delivery plan and capacity

This section sets out what the council plans to deliver this year, what could delay delivery, and how residents will be kept informed. It is the delivery plan for the Year 1 committed programme set out in Section 7.

What the council will publish

To keep reporting simple and deliverable, the council aims to publish one short plain English update in Homing In after each quarterly resident budget session. This will include:

The annual refresh of this plan will provide the year end summary of delivery and the updated one year and five-year investment view.

We will publish and provide updates on our web site of this plan and our programmes providing details of these and how we are progressing.

Surveys and evidence building this year

The council plans for stock condition surveys to start from July 2026 and to complete a full survey of all properties within two years. If mobilisation slips or access rates are lower than planned, the council will:

- Focus surveys first on higher risk homes and blocks
- Increase targeted inspections triggered by repairs, damp and mould cases, complaints and disrepair risk
- Use interim controls so safety and health risks are managed

The council will not delay safety action while it waits for better data.

Delivery milestones

Quarter	What the council plans to deliver	What residents should notice	How the council will show progress
May to July	Mobilise stock condition surveys, including quality checks and the access approach	More survey appointments, with clearer letters and reminders	Update confirms mobilisation status and early completions
May to July	Hold the first quarterly resident 'Budget and asset management' session and share the key messages with all residents.	A plain English update that shows what happened and what changed	Resident update shared, including any re sequencing explained

Quarter	What the council plans to deliver	What residents should notice	How the council will show progress
Jul to Sep	Use early survey learning and service signals to update targeting for planned works and prevention	Clearer targeting, with an explanation of what changed and why	Resident update explains what changed in targeting and why
Jul to Sep	Strengthen the damp and mould pathway so causes are identified earlier 'Budget and asset management' session	Clearer next steps after reporting damp and mould	Resident update includes pathway changes and a small number of hotspot actions
Oct to Dec	Share the mid-year delivery position, including any material trade offs	Clear explanation of delays and new dates, with reasons	Resident update includes material changes and the next review point
Oct to Dec	Share the early shape of next year's non safety priorities 'Budget and asset management' session	Earlier visibility of options and trade offs	Resident update explains what is in scope to influence
Jan to Mar	Publish the year end position and carry overs	Clear close out, not a reset	Annual refresh sets out what was delivered, what moved, and why
Jan to Mar	Refresh the plan for the year ahead, aligned to the HRA budget setting cycle 'Budget and asset management' session	Clear link between evidence, priorities and budget	Updated plan published as part of the annual refresh cycle

Building capacity and capability

This year includes steps to strengthen capacity that supports delivery. Some elements depend on recruitment, procurement and existing resources, so the council will be clear about what is in place and what is being built.

Capability area	What the council will do this year	Why it matters	How the council will show progress
Evidence capacity, surveys, quality and analysis	Mobilise surveys, put quality checks in place, and establish a baseline update process. Build capacity so survey learning changes targeting decisions	Data is only useful if it changes what the council does	Updates show survey progress and what survey learning changed
Planned works delivery capacity	Strengthen programme management capacity for major and planned capital works programmes	Surveys will identify need. Without capacity, delivery will slip	Capacity actions and delivery grip reflected in updates over time
Damp and mould root cause capability	Strengthen diagnostics and the hand off between repairs and planned works, so causes are fixed earlier and delivery capacity is increased	Reduces repeat cases and repeat disruption	Updates include hotspot actions and trend position
Procurement and contract management capacity	Maintain a forward looking procurement plan , robust contract performance grip and build capacity to deliver works	Procurement delays are a common cause of slippage	Updates reflect key procurement milestones and any impacts
Engagement capacity and quality	Publish session dates early and widen participation beyond usual attendees	Resident engagement must be credible and influence decisions and service delivery	Updates include what residents said and what changed
Options and decision capacity for complex assets	Set clear decision points and decision record discipline for complex assets and major choices	Prevents drift and unmanaged interim controls	Decisions and review points reflected through governance reporting

9. Governance, assurance and reporting

Governance has three roles.

Direction and decisions: Agree budgets, approve major decisions, and set direction.

Delivery grip: Track delivery, remove blockers, and make changes visible.

Assurance: Check that records can be trusted, work is completed to the right standard, and risks are controlled.

Forum	What it is responsible for	Decisions it can make	Typical escalations to this forum
Cabinet and full Council budget process	Approves the HRA budget and major strategic decisions	Approves Year 1 HRA capital budget and material changes to budgets or approach	Major budget change, major long-term options decisions, decisions with significant leaseholder impact. Decisions of over £1m value and / or effects 2 or more wardsi
Overview & Scrutiny Committees	Cross party review, challenge and assurance	Reviews decisions, policies and performance,	Reports may be taken to Scrutiny for review before decision or may be called in by Scrutiny for review.
Great Landlord Board	Strategic assurance across linked improvement programmes	Agrees priorities for attention, confirms cross service actions and escalation	Cross programme blockers, material delivery confidence issues, material trade-offs requiring senior direction
Housing Leadership Team	Housing wide delivery assurance	Agrees recovery actions, owners and timescales within approved budgets	Delivery slippage, capacity gaps, access failure affecting safety, contractor underperformance
Housing Safety and Quality Assurance Board	Compliance monitoring and assurance on safety and quality controls	Agrees interim controls and technical approach for safety and quality delivery	New or increased safety risk, enforcement action, weaknesses in compliance or closure evidence for safety actions
Programme delivery groups	Day to day delivery management	Mobilisation, sequencing and performance management within agreed programmes	Programme slippage, procurement delays, quality failures, resource gaps
Resident engagement routes	Tracking progress and shaping	Influences sequencing and	Issues residents say are not improving, concerns

including Area Panels and quarterly resident sessions	choices where there is discretion	design choices where there is discretion and challenges	about fairness, quality, disruption, follow through disruption plans
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Reporting cadence and how residents can track progress

The council will keep reporting simple and consistent so residents can track progress and see what has changed and why, including exceptions.

After each quarterly resident budget session linked to the Housing Revenue Account budget cycle, the council aims to publish a short plain English update in Homing In. It will summarise what was discussed, what residents said, what will change as a result where there is discretion, and what happens next.

Once a year, the council will publish an annual refresh of this plan. This will set out what was delivered, what changed and why, what has moved into the next year, and the updated one year and five-year investment view.

Reporting frequency

Reporting product	What it is for	Frequency	What it will always include
Resident update following quarterly resident engagement session	Public update on delivery, changes and next steps	Quarterly	Delivered, slipped and why, re sequencing and review dates, exceptions, learning and what changes next
Quarterly resident engagement sessions linked to the HRA budget cycle	Resident input on sequencing and design choices where there is discretion	Quarterly	What is in scope to influence, constraints, options where relevant, and what will be published after
Housing Area Panel updates	Local issues and estate priorities	Quarterly	Local progress, local exceptions, next steps
Annual refresh linked to the HRA cycle	Updated baseline, updated investment view and updated delivery plan	Annual	What changed, why it changed, and what happens next

Assurance activity and proportionate checking

Assurance is how the council checks that work is satisfactory and compliant, records are reliable, and risks are controlled. It focuses on completion evidence, quality, and follow through.

The council is strengthening its assurance approach. Some assurance activity is already in place through management reporting, system updates and governance. Over the next 12 months the council will build a more consistent approach across programmes.

What is in place now

- Monthly compliance performance reporting
- Key compliance areas are monitored through monthly performance reporting and
- exception review by service leadership.

Clear closure and audit trail through system updates

Teams update the housing system when work is completed so actions can be closed with evidence and there is a clear audit trail.

Survey quality and follow up actions

Surveys are recorded into the housing system, supported by photos and details where needed. Surveys trigger referrals for repairs and specialist follow up, including damp and mould cases. When coverage for an area is completed, findings and trends are reviewed and used to target investment.

Formal governance review

Progress against this plan is reviewed through Housing Safety & Quality Assurance Board for compliance purposes, through the normal delivery assurance routes, and through the annual refresh.

How findings feed improvement

The council will use learning from assurance activity, resident feedback and service experience to improve delivery and target investment more effectively. This will include:

- Reopening and completing actions where work is not properly closed
- Improving processes, training and contract management where issues repeat
- Adjusting targeting where repeat problems show a prevention opportunity
- Improving communications and access planning where residents report avoidable confusion or disruption

The council will also strengthen the learning loop by:

- Updating the housing system when works are completed so impacts on standards, future budgets and energy efficiency can be tracked
- Reviewing findings and trends when survey coverage for an area is completed and using this to target planned investment

- Improving publicly available information about planned programmes as programme maturity improves

Key risks will be reflected in the housing risk register and reviewed through the council's normal corporate risk route.

Leaseholders and planned & major works

Where major works affect leaseholders, the council will follow statutory consultation requirements and agreed enhanced early engagement practice. Where practicable, the council will also use existing involvement routes to support early awareness ahead of formal consultation, including residents' associations, the Leaseholders Action Group, Housing Area Panels and our resident engagement strategy will provide regular resident meetings and method of resident engagement including updating.

Triggers for escalation and re sequencing

Issues will be escalated and work re sequenced when risk, affordability or deliverability changes. This is supported by routine monitoring, including monthly compliance performance reporting and formal review points through the appropriate governance route.

Triggers include:

- Serious incident, near miss, or enforcement action
- New safety risk or loss of an interim control
- Sustained rise in repeat problems, complaints or disrepair claims
- Material delivery failure including contractor underperformance or access failure
- Procurement delay or mobilisation slippage that changes delivery windows
- Material budget change or major cost movement adversely impacting delivery.
- Change in legal or regulatory requirements that changes scope
- Decision affecting a whole block or estate, or a large number of homes
- Any change that delays a published Year 1 commitment or changes scope materially

When a trigger occurs, the council will:

- Explain what changed and why
- Confirm what is being done in the meantime to manage risk
- Confirm the review date and where the decision sits
- Make the change visible through the next resident update and the annual refresh where the change is material