

# Maintaining and investing in residents' homes

Housing Asset Management  
Strategy 2025-2030

New  
homes,  
**Safer**  
**homes**



Housing  
Management



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

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# Foreword

One of the most important decisions we make as a housing department is how to invest the money you pay in rent back into the maintenance and improvement of your homes. This strategy sets out the principles we will use to guide our investment over the next five years.

**The objectives of this strategy are to:**

- Keep homes safe, compliant and well-maintained
- Deliver sustainable, energy-efficient homes
- Strengthen resident engagement and transparency

We could not have reached this point without the input and support from our residents, so I would like to thank all those who were involved in helping to shape this document, whether through the Tenants' Consultative Committee, the resident co-design groups, or by responding to the consultation survey. Our commitment to resident involvement does not stop at the design of the strategy - it underpins the strategy itself, with resident consultation remaining a key focus as we move forward to deliver the action plan.

**Working with residents, we have identified five priorities which will guide us in decision-making around where and when we invest:**

1. Safe homes
2. Warm, dry and well-maintained
3. Reliable mechanical and electrical services
4. Energy efficient and sustainable
5. Greener, safer and welcoming estates

The Council has committed more than £300 million to the next phase of our major works programme, which will span the next five years, as well as day-to-day spending on repairs and estate maintenance. I am proud that we have a clear, resident-led strategy to govern how we direct this money, ensuring it works best for the people at its heart.



**Cllr Sof McVeigh**  
**Lead Member**  
**for Housing**

# Strategy at a glance

This strategy sets out how we will invest in the maintenance and improvement of residents' homes over the next five years. It has been developed in collaboration with residents, shaped by their experiences, and guided by our learning from Grenfell.

## Objectives

These are what we want to achieve through this strategy:

- Keep homes safe, compliant and well-maintained
- Deliver sustainable, energy-efficient homes
- Strengthen resident engagement and transparency

## Priorities for investment

Work that serves the following areas will be prioritised for investment:

1. **Safe homes:** Resident safety is at the heart of all we do, ensuring legal duties are met and risks are proactively managed, so residents feel safe in their homes.
2. **Warm, dry and well-maintained homes:** Protecting and maintaining the building fabric (that's the roof, walls, floors, windows and doors) to ensure homes meet the Decent Homes Standard and remain comfortable, weatherproof and in good condition.
3. **Reliable mechanical and electrical services:** Maintaining essential building systems, like lifts and door entry, to ensure they are safe, efficient, reliable, and support resident safety and accessibility.
4. **Energy efficient and sustainable:** Energy-efficient homes that reduce carbon emissions, optimise energy use and support resident wellbeing.
5. **Greener, safer and welcoming estates:** Better shared and external spaces that feel safer and greener, enhancing quality of life, fostering community connections and creating neighbourhoods residents are proud of.

## Resident involvement

A key principle is that resident involvement is a golden thread through all the work we carry out while delivering the strategy. There will be opportunities for residents to get involved when work is due to be carried out in their local areas, as well as holding the Council to account as we deliver the action plan.

## Our approach

- How we will approach the work that needs to be carried out:
- Data-driven decision-making: improving and making the best use of the information we have about our homes.
- Clear governance and procurement: ensuring value for money and delivering additional benefits for local communities.
- Professional capacity: supporting a skilled team and regularly reviewing how we deliver services to make sure they remain effective and fit for purpose.
- Asset reviews and option appraisals: reviewing our homes and other properties to decide how they can best support residents and long-term reinvestment.
- Integrated area-based improvements: coordinating home upgrades with wider local improvement projects.



## 1. Strategy Objectives

This Asset Management Strategy sets out how we will manage and invest in council homes over the next five years. It is shaped by resident feedback, regulatory requirements, and the Council's long-term housing goals. The strategy focuses on three key objectives:

- 1. Keep homes safe, compliant and well-maintained**

We will meet all legal and safety standards, address issues such as damp and disrepair, and deliver planned works to maintain and improve homes. Our goal is to achieve full Decent Homes compliance by 2030 and maintain these standards thereafter through ongoing investment and the capital programme.

- 2. Deliver sustainable, energy-efficient homes**

We will reduce carbon emissions and improve energy performance by prioritising building fabric improvements and upgrading building systems. Our aim is to reach EPC Band C or better for all homes by 2030, where feasible. We will also maximise opportunities for wider sustainable estate improvements, enhance biodiversity, and create social value through our supply chain, ensuring sustainability efforts support healthier environments and stronger communities.

- 3. Strengthen resident engagement and transparency**

We will embed meaningful resident engagement throughout planning and delivery. This includes clear communication, early involvement, and ensuring resident feedback shapes priorities and services, so that what we deliver aligns with residents' expectations and needs.

## 2. Background

Managing Council housing in Kensington and Chelsea presents unique challenges. The Council took charge of managing its homes in April 2018 following the fire at Grenfell Tower. Prior to that, the Kensington and Chelsea Tenant Management Organisation had managed the homes since 1996.

In 2019, we carried out a stock condition survey and used this information to inform our long-term plans through to 2028. We suspended regeneration programmes and prioritised work to improve resident safety. In 2021, we launched our asset management strategy, which was developed with residents from the Tenants' Consultative Committee.

This identified five key priorities:

- 1. Health and safety issues in the immediate term.**
- 2. Mechanical and electrical components.**
- 3. Work to ensure the integrity of the building envelope.**
- 4. Sustainability - Improving energy efficiency and reducing carbon emissions.**
- 5. Modern facilities inside tenants' homes.**

While these priorities remain important, this updated strategy builds upon them while addressing new challenges, including regulatory changes, climate targets, and evolving resident expectations. This strategy supports the borough's housing priorities and aligns with the Council Plan 2023-2027, which prioritises collaboration with residents to create a healthy, safe, and thriving community.

## 3. Introduction

### 3.1. Context for the new Asset Management Strategy

Since the last strategy, there have been changes to national legislation, regulation of social housing and the expectations and needs of our residents. These will all inform the priorities of the new strategy, which aims to ensure safety, compliance, meaningful resident engagement, and environmental sustainability.

Legislative changes include:

- The Building Safety Act 2022, Fire Safety Act 2021 and Fire Safety (England) Regulations 2022, which enforce stricter standards for fire safety, building safety, and compliance monitoring.
- The Social Housing (Regulation) Act 2023, which strengthens landlord accountability.
- “Awaab’s Law”, which mandates quicker action on critical issues, including damp and mould.

Additionally, updates to the Decent Homes Standard, particularly around energy efficiency, will further challenge us to meet higher environmental standards, contributing to the national net-zero goals.

Our response is a strategy that adopts a proactive, evidence-based approach to managing and investing in our homes. It focuses on using reliable data, robust compliance and planning to ensure homes meet resident needs in a rapidly evolving regulatory and financial context.

### 3.2. Key drivers behind the strategy and our approach to delivery

The key drivers behind the strategy are:

- **Safety and Compliance** - Making sure all homes meet, and where possible exceed, regulatory requirements. Every home must be safe, well-maintained and resilient to future risks.
- **Decent Homes** - Achieving and maintaining 100 per cent compliance with the Decent Homes Standard by 2030. This includes better thermal comfort, fixing disrepair, and providing modern facilities.
- **Resident Priorities** - Integrating resident feedback to help shape where and how we invest, so that homes and services reflect what communities need now and in the future.
- **Sustainability Delivering energy efficiency upgrades in line with the Council’s ambition to become a carbon - neutral borough by 2040.** This includes, where feasible, achieving EPC Band C for all homes by 2030 and tackling fuel poverty.
- **Financial Sustainability** - Making sure our investments are affordable, deliver long-term value, and align with available funding and the Council’s business plan.

The strategy will be delivered through:

- **Data-driven Decision-Making** - Keeping accurate, up-to-date information about our buildings to guide investment and improve safety, comfort, and quality of life.
- **Clear Governance and Procurement** - Making decisions transparently, tracking performance, and using efficient procurement to get the best value and deliver added benefits for local communities.
- **Professional Capacity** - Supporting a skilled and professional team and regularly reviewing how we deliver services to make sure they remain effective and fit for purpose.
- **Asset Reviews and Option Appraisals** - Regularly reviewing our homes and other properties (like garages) to assess their performance and decide how they can best support residents and reinvestment.
- **Integrated Area-Based Improvements** – Coordinating home upgrades with wider neighbourhood improvements (e.g. as new housing, shared spaces, local infrastructure), co-designed with residents wherever possible.
- **Resident Engagement** - Resident involvement is a core principle of this strategy. We will involve residents early, consistently, and meaningfully in shaping priorities and influencing key decisions.

We will be transparent about our legal responsibilities and investment decisions, ensuring residents clearly understand what is planned, why it is needed, and how it will benefit them.

By placing resident voice and lived experience at the heart of planning and delivery, we aim to ensure that improvements are not only technically sound but also relevant, trusted, and supported by the communities we serve.

### 3.3. Learning from Grenfell: Our Commitment to Change

The Council's response to the Grenfell Tower Inquiry Phase 2 Report commits to transforming its housing operations with safety, accountability, and resident empowerment at the forefront. Our Asset Management Strategy aligns with the Inquiry's recommendations in the following key areas:

- **'Ensuring council homes are safe'**: Building safety is our top priority. Our capital works programme prioritises fire safety and compliance, supported by an expert in-house fire safety team. Detailed actions are outlined in the Compliance and Residents' Safety section (9).
- **'Listening to residents'**: We recognise that residents must be active partners in shaping decisions. For further details, refer to the Putting Residents First section (4).
- **'Managing partnerships and contracts'**: We ensure that all contractors are held to the highest standards. Oversight and accountability are core principles in our procurement as set out in the Procurement and Value for Money Section (8).
- **'Being a better landlord'**: We are committed to improving repairs, maintenance and complaints handling with a focus on faster responses and transparent decision-making. Ongoing improvements in this area are detailed in the Responsive Repairs section (9.3).
- **'Emergency preparedness and response'**: We integrate emergency planning into asset management, maintaining accurate building and resident data and implementing preventive maintenance strategies to reduce risks. Additional details are covered in the Compliance and Residents' Safety section (9).



These measures reflect our commitment to resident empowerment, independent oversight and technical excellence to ensure the failures seen in Grenfell are never repeated.

### 3.4. Council Vision and Housing Priorities

The **Council Plan 2023 - 2027** outlines our commitment to ‘Becoming the Best Council’ for all residents. It focuses on creating a greener, safer, and fairer borough and commits to using resources wisely to deliver high-quality services with meaningful social impact.

This vision is supported by the **Housing Strategy 2025-2030**, which prioritises three core areas. The Asset Management Strategy plays a key role in delivering on these goals:

**1. ‘Provide a diverse supply of housing to help residents achieve their aspirations for a settled home’**

Our strategy supports this by investing in the development and long-term upkeep of high-quality, energy-efficient homes. It ensures our housing portfolio supports new supply, modern infrastructure, and is accessible to residents with additional needs.

**2. ‘Ensure our homes are safe and meet the Decent Homes Standard’**

Achieving 100 per cent Decent Homes compliance by 2030 is a central goal of this strategy. Our investment programme prioritises fire safety, structural integrity, and essential modernisation, supported by regular stock condition surveys to meet the highest safety and quality standards in line with evolving regulations.

**3. ‘Deliver exemplary housing and landlord services’**

We are committed to improving the experience of residents by ensuring transparency, accountability, and continuous service improvement. The principle of co-design is embedded throughout this strategy, placing residents at the heart of decisions that affect their homes and communities.

These priorities shape the direction of our Asset Management Strategy, helping us deliver safe, sustainable, and high-quality homes that meet the needs of all our residents.



## 4. Putting Residents First – Working Together

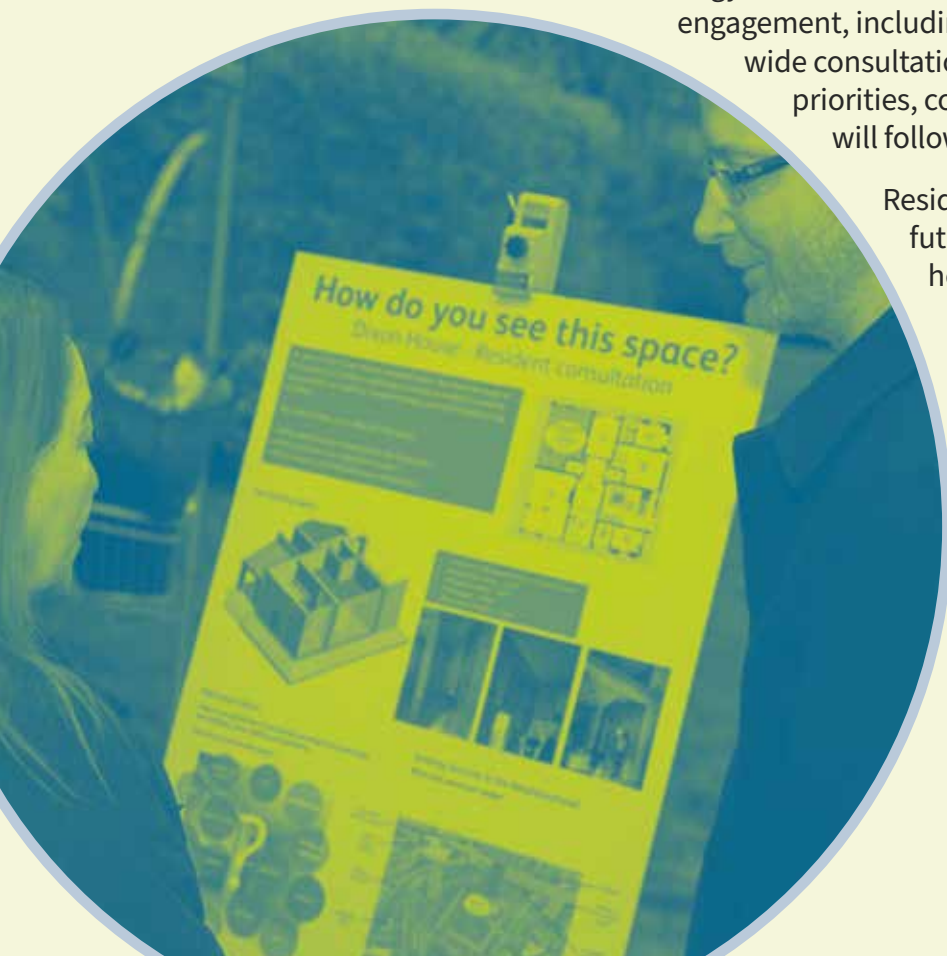
This strategy is underpinned by a commitment to working with residents. We will maintain an open, transparent and ongoing dialogue to ensure our services and investment decisions are informed by residents' needs and experiences. We will ensure our work reflects learning from tenant satisfaction surveys and complaints.

Here is how we will work with residents to ensure meaningful involvement in both strategic planning and day-to-day service delivery:

- **Consultative Forums** - We will gather feedback at resident meetings, including TCC, 'Come and Meet us' events, and other events to help shape our investment vision collaboratively.
- **Customer Satisfaction Surveys and the Tenant Satisfaction Measures (TSMs)** - these are annual surveys carried out by a third party. They capture resident feedback on housing conditions, repairs, and capital works. We will use these results to steer our approach. Our TSMs results are published annually by the end of June on our website.
- **Resident Involvement Strategy 2025-2028** – This sets out a borough-wide framework for inclusive, meaningful resident engagement. We will use this as a guide when designing opportunities for residents to input into our work.
- **Co-Design processes** – This is embedded in key projects and initiatives to ensure residents are directly involved in shaping service design and delivery. Co-design is a deeper level of involvement than consultation and feedback and offers residents a chance to input as projects are being planned.

This strategy has been developed through extensive resident engagement, including a co-design process and borough-wide consultation. Residents have helped define the priorities, commitments, and overall direction we will follow.

Resident input remains vital, shaping future investment plans, helping us keep homes and services safe, sustainable, and responsive to your needs. If you are interested in taking part in future engagement activities, please contact [housingconsult@rbkc.gov.uk](mailto:housingconsult@rbkc.gov.uk).



## 4.1. How we prioritise investment and works

Resident involvement is central to being able to deliver our objectives. As such, we have not listed it as an objective in its own right; instead, it is embedded throughout all priorities to ensure our work reflects local needs and aspirations.

Our priorities were developed through co-design workshops. They are set out below in order of importance to guide our investment planning and delivery:

### Priority 1 - Safe Homes

Resident safety is at the heart of all we do, ensuring legal duties are met and risks are proactively managed, so residents feel safe in their homes.

- Fire Safety:
  - Regular Fire Risk Assessments and Fire Strategy reviews to drive targeted fire safety upgrades (e.g. compartmentation, front entrance doors, fire detection).
  - Annual inspections of front entrance doors in all buildings over 11 metres, with timely remedial actions.
  - Ensure fire safety measures are tailored to diverse resident needs and communicated clearly wherever possible.
- Structural Safety:
  - Undertake proactive structural surveys to identify risks (e.g. concrete failure, subsidence) and implement remedial works.
- Health and Safety:
  - Address issues like damp, mould, and ventilation with resident-focused, durable solutions.
  - Maintain indoor comfort and health, especially following major works.
  - Ensure all works meet high-quality standards, with post-inspections to resolve any deficiencies promptly.

### Priority 2 - Warm, Dry and Well-Maintained

Protecting and maintaining the building fabric (that's the roof, walls, floors, windows and doors) to ensure homes meet the Decent Homes Standard and remain comfortable, weatherproof and in good condition.

- Replace or repair components to maintain structural integrity and current standards.
- Deliver targeted works to meet and maintain Decent Homes compliance.
- Complete the kitchen and bathroom replacement programme to qualifying properties and plan for future upgrades beyond it.



### Priority 3 – Reliable Mechanical & Electrical Services

Maintaining essential building systems, like lifts and door entry, to ensure they are safe, efficient, reliable, and support resident safety and accessibility.

- ◉ Upgrade and maintain critical mechanical and electrical (M&E) systems, including heating, hot water, ventilation, electrics, plumbing and drainage.
- ◉ Modernise lifts, door entry systems and warden call equipment, with a focus on reliability and accessibility for residents with additional needs.
- ◉ Improve heat networks for better energy efficiency and compliance.
- ◉ Develop and implement a heat metering approach to enable fairer, usage-based billing for communal systems.
- ◉ Develop a plan to deploy safety-enhancing technologies (e.g. smart monitoring, access control, CCTV) within wider M&E programmes, where this adds value to building management and strengthens resident safety.

### Priority 4 – Energy Efficient and Sustainable

Energy-efficient homes that reduce carbon emissions, optimise energy use and support resident wellbeing.

- ◉ Aim to reach EPC Band C by 2030, where technically and financially viable.
- ◉ Use a fabric-first approach, prioritising insulation and window upgrades before introducing renewable energy.
- ◉ Develop a phased strategy for low-carbon heating, aligning system upgrades with long-term decarbonisation goals and evolving regulatory requirements.
- ◉ Use renewable energy options (e.g. solar panels), where technically and financially appropriate, as part of broader improvement programmes.
- ◉ Work with residents, colleagues and suppliers to increase understanding of energy-saving measures, smart technology, and the wider benefits of sustainable investment.

## Priority 5 - Greener, Safer and Welcoming Estates

Better shared and external spaces that feel safer and greener, enhancing quality of life, fostering community connections and creating neighbourhoods residents are proud of.

- Enhance biodiversity and deliver social value through our supply chain, ensuring sustainability improvements that support healthier environments and stronger communities.
- Explore external funding to maximise opportunities for:
  - Upgrading shared facilities, communal rooms, and play areas.
  - Expanding electric vehicle (EV) charging infrastructure.
  - Improving landscaping and green spaces, including shrub renewal programmes.
  - Piloting sustainable drainage systems (SuDS) and solar-powered lighting.
  - Investing in physical security enhancements to deter anti-social behaviour.
  - Promoting social connections and community initiatives such as Garden Clubs and resident-led projects.

### 4.2. Commitments while we deliver work

Urgent safety-related works and statutory obligations will always take precedence. Where possible, we will coordinate improvement programmes across priorities, for example, combining insulation upgrades with essential repairs, to minimise disruption and maximise value.

Clear communication with residents will be maintained throughout. For urgent works, we will explain what action is being taken and why. For planned improvements, we will continue to apply co-design principles to ensure residents help shape priorities and outcomes.

For leaseholders, all works will be delivered in line with lease agreements and statutory obligations, including Section 20 of the Landlord and Tenant Act 1985, to provide transparency on costs, legal obligations, and the shared benefits of investment. This includes recording and sharing relevant defect information required for Landlord Certificates, ensuring that any identified defects are appropriately communicated and mitigated.





## 5. Understanding Our Homes

### 5.1. Our Housing Profile

We oversee a diverse housing portfolio with homes that vary in age, size and condition. Work on our homes is funded through the Housing Revenue Account (HRA). As of April 2025, we manage 9,669 homes.

Our homes are of mixed ages, with over three-quarters of the homes built before 1975. Nearly half were constructed before 1965, and almost a quarter date back to before 1945. This includes a significant proportion of heritage homes, including 115 Grade II and 285 Grade II\* listed buildings. These listings place restrictions on the types of alterations that can be made and require sensitive, conservation-led approaches to maintenance and improvement. Given the age of most of our homes, with many exceeding 40 years, the bulk of our investment focuses on maintaining and upgrading external structures, as well as mechanical and electrical systems to ensure long-term resilience.

We manage 37 'Higher-Risk Buildings' as defined under the Building Safety Act 2022. These buildings are subject to additional safety measures to protect residents and meet strict legal requirements.

Beyond homes, the HRA portfolio includes non-residential assets such as garages, community spaces, and commercial units that generate income to support housing services and investment.



### 5.2. Condition of Our Homes

To deliver safe, high-quality housing, we must understand the condition of our homes. We need reliable data to prioritise investment where it is most needed, plan effectively for long-term maintenance and ensure homes meet current and future standards of safety, comfort, and energy efficiency.

To support this, we collect data from a range of sources. These include updates from day-to-day repairs and completed capital works, component renewals in planned investment projects and detailed surveys carried out before planned works.

To strengthen our understanding and support long-term planning, we are committed to a rolling programme of annual surveys, covering 20 per cent of our portfolio each year. This approach will allow us to respond proactively to changes in condition and continue to make informed decisions about where and how we invest to ensure homes are maintained to the standards our residents expect.

### The data will inform:

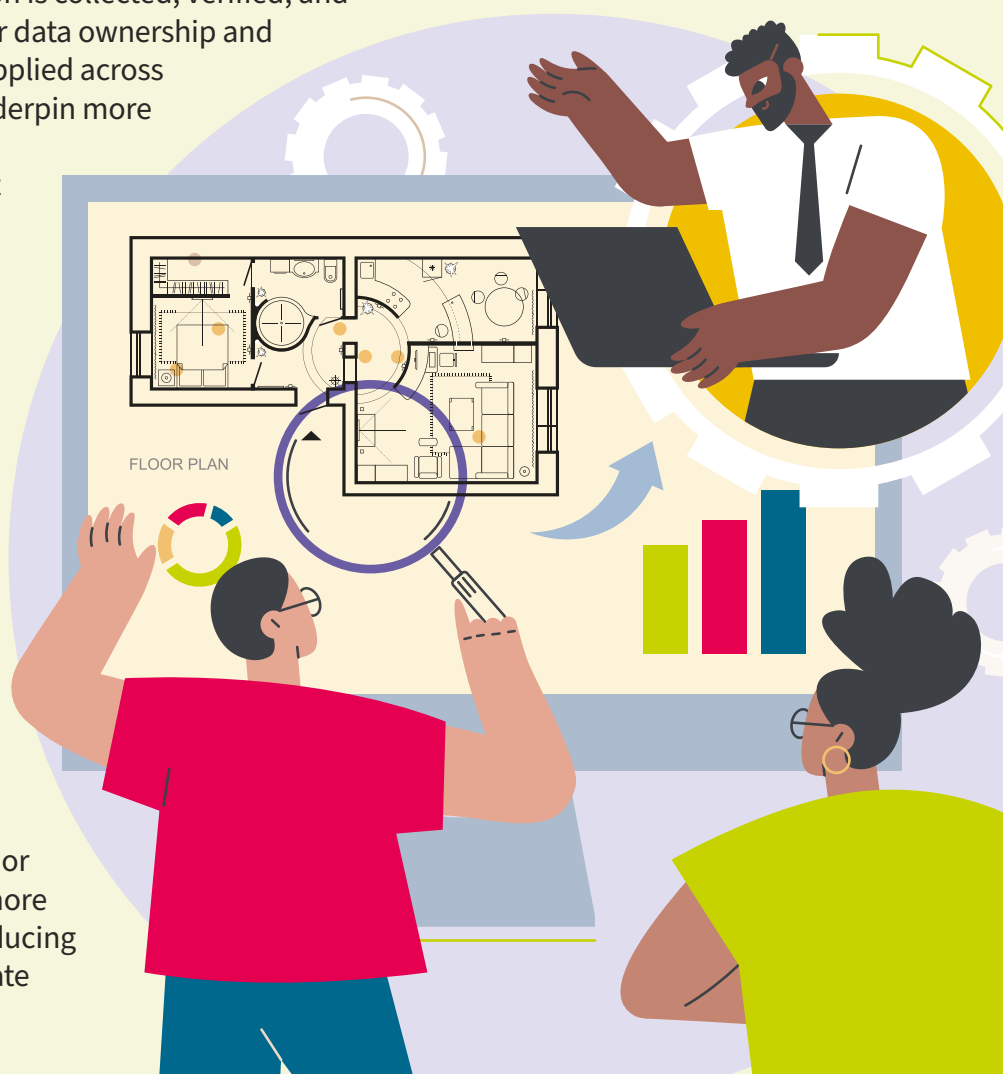
- Long-term investment planning
- Prioritisation of essential maintenance and upgrades
- Ensuring Decent Homes compliance
- Meeting health, safety and regulatory requirements
- Accurate servicing and inspection programmes
- Smarter budget planning through updated cost data
- Identification of opportunities to reduce carbon emissions and improve energy efficiency.

### 5.3. Using Data to Improve Homes

To improve our use of data, we are introducing a new, integrated asset management system in 2026. This will consolidate condition, compliance, and investment data into a single, reliable platform, allowing us to plan more effectively, manage risk more proactively, and respond to issues in real time. It will also enhance transparency, giving both officers and decision-makers a clear view of the condition and performance of our homes.

We are also improving how data is governed across the organisation. This includes setting clearer standards for how information is collected, verified, and updated, defining responsibilities for data ownership and improving how data is shared and applied across teams. These improvements will underpin more consistent decision-making and allow us to monitor progress against our strategic goals with greater confidence.

Looking to the future, we are committed to developing robust building information governance and exploring Building Information Modelling (BIM) to enhance our understanding of how homes perform and to support long-term planning and lifecycle management. In parallel, we are assessing the value of smart technologies, such as in-home environmental sensors that monitor humidity, temperature, and air quality. These tools could allow us to identify issues like damp or heat loss more quickly and enable more tailored, preventative responses, reducing risks to residents and helping to create healthier, more efficient homes.



## 6. Investment Standards Across the Lifecycle

We are committed to delivering high-quality, well-maintained homes by investing in our buildings throughout their entire lifecycle. This approach ensures our homes stay safe, decent, and sustainable, while reducing the need for emergency repairs and minimising disruption to residents. Our investment model is designed to align day-to-day maintenance with longer-term renewal.

Homes and their components are maintained and improved through different stages of their lifecycle. These include:

Lifecycle stage	Description	Frequency
<b>Responsive Repairs</b>	Reactive, day-to-day repairs to address urgent issues such as heating failures, leaks, and electrical faults. These works ensure resident safety and comfort while preventing further damage and minimising disruption. While essential, the aim is to reduce their frequency through proactive maintenance.	Ongoing
<b>Planned Preventive Maintenance</b>	Proactively maintaining homes through scheduled servicing, inspections, testing and routine maintenance of key systems and components, regardless of current condition. This can include lift and boiler servicing, gutter clearance, and checks of safety systems. Planned Preventive Maintenance helps to ensure compliance, uphold warranties, extend asset life, and reduce the risk of breakdowns or costly emergency repairs.	Varies by component and regulatory requirements
<b>Major Works</b>	Larger-scale repairs or replacements requiring capital investment. These projects aim to improve or upgrade the building's condition or performance, including roof replacements, structural repairs, or significant equipment upgrades.	7-10 years, planned as needed
<b>Components Renewal</b>	Replacement of key building elements that are either beyond repair, due for replacement based on age, or required by legislation (e.g., fire safety upgrades). This also includes major updates like kitchen and bathroom replacements.	20-40 years, based on component life expectancy
<b>Major Retrofit</b>	Significant upgrades or redevelopment projects that alter or enhance the design, layout, and long-term performance of buildings. May include structural changes and energy efficiency improvements. These projects require extensive planning, resident consultation, and specialist procurement.	50+ years, planned based on long-term vision

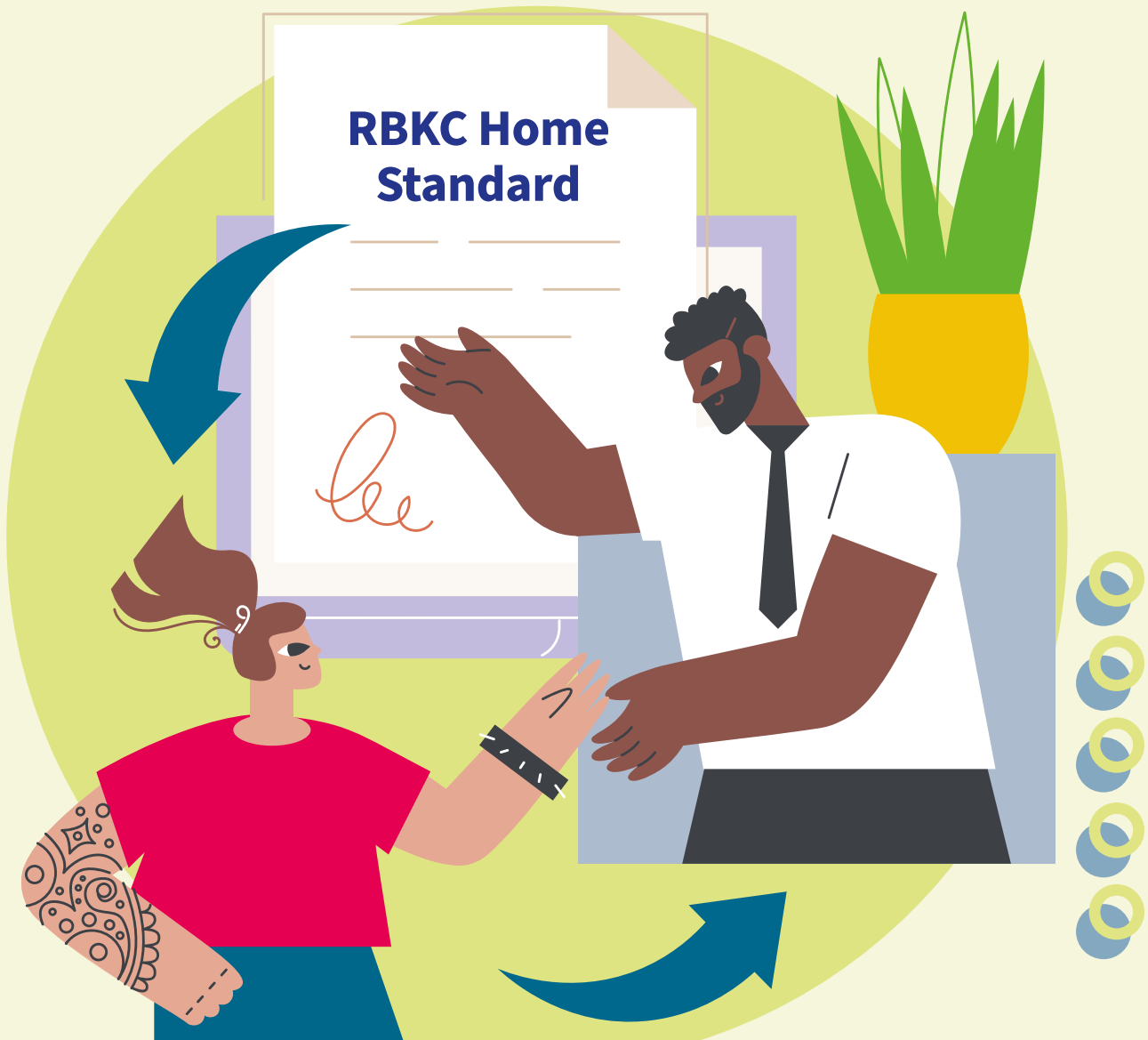


### 6.1. Kensington and Chelsea Homes Standard: Our Commitment to Quality

Building on our commitment to meeting Decent Homes standards as a minimum, we will develop and implement the RBKC Homes Standard as a key part of our strategy for 2025-2030. This tailored standard will ensure a consistent, high-quality framework for refurbishment and renewal, with uniform performance and design expectations across all estates.

The Standard will provide a clear and reliable benchmark for all homes, helping to drive long-term value, improve sustainability, and simplify maintenance by aligning technical and design requirements. It will also strengthen our investment planning, ensuring the efficient and consistent delivery of works across the borough.

Most importantly, it will provide residents with transparency, giving them a clear understanding of the quality and standards they can expect in their homes. This approach guarantees that all residents benefit from the same high standard of refurbishment and ongoing maintenance.



## 7. Investment in Our Homes

### 7.1. How We Invest

Our investment programme is focused on ensuring that we make the most efficient use of resources while maintaining and improving homes for residents. We focus on four key areas when planning and delivering work:

- **External Works (Building Fabric and Communal Areas)** - This includes essential works to the exterior of buildings and communal spaces, such as roofing, facades, windows, and shared areas like halls, staircases, and lobbies.
- **Internal Works (Tenant's Homes)** - Maintenance, upgrades, and replacements within individual homes, including kitchens and bathrooms.
- **Mechanical and Electrical (M&E) Works** - Regular upkeep, servicing and replacement of mechanical and electrical systems, such as heating, plumbing, electrical systems, lifts, and other essential utilities.
- **Works to Estate Grounds** - Maintenance and improvements to estate grounds and shared external facilities, such as landscaping, pathways, lighting, and communal spaces.

Investment decisions are informed by detailed condition surveys carried out before major works, allowing targeted spending where it is most needed. Where buildings or components are in good condition, investment may be deferred or limited to necessary areas. Resident feedback, legal compliance, funding availability, and seasonal factors also influence the timing and scope of works.

The approach we take to investment planning is set out in more detail in **Appendix 1**, which outlines the process for developing the investment programme.

### 7.2. Lancaster West Estate Programme

The refurbishment of the Lancaster West Estate was agreed following the fire at Grenfell Tower. It aims for the estate to become a model 21st-century estate that will be carbon-neutral by 2030.

The refurbishment has been co-designed with residents, with 72 per cent of residents on the estate having engaged in some way during the process. It includes a community development and respite offer to support residents through the work.

The refurbishment involves the installation of triple-glazed windows, external-wall insulation, solar panels, mechanical ventilation with heat recovery, a new renewable heat network and an energy-efficient upgrade to kitchens and bathrooms. The refurbishment will also improve the fire safety of the homes and improve home comfort for residents.

The refurbishment of the estate was agreed with residents following the Grenfell Tower fire, and we do not envision this strategy affecting the Council's commitments to those residents. The strategy will govern our approach to ongoing maintenance on the estate.



### 7.3. Future Capital Programme

We are preparing for the next major phase of capital investment, which will begin in the 2028/2029 financial year. This future capital programme will build on the progress made so far and continue our commitment to providing safe, decent, high-quality, and sustainable homes for residents.

The new five-year programme will focus on both long-term upgrades and immediate priorities, balancing planned improvements with urgent needs. It will also align with the wider ambitions of the borough and the needs of residents.

The programme will be shaped by the following key factors:



For more information on how we plan and scope this work, see Appendix 2.

## 7.4. Sustainability and Energy Performance

Sustainability and reducing carbon emissions are central to the Council's long-term vision for housing. These priorities have been shaped in collaboration with residents and reflect shared ambitions for healthier, greener homes and neighbourhoods.

The Council has an ambition to become a net-zero carbon organisation by 2030 and to achieve a carbon-neutral borough by 2040. The way we invest in and manage our homes will play a key role in meeting these targets.

To support this, we follow a clear strategic framework:

- **The Climate Emergency Action Plan (2022–2027)**, which outlines actions to reduce emissions and build climate resilience across the borough.
- The emerging **Housing Management Sustainability and Fuel Poverty Strategy (2025–2028)**, which focuses on improving the energy performance of homes and reducing energy bills for residents.

Our approach is built around a fabric-first model, prioritising better insulation, airtightness, and efficient windows to reduce energy demand, improve comfort, and lower household costs. Where financially and technically viable, we aim for all council homes to reach Energy Performance Certificate (EPC) Band C by 2030. This ambition is supported by planned capital investment and by actively seeking to maximise external funding to deliver this work.

We are also investing in low-carbon heating and renewable energy, including:

- Upgrading communal air source heat pumps at Adair Tower and exploring the installation of ground source heat pumps at the World's End Estate.
- Expanding the use of solar panels, building on successful pilots at Lancaster West Estate.
- Delivering innovative projects such as the Carbon Flex pilot at Trellick Tower, in partnership with UK Power Networks.

All sustainability works are aligned with our wider goal of reducing fuel poverty and ensuring homes are warmer, healthier, and more resilient. Sustainability principles are embedded into our approach to procurement, training, and contractor requirements and we are also supporting the development of green skills among staff, residents, and local businesses.

Residents are central to this journey. We will continue to work with communities to shape greener neighbourhoods and support households to cut energy use and reduce bills. Tackling fuel poverty remains a key priority, and improving the energy performance of our homes is essential to achieving this goal.

## 8. Procurement and Value for Money

We will continue to maximise value for money and social value through the Council's Housing Maintenance Frameworks, known as Project Union. The frameworks are pre-approved lists of contractors who can bid for major works commissioned by the Council.

Using frameworks supports clear outcomes, transparency, and the efficient use of resources by streamlining procurement processes. They enable us to procure high-quality services more effectively across a wide range of needs, including construction, mechanical and electrical works, lift replacements, fire safety improvements, and professional consultancy.

Resident involvement remains central to our approach. Building on the success of Project Union, residents will continue to play an active role, particularly in evaluating and selecting contractors during mini competitions. Their input will be sought across a range of procurement activities to ensure their priorities are reflected in the decisions we make.



## 9. Compliance and Residents' Safety

As part of our commitment to the safety of our residents and homes, we carry out a regime of inspection and compliance testing. On top of this, we have specific strategies governing our approach to fire safety, repairs, and damp and mould. With safety the key priority identified by residents, it's important to set out how we approach this in a structured way.

### 9.1. Compliance

All homes are included in a borough-wide stock condition survey, assessing compliance with the Housing Health and Safety Rating System (HHSRS). This is supported by specialist testing and inspection contracts to meet the 'big six' compliance obligations, including:

- Fire safety
- Legionella - water safety
- Asbestos
- Gas safety
- Electrical safety
- Lift safety

To ensure a consistent and robust approach, the Council maintains a suite of dedicated policies and procedures covering each of these key compliance areas. We will ensure they remain aligned and up to date, reflecting changes in legislation and best practice. These policies are available on our website: [RBKC's Housing Policies Page](#).

In addition to the cyclical testing regime, the safety of these elements will be assessed when tenancy changes. A Resident Safety Board has been established for strategic oversight, meeting regularly to review compliance performance, drive improvements, and address emerging safety concerns. Performance indicators are reported transparently at the Housing Management Directorate level to ensure clear accountability.



## 9.2. Fire Safety

Fire safety is a core pillar of our asset management strategy. We are committed to maintaining the highest safety standards across our housing portfolio, particularly within Higher-Risk Buildings, defined as those over 18 metres or seven storeys, ensuring full compliance with the Building Safety Act 2022 and associated regulations.

In line with Dame Judith Hackitt's post-Grenfell review, we adopt a strategic, risk-based approach that is fully embedded in how we plan, invest in, and manage our homes. This ensures fire safety is treated not as a standalone requirement, but as an essential and ongoing part of maintaining safe, high-quality homes.

Our approach focuses on four key areas:

- **Regulatory Compliance and Reporting:** We maintain compliance through consistent reporting, including Building Safety Case Reports and the Mandatory Occurrence Reporting Framework, overseen by the Building Safety Regulator and our Building Safety Managers. Independent front entrance door inspections and coordinated access strategies further strengthen resident protection.
- **Fire Risk Assessments (FRAs):** FRAs are conducted every two or three years based on risk level, with 20 per cent independently reviewed for assurance. All assessments are recorded in our compliance systems and made accessible to residents online at [Fire risk assessments | Royal Borough of Kensington and Chelsea](#).
- **Fire Safety Equipment and Maintenance:** We manage the testing, maintenance, and monitoring of fire safety equipment through a system of routine checks by Housing Management staff and specialist maintenance by accredited contractors. Compliance is tracked within our asset management system to ensure ongoing performance monitoring.
- **Resident Engagement Strategy:** Fire safety relies on an informed and engaged community. We actively engage with residents, providing clear information about fire safety responsibilities and measures, including regular updates on fire door inspections and evacuation plans. This is supported by a targeted Engagement Strategy for Higher-Risk Buildings, ensuring residents are well-informed about their safety.



### 9.3. Responsive repairs

Responsive repairs are carried out when problems are reported by residents, neighbours, councillors, staff, or contractors. Our goal is to respond quickly and effectively, keeping your home safe, functional, and comfortable. Resident feedback remains central to shaping and improving our repair services.

Improving repair times and quality is vital for effective asset management. We are committed to implementing measures that ensure timely repairs and high-quality post-inspection outcomes, including setting clear performance targets and leveraging technology to streamline processes.

In 2024, we updated our Repairs Policy for 2025–2030, based on what residents told us they wanted. We will continue using resident feedback to improve the way repairs are managed and delivered. The updated Repairs Policy is included on the RBKC's Housing Policies Page.

### 9.4. Tackling Damp and Mould

Tackling the causes of damp and mould is a key priority in helping to promote safe homes for residents. Recognising the serious impact these issues can have on residents' health, wellbeing, and overall quality of life ensures our focus is on long-term, preventative solutions that improve the condition and resilience of our homes.

Our Damp and Mould policy has recently been implemented for 2025-2030. This sets out our framework for managing issues of damp and mould in line with relevant legislation such as Awaab's Law under the Social Housing (Regulation) Act 2023. This policy underpins our strategic approach and is fully embedded across our housing governance structures.

As part of our management of damp and mould, we have prioritised:

- Taking a zero-tolerance stance to damp and mould, by working with residents to identify issues early, carrying out regular inspections, and deploying preventative measures where possible.
- Doing everything we reasonably can to ensure our residents live in safe and healthy homes.
- Taking a person-centred approach to support all residents.
- Remaining dedicated to further developing our services and raising our standards of care for our residents.





## 10. Managing Empty Homes

Bringing empty homes back into use quickly and to a high standard is vital to increasing housing availability, reducing rent loss, and providing residents with safe, secure, and welcoming homes.

Our approach is guided by relevant legislation, compliance standards, and the Council's Voids and Lettings Policy. This framework ensures that essential works are carried out efficiently so properties are ready for new tenants in a timely and consistent manner.

The Kensington and Chelsea Homes Standard will be developed to include standards for empty homes. This will ensure that every home offered to a new tenant meets consistent expectations around quality, safety, and sustainability.

In some cases, vacant non-estate properties may be costly to repair, hard to maintain, or no longer suitable for long-term use. When this happens, the Council will carefully assess whether to keep or sell off these homes. The decision to sell a home follows a clear and transparent process, with all proceeds reinvested into improving council housing elsewhere in the borough (see section 14. Balancing Our Housing Portfolio for more details).

## 11. Supporting Residents with Aids and Adaptations

The Council supports independent living by providing necessary adaptations to meet the needs of residents. This service ensures that our tenants can live independently in homes that are both suitable and accessible. We are committed to continuous accessibility assessments across our estates, particularly as part of the external works program.

Adaptations, typically recommended by Occupational Therapists following health assessments, may include structural changes such as installing wet rooms, ramps, and lever taps. Once adapted, we assume responsibility for the ongoing maintenance and repair of these properties and any modifications made.

Our Aids and Adaptations Policy provides a framework for assessing and delivering adaptations to help residents live safely and independently in their homes. You can find more information on: [RBKC's Housing Policies Page](#).



## 12. New Homes

Delivering new homes is vital to meeting the long-term needs of our residents, helping tackle housing pressures and making the best use of Council-owned land and buildings.

Through our New Homes Delivery Programme, we will deliver 600 new homes, including 300 designated for social rent. These homes will provide much needed accommodation for families, older residents, key workers, and people with disabilities.

Our strategy promotes sustainable housing growth by ensuring that new homes are built to last, meet high safety and environmental standards, and are easy to maintain. We aim for these homes to integrate seamlessly into existing neighbourhoods - both in appearance and function - while helping reduce costs for residents and the Council. Income from our commercial property portfolio continues to support reinvestment in housing and community spaces.

With high demand for affordable housing, particularly larger family-sized homes, it is crucial that new homes reflect the specific needs of our communities. In a borough with some of the most expensive and constrained land in the country, we must continue to think creatively and act strategically - maximising every opportunity, ensuring developments are financially sustainable, and delivering long-term value.

This strategy supports housing growth in key locations, including Kensal Canalside and Earl's Court, where new, mixed-use neighbourhoods can be delivered in line with local and London-wide plans.

By aligning new housing delivery with strategic asset management, we aim to create safe, sustainable homes that meet the needs of residents now and in the future.





## 13. Community-Focused funding for improvements

We aim to enhance our residents' lives beyond this strategy's commitments, through offering resident-led opportunities for funding improvements in local areas, including:

### 13.1. Residents' Estate Improvement Budgets

The **Estate Improvement Budget (EIB)** will continue to play a central role in the Council's strategy for estate management and improvement. Each Council-managed home is allocated £67 annually, contributing to a pooled, estate-wide budget. This funding can accumulate over time for larger, more substantial projects or be spent on smaller, immediate improvements throughout the year.

Residents are encouraged to identify and prioritise the improvements that will enhance their estates, ensuring that the work directly reflects their needs and aspirations. We then work alongside residents to scope, project manage and deliver these improvements.

To further support the EIB, we will continue to explore additional funding opportunities, such as the Neighbourhood Community Infrastructure Levy (NCIL) and the RBKC Green Fund, with the goal of securing an additional £100,000 to £200,000 annually. These supplementary funds will help maximise the impact of the Estate Improvement Budget and contribute to long-term estate enhancements.

### 13.2. Grenfell Housing Legacy Fund

In December 2020, approximately £1 million was allocated through the Grenfell Recovery Programme to establish the **Grenfell Housing Legacy Fund**. Since then, we have worked in partnership with residents to co-design projects for estates surrounding Grenfell Tower.

Residents have led decisions on how the funding is used - whether for physical improvements or other community-led initiatives. This fund is distinct and separate from the Council's capital programme, estate improvement budgets, and other mainstream housing funding streams. Projects supported by the Grenfell Housing Legacy Fund will continue to be delivered throughout the duration of this strategy, ensuring ongoing impact and resident involvement.



## 14. Balancing our Housing Portfolio

We take a strategic, proactive approach to managing our housing stock to ensure it meets residents' needs, remains safe and decent, and is financially sustainable. This includes reviewing how individual properties and groups of homes perform and aligning our portfolio with long-term housing and social objectives.

Over the lifetime of this strategy, we will conduct strategic asset reviews to assess portfolio performance. These reviews will support evidence-based decisions about where to invest, retain, repurpose, redevelop or, in limited cases, sell properties and reinvest the proceeds. Reviews will consider how well homes meet resident needs, financial performance and building condition.

Selling homes will only be considered where properties - typically non-estate, standalone units - are no longer viable to maintain or do not support our long-term housing goals. In these cases, the HRA Non-Estate Property Disposals Policy provides the framework for decision-making, ensuring all actions are transparent, strategic, and resident-focused. All proceeds from sales will be ringfenced for reinvestment into council housing to improve existing homes, enhance safety, and support sustainability.

Our primary focus remains on investing in and improving existing homes. Following commitments made after the Grenfell tragedy, no resident will lose their home, and estates previously considered for redevelopment are now being upgraded.

Balancing financial performance with social value is central to our strategy. Resident consultation and involvement will remain essential, ensuring that decisions reflect community priorities and help shape inclusive, sustainable neighbourhoods.



## 15. Commercial Properties

As well as homes, we own a range of commercial assets, such as offices, retail spaces, and other non-residential properties. These generate essential rental income, which helps fund services that benefit residents across the borough. While the income from these properties is influenced by factors like planning restrictions, our management approach strikes a balance between financial returns and meeting broader social and community needs.

Telecom assets (such as mobile phone masts) generate a share of our total income and remain an important component of our strategy. Under the 2017 Digital Economy Act, telecom companies can install equipment on our properties in exchange for compensation, not full market rent. To ensure proper management and protect our properties, we have introduced a Telecoms Access Policy and Procedure in 2024, which outlines how telecom operators must meet their responsibilities.

Our approach to managing commercial properties also emphasises the importance of maintaining safety and compliance. The health and safety of all residents, particularly in mixed-use developments with both residential and commercial spaces, is a priority. Commercial tenants are generally responsible for internal repairs as outlined in their lease agreements, while we oversee external maintenance. We conduct regular health and safety audits to ensure commercial tenants comply with regulatory standards and work to mitigate any risks associated with commercial activities.



## 16. Next Steps

### 16.1. Action Plan

As we move into the delivery phase of the Housing Asset Management Strategy (2025–2030), our focus will shift to implementing the key actions and commitments outlined in this document. These are designed to support the Council’s strategic priorities, meet the evolving needs of our residents, and embed strong governance, measurable outcomes, and continuous improvement.

A detailed Asset Management Strategy Action Plan (see Appendix 3) translates the strategy’s commitments into clear, measurable actions with defined timescales. This plan will be regularly monitored and updated to reflect progress, learning, and evolving priorities.

### 16.2. Oversight and Monitoring

The strategy will be reviewed every 12 to 18 months to ensure it remains aligned with the HRA Business Plan and other corporate strategies.

Residents will continue to play a central role in shaping and delivering this strategy through regular engagement, focus groups, and co-design sessions - building on the collaborative approach used during its development.

Oversight will be provided by the Asset Management Board (AMB), a cross-departmental group chaired by the Assistant Director of Property Services. The AMB will:

- Oversee delivery of the Action Plan
- Monitor compliance, performance and investment standards
- Ensure alignment with the HRA Business Plan
- Set and maintain building information management standards and governance
- Review works programmes and assess regulatory compliance and quality
- Support options appraisals and advise on future investment decisions based on stock condition, viability modelling, and emerging priorities

## Appendix 1: Process for developing the Investment Programme

### Phase 1: Data Gathering Stage

#### Step 1 - Configuring the Stock Condition Data

An industry standard stock condition database is configured to record the expected renewal dates and anticipated associated costs for the building components across all RBKC Housing properties.

#### Step 2 - Populating, Updating and Checking the Data

The stock condition is updated on an ongoing basis with completed works data arising from delivery of the current investment programme. Surveys are carried out regularly to verify the information held and ensure it is statistically robust.

#### Step 3 - Using the Data

The stock condition database uses the information gathered to generate a forecast of the total investment required to maintain all the Housing stock over the next 30-year business planning period.

### Phase 2: Programme Planning Stage

#### Step 6 - Sequencing the Works (planning the order of works at a property)

Grouping works may mean some elements of work are brought forward or pushed back in the programme. Works will be undertaken in a logical order, so that completed works are not affected by following works.

#### Step 5 - Prioritising the Works (Deciding When)

Works are prioritised by key drivers relating to the programme type. For example, the building envelope programme is prioritised by the condition of key elements such as roofs and windows whereas the internal programme is prioritised by the levels of Decency within the block as a whole.

#### Step 4 - Packaging the Works into Projects and Programmes

Works are grouped together to increase financial efficiency and minimise disruption to residents. For example, roofs and windows would be delivered together during the decorations programme so that the need for scaffolding is kept to a minimum. Internal works such as kitchens and bathrooms would be delivered together if both needed in the same property. Generally, we would also aim to group works geographically by block and estate in order to avoid 'pepper-potting'.

### Continous Ongoing Review

An on-going review takes place to ensure the programme remains current, relevant and applicable with changes to the programme possible as new information becomes available. Any changes to available funding over the seven-year programme will likely affect the programme and would need to be reviewed to reflect any changes.



## Appendix 2: Process for Defining the Scope of Works

<b>Step 1: Using the Data</b>	The stock condition data from our Asset Management system is used to provide a property list where investment is required
<b>Step 2: Initial Resident Consultation</b>	After a property list is received from Asset Management, the Delivery Team will look to validate what the property lists states in terms of required works, where they will attend site to investigate and make comment along with writing to residents to seek views on the required work
<b>Step 3: Commissioning Scoping Surveys</b>	RBKC will give a brief to consultants, which covers various components of the building that requires investment to produce a scope of works. A scope of works is a description of the investment that is required.
<b>Step 4: Further Resident Consultation</b>	The draft scope of works will be presented to residents which will consider the initial feedback provided in Step 2 and then the scoping surveys completed by the project team in Step 3. The draft scope of works will be used during the initial consultation meetings with residents, allowing them to have a good understanding of the proposed investment needs to their property. Throughout this period, the Resident Liaison Officer (RLO) and Project Manager will aim to develop a deeper understanding of resident needs to ensure the nature of engagement and correspondence is optimised.
<b>Step 5: Notice of Intention (NOI)</b>	If works are to be procured outside of the established RBKC Housing Management Framework, a Notice of Intention (NOI) is issued to leaseholders, as part of the Section 20 process. This allows leaseholders 30 days to give any observations about the proposed contract, where the Council is required to give regards to the observations and respond accordingly.
<b>Step 6: Finalising the Scope of Works</b>	Following the responses from the initial resident consultations, leaseholder observations and proposals shared, the project team will present the finalised scope of works including “you said, we did” decision making to all stakeholders at the final consultation meeting.
<b>Step 7: Works Tendered</b>	The finalised scope of works form part of the Invitation to Tender (ITT), where contractors and consultants bid to carry out the investment needs to resident’s homes. With the recently established RBKC Housing Management Framework now in place, works are expected to be procured through this route to market, where mini competitions will be undertaken to identify the preferred contractor for each individual contract.
<b>Step 8: Notice of Proposal/ Schedule 3 Notice</b>	Once the tender is completed and costs for the project finalised, the Councils Home Ownership Team will issue a Notice of Proposal (NOP) or Schedule 3 Notice to leaseholders, as part of the Section 20 Process. This allows leaseholders 30 days to give any observations about the proposed contract, where the Council is required to give regards to the observations and respond accordingly. The NOP will outline the breakdown of costs and portion of individual leaseholder contribution.



## Appendix 3: Asset Management Strategy Action Plan

RBKC Housing Asset Management Strategy 2025 - 2030 Action Plan		
1) Risk, Compliance & Data Integrity		
Ref:	Strategic Action	Target for completion (Financial Year)
1.1.	Deliver a borough-wide Stock Condition Survey by 2027 and establish a rolling 5-year survey programme from 2028 (20% of stock annually) to inform data-led investment and maintenance planning.	Q3 2026/2027
1.2.	Establish a robust asset data validation and assurance framework that integrates periodic independent benchmarking and risk-based internal verification to ensure sustained data integrity over the long term.	Q2 2026/2027
1.3.	Implement quarterly, risk-based Decent Homes performance reports and integrate lifecycle tracking to support regulatory compliance.	Quarterly
1.4.	Deliver a fully integrated Asset Management System (AMS) that is interoperable with key platforms to drive automation, data quality, and performance insights.	Q1 2026/2027
1.5.	Align and maintain asset data structures with the built environment and strategic and operational needs to enable predictive analytics, compliance delivery, and integration with safety requirements such as the Golden Thread and Building Safety Act.	Q2 2026/2027
1.6.	Develop a roadmap for standardising building information and explore BIM functionality in relation to improving understanding of asset performance and long-term planning, lifecycle management, and operational efficiency.	Q3 2025/2026
1.7.	Implement a cross-cutting Asset Data Governance Policy defining ownership, standards, and integration protocols across all services to ensure data quality, compliance, and accountability.	Q1 2026/2027
1.8.	Establish a risk-based compliance framework to systematically assess and manage risks relating to housing portfolio.	Q1 2026/2027
1.9.	Create a compliance assurance framework for the housing management portfolio, integrating legal, statutory, and leaseholder obligations into a single governance model.	Q4 2026/2027

## 2) Strategic Investment & Portfolio Management

Ref:	Strategic Action	Target for completion (Financial Year))
2.1.	Achieve 100 per cent Decent Homes compliance by 2030 and maintain it thereafter through risk-based investment planning and accurate asset data.	Q3 2030/2031
2.2.	Develop and implement the RBKC Home Standard to guide commissioning, procurement, and delivery, ensuring consistency, lifecycle value and alignment with resident priorities.	Q4 2025/2026
2.3.	Develop a 5-year capital investment strategy aligned with Decent Homes compliance, statutory requirements, sustainability targets and resident priorities to guide capital programme delivery.	Q3 2026/2027
2.4.	Integrate Aids & Adaptations information to inform accessibility planning, assess the feasibility of maintaining or adapting homes to meet residents' needs and inform strategic investment decisions and service delivery	Q2 2026/2027
2.5.	Establish and implement an asset review framework to inform strategic decisions on reinvestment, reconfiguration or disposal.	Q2 2026/2027
2.6.	Strengthen integration between new homes delivery and housing management to embed asset management input early, ensure quality, smooth handover, maximise compliance with standards and maintain consistent post-completion service quality.	Q1 2026/2027
2.7.	Maximise the benefits of housing frameworks throughout the lifespan of Project Union by delivering a timely and compliant route to market.	Q4 2029/2030
2.8.	Develop and implement compliant, fit-for-purpose procurement frameworks for revenue-funded services (e.g. responsive repairs, voids, adaptations).	Q3 2026/2027
2.9.	Develop and embed a strategic category management approach across housing and corporate estates to maximise purchasing power, standardise delivery, and secure resilient supply chain capacity. (optimise H&S approaches, consistency, innovation)	Q4 2027/2028
2.10.	Strengthen the asset management function to ensure sufficient professional capability and capacity for effective strategy delivery, with a focus on corporate objectives including resident safety, investment planning, sustainability, and portfolio optimisation.	Q3 2025/2026

### 3) Sustainability and Resident-Led Planning

Ref:	Strategic Action	Target for completion (Financial Year)
3.1.	Deliver EPC C by 2030, where feasible, prioritising fabric-first upgrades using fuel poverty and social value data. Maximise available grant funding to support delivery.	Q3 2030/2031
3.2.	Develop and implement a Housing Management Sustainability and Fuel Poverty Strategy to reduce energy demand for residents and improve thermal comfort, supporting health and environmental goals.	Q3 2025/2026
3.3.	Implement Energy Act requirements for heat network compliance. Assess low-carbon heat network options to support decarbonisation and ensure future compliance.	Q4 2026/2027
3.4.	Embed a culture of meaningful resident engagement across Property Services activities, to ensure alignment with resident priorities.	Q1 2028/2029
3.5.	Align neighbourhood investment with capital programmes to meet residents' needs, enhance environmental quality, and support well-being and community resilience.	Q1 2027/2028
3.6.	Co-design a Social Value Outcomes Plan. Maximise benefits for residents and communities across estate improvements in Priority 5.	Q1 2026/2027
3.7.	Develop a collaborative estate security approach with residents, police, and partners. Identify and design lighting and physical security improvements that reduce anti-social behaviour and improve safety.	Q4 2025/2026
3.8.	Develop a strategy for using smart technology and sensors to capture and analyse building and environmental data - supporting more proactive maintenance, improved safety and enhanced resident comfort.	Q4 2025/2026

