

# Housing Asset Management and Compliance Strategy Action Plan

2025 - 2030



# Housing Asset Management and Compliance Strategy 2025 - 2030 Action Plan

**Key:**

- Short term = within the next 12 months
- Long term = 3 to 5 years
- Medium term = within 1 to 2 years

## **Strategic Priority 1 - Planning and Service Delivery**

Action	Short, Medium or Long Term	Lead
Supporting a third-party consultancy to carry out stock condition surveys on 14,000 of our stock by December 2025 in order to establish condition of our stock to better inform programmes of work to upgrade and refurbish the stock.	Short	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>
Develop the long-term plan to deliver a 5-year rolling programme of stock condition surveys to provide reliable accurate data for forecasting and modelling.	Medium	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>
Development of a suit of procedures relating to stock data and maintenance to ensure that information remains up to date.	Medium	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Business Excellence</li> </ul>

## Strategic Priority 1 - Planning and Service Delivery (continued)

Action	Short, Medium or Long Term	Lead
<p>Implementation of an asset management system to support with the collation of data, programme modelling and long-term investment plans.</p>	<p>Long</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Business Excellence</li> </ul>
<p>Support the policy document on Adaptations for Disabled Tenants in Council Housing to ensure there is a fair, consistent, and transparent operation in accordance with all relevant legislation and statutory guidance. As a result, this will benefit disabled residents via technology in the home, improve the warmth of their living space and support reducing social isolation.</p>	<p>Long</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>
<p>Review high cost voids and how these can be reduced through planned programmes and intervention before a tenancy ends.</p>	<p>Short</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>
<p>Incorporate the impending Decent Homes 2 Standard as part of the investment plan.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>

## Strategic Priority 1 - Planning and Service Delivery (continued)

Action	Short, Medium or Long Term	Lead
<p>Review the repairs standard and develop a Repairs Policy to consider implications of reasonable adjustment policy and provide transparency as to responsibilities of the tenant and landlord.</p>	<p>Short</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>
<p>Production of a 5-year Investment Plan which is reviewed and approved on an annual basis.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Finance</li> </ul>
<p>We will develop an investment plan to deliver a detailed 30-year plan based on the demand and the available budget including availability of grant funding.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Finance</li> </ul>
<p>We will develop an implementation plan to detail the delivery model and prioritised timeline for investment authorised by a Cabinet Report.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Finance</li> </ul>

## Strategic Priority 1 - Planning and Service Delivery (continued)

Action	Short, Medium or Long Term	Lead
We will put resources in place to deliver the investment priorities set out in this plan.	Long	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Finance</li> </ul>
Develop clear option appraisal process to make decision on an informed basis where there are high costs to maintain to ensure value for money.	Short	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>

### How we will monitor progress through Key Performance Indicators (KPIs):

- Stock condition data gathered over the next 12 months
- Transfer of data onto more accessible platforms
- The number of void council homes
- Void turnaround times
- The number of homes adapted through the use of Disabled Facilities Grants
- Implementation of investment plans



## Strategic Priority 2 - Modern Homes and Energy Efficiency

Action	Short, Medium or Long Term	Lead
<p>Work with the adaptations team to identify customers who can utilise existing adaptations in properties, rather than removing them.</p>	<p>Long</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Housing Management</li> <li>• Home Improvement Agency</li> </ul>
<p>Outline our approach to the retrofit programme using HRA investment and by drawing down external funds to support this.</p>	<p>Long</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>
<p>Ensure planning policies, building regulations, procurement and partnership working with registered providers and developers deliver a broad range of housing, supporting the council's climate goals, and meeting local needs.</p>	<p>Long</p>	<ul style="list-style-type: none"> <li>• Spatial Planning and Growth Housing Management</li> <li>• Asset Management</li> </ul>



## Strategic Priority 2 - Modern Homes and Energy Efficiency (continued)

Action	Short, Medium or Long Term	Lead
<p>Deliver refurbishment of Darley House which includes heat source pumps, replacing existing heating systems.</p>	<p>Short</p>	<ul style="list-style-type: none"> <li>• Spatial Planning and Growth Housing Management</li> <li>• Asset Management</li> </ul>
<p>Deliver retrofit of up to 625 more council homes under the Social Housing Decarbonation Fund Wave 2.1.</p>	<p>Short</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>
<p>Preserve green space wherever possible on our estates.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Housing Management</li> <li>• Spatial Planning and Growth</li> </ul>
<p>We will review specifications and programmes of work to check they align with energy efficiency targets. This will include reviewing specifications for doors and windows, roofing, heating, and likely component replacement timescales.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>

## Strategic Priority 2 - Modern Homes and Energy Efficiency (continued)

Action	Short, Medium or Long Term	Lead
Review success of implementation of the first air-source heat network scheme that is being delivered to one of the largest high-rise blocks in Sandwell to inform future investment.	Medium	<ul style="list-style-type: none"> <li>Asset Management</li> </ul>
Develop a plan to achieve EPC C by 2030 and include an approach to how to manage hard to retrofit dwellings.	Medium	<ul style="list-style-type: none"> <li>Asset Management</li> </ul>

### How we will monitor progress through Key Performance Indicators (KPIs)

- Tenant satisfaction measures and identifying areas of improvement
- Sandwell Council's Carbon Footprint
- EPC ratings
- The number of renewable energy measures retrofitted into Council homes
- Sandwell's carbon emissions in residential buildings
- Sandwell Council's carbon emissions in housing services
- Implementation of the air-source heat network in Sandwell





## Strategic Priority 3 - Asset Compliance and Building Safety

Action	Short, Medium or Long Term	Lead
Ensure all properties meet compliance across each of the 'big 6' areas (gas, fire and building safety, electricity, asbestos, water and lifts).	Medium	<ul style="list-style-type: none"> <li>Asset Management</li> </ul>
We will continue to take steps to address high levels of humidity in our properties by installing a humidity controlled extractor fans as a priority.	Medium	<ul style="list-style-type: none"> <li>Asset Management</li> </ul>
Continue to refurbish the remaining 14 of Sandwell's 55 high-rise blocks.	Long	<ul style="list-style-type: none"> <li>Asset Management</li> <li>Building Safety</li> <li>Finance</li> </ul>
Develop a Housing Repairs and Maintenance Policy by March 2025.	Short	<ul style="list-style-type: none"> <li>Asset Management</li> </ul>



## Strategic Priority 3 - Asset Compliance and Building Safety (continued)

Action	Short, Medium or Long Term	Lead
Ensure service compliance around Awaab's Law, meeting timelines across all 29 Health and Safety Rating System (HHSRS) hazards.	Short	<ul style="list-style-type: none"><li>Asset Management</li></ul>

How we will monitor progress through Key Performance Indicators (KPIs)

- The number of council stock compliant with the new Decent Homes Standard once published
- The number of council stock compliance with the 'big 6'
- Damp and Mould repairs data

### Oversight and accountability:

We will develop regular reporting mechanisms against the KPIs in this strategy to report performance to the senior leadership team and tenants and members.

