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South Kesteven District Council

Housing Asset Management Strategy

2026 - 2031

1. CONTENTS

1. Contents
2. Foreword by the Cabinet Member for Housing
3. Executive Summary
4. Introduction
5. Strategic Context
6. Housing Portfolio
7. Asset Management Priorities
8. The Council's Values
9. Equality, Diversity and Inclusion

2. FOREWORD BY THE CABINET MEMBER FOR HOUSING

Welcome to the South Kesteven District Council's Housing Asset Management Strategy 2025-2031

South Kesteven District Council's Housing Asset Management Strategy aligns to the Council's responsibilities described in the Council's Corporate Plan. This strategy represents the Council's vision and plans for maintaining and investing in the Council's housing assets and demonstrates how it will be proactive by putting the resident first in its approach and decision making.

This strategy sets out how the Council will tackle a wide range of challenges by being data and intelligence led. The Council will be joined up in its approach to how it plans, organises, and carries out repairs, compliance activities and investment work.

The Council will ensure and demonstrate that homes are in a good state of repair, safe and meet the requirements of the Regulator for Social Housing. The Council will deliver against its ambitions to improving the quality of homes and neighbourhoods, including meeting targets for decarbonisation.

I am therefore proud to recognise this approach and support this strategy.

Virginia Moran

Cabinet Member for Housing

South Kesteven District Council

3. EXECUTIVE SUMMARY

South Kesteven District Council (the Council) has responsibility for around 6,000 social housing properties for families, older people, single people and vulnerable people. The Council's social housing properties are a mix of houses, bungalows, maisonettes and flats. The Council also manage several schemes which promote independence for older and vulnerable people.

The Housing Asset Management Strategy supports the Council's Corporate Plan and Financial Plan to ensure that properties are maintained in a compliant and effective way. The scope of the Housing Asset Management Strategy is in relation to Housing Revenue Account housing assets and does not include General Fund assets.

Strategic asset management is vital in ensuring that assets are managed in a structured way, this Housing Asset Management Strategy sets out the Council's key priorities, whilst providing flexibility within the context of public sector and the changing environment.

The Council Asset Management Plan covers the period 2026/27 to 2030/31 to ensure the effective delivery of the Council's short, medium and long-term priorities. This strategy has been aligned to the updated housing revenue and capital budget proposals over the next 5 years.

4. INTRODUCTION

This Housing Asset Management Strategy sets out how the Council will manage its housing assets during the next five years.

Asset management is the term used to describe a range of activities needed to repair, maintain, and invest in assets and will reflect changing policy and good practice, modern standards and the needs of residents.

The Council's Housing Asset Management Strategy includes maintaining safe and healthy homes, meeting climate change targets and modernising and improving homes, focussing on the needs of the resident.

In recent years there has been significant focus on landlords, with the government seeking to ensure that housing standards are improved through the introduction of new legislation under the Building Safety Regulator and Regulator for Social Housing.

New building safety laws and social housing regulations make landlords more accountable for providing safe, good quality homes and treating residents fairly and with respect.

The Council's Housing Asset Management Strategy aims to meet the following Regulatory Consumer Standards:

- Safety and Quality Standards
- Transparency, Influence and Accountability Standard
- Tenancy Standard
- Neighbourhood and Community Standard

The Housing Asset Management Strategy also aims to meet legislative requirements set out in the:

- Fire Safety Act 2021
- Building Safety Act 2022
- Social Housing (Regulation) Act 2023

5. STRATEGIC CONTEXT

The Housing Asset Management Strategy is guided by the Council's overarching Corporate Plan and operates within the Council's business plan and financial constraints.

The Council's Corporate Plan sets out ambitions from 2024-27 and provides a framework for the delivery for services to residents and businesses with the vision to make:

'South Kesteven a thriving district to live in, work and visit'.

The five priorities highlighted in the Corporate Plan are as follows:

Connecting Communities – to enhance the strength, wellbeing, security and capacity of all our communities for thriving and cohesive society that all residents are proud to belong to.

Sustainable South Kesteven – to meet the challenge of climate change and ensure that a clean, green, and healthy natural and built environment for present and future generations.

Enabling Economic Opportunities – to support a dynamic, resilient and growing economy which benefits all our communities.

Housing – to ensure that all residents can access housing which is safe, good quality, sustainable and suitable for the needs and future generations.

Effective Council – to deliver trusted, high quality and value for money services that fulfil the needs and expectations of all residents.

6. HOUSING PORTFOLIO

The Council owns and manages around 6,000 social rented homes including 162 leasehold homes.

All properties are within the district council boundary of South Kesteven with core concentrations of properties within the main towns of Grantham, Stamford, Bourne and The Deepings.

The Council has an active development programme that is designed to provide much needed additional properties to rent.

Key facts	
Number of Houses	2983
Number of Bungalows	1496
Number of Flats and Maisonettes	1355
% of Properties meeting the decent homes standard (October 2025)	99.37%
Average SAP Rating (October 2025)	C
Total repairs and investment budget 2025-26	Over £20M
Total reactive repairs completed 2024-25	17,161
Total heating repairs completed 2024-25	2,971
Total void properties repaired	573 voids completed (including temporary accommodation properties).
Total component replacements completed 2024-25	1,139
Total number of decarbonisation properties upgraded 2024-25	369

The Council spends over £20M per year on repairs and investment works each year, this includes responsive repairs, void repairs, heating servicing, health and safety compliance checks, component replacements and decarbonisation works.

Each year we let around 540 properties to tenants each year, equating to a turnover rate of around 9%.

7. ASSET MANAGEMENT PRIORITIES

This Housing Asset Management Strategy sets out the following priorities for managing the Council's housing assets:

- *Priority 1 - Putting the Residents First and Delivering Resident Focussed Services*
- *Priority 2 - Delivering an Effective and Efficient Repairs Service*
- *Priority 3 - Ensuring Homes are Safe and Meet Legal and Regulatory Standards*
- *Priority 4 - Effective Empty Property Management*
- *Priority 5 - Improving the Quality of Homes*
- *Priority 6 - Decarbonisation Projects*
- *Priority 7 - Having the Right Resources and Governance Structures in Place*
- *Priority 8 - Delivering Excellent Asset Management*

By focusing on these priorities over the next five years the Council will meet its ambitions of providing safe, quality homes which meet the needs of its residents and the requirements set out by the Housing Regulator.

The successful delivery of the key priorities set out in this strategy the Council will improve the performance of the Council's housing services and complement the objectives set out in the Council's Corporate Plan.

Priority 1 - Putting the Residents First and Delivering Resident Focussed Services

The Council's Commitments

- Meet the needs and expectations of residents with excellent standards of service delivery when repairs and investment works are carried out.
- Improve the ways in which residents are involved and engaged so their views help shape asset management services.

Improving Customer Experience

The Council has been working hard to improve customer experience in repairs and planned investment projects, and our latest transactional repairs satisfaction results are 84% (November 2025) which compares well with Housemark benchmarking (88% median quartile). The Council will aim to raise satisfaction levels further through the life of this strategy.

The Council will improve satisfaction by carrying out repairs more quickly, completing overdue repairs, complete works to high quality standards and by keeping residents updated and informed.

The Council will communicate effectively on plans and timescales for carrying out planned works programmes and when works move from repairs to the planned works team.

The Council will update residents on performance and seek the views of residents to help shape services. Resident satisfaction transactional surveys will be carried out using Rant and Rave software as well as carrying out Tenant Satisfaction Measures perception surveys, as required by the Regulator of Social Housing. The feedback from our surveys will inform service improvement plans.

The Council's Actions

Effective from April 2026

Next review due: April 2031

- Increase our monthly reporting of tenant satisfaction results across repairs and planned works.
- Deliver the services in accordance with the Council's Voice of the Tenant Survey.
- Report resident satisfaction results in our monthly performance reporting and to the Housing Scrutiny Committee.

Priority 2 - Delivering an Effective and Efficient Repairs Service

The Council's Commitments

- Improve the organisation, contract management and performance of the repairs service to carry out repairs more quickly and within agreed timeframes.
- To ensure that the Council's repairs and maintenance service meets or exceeds median benchmarking performance.

Repairs Service

The Council aims to provide a high quality, efficient and reliable service, underpinned by excellent customer service to residents. The Council's repairs service must respond to resident needs and deliver great resident satisfaction.

The Council has been working hard to reduce backlogs of jobs and the time taken to complete repairs. This is a key priority for the Council as highlighted by the recent tenant satisfaction measures survey report (2025/26) which identifies that improvements are required. The Council is making strong progress in this area as demonstrated by the recent year on year Tenant Satisfaction Measures results which show increases from 66% to 78% for repairs completed over the last 12 months.

To improve the repairs service, the Council are mobilising two new resilience contractors during 2025/26 to support our in-house repairs teams. Both contractors have been selected considering their cost and quality tender submissions and assurance that they will meet our new repairs policy timeframes.

As part of the Technical Services team review, the Council has put in place additional resources to monitor repairs contractors to strengthen contract management and ensure that all jobs are completed within agreed timeframes and meet required quality requirements.

The Council's Actions

- Complete the backlogs of repairs jobs.
- Continually review and scrutinise performance through up-to-date KPI reporting and identify service improvement actions.
- Manage repairs contractors effectively.
- Review financial budgets required for repairs and ensure that they are affordable to the Council considering peer group value for money benchmarking.
- Ensure that the repairs service is underpinned by up-to-date policies and procedures.

Priority 3 - Ensuring Homes are Safe and Meet Legal and Regulatory Standards

The Council's Commitments

- Ensure that all homes are safe, well maintained and free from hazards and meet legal and regulatory compliance requirements.

Health and Safety Compliance Activities

The Regulatory Safety and Quality Standard set's out requirements which the Council is required to meet within its homes. The Regulators new Tenant Satisfaction Measures (TSM) sets out a range of technical compliance standards which the Council must report on to residents.

The Council is responsible for a range of statutory health and safety compliance activities in its homes to ensure properties remain safe. These activities include:

- Annual gas servicing and safety checks
- Electrical installations testing and remedial works every 5 years
- Fire risk assessments, including fire detection system checks and servicing, fire appliance checks and servicing, fire door surveys and remedial works
- Asbestos management, asbestos risk assessments and remedial works
- Water hygiene checks and maintenance
- Lifts servicing and maintenance and LOLER checks

Damp and Mould, Disrepair and Decent Homes

The Council's homes will be free from hazards or items of disrepair and meet all legal and regulatory standards. These include the decent homes standard, building and fire safety laws and the requirements of the Regulator's Safety and Quality Standard.

To ensure that Council homes are free from damp and mould, disrepair and other health and safety risks the Council will:

- Be proactive in managing and preventing damp and mould and disrepair cases, by tackling issues reported promptly and within timeframes set out in accordance with Awaabs Law.
- Meet the requirements of the Building Safety Act and Fire Regulations including carrying out fire risk assessments and ensuring that all remedial actions are completed within agreed timeframes.
- Carry out stock condition surveys and Housing Health and Safety Rating System surveys (HHSRS) every 5 years.
- Ensure all Council staff who enter Council owned homes identify and report any hazards identified.

The Council's Actions

- To keep up to date records for safety checks and servicing to closely monitor and report performance.
- Ensure that quality assurance processes are in place to provide assurance on compliance and performance reporting.
- Ensure key performance indicators are in place for all compliance workstreams including reporting to senior management and relevant Council Committees.
- Ensure that relevant officers are trained and inducted to health and safety roles.

- Have clear policies and procedures to manage all compliance workstreams.

Priority 4 - Effective Empty Property Management

The Council's Commitments

- To let homes as quickly as possible to help minimise people waiting for housing on the housing register and reduce rent loss for the Council.
- To let safe, high-quality homes which support sustainable tenancies.
- To carry out works in void properties which are both affordable and improves the quality of the Council's housing stock.

Void Process

The Council has worked hard over the last 18 months to reduce the backlog of voids from over 200 in progress to less than 50 in November 2025. This has been achieved through the following actions:

- Reviewing the team structure and resources in place to manage voids.
- The procurement of 2 new contractors to carry out larger void works.
- Strengthening performance reporting, contract management and senior management oversight.

In Q1 2025 the Council's internal auditors reviewed the void processes which resulted in a series of actions to improve the service. These actions are captured within an action plan and will be implemented by the end of the Q4 2025/26.

The Council is experiencing significant challenges in respect of the amount of work required in empty properties and this has resulted in significant increases in costs. The Council are currently reviewing costs to ensure value for money can be achieved without backlogs of work building up again.

Effective processes and good communication are critical to void management and turning properties around quickly for letting. A cross team working group consisting of colleagues from Housing Management and Technical Services meet each week to monitor the status of all empty properties.

Improved performance reporting is in place at a senior management level, and quarterly performance reports are presented to the Housing Overview and Scrutiny Committee to increase oversight.

Void Lettable Standard

The Council recognise the importance of letting properties to a high standard especially for those with limited incomes and increased support needs.

Where possible, the Council will utilise its own in-house team to repair temporary accommodation and minor voids and use contractors to carry out works in properties which require significant work or component replacements. All properties handed back for letting will meet the Council's lettable standard.

Where possible, components will be repaired in empty properties although it may be more cost effective to replace them at void stage if they cannot be repaired. When a property is empty it can

be the ideal time to carry out component replacements. The Void Manager and Planned Works Manager will work closely together to manage capital works budgets, planned works and ensure value for money is achieved.

Some repairs may be completed after the new resident has moved in to help provide homes more quickly and reduce void times.

The Council's Actions

- Tightly manage void performance to ensure void times are minimised.
- Technical Services and Housing Management will work closely together to ensure effective communication, identify high priority voids and to ensure both teams work hard to minimise void times.
- Complete all actions from the recent internal audit.

Priority 5 - Improving the Quality of Homes***The Council's Commitments***

- Gather asset data through surveys, inspections and routine activities to inform stock investment programmes.
- Ensure that all properties meet the decent homes standard.

Stock Condition Data

Stock condition surveys are a key source of data to inform the Council's stock investment programmes.

During a stock condition survey, a Housing, Health and Safety Rating System survey (HHSRS) and Energy Performance Certificates (EPC's) will also be carried out.

The Council will use the results of the stock condition surveys to produce investment plans over the next 5 and 30 years. The Council will carry out surveys to all properties on a 5-year cycle.

The Council will have high quality stock condition data to ensure:

- Accurate performance reporting against legal and regulatory obligations
- A full understanding of what works have been completed and when
- Accurate forecasting of building components replacement
- Investment planning and budget setting
- A full understanding of investment needs for options appraisals

The stock condition survey database will be updated monthly with all component replacements carried out through repairs, voids and planned works services to ensure all data is held in one place and is up to date for monthly reporting.

A reconciliation process is carried out on monthly basis to ensure that the number of assets on the stock condition database matches those on our finance and housing management systems.

Planned Works

The Council's stock investment programmes will be guided by our stock condition survey results, requirements of the decent homes standard, legal and regulation requirements and insight from our reactive repairs service.

To ensure that external and internal asset components perform well and last or exceed their forecast life, the Council will continuously review component specifications to ensure products are durable and last whilst considering costs. The Council will ensure that component replacement costs are in line with peer group benchmarking and affordable to the Council.

Disabled Adaptations

The Council is committed to funding a programme of works to adapt homes to ensure that residents can remain living independently for as long as possible. The Council will prioritise budgets to those with greatest need.

The Council will work proactively with Occupational Therapist Services to support residents in their homes and ensure that the budgets are spent wisely.

The Council's Actions

- Ensure a rolling 5-year stock condition survey programme is in place.
- Ensure asset numbers are reviewed and updated every quarter against the Councils housing management and finance systems.
- To annually update the 5-year and 30-year stock investment programme and ensure budgets are sustainable to the Council.
- Deliver the Council's planned works programme.

Priority 6 - Decarbonisation Projects

The Council's Commitments

- Ensure that all properties meet the EPC band C by 2030, plus meet net zero targets by 2050.
- Improve the Council's energy dataset for future investment planning.
- Develop the Council's sustainability and net carbon zero strategy

Government Targets

A significant challenge social housing providers face is improving the thermal comfort of homes to meet the stretching targets set by government.

Decarbonisation projects help to reduce the energy consumption of homes and improve the health and wellbeing of residents resulting in warmer homes and less expensive fuel bills.

The Council has already delivered several decarbonisation projects through the Social Housing Decarbonisation Fund and Warm Homes Social Housing Fund and will continue to bid for future funding when opportunities arise.

Energy Performance Data

The Council carry out EPC surveys at the same time as stock condition surveys if existing information is out of date or missing. This data helps us to identify properties for future decarbonisation projects.

The Council will develop a Sustainability and Net Carbon Zero Strategy to help inform future investment plans. The Council's strategy will:

- Identify the current performance of our homes and work that is required to bring all homes up to EPC C.
- Develop improvement programmes to address the worst performing properties first to make homes warmer and more comfortable to help minimise residents fuel bills. Where possible the Council will adopt a fabric first approach (dependent upon funding constraints).
- Work closely with the Council Sustainability and Climate Change team to develop best practice and provide support to delivery teams.
- Identify funding available to improve homes and bring them up to EPC C by 2030.
- Set out how we will work with residents and deliver our targets.

The Council's Actions

- Develop the Council's energy dataset and scope out requirements and costs of work needed to decarbonise our homes.
- Identify works required in our sheltered accommodation to reduce carbon footprint and reduce costs for residents.
- Work with Department for Energy Security and Net Zero (DESZS), to deliver decarbonisation projects on time and within budget and drawing down grant funding in line with expectations.
- Work with our Climate and Sustainability team to be alert to funding opportunities.

Priority 7 - Effective Governance and Resources

The Council's Commitments

- Ensure that strong governance is in place to measure and monitor performance through the Council's committee structures.
- Continue to review and monitor internal and external resources to ensure that performance targets are met and to ensure that the Council is compliant with legal requirements.

Performance Monitoring

The Council will ensure that a suite of performance indicators is in place for all areas of service including each of the priorities outlined in this strategy. Key performance indicators will be reported to monitor performance and benchmarked against the Council's peers.

The Council's Housing Strategy team will coordinate the Council's Tenant Satisfaction Measures surveys. This information will be used to monitor performance, identify areas for improvement and celebrate success.

The Council will ensure that IT systems are reviewed and developed with support from the Council's dedicated IT teams or appointed consultants to maximise efficiency and support service improvement.

Governance

The Council has a clear leadership and governance structure in place to oversee asset management activities. The Council's Cabinet and Housing Overview and Scrutiny Committee

are in place to ensure compliance with the Regulator's Social Housing Customer Standards and Tenants Satisfaction Measures.

To strengthen management oversight, key performance are reported to the Chief Executive and the Director of Housing and Projects on repairs, voids and planned maintenance and compliance activities each month.

Procurement

All external contracts will be reviewed regularly to ensure that they are compliant and provide value for money. All new contracts will be procured in accordance with the Council's contract procurement procedures and tenders will be awarded based on a combination of quality and cost considerations.

Local Authorities are required to consider economic, social and environmental wellbeing under the Public Services (Social Value) Act 2012. The Council will maximise additional benefits that can be created through the delivery and procurement of goods and services to add value and benefit the communities in which the Council operates.

Suppliers will be required to report on performance through key performance indicators set out in their contracts.

Staffing Resources

During 2024/25 the Council reviewed the Technical Services team structure to ensure that the best arrangements are in place to deliver excellent services for residents, provide increased management support and strengthen accountability for service areas.

The Technical Services management team will address any non-compliance with the Council's code of conduct or corporate values. Priority will be given to effective recruitment and line management to ensure compliance with HR policies and procedures.

The Technical Services management team will ensure that all team members are clear on their objectives and what they need to do. Managers will support their teams and work with HR Services to ensure that officers are trained and equipped with the tools required to do their jobs and provide the best outcome to residents.

The Council will continue to invest in the internal trades teams to ensure that most reactive repairs and void works are carried out by these teams. The Council will ensure that all external contractors are managed effectively and share the Council's priorities.

Finances

The Repairs and Maintenance service is funded through the Council's Housing Revenue Account and the Technical Services team will constantly review costs to ensure value for money services are delivered. To add further capacity, the Council will continue to seek and secure external funding to support delivery programmes.

Budgets will be monitored by responsible managers across the Technical Services team with support from the Council's finance team. Budgets will be agreed annually and in line with the Council's budget setting process.

Benchmarking with data from Housemark and the National Housing Federation value for money reports will be used to monitor and compare costs.

The Council's Actions

- Report performance, sharing results with relevant Council committees and management teams.
- Benchmark key performance indicators using Housemark (and other benchmarking services) and develop plans to ensure continuous improvement and value for money.
- Work with Welland Procurement to ensure that compliant contracts are in place for all externally delivered works.
- Ensure that regular 121s are carried out with all staff across Technical Services including van checks within in-house trades teams.
- Attract, retain and develop Technical Services staff to ensure they have the right skills and resources in place to deliver excellent services.
- Comply with the Council's Procurement Procedures.
- Effect budget setting processes, budget management and compliance with the Council's financial standing orders.

Priority 8 - Delivering Excellent Asset Management

The Council's Commitments

- Promote the Council's Housing Asset Management Strategy vision, aims and objectives.
- Monitor the delivery of the Council's Housing Asset Management Strategy.
- To review the performance of housing assets.

Asset Performance

The Regulator for Social Housing Value for Money Standard requires that social landlords have a clear understanding of asset performance and plans in place to address any properties identified as liabilities. The Council will develop a tool through the life of this strategy to improve the Council's understanding of stock performance and how much each asset will contribute to the Council throughout its life.

The tool should consider property age, location, future maintenance costs, energy efficiency, tenancy management and housing demand.

The results of the asset performance evaluation will identify:

- Sustainable assets
- Not fully sustainable assets - improvement and investment works are required
- Unsustainable assets - any further works will be subject to further analysis and/or options appraisal

The Council will look for opportunities to dispose or regenerate high cost and poorly performing assets to best meet the needs of the Council and its residents.

The Council will buy back ex-Council homes within the first 10 years of being sold through the right to buy process, subject to valuation, quality of the property and considering housing demand.

The Council aims to replace the affordable housing lost through the right to buy process by developing new properties on land owned by the Council and acquiring affordable housing on larger schemes from the developers.

Monitoring and Review

The success of the Housing Asset Management Strategy will be judged based on the success of delivering the actions set out under each priority area.

Each action will be included within the Technical Services team service plans and monitored by the Head of Technical Services and managers across the team. Actions plans are designed to be living documents which track progress through to completion linking strategy, key performance indicators and operational delivery.

Actions will be prioritised in accordance with risk, whereby resident safety, legal requirements, resident satisfaction and impact on the Council will be assessed. The Council will aim to strike the right balance of prioritising all actions in the strategy and considering resources available.

The Council's Actions

- Ensure that officers within the Technical Services team are clear on their responsibilities for delivering the Housing Asset Management Strategy through clear communications, team meetings and individual objectives.
- Monitor and report on the progress of the Housing Asset Management Strategy actions.
- Review and understand the financial and non-financial performance of the Council housing assets.

8. THE COUNCIL'S VALUES

The Council's values determine how we will behave and how it will deliver services. This strategy will be delivered in accordance with the following Council's values:

Trust - Trust is the foundation of all positive relationships – between colleagues, management, officers and Elected Members, and our residents trusting us. It is about fostering a culture of honesty and openness.

Empowerment - Colleagues are encouraged and supported to take initiative and contribute to the betterment of our services and our communities.

Accountability - We are transparent in and take ownership of our actions and decisions.

Making a Difference - Recognising that the Council is driven by a purpose to create a positive impact and improve the lives of all our residents and communities.

Supportive to All - Putting the residents at the heart of everything we do.

Kindness - Being emphatic and understanding of others and always going the extra mile.

9. EQUALITY, DIVERSITY AND INCLUSION

The Council's commitment to equalities is about long-term, continuous improvement.

It is the responsibility of all Officers and elected Members to implement the principles of equality, diversity and inclusion.

Our equality objectives will be supported by a delivery plan as part of the People Strategy, which will include actions from all service areas.

This will ensure consideration of the needs of our staff and our residents is at the heart of what we do – from the earliest stage of development, through to decision-making and implementation.

LAST PAGE

Contact Details

Alternative formats are available on request

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