South Holland District Council

Housing Revenue Account Asset Management Strategy

Investment Plan 2026-2035

Draft v3.1 (22 December 2025)

Housing Stock Asset Management Strategy

Draft v3.1 (22 December 2025)

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Headline Summary

Welcome to South Holland's Asset Management Strategy for council housing in the district.

The Strategy sets out our plans for the management and maintenance of our housing stock over the long term, and in particular our Investment Plan in the period to 2035.

Within this strategy, we make the links to our other key corporate and landlord strategies and focus on what we need to invest into our homes and neighbourhoods, how much we will invest and how we will do it.

This strategy has been developed during the course of 2025 in the context of an enhanced regulatory regime introduced following the tragedies at Grenfell and Rochdale, with the associated requirement to comprehensively update our investment planning following a detailed home by home stock condition survey. The Government has consulted on a revised Decent Homes Standard to be achieved by 2035 and a new Minimum Energy Efficiency Standard (MEES) to achieve EPC C in all homes by 2030. This strategy is closely linked to the Housing Revenue Account Business Plan which sets out how the strategy will be financed.

We have engaged with tenants, councillors, staff and other stakeholders to test out their priorities and our investment planning pays close attention to those priorities.

Our investment needs over 30 years from 2026 to 2056 total £235million, around £62,000 per home. In the first 9 years we plan to invest over £106million into our homes and neighbourhoods, and in the first 5 years from 2026 to 2031 we will be investing over £70million including provision for a small programme of new homes acquisition.

We are prioritising the following investment in the period to 2035:

- Life cycle and elemental replacements, such as kitchens, bathrooms, windows and doors, in a revised and comprehensive programme addressing all elements that will be in need of repair in that period; we are extending some of the expected life cycles for some of the key elements within properties (e.g. kitchens and bathroom) and planning some to be done in a shorter life cycle (e.g. roofs) but are committed to continue to repair elements as they become due whatever their planning life cycle.
- Achievement of EPC C for all our homes by 2030
- A programme of upgrades to sewage treatment works
- An extensive commitment to invest is aids and adaptations to respond to the changing needs of our residents
- A small acquisition programme of 5 homes per annum to 2031 followed by a prospective extension of up to 20 homes per annum from 2031.

This strategy sets out a key action plan which will ensure we achieve value for money in procurement and delivery.

The strategy will be reviewed annually and will be subject to a detailed refresh in the run up to 2030.

1. Introduction

1.1. Background

Welcome to South Holland's Asset Management Strategy for council housing in the district.

The Strategy sets out our plans for the management and maintenance of our housing stock over the long term, and in particular our Investment Plan in the period to 2035.

Following the tragedies of the Grenfell fire and the death of Awaab Ishak in Rochdale, legislation has been strengthened and regulation is being enhanced. Along with all housing providers, the Council faces the challenge of ensuring we get the basics right whilst contributing to the wellbeing of tenants and communities. How we maintain our housing stock, and all the components and elements within it, and how we maintain the areas around our housing, are absolutely critical to the safety of our tenants. It is also critical to how we meet the standards set by the Regulator of Social Housing, in particular the Safety and Quality Standard. This Strategy is the primary basis for the Council to meet and maintain compliance with this Standard.

Our Asset Management Strategy is designed as a robust, evidence-based strategy to lead our investment decisions. We have worked hard during 2024 and 2025 to develop good data on the condition of our stock and understanding the work needed to maintain safety and to improve energy efficiency to keep our residents warm and safe.

We have also been keen to enhance our knowledge of what is important to our residents and their views have been utilised to inform our strategy and to refine our investment planning.

The strategy seeks to deliver value for money for the Council and for current and future residents. It is supported by an investment and action plan that we will use to direct and monitor activity.

1.2. Scope

This strategy sets out our overall approach to asset management of the Housing Revenue Account (HRA) stock. It includes all our housing assets and other HRA assets including community centres. It also covers, at a high level, the requirement for the Council to maintain sewage treatment works.

It is a high level strategy for asset management, with implementation supported by operational plans and policies.

1.3. Purpose

The Asset Management Strategy structures our ability to deliver the three core components of asset management:

- **Stock and community investment**: Investing to maintain the stock to a standard that meets customer and Council needs and regulatory requirements.
- **Active Asset Management**: Ensuring that long term we have housing that meets the need of local communities, that is fit for purpose for the future and reflects resident priorities.
- **Supporting wider objectives**: Being clear where and how asset management supports wider objectives, such as energy efficiency, increasing the supply of new homes and creating sustainable communities.

1.4. Context

The current economic conditions, with the ongoing cost of living crisis, means challenges for our residents and for our business plan. There are many different demands on our resources and this strategy provides a framework to meet these challenges.

There is a significant focus on data and safety. The Fire Safety Act 2021 and the Building Safety Act 2022 introduce additional costs and management obligations for our buildings. Landlord compliance activity is critical to ensuring our homes are safe. The strategy sets out how we will continue to strengthen our delivery in key areas and across all of our projects and programmes.

Our Housing Landlord Strategy 2024-2026 provides a key overarching framework for this Asset Management Strategy. The Housing Landlord Strategy was approved by the Council in 2024 and sets our plans for transformation of the housing landlord service, of which repairs, maintenance and investment are an integral part.

The Social Housing (Regulation) Act 2023 reformed regulation and strengthened our landlord obligations around transparency and accountability to our residents. It also stresses the importance of good data to demonstrate compliance.

The Government consulted in the summer of 2025 on updating the Decent Homes Standard with a key proposal to introduce a minimum standard for energy efficiency for the first time, and for this minimum energy efficiency standard to itself become part of the Decent Homes Standard. At the time of drafting this strategy, the outcome of the consultation process is awaited, although we have made some assumptions around future requirements that we believe will ensure that we are compliant with the new standard when it is finalised.

The Council also faces a shortage of affordable homes. We want to use our asset management strategy to support the Council's ambitions to deliver new social homes. The strategy sets out how we will begin to review our existing housing stock to identify opportunities for growth.

1.5. Links to other strategies and documents

Our Housing Landlord Strategy sets out our ambitions to deliver on four overarching themes:

1. Culture and Operational Excellence

   We will deliver a service that meets the needs and aspirations of our tenants, whilst keeping them safe

2. Quality Homes and Connected Neighbourhoods

   We will be well governed and financially resilient, operating efficiently and responsibly, and investing wisely to fulfil our social purpose.

3. Accountability and Transparency

   We will deliver well maintained, safe, affordable homes and neighbourhoods, where people are proud to live that supports their health and wellbeing.

4. Tenant Voice and Opportunity

   Tenants will be at the heart of everything we do and every decision we make.

In turn, our Housing Landlord Strategy and Housing Transformation Plan represent an integral part of the South & East Lincolnshire Councils Partnership Alignment and Delivery Plan, a plan which is annually updated to reflect the priorities of the Council in its sub-regional and wider Lincolnshire context. Asset management links to all four of strategic sub-regional priorities:

- Growth and Prosperity – the expanded investment programmes set out within this strategy mean opportunities for increased jobs locally
- Healthy Lives – the safety and quality of our homes directly impacts the health and wellbeing of our tenants and residents
- Safe and resilient communities – investment in our homes and in our communities within our council housing estates provides the basis for community resilience
- Environment – investing in the environment through increased energy efficiency.

1.6. Asset management strategic objectives to support our corporate landlord priorities

We have developed four overall objectives for asset management which underpin this strategy.

1. **Continue to grow knowledge and understanding about our stock and neighbourhoods:** we have achieved c.90% surveys of our stock, and will develop our knowledge and analysis further as we gain more insight.
2. **Bring stock to the revised Decent Homes Standard**: noting that there are increases in the standard compared to the current level, subject to formal government confirmation including compliance date (2035/37).
3. **Meet Minimum Energy Efficiency Standards by 2030 and beyond**: in practice this will mean aiming to achieve a minimum EPC C rating for as many homes as it is technically possible to do so
4. **Set a high standard for our neighbourhoods and invest to that standard**: involving agreeing a minimum standard for investing in the environment outside of physical properties.

1.7. Planning requirements and tools

We have a range of tools to help us to deliver effective management and maintenance of our assets.

Central to effective asset management is the collation and use of robust and integrated management information to enable effective planning. The new strategy relies on information in the following areas which will need to be regularly updated to ensure it is fit for purpose.

- Stock condition data

The strategy is based on recent survey data. At the time of drafting, around 90% of the stock had been surveyed, with further surveys ongoing to achieve complete coverage and support investment planning. We are also developing an enhanced process to capture data from our responsive repairs services.

- **Data and governance to support compliance**

We have a suite of key performance indicators (KPIs) to monitor compliance across all key areas and have management arrangements in place for fire, asbestos, legionella, electric, gas, lifts, damp and mould.

- **Asset Performance**

We are beginning the process of building a detailed understanding of asset performance from a financial perspective, and are developing our understanding of the extent to which assets help us to meet our social objectives. A key element of our strategy will be to make an assessment of the performance of assets to inform future investment planning, strategic asset management, housing management and neighbourhood planning. We will use the information to make informed decisions about where and when to invest in our assets and how best to support our residents to have good quality homes that they can afford.

- **Skills and expertise**

The Property Services Team and Housing Repairs Team within Housing Landlord Services are responsible for setting policies and standards relating to repairs and maintenance, statutory reporting, the storage and management of asset-related data, and also leading on projects to ensure our homes reach the standards set and we make the best use of our assets.

- **IT systems**

We are committed to ensuring we have robust asset management databases and systems. We continue to invest time improving our management of risk and the organisation of data for future stock maintenance.

These are the core tools required so that we can understand our assets, make informed decisions about their future, and deliver the component parts of this strategy.

1.8. Investment Planning

We already have a comprehensive Investment Plan for the investment of nearly £50million into the stock and our neighbourhoods over the five years from 2025-2030. Our investment plan is updated annually and approved as part of the Council's Medium Term Financial Strategy which runs over a rolling 5 year period. We plan to extend our asset planning to a 10 year rolling period as this strategy matures over the next few years.

A key element of this strategy will be to refine the priorities within the Investment Plan so that it continues to reflect the needs and requirements of the stock and the views of our tenants.

Key dates for our Investment Planning focus on the following:

- 2030 – the deadline for the achievement of a Minimum Energy Efficiency Standard (MEES) for our stock, set by the Government to be the equivalent of EPC 'C'.

- 2035 – the deadline for the achievement of the remainder of all parts of the Government's revised Decent Homes Standard.

The strategy and planning for these dates are the practical and principal short-medium term objectives for this Asset Management Strategy.

2. Demand, need and regulation

2.1. Housing demand and need

In common with almost all council housing services in the country, South Holland has a growing population and growing demand for affordable housing.

Housing need is measured through our Housing Register (the housing waiting list). As at 30th November 2025, there were 745 households on the Housing Register, formed of 2% emergency banding, 6% urgent banding, 16% high banding and remaining 76% identified housing need. This need compares to our stock holding of 3,780, from which less than 6.6% of homes are relet during the year.

Whilst pressures on homelessness and temporary accommodation in South Holland are not as great as in some parts of the country, the Council has a statutory responsibility towards supporting homeless households in finding accommodation, and the pressure is growing. The Council had 27 households in temporary accommodation on 30th November 2025.

We have therefore incorporated provision for a programme of stock acquisition and development into this strategy so that we have some resources to provide the additional homes that we need.

At the same time, the demographics of our tenant and resident population influences the types of need that we have for housing in the district, with an increased focus on the need for the following:

- Adapted homes for the elderly and disabled (see below)
- Larger family homes, many of the former stock having been sold to former tenants under the Right to Buy.
- More energy efficient homes to reduce heating and fuel bills for our tenants.

2.2. Adaptations and other specialist housing

The Council is committed to adapting properties to meet the changing needs of our tenants and plans to invest over £5.5 million in such adaptations from 2026-2031 with 231 adaptations completed during 2024/25 and a forecast of 216 adaptations for 2025/26.

It is important that we have strong data on the location and type of adaptations present across our stock. Stock condition surveys completed during 2024-25 collated data on adaptations and this information is built into our asset database to ensure residents needs are met and to inform investment. The housing register ensures accessible properties are allocated to households needing adaptations, maximising the use of adapted properties at relet.

A review of our approach to installing aids and adaptations was completed with tenants and members during 2025 resulting in a new policy framework to drive consistency and efficiency. While the Council continues to deliver an intensive disabled aids and adaptations programme, the budget for the programme is modelled to reduce from 2031 onwards in response to substantial and ongoing investment in adapting stock for disabled households, alongside wider capital programme improvements including installations of wet rooms in sheltered housing at upgrade. It is anticipated that these initiatives in conjunction with a new policy framework will lead to a gradual decline in demand for disabled adaptations, as homes are increasingly adapted to meet accessibility requirements.

2.3. Resident engagement and priorities

A key priority in our Housing Landlord Strategy stresses the critical nature of how we inform our services and investment plans through customers' views. The Regulator's Transparency, Influence and Accountability Standard provides a regulatory backdrop emphasising the importance of resident engagement

The ambition is for residents to benefit from accessible, high quality services and be involved in decisions that affect them.

We undertook a tenant and resident engagement process during the autumn of 2025 to inform the priorities within this strategy. The process comprised two key strands:

- Two focus groups with engaged tenants, during which there was extensive discussion of the themes around asset management and how the Council should go about taking decisions around future priorities for investment
- An online survey for all tenants, asking ten questions to gain views on future investment priorities.

The key questions we wanted responses to were as follows:

1. Should we extend life cycles – since 2012, the Council has operated to element replacement life cycles that are relatively short compared to the standards adopted by other housing providers; this is because at that time, the Council had the money to be able to repair and replace large elements such as kitchens and bathrooms in a shorter timeframe; given the greater financial pressures that the Council is now under, we asked whether we should extend these life cycles.

2. Should the Council maintain a stock replacement, acquisition and/or development programme? What is the right balance between investment in the existing stock and in new homes?

3. How important is investment in the neighbourhood and environment compared to investment into the actual physical fabric of the properties?

4. How important is the capability to invest in aids and adaptations for the elderly and infirm/disabled or otherwise vulnerable tenants and residents?

5. Is there a role for regeneration and development of "obsolete" and/or high-cost homes; whilst the Council will need to be proactive around managing asset performance, we wanted to understand tenants' views on how plans for redevelopment might be applied.

The outcomes from the engagement process are summarised below.

Focus Groups

The discussion feedback (which was also echoed by several specific survey comments – see below) is summarised as:

1. Extend lifecycles for kitchens, bathrooms, and boilers, provided the original specification is of sufficient quality to ensure durability.

2. Avoid unnecessary replacements of kitchens and bathrooms where they remain in good condition.

3. Importance of accessibility of bathrooms.

4. Mixed views on fencing: one group favoured fencing around communal and outdoor areas for security, while both agreed the external environment should remain attractive.

5. Supportive of property disposals where costs to bring homes up to standard would be excessive.

6. Strong support for new builds, designed to enable ageing in place, future-proofed, and located on brownfield sites.

7. Positive backing for investment in Aids and Adaptations to improve accessibility and independence.

8. Raise the void property standard to ensure homes are ready for occupation at a higher quality level.

9. Focus on green energy solutions, including solar panels, small wind turbines in rural gardens, and electric vehicle charging points (particularly for tenants with mobility needs transitioning to electric vehicles).

10. Council support for home and garden maintenance where tenants require assistance.

11. Ensure that tenants who fail to maintain their properties or gardens are recharged.

Online Survey

There were over 100 responses to the survey, representing c 4% of households. This represents a reasonable response rate, especially when the findings and outcomes are taken together with the discussions within the focus groups.

Graph outcomes from a selection of the questions are set out overleaf. In summary, the resident feedback summary headlines:

- Extending life cycles is supported as long as the specification is high and that repairs are still undertaken when required.

- It is good to find space for a new homes/acquisition programme but it is not number 1 priority, and not at the expense of safety and quality of the existing stock.

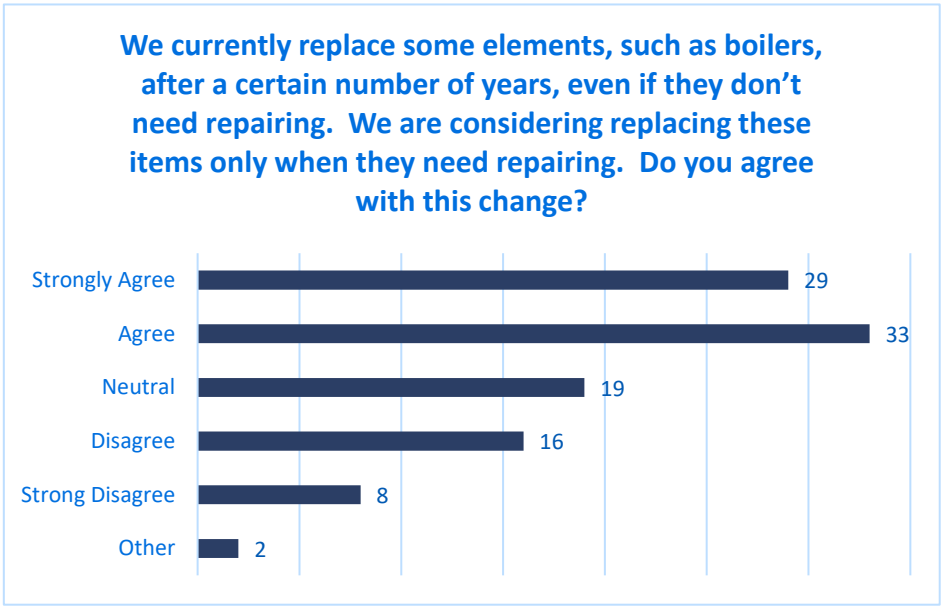
- Continue to provide programme of aids and adaptations to a high standard.

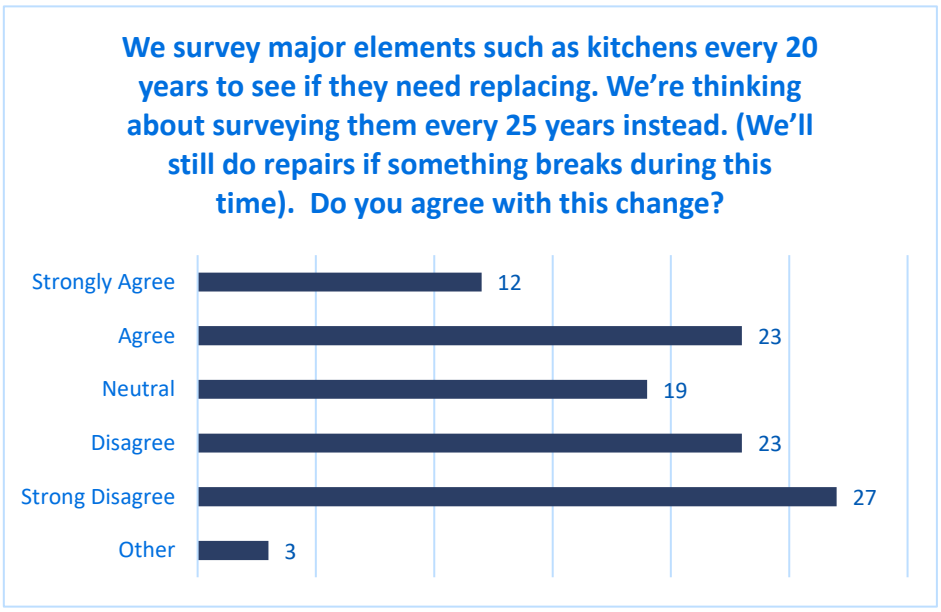
- It would be important to find space for a limited, but focused, programme of works outside of properties within the curtilage of estates and neighbourhoods.

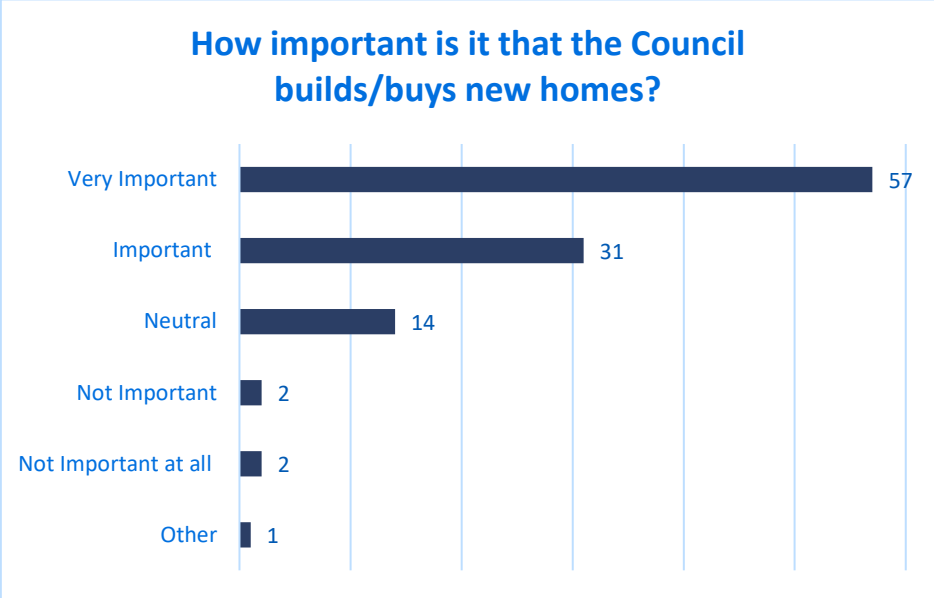
- Review the void standard

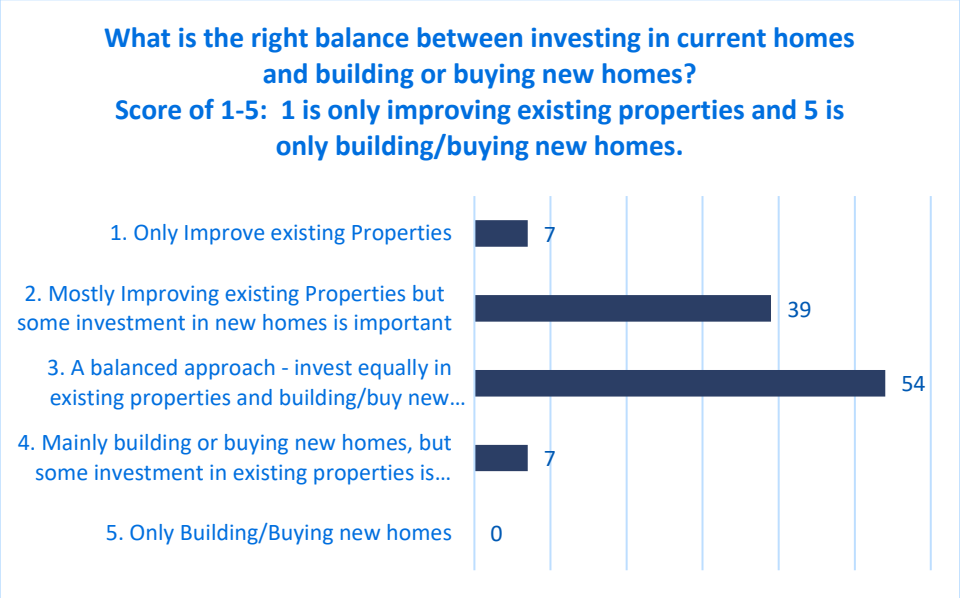
- Explore opportunities to provide support for tenants in keeping homes and gardens to high standard.

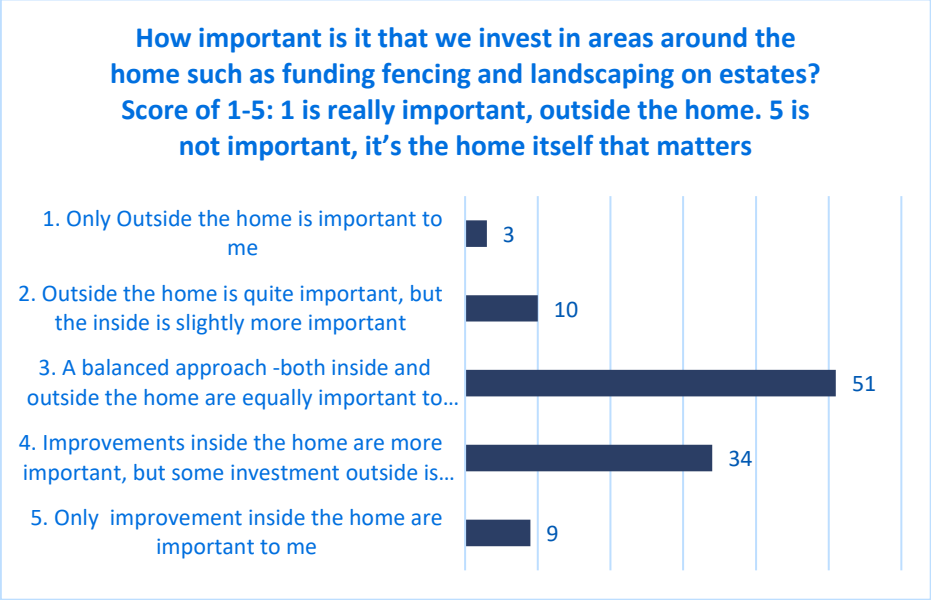
- Review asset performance and bring forward options for redevelopment as necessary.

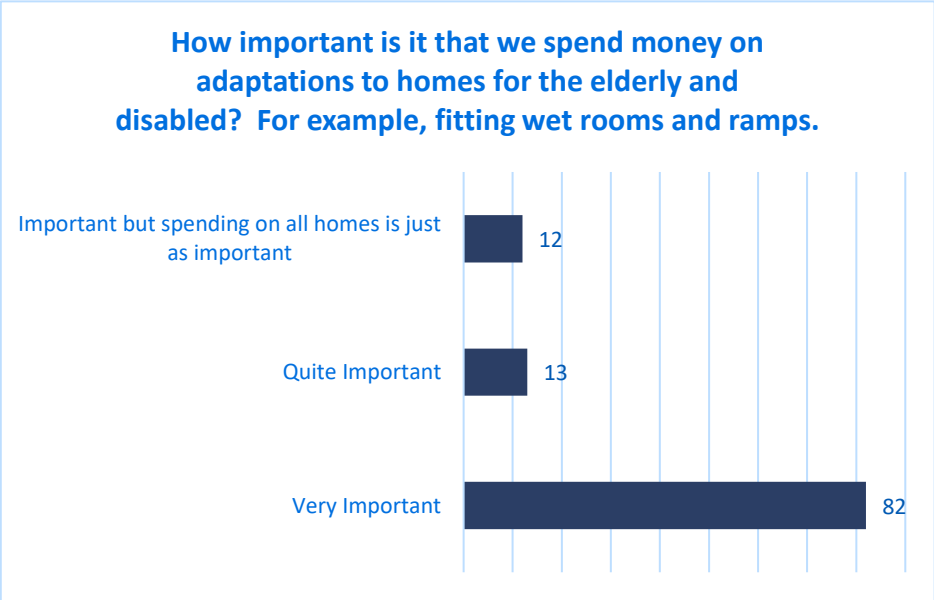

We currently replace some elements, such as boilers, after a certain number of years, even if they don't need repairing. We are considering replacing these items only when they need repairing. Do you agree with this change?
Strongly Agree
29
Agree
33
Neutral
19
Disagree
16
Strong Disagree
8
Other
2


We survey major elements such as kitchens every 20 years to see if they need replacing. We're thinking about surveying them every 25 years instead. (We'll still do repairs if something breaks during this time). Do you agree with this change?
Strongly Agree
12
Agree
23
Neutral
19
Disagree
23
Strong Disagree
27
Other
3


How important is it that the Council builds/buys new homes?
Very Important
57
Important
31
Neutral
14
Not Important
2
Not Important at all
2
Other
1


What is the right balance between investing in current homes and building or buying new homes?
Score of 1-5: 1 is only improving existing properties and 5 is only building/buying new homes.
1. Only Improve existing Properties
7
2. Mostly Improving existing Properties but some investment in new homes is important
39
3. A balanced approach - invest equally in existing properties and building/buy new...
54
4. Mainly building or buying new homes, but some investment in existing properties is...
7
5. Only Building/Buying new homes
0





2.4. Councillor priorities

We also conducted a short series of discussions with all councillors to test their priorities for investment against the same overall questions. As would be expected, the main priorities were very similar to those of tenants and residents:

- General support for extending lifecycles of kitchens, bathrooms, and heating systems so long as they remained in good condition.
- Support for a stock replacement/acquisition programme on the basis that investment in existing stock is prioritised and consideration around selling high-cost or isolated properties to reinvest in newer stock. New build / acquisition programme should be focussed on property types which meet local housing need.

- Strong support for improving neighbourhoods (fencing, landscaping, communal areas), recognising the impact on wellbeing and estate appearance. Awareness that some gardens are large and tenants struggle to maintain.

- Positive support for ongoing investment in aids and adaptations due to ageing population and rising demand.

- Role for regeneration where properties are costly to maintain or have poor energy efficiency and supported exploring redevelopment opportunities/disposal of units.

Additionally, members had a strong interest in solar panels (based on resident feedback) and that there should be a linked initiative around the "optimal" use of stock, with, for example, the offering of incentives for downsizing to those residents under-occupying larger properties in order to free homes up for larger families in need.

2.5. Regulation

The legislative and regulatory backdrop is critical to inform our investment plans. The regulatory environment for social housing has developed significantly in recent years, placing compliance, safety, and transparency at the centre of asset management practice. Meeting these requirements is not only a statutory obligation but also a moral imperative, ensuring that tenants can live safely and with confidence in their homes.

A summary of the key elements is set out below.

Decent Homes Standard

The Decent Homes Standard (DHS) is being revised to include a new Minimum Energy Efficiency Standard with proposals including the need to provide floor coverings when homes are relet to incoming tenants.

The new standard is expected to change in one other key specific way. Currently, it is possible to meet the DHS whilst still having some elements of homes not up to modern standards or in a good state of repair; this "minimum" approach to meeting the standard (for example, having a modern kitchen but an older bathroom in need of replacement) is being replaced by the removal of such flexibility; from now on, all elements must be in a good state of repair. Our stock condition survey covers the replacement of all components within the home and this will provide the basis for ensuring that we meet the DHS going forward.

Whilst the earlier consultation in 2025 was not specific around the standards to be set for the introduction of a requirement to provide floor coverings in properties, most providers are allowing for additional investment. For South Holland, we have assumed that the costs would be incorporated into repairs budgets for the reletting of void properties.

Fire Safety Act 2021 and Building Safety Act 2022

These have introduced the most significant changes to fire and building safety regulation in many decades. Whilst the Council has no high rise buildings, we must be mindful of the need to ensure the safety of high risk buildings, which could include properties which house vulnerable tenants. We have a regular and ongoing programme of carrying out fire risk assessments and a programme to address where those risks have been highlighted as needing repairs.

Social Housing (Regulation) Act 2023

This has reformed the powers and role of the Regulator, giving an explicit remit to proactively regulate Consumer Standards. From April 2024, all registered providers were required to comply with the new Safety and Quality Standard, which sits alongside other Consumer Standards.

The Safety and Quality Standard requires landlords to:

1. Maintain all homes in a safe condition, including through rigorous compliance with gas, electrical, fire, water, lift, and asbestos safety requirements (the “big six”).

2. Ensure that all homes are maintained to at least Decent Homes Standard, with transparent reporting to tenants and the regulator on compliance.

3. Demonstrate that tenants are living in properties that are of an acceptable quality, free from hazards, and that meet statutory fitness requirements.

4. Provide clear assurance to both tenants and the regulator that compliance frameworks are robust, validated, and subject to independent scrutiny.

A key element of enforcement of regulation of the Safety and Quality Standard is knowledge about our stock, and about the tenants that live in the homes, the former recorded through a stock condition survey, the latter through a comprehensive data recording system around tenants and customers.

Housing Health and Safety Rating System (HHSRS)

This was introduced under the Housing Act 2004, provides the statutory framework for assessing housing conditions and identifying hazards that may pose a risk to occupants’ health and safety. It underpins much of the legislation governing property standards, including the Decent Homes Standard, the Homes (Fitness for Human Habitation) Act 2018, and the recently introduced requirements of Awaab’s Law. We use the HHSRS framework to assess and prioritise risks across the stock, ensuring that homes remain free from Category 1 hazards such as damp, mould, excess cold, or structural instability.

Awaab’s Law

This was introduced in 2024 to further strengthen the statutory duty to provide safe and healthy homes. The death of two-year-old Awaab Ishak in Rochdale in 2020 exposed the devastating consequences of unmanaged damp and mould. The new legislation requires landlords to investigate and remedy such hazards within defined timescales, reinforcing a culture of zero tolerance. For the Council, this means strengthening inspection processes, triage systems and data recording, ensuring that reports are acted upon promptly and that tenants receive clear information about progress. The approach to damp, mould and condensation management forms a central part of the Council’s compliance framework and risk management processes. Phase 1 of Awaab’s Law (focusing on damp, mould and condensation, and emergency repairs) was introduced on 27th October 2025. Phases 2 and 3 are scheduled to commence in 2026 and 2027, respectively.

Net Zero Carbon

The national and regional focus on climate action and carbon reduction has been a key area for social housing landlords in preparing strategies for managing assets since the commitment of the Government to achieving carbon neutrality by 2050 introduced in 2019. Whilst the financial challenges facing social housing have meant that many providers have scaled down their plans to achieve net zero in the long term, the Council remains committed to achieving standards which deliver greater energy efficiency, sustainability and affordability for our customers.

Funding

The progression of consumer standards inspections by the Regulator since April 2024 has highlighted that knowledge, insight and planning are central to compliance with the various standards, particularly the Safety and Quality Standard. The Council is aware that lack of funding is not deemed to be a reason for not focusing on the basics around safety and quality, and whilst there are financial challenges across the entire social housing sector, we cannot assume that more money will become available from Government and must therefore plan on the basis of the funds we know we have.

3. Our Homes

3.1. Stock profile

We own just under 3,800 social and affordable homes and manage a further 22 leaseholder properties.

The profile of our stock is captured in the following three tables (stock totals are as at November 2025).

We have a relatively low level of flats compared to other social housing providers (only 264 or 7% of the stock). However, we have a high proportion of bungalows (44%), and around two thirds these are designated sheltered for elderly residents.

46 of our homes are offered on a shared ownership basis, where the resident has acquired a part-share in the property, paying rent on the proportion that the Council owns.

Table 3.1: housing stock by type and tenure

Archetype	General needs (social rent)	General needs (affordable rent)	Sheltered Housing (social rent)	Shared ownership	Total
Flat	195	4	65	0	**264**
House	1,695	115	0	37	**1,847**
Bungalow	690	8	962	9	**1,669**
Total	**2,580**	**127**	**1,027**	**46**	**3,780**

Table 3.2: housing stock by age

Age	Number of properties	Percentage
Pre 1919	69	1.83%
1919-1944	803	21.24%
1945-1964	1,671	44.21%
1965-1979	1,023	27.06%
1980-1999	30	0.79%
Post 2000	184	4.87%
Total	**3,780**	

Some of the properties that have been provided as council housing in the district were built of non-traditional construction methods. These property types are particularly challenging in terms of their energy efficiency, thermal comfort and other repairs, damp and mould issues. The table below highlights that around 13% of our stock is non-traditional in build, and we will need to closely monitor property conditions over time.

In time, we will need to replace non-traditional stock types with new homes, however our strategy at this time is focused on keeping these homes in a good state of repair with modern facilities.

Table 3.3: housing stock by construction type

Construction type	Number of properties	Percentage
Airey	91	2.41%
Prefab	101	2.67%
Steel	22	0.58%
System built	17	0.45%
Timber	11	0.29%
Traditional	3,298	87.25%
Wates	240	6.35%
Total	**3,780**	

3.2. Non-housing properties

In addition to the homes we own, we also own a number of non-housing properties within the HRA, including 14 community centres and 13 guest rooms.

Given the highly rural nature of much of our stock, the Council owns a significant number of sewage treatment works - 49 sewage treatment works and 11 pumping stations in total. This is significant because for as long as there are no plans for adoption of these facilities by Anglian Water, it falls to the Council to manage and maintain them. Whilst the management of day to day treatment is contained within our main repairs budgets, the upgrade and modernisation of these facilities represent a potentially significant cost to the Council and therefore within the Asset Management Strategy and the Business Plan.

Some works are contained within our Investment Plan (see below) and we have estimated the long-term requirement to be around £4.7million over 30 years.

3.3. Stock condition survey progress

Survey work began in earnest in the summer of 2025 and as at November 2025, we have completed c.90% of surveys. We have a target for all our stock condition data to be up to date (less than five years old) by January 2026, with the exception of hard to reach properties where we have been unable to secure surveys.

The focus of our surveys has been in assessing current condition (including Housing Health and Safety Rating System surveys), remaining useful life of components, and measuring the long-term expenditure profile driven by estimated life cycles for each major element. Surveys also included assessments of energy performance (where certificates were outstanding or due to expire imminently), cases of damp and mould and outstanding repairs.

In addition to the core life cycle elemental replacements driven by survey data, we have also collected data around energy efficiency, sewage treatment works and made an assessment of investment in the homes and communities (including a small allocation for fencing and the environment around properties and within estates).

The data around energy efficiency is based on compliance with EPC C. Our current Investment Planning includes a programme of investment into over 600 homes to bring these to EPC C by 2030, a programme which is part-funded by grant from Warm Homes funding from the Government (formerly called the Social Housing Decarbonisation Fund).

Alongside this programme, we will need to make provision for a further programme to complete EPC C work for the remainder of the stock below that standard (in total some 1,200 homes, around a further one third of our stock). These works will primarily focus on replacement windows, replacement heating systems and loft insulation. These works have been incorporated into our programme to 2030.

3.4. Stock condition survey life cycles

A feature of South Holland's asset management and business planning since 2012 has been the use of different life cycles than the standards set within the national Decent Homes Standard. The life cycles currently in use by the Council reflect a decision taken by Council in 2012 to provide a higher standard of repair and shorter waiting period for replacement than was standard at the time.

This decision was taken in consultation with tenants at that time and arose from the additional resources that the Council had available within the HRA following the change in financial regime for council housing in March 2012.

These life cycles are shown in the table below for a range of key elements. Only roof replacements have a longer replacement cycle at South Holland compared to the national standard approach.

Table 3.4: South Holland life cycles compared to national standards

Element	South Holland	Standard
Kitchen	20	30
Bathroom	25	40
Windows Main Building	30	40
Heating System	15	15
Main Pitched Roof	65	50
Pitched Roof Structure	65	50
External Painting	8	-
Flat Roof Adjoining Outbuilding	15	-
Chimney	35	50
Wall Insulation Cavity	30	-
Radiators	30	40

In the light of increasing costs and the introduction of greater flexibility around life cycles within the prospective revision to the Decent Homes Standard, a key feature of this Asset Management Strategy is consideration of a proposal to extend life cycles. This is discussed below.

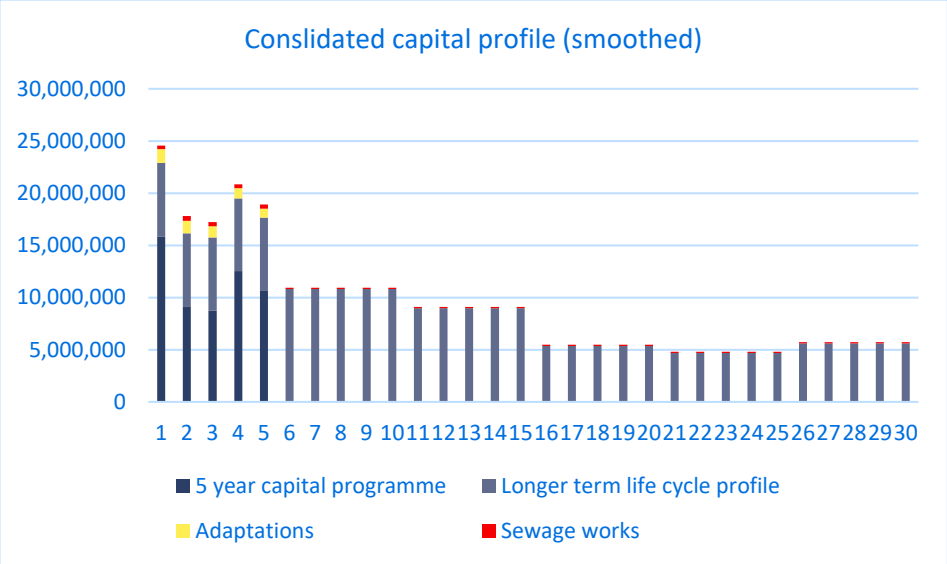
3.5. Stock condition survey and investment profile

The total investment profile required for the Asset Management Strategy over the next 30 years is therefore built up from the components set out above, summarised in the table below.

Table 3.5: total stock and asset investment profile 2026-2056 £'000's

Investment Area		2026-2031	2031-2036	2036-2041	2041-2046	2046-2051	2051-2056	Total	Per home
Life cycle investment			47,784	40,036	27,849	27,588	26,009	**169,266**	44,779
Current Investment Plan		55,324						**55,324**	14,636
Adaptations		5,459	3,137	3,000	3,000	3,000	3,000	**20,596**	5,449
Sewage treatment		1,900	562	562	562	562	562	**4,710**	1,246
Total		**62,683**	**51,483**	**43,598**	**31,411**	**31,150**	**29,571**	**249,896**	**66,110**

Chart 3.6: capital investment profile over 30 years (today's prices)



Taken together, the profiles show a total investment requirement of £249.9million (or just over £66,100 per home) across the lifetime of the strategy. This level of investment is relatively high compared to many other small district councils (information from the Local Government Association research of 2024 suggests a national benchmark of around £62,000 per home over 30 years).

The relatively high level reflects the inclusion of an extensive programme to complete EPC C works where current performance on EPC C is below the national average (we have 58% below this standard as of November 2025) and the inclusion of sewage treatment works.

3.6. Extending life cycles

Taking into account the size, scale and ultimately affordability of the above profile within the HRA business plan, we have proposed an extension to life cycles of 5 years where our current cycles are below the national standard, whilst reducing those that are beyond the national standard (i.e. roof repairs).

Feedback from residents strongly suggests that whilst there should be flexibility around setting life cycles, and therefore not replacing elements such as kitchens and bathrooms until they are in a poor state of repair, that repairs should still be undertaken if elements do not last the full length of the revised life cycle.

This has the impact of "pushing out" around £15 million of life cycle repairs beyond the 30 year period resulting in a revised 30 year total of £238.5 million or £62,100 per home.

We will continue to evolve our practice towards elemental replacement programmes to maximise value for money on the principle that no element is replaced unless it is necessary to do so. Regular and ongoing stock surveys will be an essential tool to ensure that elements in need of repair are spotted early and placed in a replacement programme as soon as practicable. We will continue to complete condition surveys before major components are replaced. Where components remain in good condition, their replacement date will be extended beyond the life cycle.

3.7. Repairs

In the Council's Housing Landlord Strategy, we have committed to strengthening the management of our contracts, getting things right the first time, and improving our communication with residents to keep them updated on outstanding repairs with clear timelines for completion of works. Our repairs service is a crucial part of our relationship with our residents and is a significant determinant of satisfaction for tenants and leaseholders alike.

We currently recharge tenants for deliberate damage to properties and will review our approach to recharging tenants during 2026/27 as part of our review of the Housing Repairs and Fitness for Habitation Policy. This review will be informed by both a review of our repairs service and feedback from residents.

We will ensure that a robust process continues to be in place for referrals between repairs and planned investment, for example when responsive repairs become major works and for repairs teams to be aware of when works are due in the investment plan. We will also ensure that programmes are sufficiently flexible to take advantage of existing programmes when reactive repair requests, void relet repairs and/or stock surveys suggest capital replacement is required.

4. New homes, acquisition and regeneration

4.1. Delivery of new homes

A key component of this strategy is our commitment to the delivery of new homes.

South Holland has a good track record of delivering new homes and acquiring existing homes within the HRA. In the last 7 years since the opportunity to invest in new homes programmes was effectively reintroduced for the HRA, we have delivered 172 homes at a programme cost of £20.2m. This has been delivered through bringing in grant and subsidy from Homes England and the Government to part-finance the programme.

However, recent financial challenges combined with the enhanced regulatory regime has led us to prioritise resourcing within the existing stock. This has resulted in the temporary cessation of new build programmes with the final scheme at Holbech due for completion in January 2026.

4.2. Meeting our new homes ambition

Notwithstanding the current position, we feel it is essential to make provision for the acquisition and/or development of new homes within the Business Plan and Asset Management Strategy.

The government has announced substantial additional resources for a new Social and Affordable Homes Programme from 2026-2036 totalling £39billion plus a further wave of funding under the Local Authority Housing Fund programme – wave 4 from April 2026 totalling £950million.

We intend to take advantage of these opportunities by reintroducing provision for the acquisition or development of a specimen total of new homes within the strategy; we have identified that resources to deliver 5 new homes per annum in the 5 years from 2026 to 2031 and up to 20 homes per annum from 2031 onwards should be achievable, based on current market, section 106 and other development market conditions, using the receipts we have collected from the Right to Buy, coupled with the receipt of grant of an estimate 40% of the acquisition or development cost into the long-term.

We have made provision for a net investment programme of £1.1million per annum (at today's prices) commencing in 2026/27.

Taken together with the reduction in Right to Buy sales to 5 per annum arising from the restriction of discounts since November 2024, we plan to grow our housing stock once more.

4.3. Active asset management

Now that we have a comprehensive set of data round the current condition of our stock and the profile for investment over the long-term, we will be in a position to analyse in detail the financial performance of our properties. A process known as Asset Performance Evaluation will be adopted to measure future income against future costs in order to identify which properties may be prohibitively high cost to repair, or where properties may be obsolete and in need of replacement.

We are committed to taking decisions about the future of the stock in full consultation with tenants and residents, and to also take account of whether there may be properties that are high cost but are also in relatively short supply and therefore worth the investment to bring up to standard.

4.4. Options appraisals

During the consultation process for this strategy, there was general support for the notion that we should not be “throwing good money after bad” and that we should explore opportunities to add to the stock where, for example, there are large property footprints and low density estates.

The framework for options appraisals will be aimed at properties which perform poorly on a financial basis and informed by an understanding of social performance and market context. All feasible options for improvement will be explored where these deliver the Council’s objectives and improve our offer to residents.

5. Investment Planning

5.1. Resources and Business Plan affordability

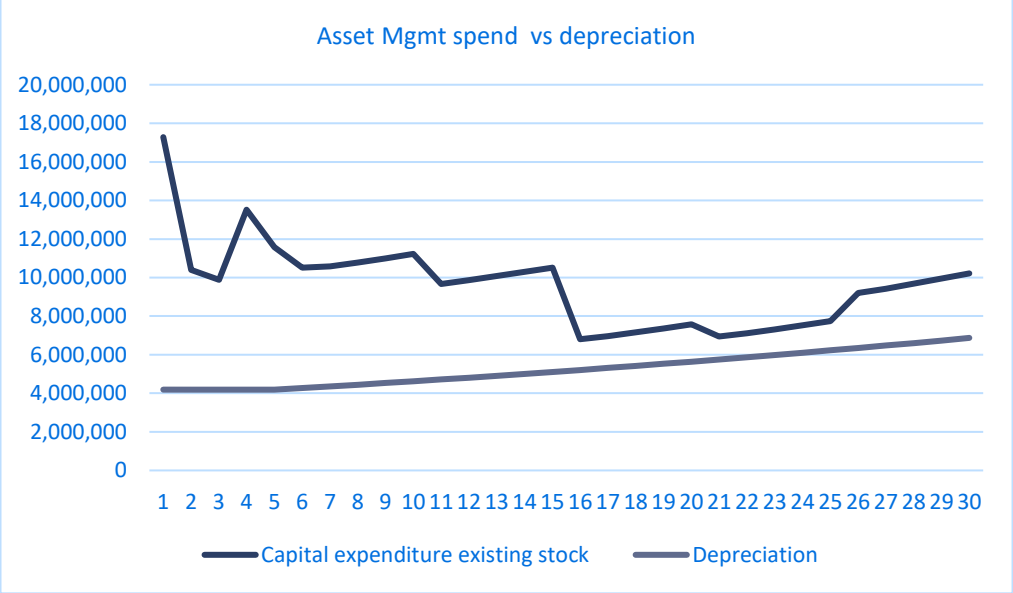
We have updated our HRA business plan with the most up to date survey data, along with all of the other costs set out in section 3 above.

This allows us to test affordability and provides a golden thread from recently collected information through to the plan. The business plan currently includes for the full provision of capital spend against survey and all other requirements, assuming that life cycles are lengthened by 5 years.

The existing Investment Plan will be continued to 2030 as there are already contracts and suppliers in place and fully procured for the programme. The life cycle phasing arising from the stock survey provides challenges for the business plan given a high level of life cycle works required in the period immediately after 2030. We will keep this under continual review as we develop our detailed approach to the programme up to 2035. Investment into energy efficiency will be extended from the current programme to complete EPC C for all stock by 2030. It is felt that these would only be able to be procured effectively and added to the existing programme in time for the 2027/28 financial year.

There are three primary sources of resources for investment into the existing stock: depreciation transfers from rent income to the Major Repairs Reserve, top-ups to depreciation from rent income (known as revenue contributions to capital) and borrowing. The chart below highlights the difference between the total investment requirement (at outturn prices – i.e. including year on year inflation) to the level of depreciation annually.

Chart 5.1: comparing total investment requirements against depreciation transfers



The chart shows that in the early period, there is a need to top-up depreciation with additional revenue and borrowing, and that this continues throughout the entire period with particular additional needs in the period from 2030-2040 and from around 2048 onwards. The implications of the requirement for life cycle investment to 2035 are shown within the chart.

As a matter of financial prudence, we will always provide additional resources to support the capital programme from revenue if we are able and minimise reliance on borrowing wherever possible.

Notwithstanding the high costs of investment over the short, medium and long terms, the level of investment is affordable within the business plan, on the basis that rents and income increases provide the necessary spending and investment headroom to support programme delivery.

5.2. Grant and subsidy

Where programmes of investment are supported by Government, we will be proactive in making bids for additional resources to be brought into the district to help finance our investment requirements.

Key areas of focus will continue to be:

- Warm Homes Funding, to help support the delivery of Minimum Energy Efficiency Standards (MEES), for the purposes of this strategy this means supporting the delivery of EPC C to a further 1,200 homes by 2030.
- Social and Affordable Homes Programme grant for new build or acquiring stock.
- Local Authority Housing Fund grant to support the acquisition of existing homes.

5.3. Investment Planning to 2030

We have an established programme incorporated within the Council's Medium Term Financial Strategy (MTFS). A schedule of the current spending areas within the programme is summarised in the table below/overleaf.

All works included within the programme have been assessed as required and contribute towards compliance with statutory and regulatory requirements.

Table 5.2: 5 year investment planning totals £'000's

Investment Programme	2026-2031
Central Heating - Gas Boiler Replacements	6,725
Kitchen / Bathroom Replacement	13,391
Green Homes Energy Efficiency Grant SHDF Wave 3	8,745
MEES	3,721
Smoke Alarms	1,686
Electrical Upgrade - Capital	34
Roofs and Gutters	3,755
Doors & Windows	12,390
Fire Remedial works	443
Chimneys	342
Paths and Drives	575
Boundary Walls	20
Fees	3,263
Sewage Treatment Refurbishment	1,900
Car Parks	135

Community Centre Refurbishment	100
ICT Strategy	170
Replacement Laptops	257
Major Adaptations	5,459
HRT Vehicle Replacement	300
Final payments prior schemes	10
Purchase of Homes South Holland	700
Purchase Homes Holbeach	300
New Acquisition Schemes	6,078
New Scheme- ICT	219
Total	**70,717**

All works included within the programme have been assessed as required and contribute towards compliance with statutory and regulatory requirements.

5.4. Resourcing the plan to 2030

The table below shows the financing for the updated Investment Plan to 2030. The table shows the reliance on grant availability to support energy efficiency investment and the need for revenue top-ups and borrowing to ensure the programme is able to be fully financed.

Table 5.3: asset investment plan with sources of finance (2026-2030 £'000's)

	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Programme	**19,537**	**11,844**	**11,424**	**14,996**	**12,917**	**70,717**
Depreciation via Major Repairs Reserve	4,776	3,941	4,468	4,286	4,171	**21,642**
Grant and subsidy assumed	3,045	689	702	470	0	**4,905**
RTB Receipts	1,108	1,155	1,213	1,273	1,337	**6,086**
Revenue top-ups	3,632	334	226	374	2,168	**6,734**
Borrowing	**6,976**	**5,725**	**4,815**	**8,593**	**5,241**	**31,349**

The programme and sources of finance will be updated on an ongoing and annual basis along with approval of the Council's budgets and MTFS, to take account of income and resource availability and the actual delivery of programme areas.

5.5. Developing the plan to 2035

A key requirement of the Asset Management Strategy is to demonstrate how the achievement of compliance with all relevant statutory and regulatory standards can be delivered. The proposed update to the Decent Homes Standard is likely to require compliance by 2035 (or possibly 2037, depending on the Government's final decision).

Whilst decent homes compliance at South Holland is positive (only 0.64% were classified as “non-decent” at 30th November 2025), we will need to make sure that the position is 100% compliance (where technically possible) as soon as possible and in any case by 2035. In practice, implementing the investment requirements set out within the stock condition survey and life cycle replacements will support the delivery and maintenance of compliance with the Decent Homes Standard.

As it addresses the replacement of all key elements upon expiry of their surveyed useful life, and with replacement on life cycle bases that largely remains on shorter cycles than national standards, we believe that the investment profile derived from the survey will form a robust basis for the achievement and maintenance of the Decent Home Standard.

Therefore, we will plan to extend the Investment Planning framework arising from this Asset Management Strategy to 2035 by incorporating the implied investment requirements from life cycle replacements, alongside continuing to deliver a programme of adaptations and a small annual programme of fencing and other environmental upgrades as required.

In overall terms, we plan a total investment of over £106million into the stock, our neighbourhoods and communities over the 9 year period from 2026 to 2035.

There is substantial reliance on revenue top-ups from rent income and from borrowing. However, the level of borrowing remains sustainable in the HRA business planning context and the capability to fully finance the programme provides a high degree of assurance that the plans we have arising from this strategy are both based on robust and solid core data and able to be fully financed.

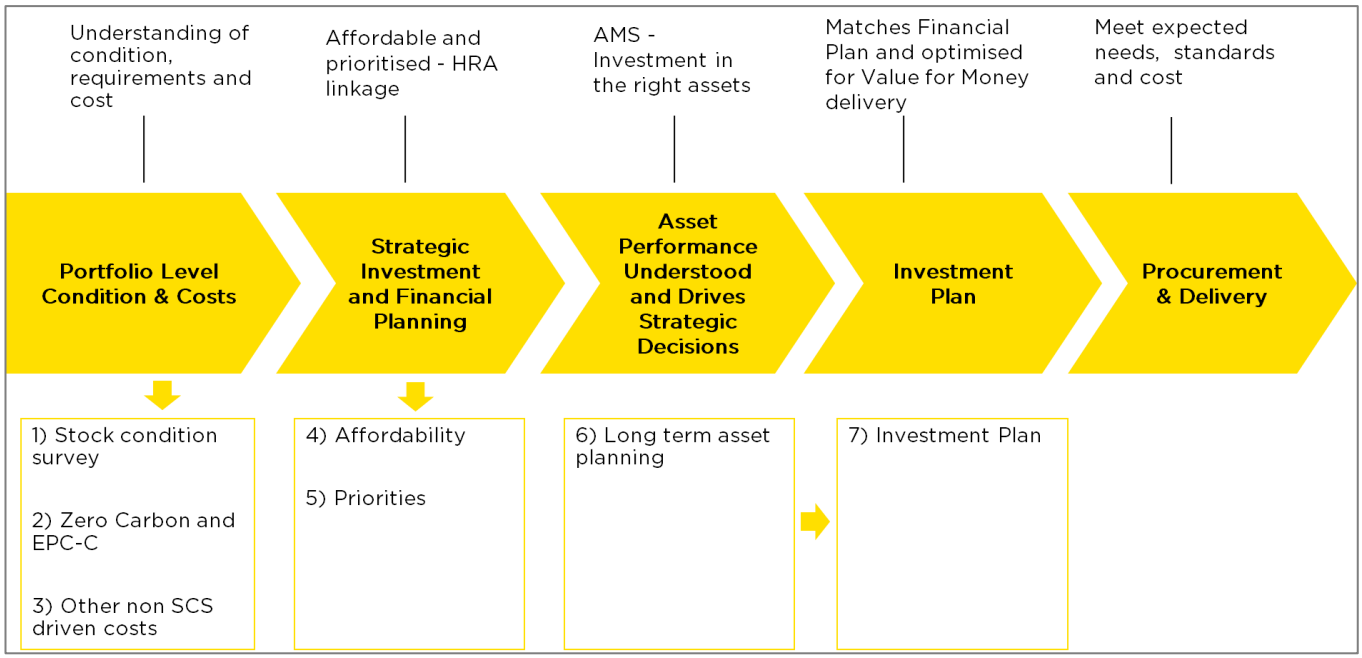
The second 5 year phase of the above Investment Plan will be subject to many factors, including the performance of assets in use, the requirement for earlier or later replacements depending on how individual elements perform in practice, unit costs of components, contractors/supplier costs and updated for ongoing surveys. We will continue to undertake a detailed and forensic analysis and review of the stock survey totals when placing properties in programmes and update our data as required, which will then inform the revision to programme spend totals.

The programme is large and comprehensive, and represents a significant potential increase in programme delivery over the course of the next 9 years. Effective procurement, commitment to value for money, and robust monitoring on an ongoing basis will be essential to ensure that the Council is able to deliver the priorities set out in the programme.

6. Procurement, value for money and monitoring

6.1. Delivering investment plans

Whilst we are currently working to a five year capital programme, we plan to extend to a 10 year programme. The five-stage development and delivery process is summarised in the diagram below. It will be important that steps 2 and 3 around strategic investment planning and asset performance become further integrated into our investment planning.



Our longer term aspiration is to establish a rolling 10 year plan with a golden thread between our stock condition data, what is affordable in our business plan and what is delivered on the ground.

As the analysis of our data becomes more developed, this will provide residents and contractors/suppliers with greater visibility of the pipeline of work followed by a clear direction for investment over the following period. Whilst the plan can be fully financed, financial conditions can change, and there may be competing requirements for investment and we will use the investment priorities outlined above to prioritise the work to be delivered. The allowances in the investment plan will continue to be aligned to the business plan to ensure affordability.

Once priorities and work packaging rules are agreed, we produce a property level schedule of works. This identifies the work required at property level and whether further survey work is required. This will be formatted in accordance with requirements to support effective procurement activity (see below).

The process also needs to consider the results of future asset performance evaluation, when and if it is completed. Unless it is essential, works associated with properties prioritised for options appraisal would be highlighted in the investment programme and excluded from early years programming so that long term decisions can be taken before major expenditure is incurred. Clearly any essential work relating to ensuring properties meet statutory and regulatory requirements will be delivered where it is required.

We will continue to engage with tenants and residents through the new engagement and scrutiny structure and through regular feedback to improve the way we deliver works programmes.

6.2. Procurement

The Investment Plan is important to support effective procurement and value for money in delivery, and to provide visibility on these key points for tenants and residents.

Many of the programmes set out in the 10 year Investment Plan are already in some form of delivery and therefore have either contractors or suppliers in place, or we are in advanced plans to procure suppliers.

There will need to be a dovetailing of existing procured contracts with the expanded requirements for future investment. We will consider the implications of expanded programmes for existing suppliers, continuing to monitor their performance and ensure that market engagement is effective in ensuring either existing contracts are extended or re-procured, or a mixture of both.

The Procurement Act 2023 gives the Council a little more flexibility in how it procures contracts for the delivery of new programmes and we will ensure that all suppliers are procured in compliance with this Act.

6.3. Value for money

We are committed to driving value for money in our Asset Management Strategy, planning and delivery. This will enable us to increase investment in other areas of the stock, service or in new homes.

The approach to investment planning set out in this strategy will be a key factor in driving value for money, as we work to improve our data. It will enable us to target investment where it is most needed and provide clear indications of components and volumes over a longer time frame to improve value for money from our contracts. Our review of capital delivery will reduce slippage and improve our delivery to timescale. A measure of success will be the extent to which we deliver against the need identified in the survey.

We will monitor outturn costs against our schedule of rates to ensure we can control cost variation. A measure of success here will be a clear relationship between outturn costs and affordable rates within our investment plan.

The proposed approach to active asset management set out in section 4 will enable us to maximise return on assets (both financial and social) by ensuring expenditure is targeted to improve our long term sustainable assets over time, releasing resources for reinvestment that increases the number of social rented homes. This provides scope to broaden our concept of value to include social and environmental factors.

6.4. Performance monitoring

We will report on our performance across all areas of the strategy – to colleagues, members, our residents, and other key stakeholders. We will measure our success through a range of Key Performance Indicators (KPIs) which currently include:

- Growth in new social housing
- Resident satisfaction
- Decent Homes compliance
- Building and Fire Safety compliance
- Actions on damp and mould complete within timescales of Awaab's law
- Percentage of stock with up-to-date stock condition survey data
- Percentage of properties reaching EPC-C.

In addition, KPIs on the following will be explored:

- Percentage of capital plan delivered
- Capital investment contributing to Net Zero Carbon
- Delivery of Asset Performance analysis (growth in Net Present Value across the stock).

We will regularly report against KPIs in this strategy to senior leadership and to Cabinet. In addition, progress on the Capital Programme is reported on a quarterly basis at the Capital Programme Clinic, attended by the Assistant Director – Housing and Portfolio Holder for Strategic and Operational Housing.

The principal actions within this strategy support the Housing Landlord Strategy and we will continue to report against the KPIs within that strategy as they are delivered via the Asset Management Strategy.

6.5. Risk management

The strategy recognises that housing assets can also become liabilities, creating a risk to business plan financial sustainability as well as significantly impacting on tenants' and residents' lives.

Operational risks are registered in our HRA Operational Risk Register and strategic risks are recorded in the Corporate Risk Register overseen by the Cabinet and fed into the broader council risk strategy. Key risks arising within this strategy include:

- The Governmental is delayed in confirming the final position regarding the revised Decent Homes Standard and Minimum Energy Efficiency Standards leaving the Council unable to plan with complete confidence for compliance.
- Failure to manage health and safety compliance could put residents, staff and contractors at risk.
- Failure to meet statutory or regulatory standards can carry penalties and will damage the Council's reputation.
- Failure to maintain the golden thread between the understanding of stock condition and investment need and what can be financed within the HRA Business Plan.
- An incorrect scope or poor quality of stock investment will have a key influence on customer satisfaction.
- Poor value for money in stock investment will have a major impact on our finances as this represents the largest proportion of our HRA expenditure.
- Failure to sufficiently manage disrepair or damp contribute to component degradation, creates additional expenditure to maintain homes, and can impact resident health and wellbeing.
- Internal and external factors impact on investment need and expenditure. Key amongst these are currently Fire Safety and energy efficiency. We will need to remain aware of the impact of these on investment levels in existing stock and any subsequent impact on our investment plans.
- Internally and externally published standards will need to be reviewed - changing standards may carry financial and reputational risk.
- Failure to accurately reflect compliance and performance in IT systems creates inefficiencies, jeopardises the success of business plan and access to requisite resources, and leads to lapses in compliance

6.6. Internal controls

The main internal controls supporting the delivery of this strategy are in the following areas:

- **Data –** maintaining quality and integrity with regular review.
- **Stock Condition Surveys -** regularly reviewing rates to ensure consistency with benchmarks and outturn costs, updating stock condition data regularly, with results captured by the asset management database and reporting results to maintain golden thread between stock condition, investment and business plans.

- **Investment plans –** the establishment of a planned investment programme with clear and robust contract management arrangements. Effective and regular monitoring of agreed performance measures. Demand analysis and customer feedback from responsive repairs used to update planned programmes. Council and resident scrutiny of performance.
- **Procurement and staffing –** Management systems in place to recruit, select, train and appraise staff with the skills to deliver the strategy. We will work within the Council's corporate procurement process and aligned with the Procurement Act 2023 to deliver value for money services.
- **Responsive repairs –** detailed contract controls and performance measures in place. Service outcomes and measures used to inform forward planning of both planned and responsive repairs. Resident satisfaction measures reported annually. Regular testing of customer satisfaction and analysis of complaints.
- **Long term asset planning –** mechanisms to review asset performance are in place and regularly updated. Asset performance forms an integral starting point for investment and long term asset planning.
- **Business planning –** HRA Business Plan review process will explicitly evidence the golden thread from the business plan through to the Asset Management Strategy, cash flow models, investment and procurement programmes and stock condition surveys.
- **Internal audit –** independent assurance to periodically review asset management and landlord compliance.

This approach aims to ensure we continue to improve our practice and performance, have a golden thread from asset model to stock condition survey, and make best use of all of the key links in between.

6.7. Review

This strategy covers the period from 2026-2035. Investment plans will be reviewed annually. The strategy will be refreshed in late 2026 to reflect progress in key areas around asset performance and continued forensic analysis of the outcomes of the stock survey. The strategy will be next updated in the run up to 2030.

6.8. Accountability and control information

Accountability for the strategy is with the Director of Communities. Operationally, responsibility is with the Assistant Director – Housing to ensure agreed programmes are in place and delivered effectively.

7. Action planning

A summary of the key actions arising from the Asset Management Strategy is set out below. We will:

Continue to engage tenants and residents on refreshes and updates of the Strategy.

1. Complete and maintain 100% of stock surveys (including where appropriate through enforcement of access).
2. Continue forensic analysis of survey outputs, conducting validation checks of survey outputs.
3. Move towards a rolling 10-year Investment Plan commencing with an extension of the existing 5 year plan to 2035.
4. Consult further on the approach to recharges as part of the review of the Housing Repairs and Fitness for Habitation Policy during 2026/27.

5. Introduce a robust process to ensure referrals from responsive repairs engagement are translated into investment programme repairs.

6. Carry out a detailed evaluation of asset performance.

7. Introduce a robust process of option appraisal of stock that is evaluated as poor performing financially.

8. Extend life cycle replacement timeframes where appropriate but remaining below national standards.

9. Bid for all subsidy and grant programmes, including Warm Homes, Social and Affordable Homes Programme and Local Authority Housing Fund.

10. Introduce an allocation of funding for, and subsequently deliver, the acquisition of 5 new homes per annum to 2031 and 20 per annum thereafter for all years.

11. Refresh this strategy in the autumn of 2026 and conduct a full review in the run up to 2030.

12. Ensure that the procurement of all suppliers and contractors is carried out in line with the Procurement Act 2023 and align the future Investment Plan including extensions of existing programmes with existing providers as far as possible to achieve value for money in the programme.

13. Monitor schedule of rates costs against what is being achieved through procurement.

14. Monitor the delivery of this strategy through regular KPI reporting to Cabinet and residents.