

Birmingham City Council

Report to Cabinet

16th January 2024



Subject: Asset Management Strategy 2024-2029

Report of: Paul Langford, Strategic Director of City Housing

Relevant Cabinet Member: Cllr Jayne Francis- Cabinet Member - Housing and Homelessness
Cllr Brigid Jones- Cabinet Member - Finance and Resources

Relevant O &S Chair(s): Cllr Deakin- Finance and Resources, Overview and Scrutiny Committee
Cllr Idrees- Homes, Overview and Scrutiny Committee

Report author: Guy Chaundy, Assistant Director of Strategic Enabling (guy.chaundy@birmingham.gov.uk)

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|-------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------------------------|
| Are specific wards affected? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No – All wards affected |
| If yes, name(s) of ward(s): | | |
| Is this a key decision? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| If relevant, add Forward Plan Reference: 010840/2023 | | |
| Is the decision eligible for call-in? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Does the report contain confidential or exempt information? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If relevant, provide exempt information paragraph number or reason if confidential: | | |

1 Executive Summary

- 1.1 This report seeks approval from Cabinet for the Council's Asset Management Strategy 2024-2029.
- 1.2 The strategy should be read in conjunction with the Housing Revenue Account (HRA) Business Plan Cabinet Report and the Interim HRM Contract Award

Report which sets out how the Council will afford to deliver on the priorities set out within the Asset Management Strategy 2024-2029.

- 1.3 The Asset Management Strategy 2024-2029 sets out our long-term strategic approach to preserving the Council's assets and ensuring residents live in high-quality, sustainable homes for the long-term.
- 1.4 In January 2023, Cabinet approved the Housing Strategy 2023-2028. This strategy sets out three strategic priorities over the next five years, one of which was 'Neighbourhoods will be enhanced, and the quality of existing homes improved.' A key commitment as part of this strategy, was to develop a robust Asset Management Strategy, setting out how the Council will deliver the high-quality homes that residents deserve.
- 1.5 Birmingham City Council is the largest Local Authority provider of affordable housing in the UK, the Council's Asset Management Strategy 2024-2029 is built on the principle that all residents should live in warm, safe and sustainable homes.
- 1.6 The Council have not had a robust Asset Management Strategy formally in place for some time and have faced challenge from both the Regulator of Social Housing and the Housing Ombudsman regarding the quality of the stock portfolio, the repairs service and the overall impact of this on residents. We know that it is an absolute necessity and legal requirement to deliver homes that are safe and are compliant with Decent Homes Standards and alongside the Housing Revenue Account (HRA) Business Plan, we now have a clear blueprint in which to achieve this.
- 1.7 This strategy demonstrates how the Council have learned from resident's feedback. Based on feedback from complaints, satisfaction surveys and the focus groups undertaken through the development of this strategy, it is clear that there are low levels of satisfaction with the way landlord services are delivered and how our homes are looked after. Voices from our residents are woven into the strategy and their priorities are reflected in the key commitments. This approach represents a step-change in the Council's relationship with residents and is key to re-building trust and improving resident satisfaction.
- 1.8 The Council are also preparing for the full implementation of the Social Housing Regulation Act, including the move from a reactive inspection regime, to a proactive one which has been supported by a new set of Consumer Standards. Given the nature of the new regulatory environment, we have reviewed our investment approach to strike the right balance, making sure residents live in high-quality homes, whilst continuing to contribute to the supply of affordable housing. Investing in our homes is a key priority for the Council and for our residents, the Asset Management Strategy 2024-2029 sets out how this investment will be directed.
- 1.9 The plan is developed with the implementation of the Social Housing Regulation Act in mind and the enhanced expectations around compliance with Decent

Homes Standards. Intervention from the Housing Ombudsman and Regulator of Social Housing has already put the Directorate on a trajectory of prioritising investment in the stock portfolio and this strategy formalises that objective. Commitments have been made to both regulatory bodies in relation to this and the plan sets out how these commitments will be honoured.

- 1.10 Following the implementation of the Social Housing Regulation Act it is likely that a new Decent Homes Standard will be developed, alongside a Minimum Energy Efficiency Standard. These anticipated changes make the planned 'catch-up programme' to achieve Decent Homes Standards even more important.
- 1.11 The Asset Management Strategy 2024-2029 has been developed at a time, where the Council are reviewing their approach to the re-procurement of the Repairs & Maintenance (R&M) contracts. These contractors are vital in the formation of this strategy, as they will be the main delivery partners for several of the specific activities set out in the delivery plan and enable the Council to achieve the long-term investment required and benefit from the stability of a long-term strategic partnership.
- 1.12 The re-procurement of the R&M contracts was underway prior to the development of the Asset Management Strategy 2024-2029 but the decision was made to pause the procurement process and review our approach. The new procurement strategy will ensure best value, increased competition and enable the Council to develop a long-term partnership approach, focusing on better quality and improved resident satisfaction. There are also opportunities as part of this new approach to deliver wider benefits arising from the supply chain.
- 1.13 This strategy is developed in the full knowledge that it will need to be aligned to a communications strategy; residents will need to be aware of any potential changes or investment in their homes and how to get involved and engage in the process. Residents need to understand how they can tell the service about the changes that need to be made in their home, report repairs and receive feedback around when their homes will be compliant. As part of the delivery plan for this strategy, delivering a mechanism to communicate effectively will be one of the key pieces of work to provide assurances for residents moving forward.
- 1.14 The Council have developed a robust and comprehensive Asset Management Strategy because it is and must continue to be a corporate priority. The whole Council, across all Directorates will have some part to play in the delivery of this strategy. In line with a transparent approach, this strategy sets out how investment will be prioritised and where and how expenditure will be directed. The Asset Management Strategy 2024-2029 will be delivered with our core vision in mind at all times; for residents to live in warm, safe and sustainable homes.

2 Recommendations

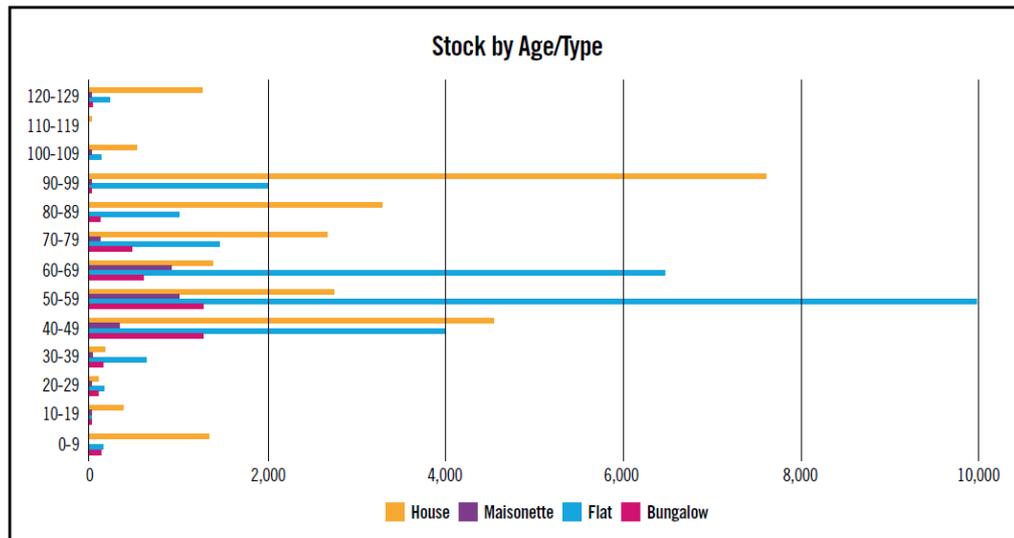
That Cabinet:

- 2.1 Approves the strategic priorities set out in the Asset Management Strategy 2024-2029, that resident's homes must be warm, safe, and sustainable.
- 2.2 Approves the Council's intention to deliver an Asset Management Strategy that covers a 5-year period, enabling the Council to focus on 'getting the basics right' for our residents.
- 2.3 Endorses the Council's approach to making sure our homes are compliant with all statutory obligations, including Decent Homes Standards.
- 2.4 Endorses the Council's approach to the regular monitoring and evaluation of the proposed Asset Management Strategy 2024-2029, providing assurance on an annual basis that the commitments set out are delivered.

3 Background

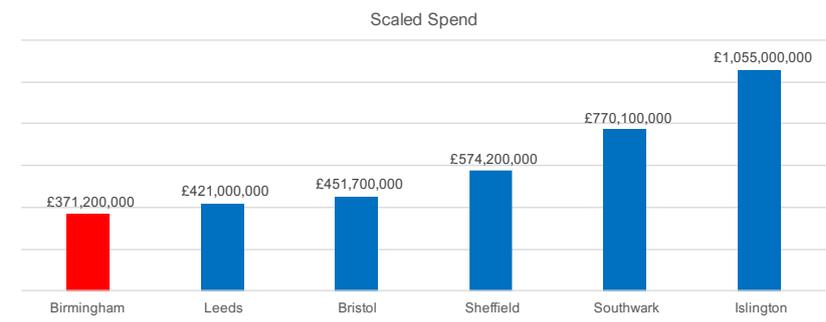
- 3.1 In January 2023, the Council worked with stakeholders across the city to launch the Housing Strategy 2023-2028. Priority 3 of the strategy sets out the commitment to ensure 'Neighbourhoods are enhanced, and the quality of existing homes are improved.'
- 3.2 One of the key commitments of the Housing Strategy 2023-2028 was to develop a robust Asset Management Strategy and HRA Business Plan, setting out the way in which the Council intends to drive forward the quality of resident's homes and how these activities will be funded.
- 3.3 In January 2023, the Housing Ombudsman published a Paragraph 49 report following concerns about the repairs service and complaints handling. Consequently, the Regulator of Social Housing issued the Council with a Regulatory Notice in May 2023.
- 3.4 The Regulatory Notice relates specifically to a breach of the Tenant Involvement and Empowerment Standard and the Home Standard. Both of these standards make up the Consumer Standards, which are the set of standards that regulate the social housing sector.
- 3.5 The Regulator of Social Housing has raised concerns regarding the Council's performance against landlord health and safety compliance, engagement with residents and compliance against Decent Homes Standards. A vital step in achieving Decent Homes Standards requires the Council to set out how the investment will be delivered and the detail regarding the Council's strategic priorities.
- 3.6 The Regulator have confirmed that they will not end any engagement with the Council until there is assurance that all compliance activities, including a trajectory to achieve Decent Homes Standards can be fully articulated.

- 3.7 The Council have responded robustly to these concerns, through the development of the Asset Management Strategy 2024-2029, to be read in conjunction with the HRA Business Plan.
- 3.8 The Council's stock portfolio of circa 59,000 homes is made up of affordable, predominately social rented homes with smaller proportion of leased properties. The nature of the stock portfolio requires long-term investment, the proportion of high-rise blocks is significant; in addition, 78% of the total stock is over 50 years old, 28% is over 80 years old whilst only 4% is under 30 years old. Figure 1 sets this out below:



- 3.9 The Council accepts that the housing stock has not received the investment required over a significant period. Figure 2 sets out our scaled spend on the stock portfolio between 2016-2021, alongside other comparable authorities.

BCC Investment versus other LA's– 2016-2021



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- 3.10 The Council did not receive any central Government funding available between 2000-2010; the funding available was connected to stock transfer deals and ALMO arrangements which residents voted against on the two occasions these were consulted upon.

- 3.11 This meant the Council invested £680m on the stock portfolio independently. Because of the investment delivered between 2000-2010, the plan could not withstand further years of continued investment at the same rate, resulting in challenges complying with Decent Homes Standards.
- 3.12 The Grenfell tragedy and the more recent death of Awaab Ishak have also prompted significant investment in both fire safety and the way in which the Council manages damp and mould. The sector has also been challenged by the Government's route to zero targets, Birmingham has an even more ambitious target, aiming to achieve carbon neutrality by 2030.
- 3.13 The Council is responsible for the repairs and maintenance provision, our partners Equans and Fortem are contracted to deliver this service across the city and these contracts represent the largest contract the Council is responsible for. These contracts are currently going through a full re-procurement process, with an interim contract proposed through direct award for the next 2 years, supporting a longer-term re-procurement process for April 2026.
- 3.14 Due to market factors, such as inflation, supply chain and construction costs, there has been an across-the-board above inflationary increase in cost. The Council must take this into consideration when negotiating both the interim contract for the repairs and maintenance service and the longer-term contract procurement, particularly when the Council are looking to capitalise on opportunities to promote social value activities through these contracts.
- 3.15 The Council also deliver several operational services that are important to residents, voids, lettings, complaints, disrepair, and litigation etc. Many resident enquiries and litigation claims relate to either the quality of the existing stock portfolio, or the quality-of-service delivery. We want to learn from the feedback we have received to invest in both homes and services for residents, improving satisfaction and reducing reactive expenditure in the long-term.
- 3.16 Following the Grenfell tragedy, the voice of the tenant has become a significant focal point across the sector. Complaint handling, management of resident enquiries and tenant engagement are key to achieving overarching compliance. The Council have already reviewed the housing service, through our strategic partner Campbell Tickell.
- 3.17 The Council are committed to re-designing landlord services to ensure that services are localised, visible and provide value for money for residents.
- 3.18 Both the national and local drivers are fully explored within the Asset Management Strategy 2024-2029, see [Appendix 1](#). The breakdown above aims to provide Cabinet with an understanding of why it is imperative to formally set out our priorities, providing clarity to all relevant stakeholders on how the Council intends to preserve and invest in its assets.
- 3.19 The Asset Management Strategy is designed around the principles, the delivery of warm, safe and sustainable homes. These principles have been developed

using feedback from Tenant Satisfaction Measures (TSMs), complaints feedback, City Housing Liaison Board (CHLB) and specifically designed focus groups. CHLB is a formal tenant engagement group and is made up of representatives from Local Housing Liaison Boards (HLBs). Comprehensive feedback ensures that the strategy is co-designed with residents and what is important to them.

- 3.20 The principles, warm, safe and sustainable are the basis of any good home. The Council have a responsibility to make sure that investment in resident's homes promote these basics. The Council is aware of the fact that not all residents have this experience in their home and are committed to making sure that these principles are equitable across the board.
- 3.21 The Asset Management Strategy 2024-2029 sets out a blueprint for the Council to meet these aspirations, driving forward quality and making sure that homes are fit for purpose for the communities we serve.
- 3.22 It is proposed that the Asset Management Strategy 2024-2029 is monitored on an annual basis where a report will be provided to the Cabinet Member and CLT on progress against the delivery plan. This will be reported upon at the end of each financial year.
- 3.23 Within the City Housing Directorate, a quarterly performance report will be brought to Compliance Board, setting out regular progress updates against the delivery plan.
- 3.24 The Asset Management Strategy 2024-2029 has been developed in accordance with the documents below:
- 2022-25 Digital Strategy and the Digital Inclusion Strategy and Action Plan (Nov. 21)
 - Everybody's Battle, Everybody's Business initiative 2022.
 - Birmingham Development Plan (BDP)
 - Central Birmingham (2040) Strategy
 - Our Future City Plan
 - Birmingham City Council Levelling Up Strategy
 - Health & Wellbeing Strategy
 - Digital Cities
 - Decent Homes Standard
 - Housing Strategy 2023-2028
 - Levelling Up Strategy - central government
 - Corporate Plan 2022-2026
 - Consumer Standards (2017)

- Fire Safety Act (2021)
- Building Safety Act (2022)
- Independent Review of Building Safety and Fire Regulations (2018)
- Homelessness Reduction Act (2017)
- National Planning Policy Framework (2021)
- Rent Standard

4 Strategic Priorities & Key Commitments:

4.1 We want to ensure all Council homes are **safe**. Safe homes mean, homes that are compliant with statutory obligations (including Decent Homes Standards), that vital services are responsive, and resident led, and that service delivery happens locally, with improved visibility.

4.2 Below, are some of the key commitments in the Asset Management Strategy 2024-2029 that are intended to make Council homes safer.

- We will ensure that we achieve 100% compliance with all statutory and regulatory requirements, except Decent Homes Standards which will be achieved through an 8 year catch up programme, referenced within the HRA Business Plan.
- We will achieve the minimum levels of satisfaction (60%) through the Tenant Satisfaction Measures (TSM) collection and reporting process.
- We will undertake 100% stock condition surveys undertaken on all Council homes stock, as part of a 20% per year rolling stock condition survey programme.
- We will reduce the number of repairs per property per year from 4.4 to 3.3 by 2028.
- We will reduce the number of Disrepair & Litigation claims by 50% by 2028.
- We will bolster investment in Decent Homes in line with expenditure set out in the HRA Business Plan and Capital Programme 2023/2024.
- We will reduce the number of residents experiencing ASB and improve the time it takes for the Council to respond.
- We will re-introduce CCTV and security based on the estates and areas that need it the most, this will be evidence based.
- We will set out a specific offer and set of service standards for residents living in high-rise blocks.
- We will develop and deliver a set of tenant-led service standards by 2028.

- We will review of service model, re-designing this to ensure our services are delivered locally and visibility in estates is improved.

4.3 We want to make sure all Council homes are **sustainable**. This means that we want to future proof our homes, making sure decisions on investment are based on a clear appraisal model, promoting value for money.

4.4 Below, are some of the key commitments in the Asset Management Strategy 2024-2029 that are intended to make Council homes more sustainable.

- We will improve data and intelligence across our full asset portfolio, making sure decisions around sustainability are based on clear evidence.
- We will undertake a full sheltered housing review and produce a robust offer for older people, in line with their needs.
- We will increase the number of homes that meet the Lifetime Home Standards.
- We will develop a robust model that enables us to appraise our assets, encouraging regeneration opportunities and thoroughly assessing financial viability.
- We will develop a Neighbourhood Management Strategy to ensure our communities remain resilient against local and national challenges and are well supported.
- We will develop a delivery plan that sets out the interventions we will undertake to support households experiencing financial hardship.
- We will reduce the length of time it takes to let our properties and undertake a full review of the lettable standard as part of the Repairs & Maintenance contract re-procurement process.
- We will ensure as many residents as possible are digitally included and can access Wi-Fi in their own home.

4.5 We want to make sure all Council homes are **warm**. This means that we want to support the Council's aspirations to reach carbon neutrality, ensure our homes are resilient to damp and mould and to deliver on decarbonisation initiatives.

4.6 Below, are some of the key commitments in the Asset Management Strategy 2024-2029 that are intended to make Council homes warmer.

- We will ensure that all Council homes reach EPC C by 2028.
- We will continue to contribute to the Council's ambitious objective to achieve carbon neutrality by 2030.
- We will ensure all new build homes are delivered with energy efficiency in mind and strive to build homes that are net zero ready.

- We will invest in our stock in order to achieve Decent Homes Standards, promoting energy efficiency wherever possible.
- We will maximise investment through grant; working with partners and other Local Authorities and Registered providers (RPs) to lobby Government to increase available funding and support decarbonisation.
- We will increase tenant visits with trained officers to recognise and report damp and mould.
- We will embed the recommendations of the Housing Ombudsman spotlight report on damp and mould.

5 Consultation

- 5.1 Consultation has taken place with tenants and leaseholders in several focus groups.
- 5.2 Consultation has taken place at City Housing Liaison Board (CHLB).
- 5.3 Feedback has been drawn from the results of Tenant Satisfaction Measures (TSMs)- results of initial pilot surveys.
- 5.4 Feedback has been drawn from an analysis of Complaints and Members Enquiries.
- 5.5 Public Consultation has been undertaken via BeHeard.

6 Risks & Mitigations

| Risk Event | Impact | Mitigations |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Additional areas of non-compliance identified by the Regulator or Housing Ombudsman | This could lead to increased enforcement activity, closer supervision or further interventions from regulatory bodies that may divert investment elsewhere. | Mitigation measures would include regular self-assessment activity, support from external advisers such as Campbell Tickell and regular monitoring through the compliance board |
| Increased arrears or void periods | The plan is prudent around its current assumptions but if these were adverse it would affect the revenue position and ability to fund the capital programme. | New procedures could be implemented to ensure greater recovery of rents and management of voids. |
| Greater increase to the cost of the repairs contract than anticipated. | If the cost of the repairs contract increases beyond the anticipated uplift, this would affect the revenue position and ability to fund the programme | Mitigation measures would include reassessing the BMHT and capital investment programmes. |
| Revised Decent Homes Standard | Whilst the new standard is in consultation there is the potential for costs for meeting decency to increase and this is likely given Government emphasis in proposed consumer standards | The investment programme would need to be revisited to identify efficiencies and or a review of the BMHT programme. |
| R&M contract re-procurement and interim arrangements | It is vital that the Council have a R&M provider that is value for money and delivers a high-quality | Risk mitigations are outlined in the HRM Contract Award Report. Procurement colleagues are closely engaged and will |

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| | service to residents. This is dependent on positive negotiations and robust procurement support. It is important to attract a good range of strong bids to ensure competition. | continue to provide support through the re-procurement process. The Council have changed their procurement strategy to reflect the importance of these contracts and the impact on delivery. |
| Efficiency savings not achieved | The plan assumes a 10% across the board saving to management costs. If this is not achieved, then revenue surpluses will be decreased and the ability to meet financing charges. | Unknown, given that some of the efficiencies will be delivered via reductions in corporate charges. Reassessment would be needed for all delivery programmes. |
| Inability to achieve route to zero targets | The strategy assumes that the Council's aspiration to reach carbon neutrality is achievable. As this is dependent on government funding, this may not be within the Council's control. | Likely, given government's funding models. However, BMHT new build homes are delivered at EPC C as a minimum and SHDF/whole house retrofit programs support the approach |
| Compliance with regulatory intervention | The required level of pace is considerable, and commitments have been made to both the Housing Ombudsman and the Regulator re compliance. Failure to deliver could lead to increased sanctions from the Regulator whose primary concern is compliance against Decent Homes Standards. It is anticipated that compliance against Decent Homes Standards will take 8 years to achieve. | Anticipated to be unlikely and mitigated by increased stock condition surveys, improved IT structures and reporting and accelerated landlord H&S programmes. The Council will continue to work closely with the Regulator of Social Housing to demonstrate pace and grip against the Decent Homes programme, improving overall performance over the 8-year period. |
| s.114 intervention | Impact of delay around financial decision making as a result of additional financial constraints | Anticipated that such occurrences will be mitigated through comprehensive planning and therefore a reduced likelihood- compliance continues to be an accelerated area and this relates specifically to Decent Homes Standards. |
| Continual low levels of resident satisfaction | TSMs, complaints and overall feedback from residents could continue be reduce and could detrimentally damage the reputation of the Council, as well as resident experience | Mitigations included the Paragraph 49 action plan and complaints recovery plan, the self-assessment action plan and overall focus on resident experience. |
| Workforce and organisational culture | The strategy promotes significant levels of change, both in structure and delivery model. The length of time it may take to finalise recruitment and attract good quality candidates will continue to be a key risk. | HR will continue to support any recruitment process, advising on how to attract the best candidates with the support of Unions and the responsible Director. |

7 Compliance Issues:

7.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?

- 7.1.1 This strategy is consistent with the wider aims of the Council's Housing Strategy 2023-2028, particularly Priority 3, 'Neighbourhoods are enhanced, and the quality of existing homes are improved.'
- 7.1.2 This strategy supports the Council's route to zero commitments, to achieve carbon neutrality by 2030.
- 7.1.3 This strategy supports the Council's commitment to addressing the concerns of the Regulator of Social Housing and Housing Ombudsman.
- 7.1.4 This strategy supports the Corporate Plan 2022-2026 in seeking to deliver a Bold Safe Birmingham by better protecting and safeguarding vulnerable citizens and increasing affordable, safe and green homes.

8 Legal Implications

- 8.1 Under Part VI of the Local Government and Housing Act 1989 any local authority that owns housing stock is obliged to maintain a Housing Revenue Account, which ultimately finances the Asset Management Strategy 2024-2029. The HRA is a record of revenue expenditure and income in relation to an authority's own housing stock. The items to be credited and debited to the HRA are prescribed by statute. It is a ring-fenced account within the authority's General Fund, which means that local authorities have no general discretion to transfer sums into or out of the HRA.
- 8.2 The Council is required to prepare proposals each year relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision, and management of HRA property and other prescribed matters. The proposals should be made on the best assumptions and estimates available and designed to secure that the housing revenue account for the coming year does not show a debit balance. The report sets out information relevant to these considerations.
- 8.3 Section 76 Local Government and Housing Act 1989 places a duty on local housing authorities: (a) to produce, and make available for public inspection, an annual budget for their HRA which avoids a deficit; (b) to review and if necessary, revise that budget from time to time and (c) to take all reasonably practicable steps to avoid an end-of-year deficit.
- 8.4 The proposed HRA budget fulfils these requirements. The report also seeks approval for major investment estimates in relation to a variety of schemes. In compliance with Section 151 of the Local Government Act 1972, the Council has in place Financial Procedures which provide appropriate arrangements for the approval of major works estimates. The various major works schemes must be capable of being carried out within the Council's statutory powers. To the extent that the details of the schemes appear from the body of the report, it does appear that the proposed works meet this requirement. In particular the maintenance of dwellings may be considered consistent with the Council's repairing obligation under Section 11 of the Landlord and Tenant Act 1985. This

is supplemented by the national rent restructuring policy and the HRA Self-Financing Determination.

9 HR Implications

- 9.1 The emerging redesign plans within the Directorate workforce are being shaped to ensure services best meet the demands and needs of citizens and residents.
- 9.2 Staff are currently being engaged with about the potential changes and once the plans are finalised staff will be consulted with following Birmingham County Council HR Policy and Procedures and current governance requirements.
- 9.3 It is accepted that the HRA Business Plan must be approved, to enable the Directorate to afford to deliver a re-design of this scale and magnitude. Whilst HR have been fully consulted on potential next steps, alongside Trade Unions the detail will be explored once the plan has been formally approved.

10 Procurement Implications

- 10.1 The Asset Management Strategy 2024-2029 is underpinned by both the Repairs & Maintenance contract and any the availability and readiness of a large pool of suppliers to drive forward compliance focused activity, supporting the Decent Homes programme and other landlord H&S compliance work. This strategy and the HRA Business Plan must be read in conjunction with the Interim HRM Contract Award Report, which sets out our approach to the overarching procurement and any interim arrangements. It must be noted that the re-negotiation and long-term re-procurement of the Repairs & Maintenance contracts will be delivered in line with all relevant governance and procurement rules and will be agreed through a separate process, including Cabinet approval.
- 10.2 It is very likely that further direct award opportunities will need to be explored to support longer term compliance activity, particularly in relation to landlord H&S. This mirrors the approach we have already undertaken with areas such as asbestos and gas safety. Any direct award opportunities will be delivered in line with all relevant governance and procurement process and where appropriate, will be agreed through separate processes, including Cabinet approval where necessary.
- 10.3 Any future procurement activity arising as a result of implementing the recommendations will need to be procured in compliance with the Council's Procurement and Contract Governance Rules and the Public Contracts Regulations 2015 / the Procurement Act 2023 as applicable.

11 Financial Implications

- 11.1 The proposed Asset Management Strategy 2024-2029 is funded by the HRA Business Plan. The plan ensures that the aims and objectives for City Housing

can be met from the ringfenced resources available over that time-period, from rents, service charges, grants and right to buy receipts.

- 11.2 The plan includes borrowing to a maximum of £2.403bn for capital investment in existing stock and developing new stock to replace losses through RTB, alongside revenue spend of over £0.303bn per annum for managing these assets, financing the above borrowing, and managing the tenancies and managing the day-to-day operation of the stock.
- 11.3 The plan ultimately finances the catch-up programme to achieve Decent Homes Standards in which £1.434bn is planned over the next 8 years. Whilst the Council won't be fully compliant with Decent Homes Standards by the end of this strategy, it is right given the scale of the programme required and the specific activities to be delivered, that the Asset Management Strategy 2024-2029 is reviewed more frequently and will act as an opportunity to sense check our approach and overall delivery.
- 11.4 The plan ensures that we meet our strategic objectives set out in the proposed Asset Management Strategy 2024-2029, meeting statutory obligations such as Decent Homes Standards within 8 years, development of new build properties to replace stock lost through RTB and to progress decarbonisation aspirations.
- 11.5 Further to the risks and mitigations highlighted, the HRA business plan includes the building of a contingency reserve and will be refreshed on an annual basis. These two will allow the HRA protect the funding for priority areas if there are cost or funding fluctuations over time.
- 11.6 Approval to spend against the commitments outlined in this report for 2023/2024 have been approved by the s.151 spend control board as per Council process.

12 Public Sector Equality Duty

Equality Assessment - attached as Appendix 2

13 Appendices

Asset Management Strategy – Appendix 1
Equality Assessment – Appendix 2