Royal Borough of Greenwich

Housing Asset Management Strategy

2025-2030









ROYAL borough of GREENWICH

Contents

Foreword by Councillor Pat Slattery **4**

1 Introduction **5**

2 Background & Context **7**

2.1) Social Housing White Paper **8**

2.2) Building Safety Requirements **8**

2.3) Damp and Mould – Awaab's Law **9**

2.4) Importance of Retrofit **9**

3 Our Key Priorities **10**

4 Priority One: Stock Condition **11**

4.1) Asset Grouping **12**

4.2) DG Cities Prioritisation Tool **12**

4.3) Stock Condition Surveys **14**

4.4) Rolling Programme **15**

4.5) Stock Profile (Impact) **15**

5 Priority Two: Energy Efficiency and Decarbonisation **16**

5.1) Communal Heating and Heating System Decarbonisation **18**

5.2) Energy Efficiency (Impact) **19**

6 Priority Three: Decent homes Standard **20**

6.1) HHSRS **22**

6.2) Decent Homes (Impact) **22**

7 Priority Four: Damp & Mould **23**

7.1) Damp & Mould (Impact) **24**

8 Priority Five: Building Safety & Compliance **25**
8.1) The Big Six **25**
8.1.1 Fire Safety **26**
8.1.2 Legionella **26**
8.1.3 Asbestos **26**
8.1.4 Gas **25**
8.1.5 Electrical **27**
8.1.6 Passenger Lifts & Disability Lifting Equipment **27**
8.2) Resident Engagement Strategy **28**
8.3) Building Safety (Impact) **28**
9 Priority Six: Data Management & Innovation **29**
9.1) Additional Datasets **30**
9.2) Data Management & Innovation (Impact) **31**
10 Priority Seven: Managing costs through effective project planning **32**
10.1) Investment Planning **32**
10.2) Procurement & Delivery **33**
10.3) Monitoring **33**
10.4) Evaluation **34**
10.5) Managing costs through effective project planning (Impact) **34**
11 Governance & Risk Management **35**
11.1) Governance Structure **35**
12 Summary **38**



Foreword by Councillor Pat Slattery

The quality of a home contributes to physical and mental well-being. Our new Housing Asset Management Strategy sets out how we will improve and maintain our homes over the next five years.

During the past year, we began our largest investment in council housing in a generation. Our £430 million Housing Capital Programme is well underway – starting with the homes most in need of improvement.

We've delivered new kitchens and bathrooms, roofs, windows and doors and energy efficiency works like external wall insulation and heating systems, for many of our residents and I'm pleased to report that we've celebrated some significant milestones for key parts of the programme. As part of Housing Our Greenwich we're ambitious about improving and upgrading our homes to help our residents live happy, healthy lives. We will make sure that we can be flexible so that we can respond to changing needs and priorities.

We will rise to our current challenges and new opportunities so that we focus on preventative maintenance and also make multiple improvements at the same time to have the maximum impact and cost-efficiency.

We will always be responsive to legislation around safety and compliance and prioritise improving the energy efficiency and decarbonation of our homes; helping us reduce carbon emissions in our aim to be a carbon neutral borough by 2030 and also reduce the cost of power for our residents and contribute to reducing fuel poverty.

Up to 2030 we will be guided by seven overarching priorities which will support our mission, outlined in Our Greenwich, of ensuring that people have safe and secure homes by:

- Ensuring a good understanding of the conditions of our stock
- Improving the energy efficiency of all homes and decarbonisation
- Maintaining the Decent Homes Standard for all properties
- Tackling damp and mould
- Prioritising building safety and compliance
- Investing in data management and innovation
- Managing costs through effective project planning

By 2030, our council homes will be safe, secure and meet modern standards. They will be a positive contribution to the health and well-being of those who live in them. Together we will improve the quality, safety and sustainability of our homes so they can be fit for the future.

Councillor Pat Slattery
Cabinet Member for Housing Management, Neighbourhoods and Homelessness

1. Introduction

This strategy defines the approach of the Royal Borough of Greenwich to maintaining and improving its stock portfolio over the 2025-2030 period. The strategy captures the objectives the council has set itself, outlines its overall asset management approach and delivery mechanisms. A complementary action plan detailing the work required to be undertaken over the coming five-year period will be created in coordination with this strategy. The strategy is to be reviewed every five years to capture learnings, take account of legislative changes, council objectives and new technologies.

Our overall objectives are listed below.

These are the council's long term fixed objectives from the Housing and Homelessness Strategy:

- The provision of homes that are decent, safe and energy efficient **(Strand 4)**
- Be compliant with all relevant regulatory requirements **(Strand 4)**
- Provide homes to all, including people with disabilities and other special needs **(Strand 3)**

For the coming five-year period we have a number of short-term objectives that are:

Priority One: Ensuring a good understanding of the condition of our stock

We will develop a dynamic understanding of our stock portfolio that allows for holistic decision making at individual home, estate and whole stock level. We also aim to reach 100% stock condition surveys and rolling updates going forward.

Priority Two: Improving the Energy Efficiency of all homes & Decarbonisation

Considering the climate crisis, the council's corresponding carbon neutrality commitments and the impact energy efficiency of homes has on our residents, we are committed to continuously improving the energy efficiency of all our homes.

Priority Three: Maintaining the Decent Homes Standard for all properties

We are committed to ensuring all our homes meet the current and any future regulations regarding the decency of our homes.

Priority Four: Tackling Damp and Mould

A key priority for us is to tackle persistent damp and mould issues at our properties, to ensure our residents live in healthy environments. To achieve this, we aim to become proactive rather than reactive by understanding which homes might need repairs and addressing those prior to any issues occurring i.e. preventative maintenance.

Priority Five: Building Safety & Compliance

This priority involves maintaining robust compliance regimes, carrying out regular safety inspections, and addressing risks promptly. By prioritising building safety, we aim to create homes where residents feel safe and confident in their living environment.

Priority Six: Data Management & Innovation

To support effective decision-making, we recognise the importance of maintaining accurate, up-to-date, and comprehensive data about our housing stock. Through investment in data management systems and innovative technologies, we will streamline processes, improve transparency, and enable predictive maintenance.

Priority Seven: Managing costs through effective project planning.

With financial resources under increasing pressure, it is essential that we optimise how budgets are allocated and projects are planned. By aligning work programmes with clear priorities, leveraging economies of scale, and taking a long-term approach to asset management, we will maximise the impact of our spending. Effective project planning will not only help us manage costs but also enable us to achieve our goals in sustainability, safety, and housing quality without compromising service delivery. Scoping estate renewal will form part of the long-term strategy to ensure sustainability of our housing offer.

The current financial standing of the borough forces us to make more with less, a challenge we look to tackle through innovating the way we work.

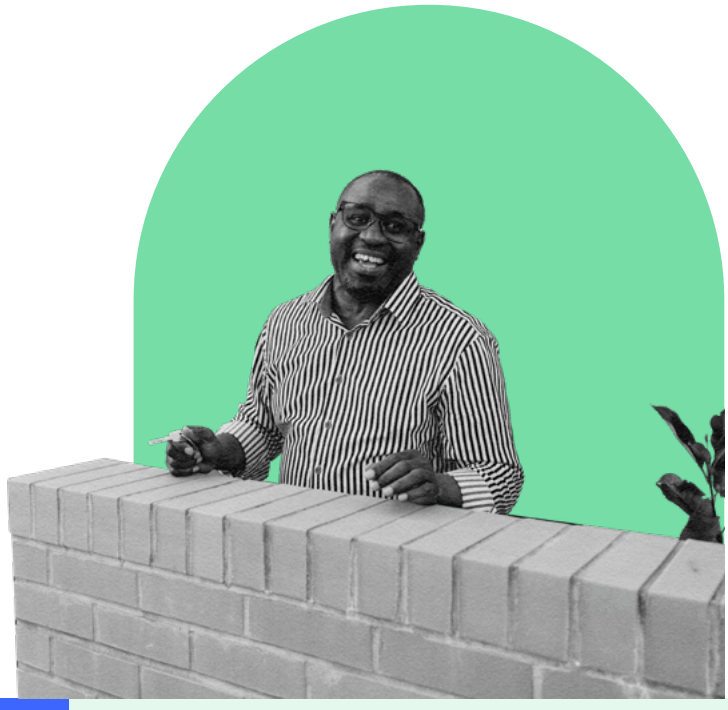
Over the coming period we will upgrade our IT systems and create synergies between service delivery and system functionalities. We will use all our data to determine priorities, linking future programmes with other priorities like compliance management. We will also continue to run trials of new innovations and technologies, harnessing the benefits of IoT, AI and other new solutions.

This document will break down these key objectives and reviews not only the current position of the council, but also highlights potential changes in procedures which will have an impact on these objectives in the short, medium and long term.

Successes

The Royal Borough of Greenwich has already seen considerable success in investing within its housing stock over the previous years, including, but not limited to:

- Social Housing Decarbonisation Funding – c.£20m invested into decarbonisation of council homes improving energy efficiency and reducing energy bills
- Electrical Safety – a programme of works that completed c.12,000 electrical safety checks in people homes over the previous 2 years.
- Replacement of over 800 boilers to "A-rated" efficient boilers
- Installation of over 300 fire rated front entrance doors
- Boroughwide lift refurbishments benefitting 583 homes.
- Over 1,000 new kitchens and bathroom replacements over the previous 18 months.





2. Background and Context

The social housing sector is currently facing several complex challenges, a period of significant change and legislative scrutiny. There are several demands within the sector context that have drawn attention and shifted focus to asset management, particularly with respect to compliance, health and safety. All of this is within a context of shrinking rather than increasing departmental budgets and increased borrowing rates.

The Royal Borough of Greenwich has established several vital documents and strategies that set the vision and priorities for the borough. These serve as a strong foundation for future planning and decision-making. Two of the most significant are the Our Greenwich Plan, which outlines the collective goals for the borough over the next four years, and the Housing and Homelessness Strategy (2021–2026), which focuses on addressing housing needs and tackling homelessness. This document will build on these overarching frameworks, offering a more specific approach tailored to the needs of the Repairs and Investment Team.

The 'Our Greenwich' Plan outlines the our strategic vision for the next four years, focusing on key themes such as People, Place, Economy, Communities, and Organisation.

In the context of asset management, the 'Place' theme is particularly relevant. By 2030, the council aims to provide higher-quality housing options for households across all financial levels, ensuring that everyone has the opportunity to call the borough home. To achieve this, the plan includes missions such as:

Mission 6:

"People in Greenwich have access to a safe and secure home that meets their needs."

Mission 10:

"Greenwich plays an active role in tackling the climate crisis and improving environmental sustainability, in line with our commitment of being carbon neutral by 2030

These missions align with the objectives captured in this asset management strategy, emphasising the importance of maintaining and improving housing stock to meet current and future needs. By integrating these goals, the council demonstrates its commitment to enhancing the quality of life for its residents through thoughtful and proactive asset management.

The council through its investment on its own stock can have a positive impact on the wider community as well. Providing an example to non-council residents, showing leadership in areas like energy efficiency and upskilling the supply chain are all steps that can have spillover effects on all residents in the borough.

Our Housing and Homelessness Strategy sets out our approach to addressing housing challenges, improving living conditions, and tackling homelessness across the borough. The strategy is underpinned by our commitment to delivering safe, sustainable, and affordable housing while preventing homelessness and supporting vulnerable residents.



Maintaining safe and quality housing:

The strategy emphasises the need to ensure that all homes meet modern standards of safety, quality, and decency, supporting the council's broader aims of improving residents' living conditions.

Improving energy efficiency:

A key focus is on reducing carbon emissions and increasing the energy efficiency of homes, which ties into retrofitting programmes and interventions designed to meet net-zero goals.

Tackling homelessness and housing affordability:

The council is committed to maximising the use of its housing stock, which includes effectively managing and maintaining existing properties to prevent homes from becoming uninhabitable.

2.1) Social Housing White Paper

The Social Housing White Paper, titled "The Charter for Social Housing Residents," was published in November 2020 by the UK government. It outlines a set of reforms intended to improve the quality of social housing and protect the rights of social housing residents. The White Paper aims to ensure that social housing is safe, well-managed, and provides a high standard of living for tenants.

The Decent Homes Standard is a critical element within the Social Housing White Paper. It was originally introduced in 2000 to ensure that all social housing meets a certain level of decency. The standard was defined to ensure that homes are warm, weatherproof, and have reasonably modern facilities.

The Social Housing White Paper and the Decent Homes Standard are fundamental in shaping the asset management strategies of local authorities. By adhering to these guidelines, Royal Borough of Greenwich can ensure that:

- **Housing stock is safe, secure, and meets modern standards.**
- **Residents' needs and voices are heard and addressed.**
- **There is transparency and accountability in the management of housing.**
- **Long-term sustainability and efficiency in housing management are achieved.**



Incorporating these elements into our asset management strategy ensures that Greenwich can provide high quality housing that meets regulatory standards and improves the quality of life for residents.

2.2) Building Safety Requirements

Building safety standards, as well as transparency for residents in terms of stock maintenance and investment, are areas under enhanced scrutiny and development after tragic events over recent years. The introduction of both the Fire Safety Act 2021 and the Building Safety Act 2022 have amplified our legal obligations.

Importance in Developing an Asset Management Strategy

1. **Compliance and Risk Management:** Integrating these legislative requirements into our asset management strategy ensures compliance with legal standards and mitigates the risk of legal action and financial penalties.
2. **Safety Prioritisation:** Emphasizing fire and structural safety in the asset management plans prioritises the well-being of residents, aligning with broader public safety goals.
3. **Financial Planning:** Allocating funds for regular safety assessments, upgrades, and ongoing maintenance becomes a key component of financial planning within asset management.
4. **Stakeholder Engagement:** Developing effective communication strategies to engage with residents about safety measures enhances transparency and trust.
5. **Long-term Value:** Investing in safety improvements and maintaining comprehensive safety records increases the long-term value and sustainability of housing assets.

In summary, the Fire Safety Act 2021 and the Building Safety Act 2022 provide requirements for us to consider when developing the asset management strategy. By embedding these legislative requirements into our asset management strategy, we can ensure the safety and well-being of residents while maintaining regulatory compliance and enhancing the long-term value of their properties.

2.3) Damp and Mould – Awaab's Law

Awaab's Law is a proposed piece of legislation in the UK named after Awaab Ishak, a two-year-old boy who died in 2020 due to prolonged exposure to mould in his family's social housing flat in Rochdale. This tragic incident brought national attention to the severe health risks posed by poor living conditions and highlighted systemic failures in how social housing providers address issues such as dampness and mould.

Importance of Awaab's Law in Developing an Asset Management Strategy

1. **Prioritising Health and Safety:** Ensuring tenant health and safety is a key priority, aligning asset management strategies with these goals. Proactively addressing issues like mould and dampness to prevent health risks and potential legal repercussions.
2. **Long-term Asset Value:** Regular maintenance and timely repairs enhance the long-term value and sustainability of housing assets. Preventing severe issues reduces the need for extensive and costly repairs in the future.
3. **Data-Driven Decision Making:** Using data from regular inspections to inform asset management strategies and prioritise areas needing urgent attention. Developing predictive maintenance models to address potential issues before they escalate.
4. **Compliance and Risk Management:** Ensuring compliance with Awaab's Law reduces the risk of legal action and financial penalties. Implementing comprehensive risk management strategies to protect both tenants and the organisation.
5. **Enhancing Tenant Satisfaction and Trust:** Providing safe and healthy living conditions fosters positive tenant relations and community trust. Engaging tenants in the process of maintaining their homes, encouraging them to report issues promptly.

In summary, Awaab's Law represents a significant shift towards prioritising tenant health and safety in social housing. For housing providers, it underscores the need for proactive and robust asset management strategies that focus on regular maintenance, swift issue resolution, and compliance with regulatory standards. This approach not only safeguards tenant wellbeing but also ensures the long-term sustainability and value of housing assets.

2.4) Importance of Retrofit

Retrofit involves upgrading multiple building elements simultaneously - such as roofs, windows, doors, and insulation - to enhance the overall performance of a property. A well-executed retrofit must follow a carefully considered design process, ensuring that improvements align with effective building fabric performance targets to maximise energy efficiency and long-term durability. Without a holistic approach, piecemeal upgrades can lead to unintended consequences, such as moisture issues or thermal bridging, which could compromise the effectiveness of the work. The quality of both the design and installation is critical, as poor workmanship can reduce the intended benefits and lead to increased maintenance costs over time.

From a financial perspective, a coordinated retrofit strategy allows the council to optimise budgets and resources, ensuring that multiple improvements are undertaken efficiently rather than as isolated, reactive repairs. By planning retrofits within a structured asset improvement programme, the council can realise significant cost savings through economies of scale, reduced operational redundancies, and streamlined funding opportunities. This approach not only improves long-term asset performance but also helps meet key organisational objectives, such as decarbonisation targets, EPC rating improvements, and compliance with sustainability regulations, in a more structured and cost-effective manner.



3. Our Key Priorities

We developed our asset management strategy with a clear focus on key priorities that address both immediate and long-term needs. Our approach centres around processes and outcomes:

Priority One:
Ensuring a good understanding of the condition of our stock

Priority Two:
Improving the energy efficiency of all homes & decarbonisation

Priority Three:
Maintaining the Decent Homes Standard for all properties

Priority Four:
Tackling damp and mould

Priority Five:
Building safety and compliance

Priority Six:
Data management & innovation

Priority Seven:
Managing costs through effective project planning

The following chapters will focus on how we can address each of our priorities and how there is a crossover or link between some of them – in particular Priority One to Priority Five.

Our strategy recognises that many interventions can simultaneously address multiple priorities. For example, retrofitting a home can help reduce damp and mould issues caused by poor insulation and energy efficiency, while also enhancing the overall quality and energy performance of the home.

Designing multiple measures in unison can ensure correct interfaces between components, reduce thermal bridging, emphasise continuous thermal line and improve airtightness etc. Further, by coordinating the renewal or replacement of multiple elements - such as completing external wall insulation and window replacement while scaffolding is in place for roof repairs - we can significantly reduce costs and minimise disruption to residents.

This holistic approach ensures that our interventions not only meet the immediate needs of our residents but also contribute to the sustainable improvement of our housing portfolio.

4. Priority One: Stock Condition

Effective asset management starts with a thorough understanding of the stock, enabling informed decision-making and the efficient allocation of resources. Under the consumer standards of the Regulator for Social Housing, the first required outcome of the Safety and Quality Standard is:

Registered providers must have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants.

Grouping similar assets together is a crucial first step, as it provides a structured basis for analysis and planning. Using multiple data sources, we carried out a comprehensive analysis of the stock, identifying patterns and areas of concern.

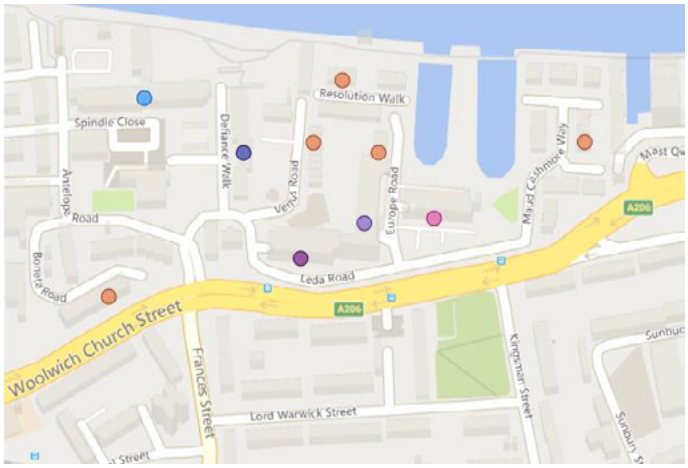
To further refine our approach, a prioritisation tool has been developed, designed to identify homes most in need of immediate interventions. This approach not only ensures that resources are directed where they are needed most but also aligns with our first priority: validating our stock through targeted surveys. By focusing on areas, estates, or homes requiring urgent attention, we are able to systematically validate and manage our stock more effectively. This section outlines the methodology and outcomes of this process.



4.1) Asset Grouping

We can categorise properties across the borough to belong to one of 112 estates. Larger estates can generally have 1,000+ properties with some smaller estates having 10 or less, dependent on where they are geographically located. For ease of scheduling works as part of a capital programme, the larger estates have been broken down further into asset groups.

The purpose of defining asset groups was to capture what differences exist within estates, thus being able to better define priorities and works needed at a more detailed level. An example is listed below to show how an estate has been broken down.



- **Dockyard Estate F/M GN Post 1974 shelt**
- **Dockyard Estate H/B GN Post 1974**
- **Dockyard Estate Plantagenet House 1-56 HighRise F/M GN Post 1974**
- **Dockyard Estate Sovereign House 1-49 HighRise F/M GN Post 1974**
- **Dockyard Estate St Domingo House 1-100 High Rise F/M GN Post 1974**

Asset groups are named to convey key information about the properties they encompass. The naming convention includes several elements:

Estate Name: The first part of the name, such as "Dockyard Estate," indicates the estate under which the asset group is listed.

Property Type:

- "F/M" signifies that the asset group consists of flats and/or maisonettes.
- "H/B" indicates that the asset group is made up of houses and/or bungalows.

Build Year: In some cases, the build year of the properties is included in the name to provide additional context (e.g., "Post 1974").

Sheltered Accommodation: Sheltered accommodation is categorised separately, and these asset groups are labelled with "shelt."

New Build: New Build properties are also categorised separately, and these asset groups are labelled "newbuild"

For example, in "Dockyard Estate F/M GN Post 1974 shelt," "Dockyard Estate" is the estate name, "F/M" indicates the group consists of flats and/or maisonettes, "Post 1974" refers to the build year, and "shelt" specifies that the properties are sheltered accommodation.

4.2) DG Cities Prioritisation Tool

The council instructed DG Cities (the council's innovation company) to complete an in-depth analysis on our housing stock. The aim was to develop a plan which would look into the homes with the greatest need or priority in order to be able to create a plan.

The methodology integrates a range of already available datasets to identify and prioritise key areas for action based on various repair elements. By analysing EPC data, repairs data, stock condition survey data, and more, we were able to establish a prioritisation framework aligned with our main objectives. This approach not only informs the council about priority areas but also guides the creation of targeted work programmes.

The main datasets used to determine a prioritisation are listed below:

Stock Condition Data – Survey was carried out by Savills back in 2017/2018 on a percentage of our stock. Data shows what works are required for different repair elements and gives a recommended year for works to be carried out.

Repairs Data – Downloads from NEC Northgate (Repairs software) of all work orders done during between April 2021 and March 2024. This data was analysed using AI to determine what category or repairs were delivered in each instance. This data was used to determine which homes had the most repairs for specific repair categories.

Dwelling Information – Spreadsheet which shows all homes, their respective estates and archetype information i.e. building type, wall type. This data was a combination of data received from Keystone (Asset Management System) and also Parity Projects Online Tool (Contains archetype and energy performance data)

Thirty Year Forecast – Download which displays the component renewal age based on the installation data. The year listed is in line with the Decent Homes Standard i.e. a kitchens' component renewal age will be 20 years from install date.

Current Projects – Project plans were obtained which detailed what works had already been planned. Our two main schedules of works were the two-year programme which had works planned for a large number of properties and the communal heating upgrade plan which detailed not only planned dates for communal/district heating upgrades but also fabric works which would be planned for the respective blocks.

Completed Projects – Spreadsheets which contains various repair elements that we replaced or upgraded in the last financial year. We can assume that any properties which may have had full retrofit works or individual elements replaced may not need to be included in specific programmes within the immediate future.

Validation Surveys – A number of properties have had several components validated as requested by the council. The validation surveys will usually look into all the repair elements for each individual home and provide recommendations based on current conditions of these elements.

Damp & Mould Monthly Report – Monthly report which contains all work orders which have been raised in relation to damp and mould reports.

A traffic light system was then developed for each element associated with each property dependent on certain factors as shown below. This is an example and can be amended at any point.



A traffic light system was then developed for each element associated with each property dependent on certain factors as shown below. This is an example and can be amended at any point.

Project/Programme type	How we decide if a home needs it?	Criteria for prioritisation
Roof Repair	EPC D or below, 3 roof repairs over last 3 years, condition survey puts replacement within 3 years	Red - all 3 apply, Amber - 2 apply, Green - none apply
Door Replacement	EPC D or below, condition survey puts replacement within 3 years	Red - both apply, Amber - one applies, Green - none apply
Window Replacement	EPC D or below, condition survey puts replacement within 3 years	Red - both apply, Amber - one applies, Green - none apply
Kitchen Repair	3 or more kitchen repairs over the last 3 years, condition survey puts replacement within 3 years	Red - both apply, Amber - one applies, Green - none apply
Bathroom Repair	3 or more bathroom repairs over the last 3 years, condition survey puts replacement within 3 years	Red - both apply, Amber - one applies, Green - none apply
Communal Heating	Multiple Breakdowns would indicate the heating system needs to be upgraded	By age of system, communal heating programme
Insulation (EWI)	EPC D or below, Stock condition puts external wall repair within 3 years, damp & mould count	Red - both apply, Amber - one applies, Green - none apply
Insulation (CWI)	EPC D or below, Stock condition puts cavity wall insulation within 3 years, damp & mould count	Red - both apply, Amber - one applies, Green - none apply
Electrical	Stock Condition Survey, 3 or more electrical repairs over the last 3 years	Red - both apply, Amber - one applies, Green - none apply

The above methodology can be altered over the course of the next five years as the analysis becomes more sophisticated, data collection becomes more targeted and the analysis capabilities increase. For example, number of repairs can be altered to take into account expenditure or severity of specific repairs, metrics obtainable with more detailed AI models.

Further improvements can be made to the model based on data collected via future stock condition surveys and through lessons learnt from ongoing retrofit projects. It is also important to mention that the prioritisation tool provides macro level recommendations, the final design and decision about what homes need have to be made following site-visits. In the case of EWI for instance most solid wall properties do not have EWI currently but would require it to reach an appropriate level of energy efficiency. The condition of the external wall itself is not necessarily relevant to whether the property needs EWI, it can be more of a trigger to install EWI if the wall is undergoing maintenance. The decision to install EWI will be made by assessing EPC/space heating demand/fuel poverty/damp and mould. In the case of CWI the stock condition report would not be able to assess the condition of the CWI. A borescope survey is required to determine whether CWI has failed. The need for CWI should be triggered by this and EPC/space heating demand/fuel poverty/damp and mould.

4.3) Stock Condition Surveys

The council is currently in the process of completing stock condition surveys on a large number of our stock. In 2017 we commissioned Savills to undertake a stock condition survey of the housing stock. Of a total of 21,484 rented units Savills inspected a representative sample of 20% of the stock internally and 100% externally. The external surveys would have looked at communal areas, windows, roofs and decorations.

4.4) Rolling Programme

The Home-by-Home tool developed for the council by the DG Cities will form a new approach to stock condition surveys. The "worst" properties from the data should be targeted every six months for a stock condition survey and HHSRS assessment. This method should ensure that we complete a large number of properties surveyed per year with the aim of ensuring that all properties have been surveyed both internally and externally within the next five years and the majority of properties have had a basic HHSRS assessment for Cat 1 hazards every two years.

Currently, stock condition surveys have been completed for just over 50% of our homes, but many of these are now likely to be outdated. To address this, a clear plan is needed to survey both homes that have never been assessed and those identified as high priority. Our plan involves conducting approximately 4,000 surveys annually. Of these, 50% will cover properties with no prior survey history, and 40% will target high-priority properties as identified by the prioritisation tool, acknowledging potential overlap between these groups. The remaining 10% will be reserved as a contingency for properties flagged as non-decent or those with missing information, such as gaps in Keystone data or repair histories. This approach will ensure we target the most urgent properties while filling critical data gaps.

Finally, we visit properties every year to undertake boiler safety tests and EICR every five years. Maximising the use of these visits we will train our in-house trade operatives in the basics of the HHSRS so they are able to proactively flag issues identified within tenants' homes which will lead to a full stock condition survey and assessment. In this way over 18,000 of our c.21,000 homes will have some form of assessment annually to look for hazards.

The results of the Savills survey back in 2017/8 has been used to develop our current asset management action plan with the view that any survey results moving forward will be used to shape the capital works programme.

In summary

The council will target **4,000** stock condition surveys, including HHSRS assessments per year.

50% of these will be for properties that have not had a recent inspection.

40% of these will be inspected based on the risk from the prioritisation tool.

10% will be available for inspecting homes flagged as "non-decent" or from information from trade operatives visits.

Trade operatives will be trained in basics of HHSRS to flag where a further more detailed inspection will be needed. This will lead to at least **80%** of properties having a "basic" inspection annually.

Short Term Goal and Outcome

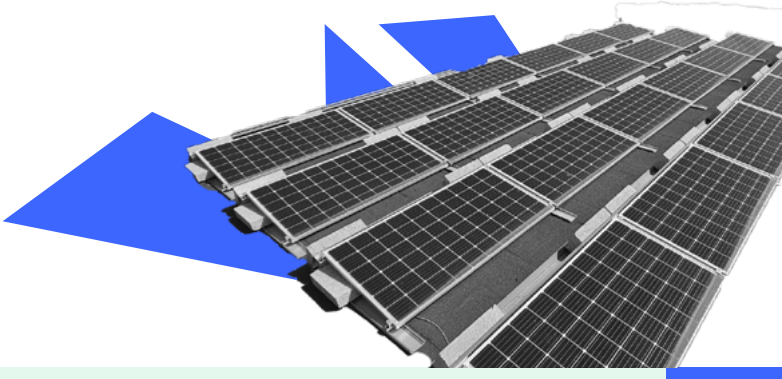
In order to meet objectives in the long run we will:

Make sure that all properties within the residential stock portfolio will have had a stock condition or validation survey carried out by 2030.

Data from the stock condition surveys carried out will be used to update the prioritisation tool and used to create work packages as part of the capital works programme. This data will be refreshed twice a year.

4.5) Stock Profile (Impact)

A better understanding of our stock profile will have direct positive impacts on the other priorities set out in this strategy. Stock analysis enables us to assess energy performance across our portfolio, identifying properties with poor insulation, outdated heating systems, or high energy consumption. We will be better able to identify patterns and risks factors associated with damp and mould or if a property might be falling behind Decent Homes Standards. This will allow for pre-emptive works to take place, increasing resident satisfaction and over time reducing costs. It will also enable us to create prioritised data driven programmes, both for capital investment and longer-term estate renewal. Such clear understanding will ensure the council has advance understanding of its future costs and can take timely action to manage its stock sustainably.



5. Priority Two: Energy Efficiency and Decarbonisation

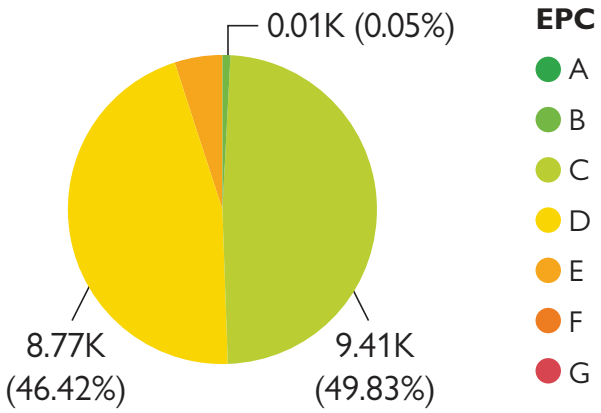
Improving the energy efficiency of our stock is a key priority and has long term benefits not only for the council but also for its residents. Improving energy efficiency focuses on reducing the amount of energy a property consumes. These measures involve improving insulation, upgrading heating systems and installing energy saving fixtures. The goal is to lower residents' bills, improve comfort and reduce energy demand on the property.

Registered providers must have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants

Decarbonisation on the other hand, is about reducing the carbon emissions associated with energy use. While energy efficiency can contribute to decarbonisation, the latter involves broader strategies such as switching to renewable energy sources, upgrading to low-carbon technologies, and altering operational practices to achieve net-zero emissions. In essence, decarbonisation aims to transform how energy is generated and used, ensuring that the energy consumed has a minimal impact on the environment. The Royal Borough of Greenwich is on a journey to improve the energy efficiency of its stock and move towards decarbonisation. First steps along this journey have already been taken in recent years, with our work continuing as part of this strategy. homes requiring urgent attention, we are able to systematically validate and manage our stock more effectively. This section outlines the methodology and outcomes of this process.



EPC distribution across the stock



A key measure of our success will be how many of our homes we can get to EPC C by 2030.

At present we estimate that approximately 51% of our homes are meeting this standard.

EPC ratings are commonly used to assess energy efficiency, but they have several limitations when used as a key performance indicator (KPI):

- They focus on cost rather than actual energy demand - EPC ratings are based on estimated energy costs rather than actual performance, meaning a property with cheap but inefficient energy sources can score higher than a well-insulated home using more expensive renewable energy
- Short lifespan and outdated data - EPCs remain valid for up to 10 years, meaning that energy efficiency improvements or deterioration over time may not be reflected in the rating. A property may have had significant upgrades since its last EPC but still display an outdated score. Further, many of our properties do not have a recent EPC assessment, their score is a result of modelling.

A more reliable metric for measuring energy efficiency is space heating demand, which directly measures the energy required to heat a property to a comfortable level. This approach ensures that:

- Homes are assessed based on actual thermal performance rather than estimated costs
- Retrofit measures focus on real energy savings rather than just improving EPC ratings.
- Long-term decarbonisation goals align with net-zero objectives by prioritising low-energy homes rather than simply reducing running costs.

Our objective is to transition to assessing our homes based on space heating demand over the coming years, ensuring the retrofit programmes are as impactful on people's and the planet's life as possible.

The best scenario would be to design a programme that would create full house retrofits within single projects. This approach however would not be feasible due to budget and logistical constraints. Many residents would experience long waits before their house would receive all elements of a decarbonised home. Our approach is therefore to develop programmes which address our priorities whilst also keeping sustainability in mind, making future rollouts of low-carbon heating for example simple.

Stage 1:

We will prioritise a fabric-first approach, ensuring that properties achieve an initial space heating demand of 90 kWh/m^2/annum before further low-carbon heating technologies, such as heat pumps, are considered. Improving building fabric - such as insulation, airtightness, and glazing - will not only enhance thermal efficiency but also help address damp and mould issues in both houses and blocks where necessary. Specific programmes, such as the Social Housing Decarbonisation Fund (SHDF), focus on these essential improvements first, ensuring that homes are structurally prepared for long-term energy efficiency gains.

However, ventilation must be a key area of improvement alongside any fabric enhancements or airtightness measures, to mitigate unintended consequences such as poor indoor air quality and condensation risks. Additionally, maintaining high-quality installation standards is crucial, particularly for insulation works and the interfaces between different building elements. This process cannot be approached as a simple, element-by-element replacement exercise - instead, a holistic design-led approach is needed to ensure all improvements work effectively together, delivering both energy efficiency and resident well-being.



Stage 2:

The kitchen and bathroom programme will be futureproofed to accommodate future retrofit and decarbonisation measures. For example, where a new kitchen includes a boiler cupboard, it should be oversized to allow for the potential future installation of a Heat Interface Unit (HIU). Similarly, bathroom ventilation systems will be designed to meet airflow requirements that will support future increases in building airtightness, preventing unintended indoor air quality issues.

Additionally, any penetrations into External Wall Insulation (EWI) for kitchen or bathroom pipework will be installed in compliance with EWI warranty requirements, ensuring the long-term durability and performance of the insulation system. This proactive approach will help streamline future retrofit works, reducing the need for costly reworks while aligning with the borough's long-term decarbonisation goals

Stage 3:

Existing heating systems will be upgraded or replaced with low-carbon alternatives, such as heat pumps or efficient boilers. There are several communal heating systems across the borough, with planned upgrades to improve efficiency and reduce carbon emissions. A clear set of criteria will be established to determine when homes are ready for heat pump installations. A possible trigger point could include properties that:

Already meet EPC C or higher

Have adequate wall and roof insulation

Are fitted with double-glazed windows

Have boilers approaching end of life

Achieve a space heating demand of 90 kWh/ m^2/annum

Beyond individual heating solutions, there will be a strategic focus on rolling out low-carbon communal heating systems in blocks that currently rely on expensive electric heating, particularly in cases where there is no existing gas supply (e.g., Claymill House).

Funding

There are several funding and grant schemes available to local councils and housing authorities in the UK that are aimed at improving the energy efficiency of their housing stock. These initiatives are part of the broader effort to reduce carbon emissions and ensure that housing meets modern energy efficiency standards.

The Social Housing Decarbonisation Fund (SHDF) is the main funding sourced used by local authorities for energy efficiency improvements. The council started a major retrofit programme under Wave 2. This is a £21 million investment to improve the energy efficiency of more than 600 council homes in Horn Park, Horn Fair and Charlton. This investment includes a £5.3 million grant from the Social Housing Decarbonisation Fund.

Below is a summary of some of the completed external works outside of SHDF in financial year 2023 to 2024:

installed 2	**air source heat pumps**
installed 6	**communal heating systems**
installed 43	**photovoltaic (solar) panels**
replaced 322	**windows**
Replaced 682	**individual front doors**
Replaced 23	**individual back doors**

5.1) Communal Heating and Heating System Decarbonisation

We are currently working through a communal heating upgrade programme whereby each site has been assigned a replacement year based on the expected end-of-life for its existing system. As part of this plan, several boilers are set to be upgraded to heat pumps or other heating technologies.

Before implementing these upgrades, a "fabric first" approach will likely be adopted to improve the building's insulation and energy efficiency, ensuring that the new heating systems perform optimally and deliver maximum benefits.

Heating System Decarbonisation

Currently, the borough's heating infrastructure predominantly relies on gas, but the long-term strategy is to transition towards low-carbon and renewable energy sources. This shift will require a phased approach, ensuring cost-effective, scalable, and technically feasible solutions while minimising disruption to residents.

The following key considerations should shape the council's heating decarbonisation strategy:

Transitioning Communal Heating Systems: Existing communal boiler schemes scheduled for renewal should be prioritised for replacement with heat pump systems, where feasible. In cases where heat pump installations are challenging, alternative low-carbon solutions should be explored, including hybrid systems or heat network connections.

Decarbonising Individual Heating Systems: For homes with individual gas boilers, the long-term goal should be to transition to individual air-source heat pumps unless a connection to a heat network is viable. In blocks with individual gas boilers, a communal heat pump system or shared ground loop array may offer a more effective long-term solution. An initial pilot of a shared ground loop array scheme could provide a scalable model for future decarbonisation efforts.

Short Term Goal and Outcome

In order to meet objectives in the long run we will ensure:

- That retrofit works being carried out as part of SHDF Wave 2 will be complete with lessons learned to be implemented in the delivery of SHDF Wave 3 (or other similar programmes).
- Target that all properties are a minimum EPC 'C' by 2030. This will put all dwellings in a good position to adopt new heating technology systems

Longer term goal

To achieve a net zero housing stock by 2050, we will need to:

Target to improve the fabric (walls, roof, windows doors and potentially floors) of homes to reduce heat demand by 2030

Introduce low carbon heating systems such as heat pumps post 2030 for homes with good levels of insulation and the necessary heat demand figure which will allow this. Connect homes to heat networks

Produce a significant quantity of low carbon electricity from systems such as Solar PV panels from 2030 onwards. This is already prevalent in many new build properties & blocks.

5.2) Energy Efficiency (Impact)

Addressing energy efficiency and decarbonisation plays a critical role in achieving our five priorities. Specific programmes, such as the Social Housing Decarbonisation Fund (SHDF), which involves retrofitting entire homes, provide an opportunity to enhance the sustainability of our stock while addressing broader priorities.

Improved insulation, ventilation, and heating systems installed through energy efficiency programmes can significantly reduce damp and mould issues. By tackling these root causes, we can create healthier living environments for residents. Well-designed home improvements will provide scope to design out any risks that exist within the housing stock. Coordination between teams delivering these works will be essential to ensure projects address holistic issues.

As we evaluate these programmes, the collection of more in-depth insights into how buildings perform (via environmental sensors) will help to assess the real benefits of certain type of works. This will help to continue designing more impactful and cost-efficient programmes over time. Energy-efficient upgrades reduce ongoing utility expenses for residents and lower maintenance costs, contributing to cost-effective asset management.

6. Priority Three: Decent Homes Standard

The Decent Homes Standard was introduced by the UK government to ensure that all social housing provides tenants with a safe, warm, and comfortable living environment. To be classified as "decent," a home must meet four key criteria:

- **Meet the minimum statutory standard for housing –** Homes should be free of any serious hazards, such as issues related to damp, structural integrity, or electrical safety.
- **Be in a reasonable state of repair –** Key building components, such as walls, roofs, windows, heating, and plumbing, should be in good condition. If key components are old or require significant repair, the property would not meet the standard.
- **Have reasonably modern facilities and services –** This includes a bathroom that is no more than 30 years old, a kitchen no older than 20 years, and adequate layout and space for cooking, washing, and storage.
- **Provide a reasonable degree of thermal comfort –** Homes should have effective insulation and efficient heating systems to ensure energy efficiency.

Our internal programme is based on a combination of age and condition criteria, ensuring that necessary improvements are made where appropriate. These internal works include kitchen/bathroom upgrades and upgrades to electrical installations and heating systems to maintain the quality and safety of the properties.

Component	Criteria
Kitchen	To be replaced every 20 years
Bathroom	To be replaced every 30 years
Electrical Wiring	To be upgraded to current regulations
Heating	To be in good working order and heat all rooms adequately

Electrical wiring and gas appliances are subject to regular testing, with urgent repairs addressed as needed. Otherwise, upgrades are coordinated with planned kitchen or bathroom renewals. Void periods in properties provide an ideal opportunity to upgrade both kitchen and bathroom components simultaneously as well as any other necessary work.

While consideration was given to completing internal works alongside external projects, this would require using the same contractor for both. By keeping these tasks separate, internal work can be managed in-house by the council, offering greater flexibility.



Below is a summary of some completed internal works in the financial year 2023 to 2024:

installed 742 boilers

refurbished 503 kitchens

refurbished 523 bathrooms

replaced 209 toilets (WC)

in 151 homes carried out electrical wiring



Decent Homes Standard and repairs	Completed	Total stock/ repairs	Total %
RP01: Proportion of homes that do not meet the Decent Homes Standard.	1,123	20,780	5.4
RP02 (1): Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	39,862	63,357	62.9
RP02 (2): Proportion of emergency responsive repairs completed within the landlord's target timescale.	16,400	22,916	71.6

6.1) HHSRS

The Housing Health and Safety Rating System (HHSRS) evaluates potential risks to health and safety within a property. Any property failing the HHSRS is automatically deemed non-compliant with the Decent Homes Standard. Addressing HHSRS failures is a top priority, with corrective actions taken as soon as possible. Regular identification of these issues should form an integral part of the ongoing stock condition survey.

The most commonly found hazards in the borough are:

- **Fire safety:** Particularly prevalent in houses in multiple occupation (HMOs).
- **Slips, trips, and falls:** Resulting from uneven surfaces, inadequate lighting, or missing handrails on stairs.
- **Damp and mould:** Often caused by rising damp, condensation, or blocked gutters.
- **Personal hygiene:** Issues such as a lack of hot water or blocked sanitation facilities.
- **Electrical hazards:** Arising from outdated or non-compliant electrical systems.
- **Excess cold:** Often due to insufficient heating within a property.
- **Food safety:** Linked to inadequate cooking or storage facilities, or pest infestations.
- **Crowding and space:** Resulting from overcrowded conditions or insufficient amenities for occupants.
- **Entry by intruders:** Due to inadequate security measures or poor external lighting.

Short term goal and outcome

Over the coming five years we will ensure:

- That all HHSRS elements are captured within surveys and actions are implemented to resolve issues
- That hazards are tracked on a monthly basis
- That the high-risk blocks are identified and referred to the capital works team to include in upgrade programmes

6.2) Decent Homes (Impact)

Ensuring compliance with the Decent Homes Standard and the Housing Health and Safety Rating System (HHSRS), while addressing damp and mould, is central to achieving our priorities. These standards and issues directly influence the safety, quality, and sustainability of our housing stock. Addressing non-decency issues in homes by installing upgraded services or facilities will ensure properties also safer and compliant with regulations. Further, by reaching higher housing standards, we reduce the need for costly emergency repairs or legal interventions.



7. Priority Four: Damp & Mould

Damp and mould are commonly found hazards within council properties. Whilst its reduction and elimination can be considered to be part of the Decent Homes priority, we have considered it of such importance that warrants a specific targeted approach.

Currently each case of damp/mould is reviewed individually when a property is identified to have issues. A decision is then made to determine if surrounding properties or properties within the same block are dealing with the same issue. Multiple properties within the same block may indicate a problem with the fabric of the building and may require a programme to be developed or works to be brought forward in some cases.

The below table shows the number of repair work orders in relation to damp and mould and costs associated with them.

2021/2		2022/3	
WO Ref	Total Sum (£)	WO Ref	Total Sum (£)
3,697	1,577,153	4,522	2,128,522
2023/4		**2024/5 to June 24**	
WO Ref	Total Sum (£)	WO Ref	Total Sum (£)(to date)
6,030	3,499,391	1,824	1,022,121

To ensure residents live in a healthy environment and to tackle the increasing number and cost of damp and mould repairs, our objective is to deliver upfront works to properties at risk of damp and mould. Solutions may typically involve improvements in heating and/or ventilation, addressing historic leaks and water ingress or the fabric improvements like insulation or new windows. The data from validation surveys can help to identify patterns or archetypes of properties prone to damp and mould, likely due to construction type or specific defects. This information along with internal information from the damp and mould team has helped to shape how a package of works has been prioritised.

The council has made significant strides to address its damp and mould issues within the stock, particularly in light of Awaab's Law. In response, we have set strict Key Performance Indicators (KPIs) for the timely completion of interventions. The first and most common intervention is often a mould wash, followed by insulation measures, typically using internal insulation such as thermal boarding. The first intervention would usually take place within three days for vulnerable residents and within seven for non-vulnerable residents.

Additionally, we have partnered with DG Cities to participate in an innovative damp sensor monitoring project. This project involved installing sensors in 160 properties across 42 estates in the borough. Managed collaboratively by DG Cities and the council's Damp and Mould Team, the sensors provide valuable insights into environmental conditions within homes. By monitoring factors such as humidity and temperature, these devices help identify the root causes of damp and mould. The data also supports long-term planning by enabling proactive repairs and targeted

interventions to prevent recurring issues, ensuring healthier and safer living environments for residents.

Our strategy to address this objective is to suggest a range of measures that address the causes of damp and mould. For most properties this will include a set of measures that help to increase ventilation whilst also ensuring the building fabric is well insulated through roof insulation, new windows/doors and external/cavity wall insulation. This may lead to a focussed investment to proactively deal with damp and mould in certain properties including investing in innovative solutions for ventilation and digital monitoring.

The key priority is to transition from reactive repairs to a proactive, preventative maintenance approach. This shift will improve living conditions for residents and be more cost-effective in the long run. For example, identifying that properties of a particular archetype are more prone to damp and mould issues would allow for targeted preventative measures to reduce occurrences. Damp and mould have been identified as a critical focus area and will serve as a test case to develop a system for flagging asset groups or blocks that should be prioritised by the capital team and integrated into the work programme. This will require close coordination across all repair teams and the establishment of new processes. Once successfully implemented for damp and mould, this approach will be extended to other reactive repair areas, such as plumbing and general maintenance. The goal is to improve resident quality of life as well as reduce costs associated with reactive repairs.

Short Term Goal and Outcome

In order to meet objectives in the long run we will ensure:

- That the highest priority properties in terms of damp and mould are included in capital works programmes
- Data captured from the damp monitoring project is used to help to implement preventative measures within high-risk asset groups or blocks
- A process will be developed that helps repairs teams flag properties for pre-emptive capital investment across all relevant repair categories.

7.1) Damp & Mould (Impact)

Tackling damp and mould requires thorough investigations to identify the root causes, such as poor ventilation, rising damp, or structural defects. This process improves the council's understanding of the condition of its housing stock by highlighting areas prone to recurring issues and identifying patterns that may indicate systemic problems across multiple properties. By tackling damp and mould, the council not only meets its specific objective of improving living conditions but also reinforces its commitment to broader goals, such as enhancing energy efficiency, maintaining compliance with standards, and optimising financial planning. Proactive efforts in this area create a foundation for safer, healthier, and more sustainable homes for residents. Damp and mould left unresolved can lead to severe structural issues, significantly increasing repair and maintenance costs. Effective project planning to tackle damp and mould helps to reduce long-term costs by addressing issues before they escalate and integrate damp and mould reduction with broader asset management strategies, such as energy retrofitting and lifecycle cost analysis.



8. Priority Five: Building Safety and Compliance

Ensuring building safety and compliance with our statutory obligations is a key priority for the council, safeguarding residents and maintaining the integrity of our housing stock. The critical importance of this work is underscored by the need to meet statutory obligations while fostering trust and security within our communities.

8.1) The Big Six

Our compliance strategy prioritises the 'Big Six' safety elements: **Fire Safety, Legionella, Asbestos, Gas Safety, Electrical Safety, and Lift Maintenance**. These areas are integral to our mission of safeguarding residents, preventing risks, and maintaining the highest safety standards in our properties. By combining robust compliance measures with a forward-thinking approach, we are committed to creating secure, sustainable living environments for all residents.

We conduct comprehensive safety and compliance checks across council homes, addressing key areas including:

- **Building safety case preparation and the management of the golden thread of building information for our higher risk buildings**
- **Fire safety including risk assessment, remedial works and ongoing maintenance**
- **Gas safety, maintenance and upgrade**
- **Lift safety, maintenance and upgrade**
- **Electrical safety, repairs and upgrades**
- **Legionella safety and remedial actions**
- **Control and management of asbestos containing materials**

Since April 2023, the council has:

Completed electrical testing and remedial works to **13,289** homes and **854** communal areas.

Completed **9,486** Fire Risk Assessment Actions across our buildings.

Maintained up to date Fire Risk Assessments for all **1200** of our buildings requiring an FRA.

Completed a catch-up programme and maintained a compliant ongoing programme of re-inspections of asbestos containing materials in communal areas.

Completed confirmatory checks and upgrades to over **19,000** homes to ensure that smoke alarms are installed.

Completed a programme of the replacement of a number of older galvanised steel cold water storage tanks.

Commenced programmes of works to upgrade lateral mains and emergency lights across the borough.

Procured and mobilised four new suppliers to support the management of asbestos in our homes, two to complete surveys and a further two to complete removal or other remediation works.

Commenced an ongoing programme for the labelling and inspection of fire doors in our taller buildings with annual inspections for flat entrance doors and three-monthly checks for communal doors.

Developed a building safety regime in response to the Building Safety Act 2022 and submitted five Building Assessment Certificate Applications for higher risk buildings, with the remainder to be submitted as requested by the Building Safety Regulator.

Drafted and implemented revised policies and management plans for all six key compliance areas.

8.1.1 Fire Safety

The council has implemented a revised fire safety policy and management plan and are implementing a variety of building safety management processes to enhance resident safety.

Our ongoing programme of Fire Risk Assessment and building safety management will continue with checks carried out regularly and in line with our published policies. We are continuing to plan further improvements to our homes including our higher risk (High Rise) buildings over the next five years.

Improvements will be based upon risks identified through ongoing Fire Risk Assessment as well as other activities related to our safety management regime. This will include a variety of measures that include where required:

- replacement and repair of flat front entrance and communal door sets to provide appropriate protection from fire and smoke.
- fire stopping between flats and common areas to limit the spread of smoke and fire
- redecoration of internal common/communal areas with finishes that meet 'Class O' of the building regulations in England and Wales to minimise the spread of fire
- the installation of Automatic Opening Ventilation to allow smoke to vent from internal communal areas
- the renewal of fire signage and directional signage
- replacement and repair to bin chute systems to enhance fire safety

8.1.2 Legionella

The council has a duty to manage and minimise the risk of the proliferation of Legionella and the risk of an outbreak of Legionnaires' disease in its homes. The council has a policy and management plan in place which sets out the measures it takes to minimise these risks in compliance with ACOP L8 and HSG 274.

This includes the completion and review of Legionella Risk Assessments to relevant buildings, completion of remedial actions required and compliance with a planned and preventative maintenance schedule as outlined as part of the risk assessment scheme of control.

The council intend to:

- continue works to ensure that any existing and new remedial actions are completed where necessary
- maintain LRA PPM and reviews of risk assessments
- seek to remove stored water where practical
- maintain our assurance programme to ensure that no water systems have been missed from the communal assessment programme
- start to develop a programme of archetype-based risk assessment for dwellings that will be delivered over the next 10 to 15 years.

8.1.3 Asbestos

The council has recently implemented a new asbestos register to improve the transparency and accessibility of information on the location and condition of asbestos containing materials across its homes and buildings.

A robust programme is in place to support the management of asbestos in non-domestic areas with materials subject to regular reinspection and remediation work where required.

Appropriate contractual arrangements are in place with two surveying and two separate Licensed Asbestos Removal Contractors in place to work across the borough.

A new Asbestos Policy & Management Plan has been implemented those updates processes and procedures to support appropriate management of this risk area. All staff are required to complete annual training that is appropriate to their role and at least two members of staff within the Landlords Compliance Team hold a current P405 Asbestos Management qualification.

8.1.4 Gas

The council continues to maintain an in-house gas servicing, repairs and installation team, registered with Gas Safe Register with team of engineers, supervisors and management personnel running all aspects of the gas safety and repairs programme for domestic premises with servicing and maintenance to commercial grade communal systems outsourced to an external supplier, managed from the our Gas Team.

In line with the Gas Safety (Installation and Use) Regulations 1998, the council maintain a programme of gas safety checks and issuing of Landlord's Gas

Safety Records for all homes with a gas supply. This programme is supported by a robust policy and management plan with a clearly defined process to gain entry to residents homes up to and including action through the courts to gain entry.

Our communal programme includes a variety of plant and equipment including communal boilers, calorifiers, pumps, etc, as well as a number of communal laundries.

The council has implemented a revised policy and management plan for this area.

Over the next five years the council will work to ensure that the operations of this element of the service are working in conjunction with the Sustainability Team to support the delivery of the council's zero carbon objectives.

The council also intend to review the processes and technology used to manage the annual servicing access process to maximise the use of modern technology and the overall efficiency and effectiveness of the service.

8.1.5 Electrical

The council continues to maintain an in-house electrical team of competent engineers, supervisors and management personnel running all aspects of the electrical safety programme. The in-house team are supported by a variety of external contractors who deliver:

- the fixed electrical testing programme
- fire detection and firefighting equipment servicing
- lightning protection equipment servicing and maintenance
- emergency lighting installation and maintenance
- works to lateral mains

Over the last two years the council has delivered a significant programme of fixed electrical testing and remedial works to 13,289 homes and 854 communal areas.

The council have also implemented a revised policy and management plan for this area.

Over the next five years we intend to:

- complete the fixed electrical test programme to ensure that all homes and relevant buildings are on a five-year cycle
- reprofiling our five-year fixed electrical testing programme to deliver a smoothed programme with fewer peaks and troughs
- review the electrical testing access process to deliver an enhanced access success rate earlier in the programme support by legal action where it proves necessary.
- further upgrades to lateral mains
- the installation of enhanced emergency lighting
- procurement of longer-term external contracts to support the work of the team

8.1.6 Passenger Lifts & Disability Lifting Equipment

The council has a robust policy and management in place which sets out the processes and procedures for the management of lift safety. This includes regular thorough examination and inspection of all passenger lifts and disability lifting equipment on a regular basis by the council's insurance provider alongside a robust servicing and maintenance regime delivered by a separate external contractor.

The council reviews the outcomes of inspections and takes action to remedy any safety defects identified in accordance with the findings of its competent contractors.

Over the next five years the council will work to improve performance across a number of indicators including:

- Equipment maintenance completion against target
- Equipment callout rates and availability
- No. of repairs completed per month
- No. of outstanding LOLER items
- No. of outstanding LOLER inspections
- Financial spend
- Levels of complaints
- Reported accidents, incidents, near hits and near misses

This will involve a further review of current working practices and procedures as we mobilise a new long-term contract for the servicing, maintenance and upgrade of the passenger lift portfolio. As part of this new contract, it is expected that approximately forty passenger lifts will be modernised and upgraded over the next five years.

8.2) Resident Engagement Strategy

In response to the tragic Grenfell Tower fire in June 2017, the government launched an inquiry that resulted in the introduction of the Building Safety Act 2022. This legislation established a new regulatory framework for managing high-rise residential buildings- defined as those standing 7 storeys or higher or exceeding 18 metres in height. The Act focuses on mitigating two primary risks: the spread of fire and structural failure.

A pivotal aspect of the Building Safety Act is the creation of the Accountable Person (AP) role, designated for residential buildings deemed at higher risk. The AP is responsible for ensuring full compliance with the Act's safety requirements. In cases where multiple APs are involved, the individual accountable for the building's structure and exterior is designated as the Principal Accountable Person (PAP). APs are required to take all reasonable measures to prevent and mitigate safety risks, including fires and structural issues.

To meet the enhanced requirements of the Building Safety Act the council has registered all of its higher risk buildings (high rise or HRB) with the new Building Safety Regulator and is working to prepare and maintain building safety cases for each of these buildings.

The Building Safety Regulator (BSR) is inviting Principal Accountable Persons to submit their building safety cases and summary building safety case reports over the next five years as part of the application process which will lead to the BSR issuing the PAP a Building Assessment Certificate (BAC).

The order of "call in" for a BAC application is determined by the BSR and at the time of writing the council has submitted five BAC applications for consideration and are awaiting feedback.

A key part of each BAC application and safety case is the Building Safety Resident Engagement Strategy and intensive work is underway at the time of writing to ensure that appropriate strategies are in place for each HRB.

Other key work underway includes:

- the development of remediation plans for higher rise buildings where work is known to be required
- the development of a full Building Safety Management Plan and Policy to support this work
- the further development of the council's approach to managing the Golden Thread of Building Information
- Plans to develop and implement a system for the simple sharing of key safety information to HRB residents
- Completion and maintenance of building safety cases
- Ensuring the smooth handover of new higher risk buildings

Short Term Goal and Outcome

In order to meet objectives in the long run we will ensure:

- That we are compliant in all the elements that make up the 'Big Six'
- That residents within tower blocks are fully aware of their Accountable Person (AP) and have visibility of what is being planned on their block.

8.3) Building Safety (Impact)

By integrating building safety and compliance into our asset management strategy, we align with regulatory requirements while safeguarding residents. This approach strengthens our ability to meet all our priorities, creating safe, sustainable, and compliant housing for the future.

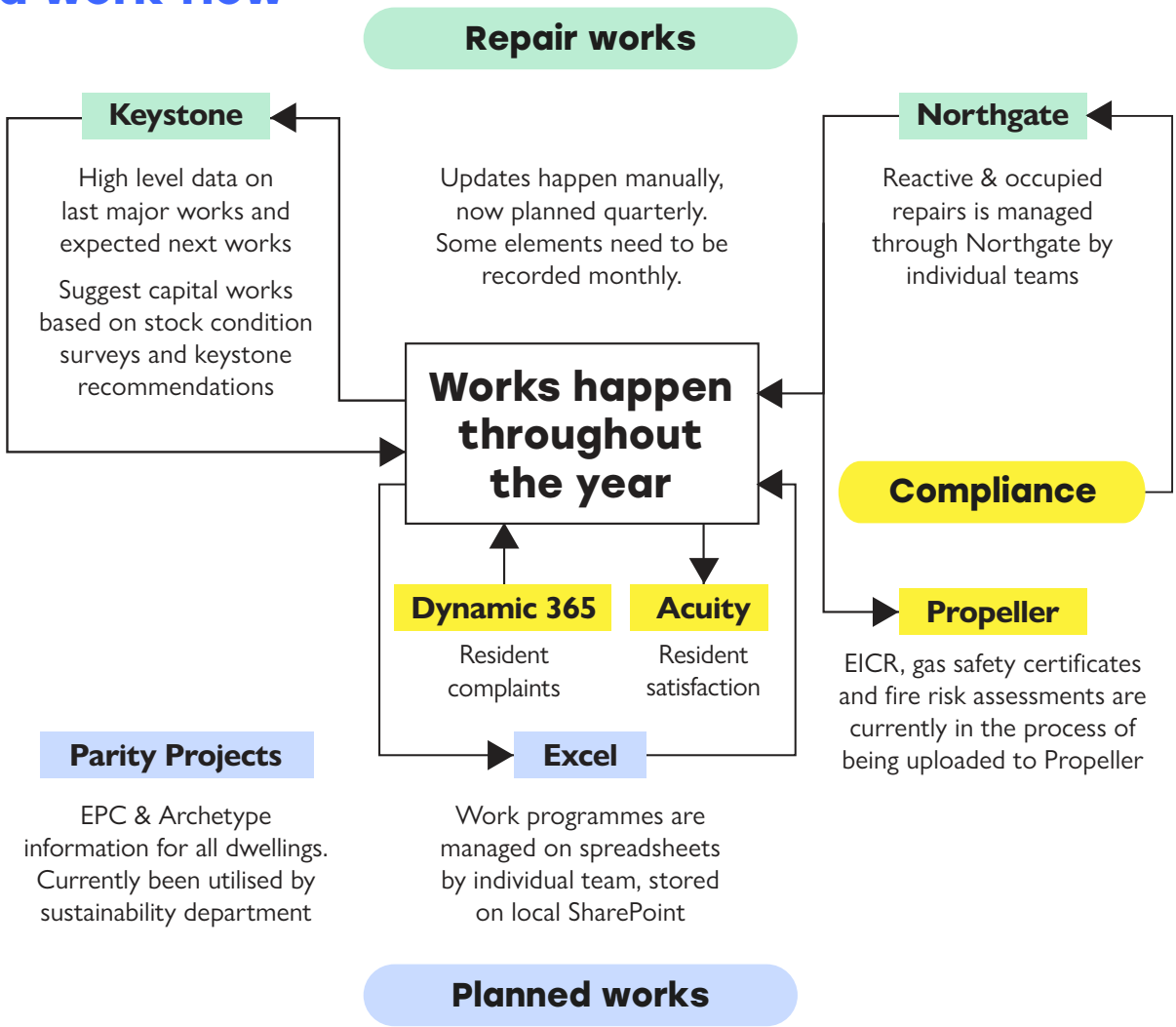
Building safety requirements often intersect with energy efficiency improvements. For instance, retrofitting insulation or upgrading heating systems must comply with fire safety and ventilation regulations. Ensuring compliance during these works guarantees safe, energy-efficient homes.

9. Priority Six: Data Management and Innovation

Having clear systems and accurate data is important for record keeping, analysis, compliance management and identifying priorities, and to help facilitate effective decision making across the service and council.

The council currently has a variety of different systems which all have different capabilities. The main systems are shown in the data workflow diagram below:

Data work flow



The majority of these systems do not "speak" with each other, and some systems are not accessible to all staff. For example, Northgate is used by majority of staff to raise repairs and will display repairs history for any dwelling that the council is responsible for. Keystone is the central database storing asset management data and is managed and updated primarily by the data asset manager. Keystone will tell you when a component may need to be updated i.e lifts, roofs, boilers etc.

The current approach relies on several individuals to update systems regularly (sometimes double entry or updating multiple systems with same data) and also for departments to regularly liaise with each other in order of there to be an understanding of what is going on with any compliance or capital related programmes.

Supported by good business processes, a comprehensive systems approach will improve communication and collaboration while reducing silo working. The focus of this approach is as follows:

- Rationalisation of all systems and data management across the service with having as few systems as possible, but as many as necessary in order not to compromise functionality
- Utilise data analytics to identify trends, predict future needs, and inform decision-making.
- Develop and implement key performance indicators (KPIs) to track progress and measure success.
- Develop automated triggers for inspections (e.g., flag properties with multiple repairs, or flag properties with outdated stock condition surveys).
- A focus on integration and automation of processes
- Explore innovative technologies (e.g., Building Information Modelling (BIM), IoT) to enhance asset management.
- Flexibility to incorporate and capitalise upon emerging technologies
- Improved communication and efficiency of data management
- Improved internal and public visibility of works and other information.

The main objective in the short term is to see how these systems can better work together or for the functionalities to be combined in a new system. In the short term this might require dedicated data personnel placed in the specific teams to help build a more standardised data collection, storage and analysis process.

9.1) Additional Datasets

There are additional datasets that could also be collated and recorded within one system which could help with planning and prioritisation of work in the future. Details about a few of these are listed below:

Disability & home adoption data:
Recording and collating disability data may help to prioritise homes with residents who may benefit most from upgrades, such as better insulation or improved air quality, which can reduce health risks for individuals with respiratory conditions or limited mobility. The data can also be used to ensure that the council is making best use of these properties i.e. a property with a stairlift would always be allocated to residents with that particular need.

Complaints & resident feedback:
Historical complaints related to damp, mould, leaks, or other housing issues can help identify problem properties or areas requiring urgent attention. A complaint usually indicates that there has been a long-term outstanding issue. Resident satisfaction surveys are also important as low satisfaction scores may highlight properties needing maintenance or upgrades.



Short Term Goal and Outcome

In order to meet objectives in the long run we will ensure:

- That all survey data and project completion data is updated regularly and uploaded to main asset management database (Keystone)
- That any systems used are updated to the most recent version to make use of potential updates and new capabilities e.g. NEC repairs system is on version 6 however there is a version 21 available
- That all data in relation to ongoing or planned projects is available to all the required teams i.e. Sustainability Team, Compliance Team, Capital Team
- There is a single source of truth regarding all housing assets
- There is an analysis capability built out across the departments that supports all decision making

9.2) Data Management & Innovation (Impact)

A strategic and well-functioning data management system will ensure that any and all insights captured are stored and updated in timely manner. This will help to create a single source of truth for all properties, ensuring information is trustable, and not reliant on arduous manual updates.

Use of integrated data systems will help to prioritise and schedule spend across the housing stock, ensuring all properties are on a pathway aligned to our goals of energy efficiency, decency and compliance.

The data analysis will ensure that it is easy to measure project impact vs costs. Over time this will make it possible to not only select properties with the highest priorities for work programmes but to also match them with the most cost-effective repair packages.



10. Priority Seven: Managing costs through effective project planning

10.1) Investment Planning

To date the council has planned investment on a cyclical and estate by estate basis, however, the objective is to develop a programme of work that can provide stakeholders with greater visibility of work in the medium term. This new strategy will provide a framework to develop a five-year programme of work to support a targeted package of work which is led by data intelligence. It provides a budget that ensures the investment plan fits within the financial parameters of the business plan.

The stock condition survey results will provide the baseline for the investment planning process. Added to these will be non-survey costs which include: communal area improvements and electrical upgrades, building safety and other compliance costs, estate and external works, door entry systems, and small-scale improvements, as well as day to day maintenance (responsive void and cyclical).

For long-term planning (10+ year timescale), this data and analysis will be combined with wider datasets to help the council prioritise its estate renewal programme. It is key to ensure current and emerging housing priorities underpin the estate renewal programme whilst also being informed by opportunities. As an example, if from an overall resident and council value perspective an estate is better suited to undergo regeneration, the capital programme will undertake investment at an appropriate level considering the actual lifespan of properties.

Getting the right priorities will require involving a range of staff from across services.

To achieve this, a process will be developed to turn the stock condition and other relevant data into a plan that optimises the available budgets and delivers value for money through:

- Alignment to the latest HRA Business Plan in accordance with strategic investment objectives;
- Triangulating repairs data, investment requirements, energy performance, void rent loss and asset performance in order to prioritise the properties will have the greatest impact on reducing revenue costs and income loss;
- Breaking that data down into the planning areas based on asset grouping
- Developing efficient programmes – including considering frequency of component replacement combinations and packaging, potentially conflicting programmes (e.g. window replacements against wall insulation programmes) and supply chain preferences
- Considering the impact on leaseholders and the production of the annual service charge plan resulting from the investment plan.



10.2) Procurement and Delivery

The council is adopting a new Procurement strategy which has been shaped by the Procurement Act. The council generally uses three consultants with each one covering either east, west or south of the borough. Contractors will vary dependent on work packages.

The Procurement Act introduces significant changes to how local councils procure goods, services, and works. These changes will influence every aspect of asset management, from selecting contractors to meeting sustainability goals. By integrating the principles of the act into their asset management strategies, councils can ensure compliance, enhance outcomes, and demonstrate accountability to stakeholders. This alignment is critical for achieving long-term success in managing and improving council assets.

Some changes are listed below in regards to contract management:

- All contracts over £5M to have a minimum of 3 published Key Performance Indicators (KPIs)
- Performance against all KPIs must be reported on the Central Digital Platform at least annually
- Poor performing contractors can be debarred from public contract and we will not be able to use them

10.3) Monitoring

Monitoring is a critical component of any asset management strategy, providing the foundation for informed decision-making, effective resource allocation, and the successful execution of work programs. For the council, monitoring ensures that housing stock is maintained to a high standard, aligns with statutory requirements, and meets the overarching goals of sustainability, compliance, and capital improvement.

To implement an effective asset management strategy, the council must foster collaboration between key teams:

- **Sustainability Team:** Focuses on decarbonisation, energy efficiency improvements, and environmental sustainability. Their expertise is essential for projects like SHDF to achieve the council's net-zero ambitions. Historically the main KPI's for a sustainability team would be the number of Properties that achieve EPC 'C' or above. EPC's are widely considered to be a poor metric for sustainability and heat demand may be more appropriate.
- **Capital Team:** Manages the budget, ensures cost-effectiveness, and oversees large-scale projects, including capital works that align with long-term financial planning. Main KPI's will be budget adherence and number of properties improved within a specified time period
- **Compliance Team:** Ensures all properties meet safety and legal standards, such as fire safety, electrical compliance, and damp and mould regulations. This is critical for maintaining safe and habitable homes. Main KPI's would be the percentage of homes meeting legal safety standard.

Monitoring is integral to the council's ability to implement a successful asset management strategy. By combining stock condition data, interdepartmental collaboration, regular reviews, and robust KPI tracking, the council can ensure that its objectives - such as ensuring all homes are decent and maintaining compliance - are met. This approach not only improves housing stock but also aligns with broader goals of sustainability, safety, and resident satisfaction.



10.4) Evaluation

Evaluation ensures that activity delivered is to the required specification and meets the objectives set out in this strategy. Evaluation is a fundamental practice given the quantum of resource required to deliver this strategy, and has the potential to highlight efficiencies, enable transparent reporting and accountability, support innovation, and enable continuous improvement across every stage of implementation.

Several forms of evaluation can be undertaken to support delivery of the strategy:

- **Impact evaluation:** results-oriented assessment of the effectiveness of the strategy and projects, undertaken to assess whether desired outcomes and objectives were met, undertaken through a mix of quantitative and qualitative analysis. Includes service user engagement and feedback; measures of satisfaction.
- **Process evaluation:** delivery-oriented evaluation of the strategy/project efficiencies and resource utilisation; examines the quality of implementation – whether deliverables meet requirements. Resource utilisation, efficiency, and adherence to standards are potential measures of assessment.
- **Cost-benefit analysis:** systematic evaluation of the economic pros and cons of the strategy to provide an understanding of the net economic value of investment. Key to inform decision making, resource allocation, provide accountability, and enable risk management.
- Data can be captured and used to advise on future decisions



Short Term Goal & Outcome

In order to meet objectives in the long run we will ensure:

- That regular meetings are scheduled between all main teams to ensure that projects are planned to meet sustainability and compliance standards
- That all teams (compliance, capital, sustainability) are consulted prior to the development of any specific work programmes.
- That a clear, consistent and action-oriented monitoring and evaluation framework is developed and used to support progress reporting and continuous improvement.

10.5) Managing costs through effective project planning (Impact)

As we ensure that the resources available to the department are spent with even greater efficiency, the focus will be on targeting priority properties, asset groups and estates. Seeing a complete picture of required spend across the stock will ensure that budget related decisions can be made with confidence, considering not just individual projects but the opportunity cost of a specific project as well (what project are we deciding to not do instead).

A focus on cost effectiveness will encourage innovation across the service and the creative use of data intelligence. Programmes will be encouraged to maximise the impact of spend. This will ensure that elements of home improvement programmes will be designed and scheduled in coordination, increasing overall quality and ensuring the systems are not over/under designed. Alignment with outstanding compliance and decency works will further improve cost effectiveness.

11. Governance and Risk Management

Risk management is a key factor for the council in the way it delivers activity in its property in part due to the council wishing to deliver its statutory responsibility but then also to deliver a quality environment for its employees and residents. The strategy recognises that Housing Revenue Account (HRA) assets can also become liabilities, creating a risk to viability as well as significantly impacting on residents' lives.

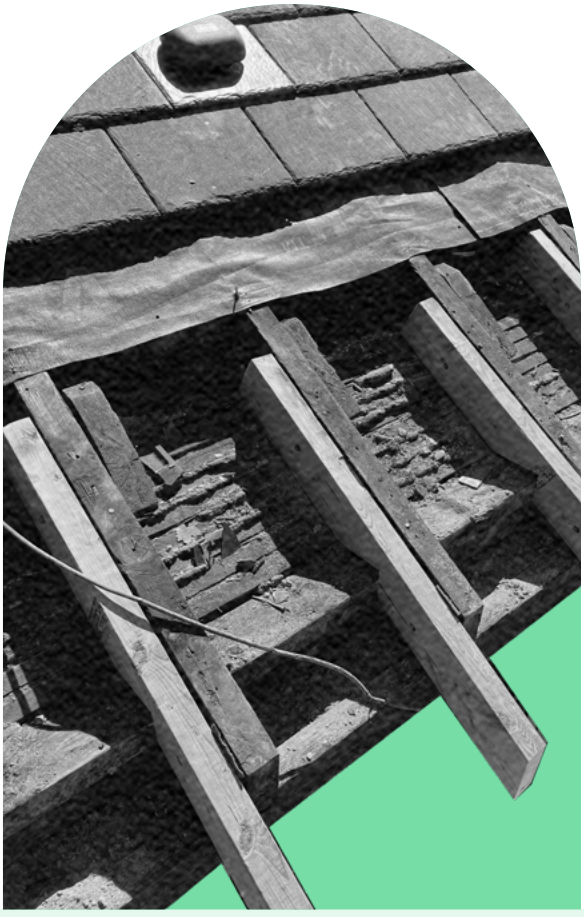
Key risks addressed by this strategy include:

- Failures to manage health and safety compliance could put residents, staff and contractors at risk.
- Failures 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 the allowances within the 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 a very large proportion of our HRA spend.

A process to identify and assess risks is in place and actions agreed to manage risks to minimise impact. The council has a risk management toolkit which details the organisational approach to risk management, and roles and responsibilities throughout the organisation. This toolkit is a formal acknowledgment of the Royal Borough's responsibility and commitment to risk management. Given how the council is organised with various departments providing unique services, the Toolkit does not aim to bring about a one-size fits all approach to risk management. However, it does provide a high-level framework and guidance with flexibility for individuals, teams, services and departments to adapt as necessary. All key asset management related risks including financial, operational, delivery risks (e.g., failure to invest) are captured in the appropriate operational risk register.

11.1) Governance Structure

In December 2021 Cabinet approved a new **"Housing Assurance Framework"** which would govern compliance with the consumer standards from the Regulator of Social Housing.



The structure that can be seen below will compliment this approach so Council Members and leadership have a good understanding of stock condition and capital investment as a whole.

Officer Governance

Housing Investment Board

Chair: Director of Housing and Safer Communities

Frequency: 6 weekly

Agenda: Budget, KPIs

Capital and Planned Programme Board

Chair: Senior AD Repairs & Investment

Frequency: Monthly

Agenda: KPIs, Deep dive, action plan

Capital Operational Group

Chair: Head of Service Repairs & Investment

Frequency: Monthly

Agenda: KPIs, programmes

Member Governance

Cabinet

Chair: Leader

Frequency: Annually

Agenda: Annual Capital Cabinet Report

HAN Scrutiny

Chair: HAP Chair

Frequency: Twice annually

Agenda: KPIs/programme

Housing Strategy Board

Chair: Leader

Frequency: Quarterly

Agenda: Programme updates

Cabinet Member Briefing

Chair: Cabinet Member for Housing

Frequency: Every two months

Agenda: KPIs/programme/decent homes/stock condition

External Governance

Internal Audit

Frequency: One audit per year

Agenda: Various

External Expert Advice

Frequency: Two days per month

Agenda: External review and advice with regards to national comparisons and industry changes

We are committed to working with Greenwich communities, and with residents as part of the Asset Management Strategy's implementation, we will ensure the roll out activities tied to this strategy, also align to our Community Engagement Pledge (**www.royalgreenwich.gov.uk/community-engagement**).

As we work though the Housing Asset Management Strategy delivery and capital programmes, we will ensure that the Community Engagement Pledge **principles and values** are core to the way we work with our tenants and residents.

The council's Our Greenwich: Corporate Plan sets out our intention to **improve the quality of life and health for our residents** through a series of 20 missions.

This strategy and any community activities which support its implementation, align to; Our Greenwich mission 15:

"Our council is better at listening to communities, and communities feel they are heard"

(NB: Public consultation on the development of this strategy, is not planned as the priorities are mainly regulator directed or mandatory through legislative requirements and as such are not optional.)

Our community engagement framework has 4 principles:

1. Create open dialogues and share engaging communication
2. Encourage thriving relationships
3. Foster honesty around influence and impact
4. Collaborate together with communities.

As we work though the Housing Asset Management Strategy and deliver capital programmes, we will ensure that the framework and principles are core to the way we work with our tenants and residents.



12. Summary

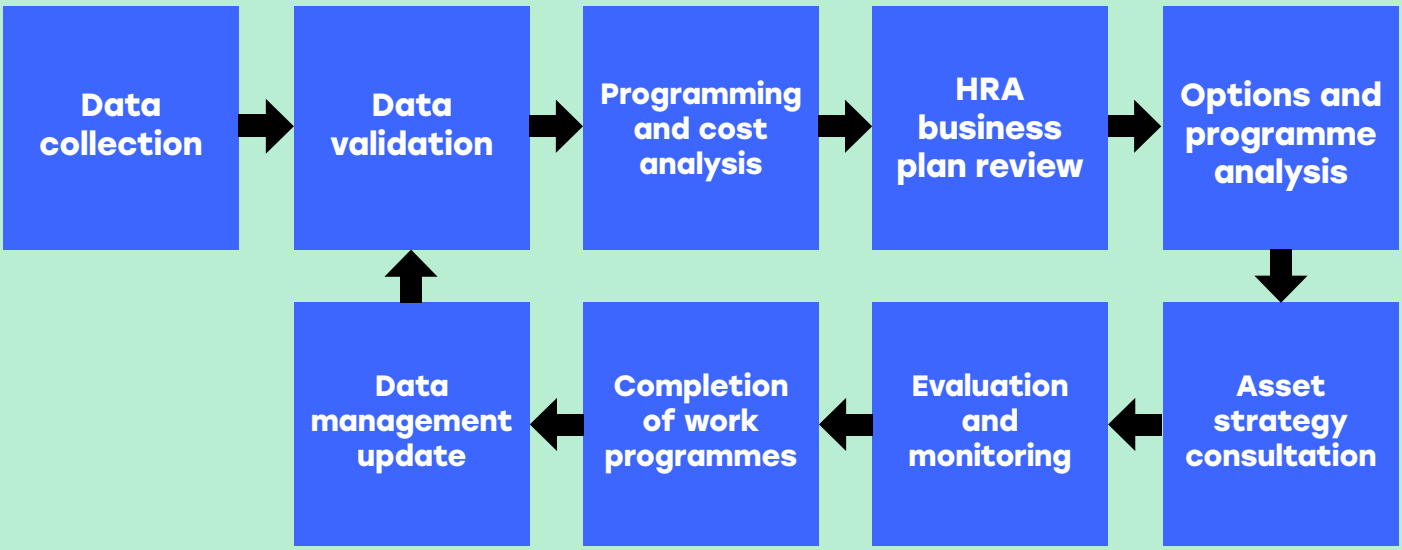
The Asset Strategy sets out a clear and structured framework to manage, maintain, and invest in council-owned housing stock. It builds upon key council strategies, including 'Our Greenwich', and the Housing and Homelessness Strategy, aligning with the overarching goals of ensuring residents' safety, improving housing quality, achieving carbon neutrality, and maintaining financial sustainability.

Through this strategy, we have demonstrated a robust approach that integrates data-driven decision-making with stakeholder collaboration to prioritise and plan works.

By utilising validated data, an evidence-based prioritisation methodology, and a systematic cost analysis, the council is equipped to address its pressing challenges, such as meeting the Decent Homes Standard, tackling damp and mould, and improving energy efficiency.

To guide future programmes, we have developed a repeatable and transparent process that ensures consistency in selecting properties for intervention. This process enables the council to adapt to changing priorities while maintaining accountability and alignment with its strategic objectives.

Capital Programme Process



Data Collection:

DG Cities collected all available data which includes survey data, EPC data, repairs data and asset information data

Data Validation:

Data was then analysed and used to develop a prioritisation tool

Programming and Cost Analysis:

Methodology was used to create a RAG system for all elements. Cost data from consultants and current projects where then implemented to give estimated costs for addressing priority properties.

HRA Business Plan review:

The prioritisation tool is then used in line with the business plan to be able to determine what projects would fit into which year based on allocated yearly budgets

Options and Programme Analysis:

Selected properties will be sent over to consultants who will conduct validation surveys on selected properties and confirm which works are likely to be required. This list will be adjusted accordingly following on from validation surveys. These figures will then be recorded as work is carried out to ensure that we are keeping in line with the budget

Asset Strategy Consultation:

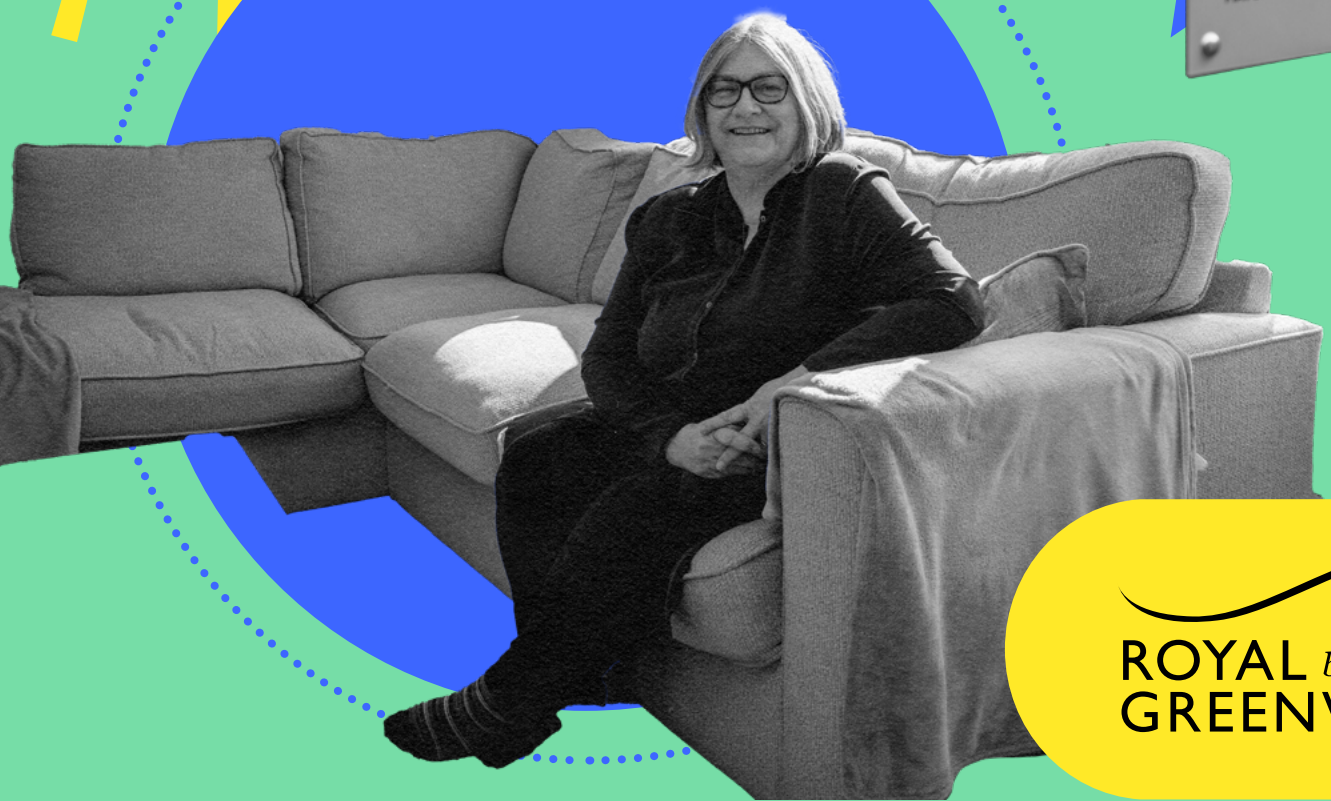
All teams to work with each other and ensure works being completed meets all requirements (building safety and energy efficiency)











ROYAL borough of GREENWICH