

Housing and Investment

Asset Management Strategy

2025-2030



CITY OF
Lincoln
COUNCIL

Together, let's deliver
Lincoln's ambitious future



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Strategy One-Page Summary

Vision priority - Let's deliver quality housing

Strategy objectives	To support implementation of our Housing Revenue Account 30-Year Business Plan by: <ul style="list-style-type: none"> ▶ Giving all our tenants a safe, well maintained and secure home ▶ Ensuring our homes comply with all health and safety requirements ▶ Delivering value for money and maximise the value of our homes through sound investment ▶ Minimising our spend on responsive repairs through better, more targeted planned investment in our homes ▶ Decarbonising our housing stock and make our homes more energy efficient ▶ Delivering social value through how we manage our assets 			
Outcomes	Health and safety	Planned investment	Decarbonisation	Responsive repairs (including aids and adaptations)
Why this is important	To ensure all our tenants have a safe, secure home	To proactively maintain the condition and quality of our homes and protect them for the future	To make our homes more energy efficient and cheaper to heat; and to contribute to the council's commitment to net zero carbon by 2030	To keep our homes safe, secure and well maintained by providing a reactive maintenance service our tenants trust
What have we done already	High compliance across H&S requirements (fire risk assessments; gas safety; electrical safety; lift safety; water hygiene)	Over £26.2 million investment in our homes since 2020; letting our homes to the 'Lincoln Property Standard'	Achieved an EPC rating of C or above for 94% of our homes	Improved and sustained high performance across our Housing Repairs Service; cleared our backlog of scheduled repairs
What we are going to do	Achieve 100% compliance across all H&S requirements	Invest a further £60 million in our homes; complete stock condition surveys for all homes; new ICT system to improve our property records	Achieve an EPC rating of C or above for all our homes	Further enhance our Housing Repairs Service by improving communication with tenants; making it easier for tenants to report and track repairs online; and maximise how efficiently we allocate and book repairs
When we will do this by	2025	2030 (ICT system 2025)	2030	2025
How we will measure success	Quarterly performance monitoring and reporting; Tenant Satisfaction Measures	Quarterly performance monitoring; programme and project management	Verified EPC assessments for all our homes	Tenant Satisfaction Measures; Quarterly performance monitoring and reporting
	Regulator of Social Housing inspection and grading			

Section 1 - Context

Continued investment in our homes is essential and enables us to provide all our tenants with a safe, secure and well-maintained home, now and in the future. It also helps us to maximise the value of our homes by maintaining their quality and condition.

As a council with a Housing Revenue Account (HRA), we must be financially viable and self-financing and make the best use of our tenants' rent. We believe the most important way we deliver best value to our tenants is to invest in their homes and neighbourhoods, creating living environments that are clean, green and safe. To deliver this we need to understand the condition of our homes and other property assets and use this information to make sound investment decisions.

Whilst responsive repairs will always be necessary, proactively investing in our homes reduces some repairs through regular maintenance and replacement. Over the next five years, the Council will invest over £60 million in capital improvements to our housing stock, and an estimated £54 million on responsive repairs.

Having a diverse property portfolio, we need a flexible approach to asset management that recognises the different types of homes we own and the different types of investment and maintenance they require. This strategy prioritises health and safety compliance and planned investment, setting high standards for the homes we own and supporting us in our commitment to deliver quality housing.

Regulator of Social Housing and Consumer Standards

The social housing sector has faced many challenges over the last decade, including increased demand, operational cost inflation and below-inflation rent increases.

There have also been lasting impacts on the sector, following Grenfell and the tragic death of Awaab Ishak due to exposure to damp and mould. These events, and other cases of poor practice by social housing landlords, have led to introduction of additional regulation and regulatory oversight across the sector.

The Regulator of Social Housing introduced new Consumer Standards in April 2024, which apply to all social housing providers and set specific expectations and outcomes:

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

Section 2 – Our vision and priorities

Our Strategic Plan

The council's strategic plan has the following five strategic priorities which, together, aim to help deliver Lincoln's ambitious future:

- ▶ Let's drive inclusive economic growth
- ▶ Let's reduce all kinds of inequality
- ▶ Let's deliver quality housing
- ▶ Let's enhance our remarkable place
- ▶ Let's address the challenge of climate change



Our 'Quality Housing' priority has the following objectives:

- ▶ To provide housing which meets the varied needs of our residents
- ▶ To build sustainable communities
- ▶ To improve housing standards for all

Our 30-Year Business Plan

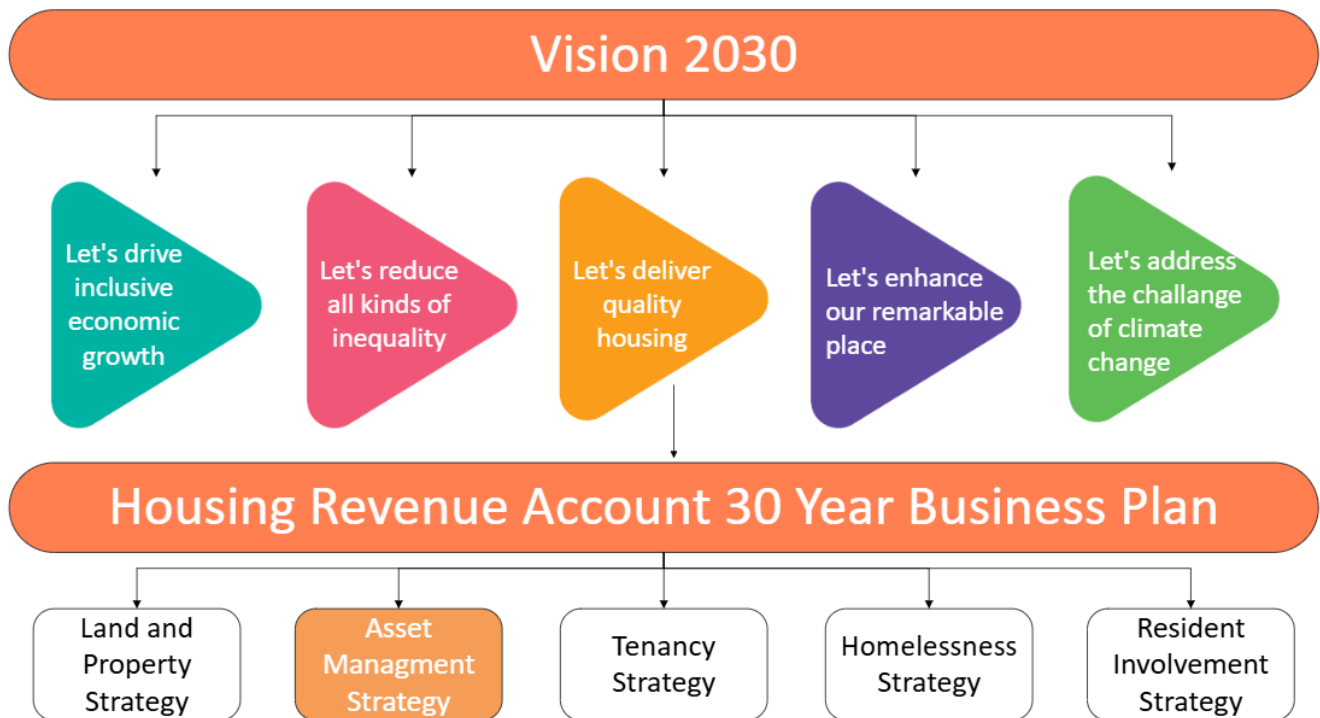
Our Housing Revenue Account (HRA) 30-Year Business Plan sets out what we want to achieve for our housing and landlord service by 2054, and commits to:

- ▶ Ensuring the housing services funded through the HRA are efficient and effective
- ▶ Maintaining the quality and safety of the existing supply of council housing stock
- ▶ Delivering major repair and component replacement programmes to the stock
- ▶ Investing in new homes
- ▶ Increasing the supply of housing to tackle homelessness
- ▶ Investing in the delivery of new affordable homes for rent
- ▶ Reviewing HRA assets to maximise their effectiveness and efficiency
- ▶ Improving the quality of neighbourhoods
- ▶ Supporting the Council's goal to achieve net zero carbon by 2030

Section 3 – Strategy objectives

This Asset Management Strategy sets out how we will sustainably manage our homes and property assets in the best interests of our current and future tenants.

This is one of a range of strategies that aims to support effective delivery of our 'Quality Housing' vision priority, and our Housing Revenue Account 30-Year Business Plan:



The objectives of this strategy are to:

- ▶ Give all our tenants a safe, well maintained and secure home
- ▶ Ensure our homes comply with all health and safety requirements
- ▶ Deliver value for money and maximise the value of our homes through sound investment
- ▶ Minimise our spend on responsive repairs through better, more targeted planned investment in our homes
- ▶ Decarbonise our housing stock and make our homes more energy efficient
- ▶ Deliver social value through how we manage our assets

To deliver these objectives we will:

- ▶ Continually improve the design and specifications of our newbuild homes, to give our tenants a high-quality home at social/affordable rent and minimise life cycle costs and carbon emissions

- ▶ Redress the balance of what we spend on planned investment versus what we spend on responsive repairs, to help us maximise capital investment in our homes and minimise responsive repair costs (which can fluctuate)
- ▶ Prioritise investing in our homes to make them safe, easy to maintain, and more energy efficient
- ▶ Ensure all our homes have a stock condition survey, and collate all our property data so we better understand our tenants' homes and take a data-informed approach to investing in them
- ▶ Continually review our financial performance, and the value of our property assets, to ensure we're making the best use of our resources

Strategy outcomes

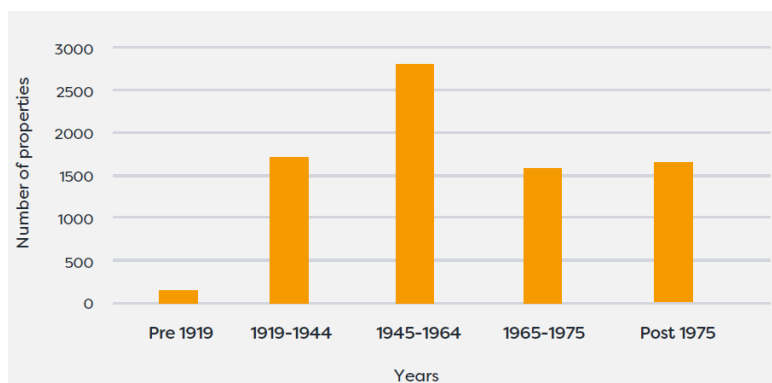
Delivery of these objectives focuses on four themed outcomes:

- ▶ Health and Safety
- ▶ Planned investment
- ▶ Decarbonisation
- ▶ Responsive repairs (including aids and adaptations)

Section 4 – Our homes

We have a diverse housing stock, ranging from newbuild homes to properties more than 100 years old. Having such a diverse portfolio of homes from different eras means our homes have a wide range of construction methods and materials. This makes some of our properties complex and expensive to improve and repair. We also have a small but significant minority of homes of non-traditional construction.

We have 7,800 homes in our stock, and around 330 leaseholders of former council homes in communal blocks that were purchased under Right to Buy.



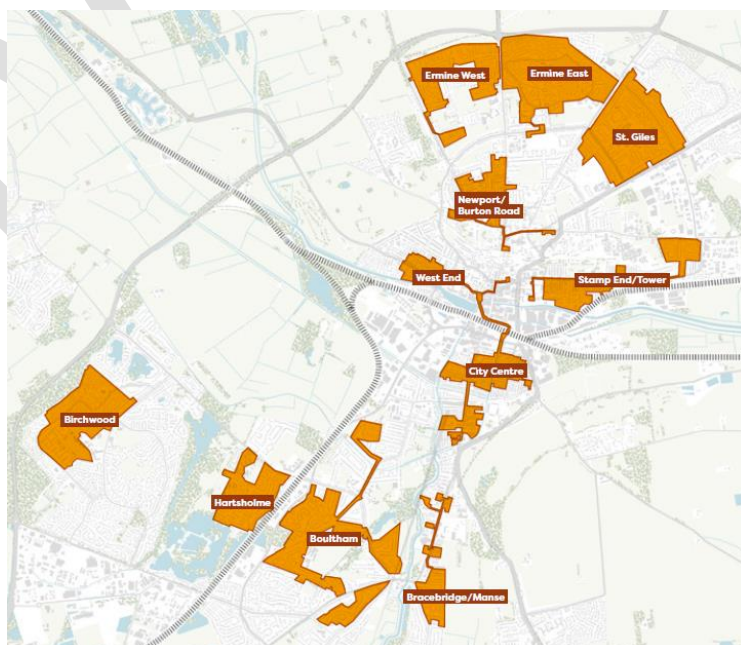
Like many local authority landlords, most of our homes were constructed during the post-war period. Around two thirds of our stock is more than fifty years old.

Despite the age profile of our stock, we have delivered a comprehensive investment programme over the last two decades and our homes are in good condition. Over 99% of our stock meets the Decent Homes Standard, and

popular improvements such as kitchens and bathrooms make our homes attractive to tenants.

Our property types, and where they are

Property type	% of stock
Houses	47.9%
Flats (low-rise)	36.9%
Flats (high-rise)	4.1%
Maisonettes	3.5%
Bungalows	7.5%
Independent living units	0.1%
	100%



We have housing stock across the city, with most of our homes on the northern and southern edges. The city's boundaries are tightly drawn, and this helps us manage our homes and deliver effective and efficient services when we visit our tenants.

Section 5 – Outcomes

Outcome 1: Health and safety

Ensuring the safety of our residents, their visitors, and members of the public is our highest priority. Our comprehensive health and safety strategy focuses on compliance with all relevant legislation, proactive risk management, and continuous improvement of safety standards across our housing portfolio.

What we already do

- ▶ **Cyclical compliance checks** on gas safety, electrical safety, fire safety, asbestos management, water hygiene, and lift maintenance
- ▶ **Stock condition surveys** to assess the condition of our homes, so we make sure our homes are safe, secure and well maintained, and understand where we need to invest in improvements
- ▶ **Annual fire risk assessments** in our higher-risk buildings, with all surveys and actions managed by our Fire and Safety Assurance Team.
- ▶ **Annual compliance report**, which ensures we are transparent about our performance
- ▶ **Updating our building safety and fire management plans**, and will do this annually to reflect current legal requirements and best practice
- ▶ **Resident engagement** to raise awareness of fire and building safety issues in our high- and low-rise blocks

What we are going to do

Action	By when
▶ Enhance our building safety measures: implement enhanced safety measures in all high-rise buildings, including updated fire safety systems and improved emergency response protocols	December 2025
▶ Communal systems: In 2025, we will carry out detailed surveys of all our communal mechanical and electrical systems, to we know we have up to date information about their condition	December 2025
▶ Resident engagement: continue to increase engagement with our tenants and leaseholders to improve awareness of safety in communal buildings and improve how we gather feedback	June 2025, and ongoing
▶ Reporting: complete and submit building safety case reports to the Building Safety Regulator (BSR) for our three high-rise tower blocks	June 2025
▶ Test our homes for radon: Undertake a radon testing and remediation programme to ensure our tenants live in homes that do not exceed safe exposure levels	2030

How we will measure success

- ▶ Improved compliance
- ▶ Fewer health and safety incidents
- ▶ Improved tenant satisfaction, which we will measure through our tenant perception Tenant Satisfaction Measures surveys, complaints data and other engagement activity

- ▶ Internal and external audit and assurance
- ▶ Improved performance against building safety Tenant Satisfaction Measures and our internal key performance indicators

Outcome 2: Planned investment

We are committed to a strategic and comprehensive programme of investment to maintain, renew and improve the quality of our homes.



We know that, in order to maintain the high standard of our homes, we need to invest more than £233 million into improving them over the next thirty years. This amounts to an average of £7.77 million of investment each year. By proactively investing in our homes, we aim to identify and resolve common maintenance issues before they arise and reduce the volume of responsive repairs reported by tenants.

What we already do

- ▶ Ensure all homes we let to tenants meet our 'Lincoln Property Standard', which exceeds the statutory minimum standard landlords are required to provide
- ▶ Invested over £26.2 million in our homes since 2020, renewing components such as bathrooms, kitchens, central heating systems, fire alarms, windows and doors
- ▶ Invested £xx into communal areas and shared facilities in our high- and low-rise blocks, making them more welcoming and pleasant for our tenants
- ▶ Proactively invested in our homes so that more than 99% comply with the Decent Homes Standard
- ▶ Capture and record a wide range of property data, so we can be confident we understand the condition of our stocks and have assurance our tenants live in safe, secure and well maintained homes

What we are going to do

Action	By when
<ul style="list-style-type: none"> ▶ Five-year investment plan: invest £60 million into maintaining, renewing, and improving the main components of our homes 	2030
<ul style="list-style-type: none"> ▶ Asset Management Plan for each of our high-rise buildings: develop an asset management plan for our three high-rise buildings, setting out: <ul style="list-style-type: none"> - How we will maintain fire safety and integrity - How we will maintain health and safety compliance - How we will maintain the building's structural condition - Our programme for inspecting and renewing key communal and shared components of the building - Our programme for inspecting and renewing key components in tenants' homes 	2026
<ul style="list-style-type: none"> ▶ Stock condition surveys: undertake stock condition surveys for 20% of our stock each year until we have surveys for 100% of our homes 	2030
<ul style="list-style-type: none"> ▶ Smoothing investment peaks: level out the peaks and troughs in expenditure to provide a smoother investment programme that enhances efficiency and maximises value for money 	2025 and ongoing
<ul style="list-style-type: none"> ▶ Resident engagement: increase engagement with our tenants to ensure our investment plans align with their needs and expectations 	April 2025, then ongoing
<ul style="list-style-type: none"> ▶ Review the Lincoln Property Standard: review and update our Lincoln Standard so it meets our tenants' expectations and, as a minimum, aligns with the upcoming 'Decent Homes 2' 	2025, or following release of Decent Homes 2

How we will measure success

- ▶ A reduction in the volume of responsive repairs
- ▶ Improved tenant satisfaction, which we will measure through our tenant perception Tenant Satisfaction Measures surveys, complaints data and other engagement activity
- ▶ Internal and external audit and assurance
- ▶ Continued improved performance against the Decent Homes Standard Tenant Satisfaction Measures and our internal key performance indicators
- ▶ Improved financial performance through sustained asset values, and regular monitoring and reporting of capital expenditure from our Housing Revenue Account's Housing Investment Programme

Outcome 3: Decarbonisation

As the city's largest landlord, our homes make a substantial contribution to the council's commitment to achieving net zero carbon by 2030. We therefore plan to significantly reduce carbon emissions from our housing stock, and enhance the energy efficiency of our homes to support delivery of this objective.

Most of our homes already have an EPC rating of C or above, however we still have around 400 homes that are rated D or below. These include some of our older properties of non-traditional construction, such as post-war prefabricated bungalows and pre-cast concrete houses.

What we already do

- ▶ **Improved the energy efficiency of our homes:** 94% of our housing stock already meets the energy efficiency (EPC) rating C.
- ▶ **Established a decarbonisation working group:** we have a dedicated working group that explores and implements a range of technical solutions for improving energy efficiency in our homes
- ▶ **Pilot projects:** we have piloted a range of projects to identify and test decarbonisation technologies such as improved insulation, ground and air source heat pumps, solar PV panels and solar thermal systems, and heat recovery units.
- ▶ **External funding:** We have actively pursued and secured external funding opportunities to help support our decarbonisation initiatives

What we are going to do

Action	By when
▶ Energy efficiency: ensure all our homes achieve a minimum energy efficiency (EPC) rating of C	2030
▶ Expand existing pilot projects: continue to explore more innovative solutions to improve the energy efficiency of our homes and reduce the heating and electricity costs for our tenants	2025 and ongoing
▶ Develop a decarbonisation plan: based on our pilot projects, develop a plan for implementing the most effective decarbonisation solutions across our housing stock	2025 and ongoing
▶ Resident engagement: increase engagement with tenants to raise awareness of energy-saving practices and gather feedback on the decarbonisation works we do in their homes	2025 and ongoing
▶ Maximise energy efficiency in newbuild homes: Aim for all new homes we deliver/acquire to be EPC A-rated	2025, and ongoing
▶ Decarbonise our vehicle fleet: so we minimise our emissions	2030

How we will measure success

- ▶ Increased percentage of homes achieving EPC C rating or above
- ▶ Programme and project delivery of new homes and monitoring delivery of A-rated properties
- ▶ Improved tenant satisfaction, measured through our tenant perception Tenant Satisfaction Measures surveys, complaints data and other engagement activity
- ▶ Funding and financial monitoring, so we take all available external funding opportunities and maximise value for money

Outcome 4: Responsive repairs (Inc. aids and adaptations)

We recognise the importance of our tenants having safe, secure and well-maintained homes, and the need for some tenants to have additional alterations in their homes to improve their quality of life and support them to live independently.

We are committed to providing both a high-quality responsive repairs service, and an aids and adaptations service tailored to our tenants' needs. It is therefore vital that we make repairs and adaptations easy to request/report, and that works are undertaken efficiently and effectively and tailored to our tenants. It is also essential that we prioritise our most vulnerable tenants, and treat our tenants' homes with respect and care.

We expect to spend £54 million on responsive repairs between now and 2030, compared with a forecast £60 million spend on planned maintenance. This in line with what other social housing providers expect to spend on maintaining and investing in their homes in the short-to-medium term, and takes account of new legislation due to be launched in late 2024 that will change how providers must respond to damp and mould.

What we already do

- ▶ **High performance:** we have significantly improved the performance of our housing repairs service, achieving high completion rates within target, keeping of appointments and first-time fixes
- ▶ **Policy review:** updated our Repair and Maintenance Policy in January 2024 to reflect new legislation, best practice and improved service standards
- ▶ **Damp and mould:** developed a damp and mould protocol, and a dedicated team to tackle reports of damp and mould in tenants' homes quickly and effectively
- ▶ **Achieved good performance against Tenant Satisfaction Measures:** with performance benchmarked just below the top quartile nationally
- ▶ **New Aids and Adaptations Policy:** adopted a new policy, and updated internal procedures, to further enhance our adaptations service
- ▶ **Scheduled repairs:** implemented a city-wide scheduled repairs service, improving the keeping of appointments through efficient allocation of non-urgent repairs on a 12-week cycle. This has been successful and enabled us to reduce the repair cycle to 9 weeks
- ▶ **Reduced the proportion of 'follow-on repairs':** so more of our repairs are fixed first time

What we are going to do

Action	By when
▶ Further enhance our repair service: reducing response times for scheduled repairs and improving the quality of repairs.	2025
▶ Implement proactive maintenance: to identify and address potential repair issues before they happen	2025
▶ Expand our aids and adaptations service: to include a wider range of modifications and support more tenants to live independently in their homes	2025
▶ Resident engagement: increase engagement with our tenants to improve awareness of how we carry out repairs and provide help and advice so tenants can carry out some minor maintenance themselves	2025

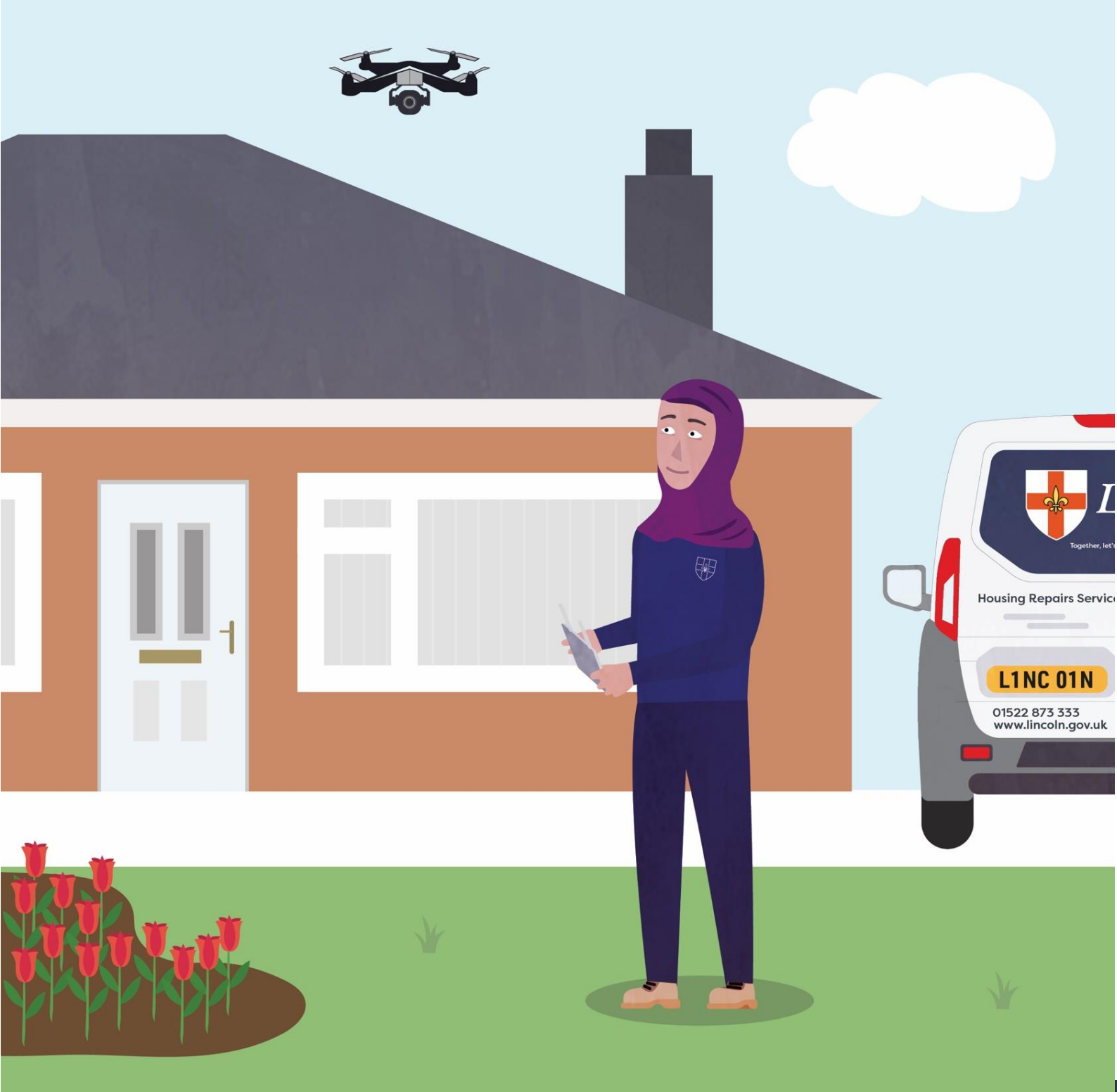
How we will measure success

- ▶ Improved tenant satisfaction, which we will measure through our tenant perception Tenant Satisfaction Measures surveys, complaints data and other engagement activity
- ▶ Regular performance monitoring and reporting against a wide range of key performance indicators
- ▶ Internal and external audit and assurance
- ▶ Enhanced analysis and learning from complaints, to identify trends and areas for service improvement and enhance tenant satisfaction

Conclusion

This Asset Management Strategy sets out how we will sustainably manage our homes and property assets in the best interests of our current and future tenants. We are committed to delivering the outcomes in this strategy, delivering our Housing Revenue Account 30-Year Business Plan and ensuring we meet the Regulator of Social Housing's consumer standards by giving all our tenants a safe, quality home.

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Further information

If you have any comments on what you read in this document, or any service that you receive from the City of Lincoln Council, please let us know. We are interested in any suggestions that you have on how to make this a more user-friendly document.

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