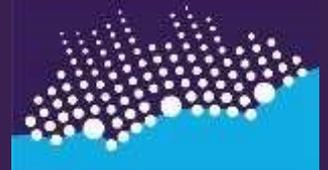


**BCP**  
Council



# BCP Homes Asset Management Strategy

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## Document History

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## 1. Introduction

This is the BCP Homes asset management strategy which sets out the vision and aims for the management of our Housing Revenue Account (HRA) assets. These assets include dwellings, garages and their associated sites, communal areas and other HRA assets. The strategy covers the period 2025/26-2029/30, with some consideration also given to planning beyond these years.

The asset management strategy operates alongside our development strategy, which will deliver a pipeline of new properties to the HRA over the same period.

As a Council we have invested significant financial resources in our social housing stock over recent years. We must now continue this commitment by maintaining our dwelling stock to a high standard, ensuring full compliance with the Decent Homes Standard and other statutory requirements.

There is also an imperative to develop the strategy to tackle emerging challenges particularly around future investment requirements, most notably decarbonisation, energy efficiency and thermal insulation standards.

The Housing Revenue Account (HRA) is in a robust position, underpinned by comprehensive and thorough understanding of our housing stock and its long-term investment requirements over the next 30 years. The delivery trajectory for new homes within the HRA remains firmly achievable, with borrowing anticipated to have only a minimal long-term impact. The priority for investment, as set out in the 30 Year business plan approved by Cabinet, is firmly focused on maintaining and enhancing our existing stock. Consequently, any significant variances in resources or costs will directly influence our ambitions for new build projects. The programme will continue to be managed flexibly to accommodate any changes in legislation or unplanned events that could affect priorities or resource availability. Current forecasts reflect the latest understanding of the financial capacity needed to maintain existing stock and support the delivery of new homes.

This strategy reflects current established best practice for social landlords to have a detailed understanding of their assets, at a granular level, whilst setting out a framework for how to make best use of these assets in pursuit of housing and wider corporate objectives.

As well as establishing principles to inform investment decisions, this strategy also sets out the strategic mechanisms which will support effective decision making and delivery.

Key sections in this strategy are:

- Stock profile data and information
- Stock survey and condition data
- Detailed future investment plans over a five-year period derived from data in the stock condition survey
- 30-year investment plans projected from the stock condition survey
- Decarbonisation costs around achieving EPC band C by 2030

- Results of a consultation with residents and tenants to identify priorities for future investment.

## 1.1 Alignment and coordination of the asset management strategy to corporate objectives

Asset management is the management of physical assets to meet service and financial objectives. By applying robust asset management practices and principles we will ensure that our housing stock meets current and future needs, including reviewing and changing the portfolio to meet strategic objectives and planning for investment in repair and improvements.

Defining the context of asset management also requires the development of a more strategic understanding of assets, and in particular developing modelling techniques to understand ‘the asset’. Principles including the return on assets (ROA) and the expected wider sustainability approach to asset management will need to be developed further over the lifetime of this strategy.

This strategy aims to complement BCP’s Corporate Strategy which sets out two key priorities:

- Our place and environment: vibrant places where people and nature flourish, with a thriving economy in a healthy, natural environment
- Our people and communities: everyone leads a fulfilled life, maximising opportunity for all.

Key priorities within the BCP Corporate Strategy delivery plan relevant to this strategy include:

- Meeting future growth needs
- Preventing homelessness and rough sleeping
- Improving housing options, opportunities and choice for all
- Empowering and co-creating neighbourhoods where residents wish to live and be part of the community
- Improving safety and sustainability across Bournemouth, Christchurch and Poole’s housing.

There are several clear objectives and success outcomes within the BCP ‘shared vision’ corporate strategy that are directly related and aligned to this strategy which are detailed below:

- Climate change is tackled through sustainable policies and practice
- Good quality homes are accessible, sustainable and affordable for all
- Using data, insights and feedback to shape services and solutions
- Deliver a carbon neutral council by 2030, area wide by 2045

- Ensure our approximately 9,600 Council homes are of good quality, well managed and our service is resident-led
- Use engagement, consultation, co-production and lived experience to help inform the decisions we make. During the preparation of this strategy document due consideration has been given to the following key council strategies:
  - Corporate plan
  - Health and Wellbeing strategy
  - Safeguarding Strategy
  - Housing Strategy
  - Children in care strategy
  - Communities engagement strategy
  - Equality and diversity
  - Special educational needs and disability (SEND) and improvement strategy (2021-24).

## 1.2 Strategy aims and objectives

This strategy has six objectives which will oversee the Council's work over the next five years as follows:

- Ensure homes and communal areas are fit for purpose and comply with Decent Homes Standards
- Ensure homes are safe to live in and are free from hazards
- Ensure homes help meet housing needs
- Help contribute to social and environmental wellbeing
- Reduce carbon emissions and environmental impact
- Ensure there is effective financial control overseeing our work.

It should be noted that the strategic objectives and priorities set out in this strategy include a range of objectives that will impact significantly on the HRA business plan particularly in relation to any financial headroom within the business plan.

Importantly, as the objectives are achieved and the performance of stock improves, particularly from a thermal efficiency and energy efficiency perspective, tenants' and leaseholders' experience of the housing service provided will see significant beneficial changes.

In the longer-term, we will also seek to develop approaches to replace or improve uneconomic or obsolete housing stock and related assets, ensure investments provide good value for money and long-term sustainability.

A start has been made in developing financial performance information (referred to as net present value or NPV) on dwellings, with some indicative values around some key elements of our housing stock already in place.

This NPV assessment needs to be developed further to provide a NPV assessment for all our stock, in line with current UK best practice in the social housing sector. This NPV methodology will enable us to further develop a wider stock sustainability approach to stock investment

decisions, which will assist us to identify properties which could be unsustainable in the short and medium term.

Looking further ahead, in the medium term this methodology will be further developed into a stock sustainability model bringing together not just the financial performance of the dwelling stock but also wider social, economic and environmental factors into evaluating the longer-term sustainability of our homes. This model will assist in enabling us to prioritise future investment into dwellings that provide the greatest long term stock sustainability.

### **1.3 Demand and sustainability**

BCP Homes was created on 1 July 2022 and is responsible for approximately 9,600 homes located within Poole and Bournemouth

There is high demand for affordable rented accommodation, with approximately 3,200 applicants on the housing register as of May 2025.

Through the lifetime of this strategy, a reduction in demand for social rented housing provided by the Council cannot be anticipated.

Headline demand information is as follows:

- There is significant demand for general needs accommodation with approximately 2,450 applicants requiring general needs accommodation
- Almost inevitably, significant demand is for one, two and three bedroom properties
- There is significant demand with over 1,800 applicants for one bedroom accommodation and 1,500 needing minimum of two-bedroom accommodation
- Approximately 500 applicants require some kind of adapted general needs property, whilst approximately 370 elderly applicants require some form of adapted property in supported, independent living or sheltered accommodation
- There continues to be a high demand for supported independent living and sheltered accommodation for the elderly with approximately 870 applicants on the register
- There are major shortfalls in the supply of supported, affordable and private rented housing with Bournemouth, Christchurch and Poole (BCP) Council having the highest number of rough sleepers outside of London. Homelessness in BCP has risen sharply over the past four years, reflecting both national pressures and distinct local challenges. In 2022/23 BCP completed 2,305 assessments, rising significantly to 2,746 in 2023/24, and reaching 2,887 assessments by 2024/25. In February 2026 BCP have 593 living in Temporary Accommodation

Bed need	General needs	GF/lifted	Wheelchair
1	948	247	47
2	595	100	22
3	726	79	10
4	141	10	2
5	21		
6	7		
7	0		
	2,438		
Bed need	Sheltered/"over 60s"	GF/lifted	Wheelchair
1	800	285	27
2	56	32	12
3	20	10	4
	876		

*Table 1: overview of current demand for rented social housing – data source is the council housing register, February 2026.*

## 2. Stock profile, localities, archetypes and condition

Most of the council housing stock is concentrated in a number of key areas and localities, particularly:

- Alderney and Bourne Valley
- Hamworthy
- Kinson
- Muscliffe and Strouden Park
- Newtown and Heatherlands
- Poole Town

The vast majority of property, as recorded on the stock condition database, shows the build dates between 1918 and 2021.

## 2.1 Stock distribution

More detailed information on stock distribution by local authority ward and by tenure type is depicted in table two below:

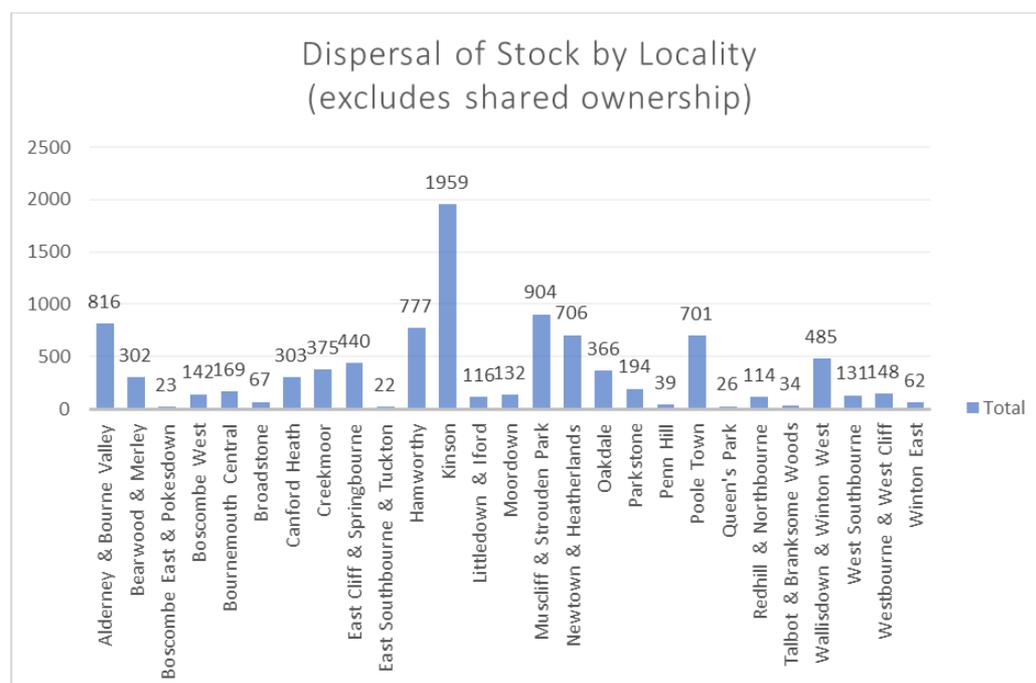
Ward	Council stock numbers			Total
	General needs	Sheltered	Shared ownership	
Alderney and Bourne Valley	701	108		809
Bearwood and Merley	272	30		302
Boscombe East and Pokesdown	20			20
Boscombe West	82	60	9	151
Bournemouth Central	26	143		169
Broadstone	6	61		67
Canford Heath	197	106	10	313
Creekmoor	308	67		375
East Cliff and Springbourne	99	341	4	444
East Southbourne and Tuckton	6	16		22
Hamworthy	645	132		777
Kinson	1888	71	1	1960
Littledown and Iford	82	34		116
Moordown	122	5		127
Muscliff and Strouden Park	880	14	9	903
Newtown and Heatherlands	355	344	6	705
Oakdale	223	143		366
Parkstone	67	127		194
Penn Hill	39			39
Poole Town	624	77		701
Queen's Park	2	24		26
Redhill and Northbourne	114			114

Ward	Council stock numbers			
	General needs	Sheltered	Shared ownership	Total
Talbot and Branksome Woods	2	32		34
Wallisdown and Winton West	417	63		480
West Southbourne	117	12		129
Westbourne and West Cliff	55	93		148
Winton East	38	24		62
<b>Grand Total</b>	<b>7,387</b>	<b>2,127</b>	<b>39</b>	<b>9,553*</b>

Table 2: distribution of stock by locality/electoral ward

\*Note June 2025 data

Stock distribution by ward is shown graphically in graph one below:



Graph 1: profile of dispersal of stock by locality

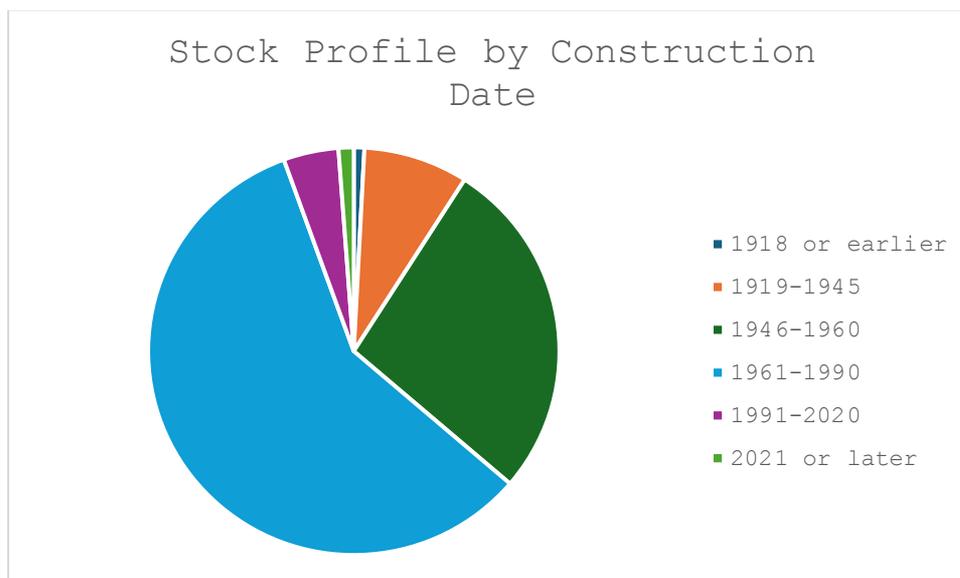
## 2.2 Stock profile information and data

As mentioned above in the introduction to the section, Council stock was built predominantly between 1918 and 2021. The age profile of the stock is shown in table three and graph two below:

Construction date	Ownership type			
	Bournemouth HRA	Poole HRA	Total	Percentage
1918 or earlier	60	19	79	0.8%
1919-1945	356	431	787	8.2%
1946-1960	1,378	1,220	2,598	27.2%
1961-1990	2,918	2,643	5,561	58.2%
1991-2020	252	162	414	4.3%
2021 or later	98	16	114	1.2%
<b>Total</b>	<b>5,062</b>	<b>4,491</b>	<b>9,553*</b>	<b>100.0%</b>

Table 3: Council social housing stock by construction date (excludes shared ownership) (source – Keystone stock condition database)

\*Note June 2025 data



Graph 2: Council social housing stock by construction date (source: Keystone stock condition database)

Reference to table three and graph two above shows that the vast majority of stock, approximately 85%, was built between 1945 and 1990. Compared to many local authorities the Council believes that it is in a relatively beneficial position since there is little stock overall, at around 9%, built before WWII, meaning that relatively small volumes of properties have solid wall construction and other problematic construction forms.

## 2.3 Main archetypes

Despite the Council having experienced significant losses of houses through the right to buy programme over a number of years, traditional brick-built dwellings still provide the majority of the housing stock portfolio, totalling over 8,600 properties or 90.5% of the stock.

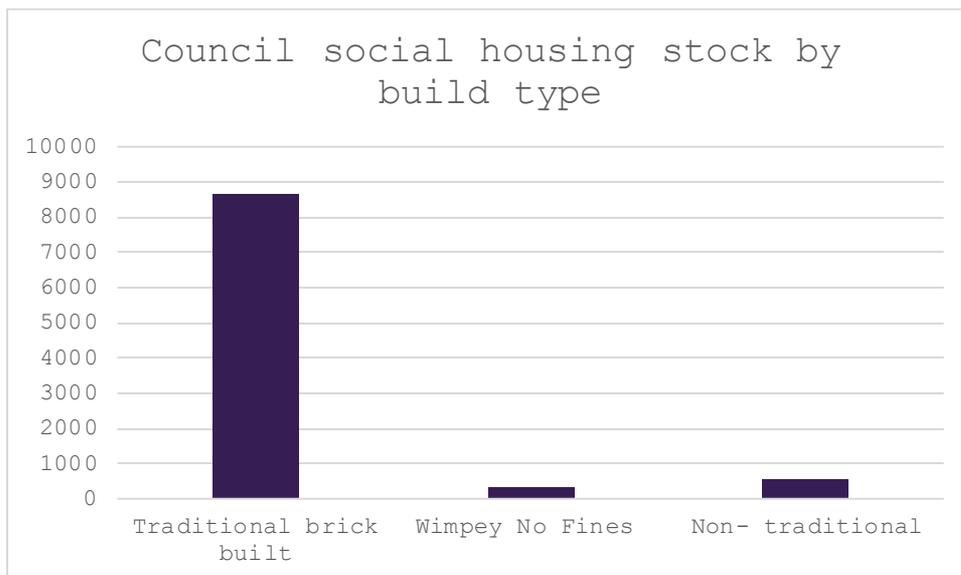
An analysis of the housing stock by principal property archetype is shown in table four below and in graph three.

Property type	Numbers	Percentage of overall dwelling stock (%)
Traditional brick built	8,645	90.5
Non-traditional - concrete frame	138	1.4
Non-traditional – Laing Easiform	68	0.7
Non-traditional - Trusteel	87	0.9
Non-traditional - Wates	72	0.8
Non-traditional - BISF	46	0.5
Non-traditional - STEANE	16	0.2
Non-traditional - timber framed brick clad	82	0.9
Non-traditional - WALLE	77	0.8
Non-traditional Wimpey no fines	322	3.4
<b>Total</b>	<b>9,553*</b>	

*Table 4: Council social housing stock by principal construction type (source – Keystone stock condition database)*

*\*Note June 2025 data*

Reference to table four above and graph three below shows that the vast majority of stock, slightly over 90%, is of a traditional brick-built dwelling type.



Graph 3: Council social housing stock by build type

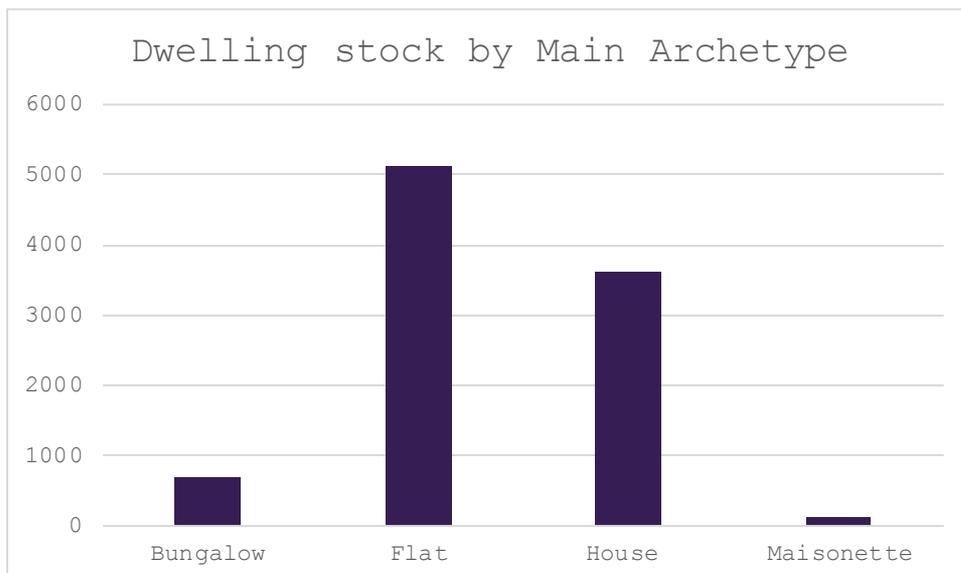
Reference to table five below shows that the dwelling stock portfolio of 9,553 properties comprises predominantly, unsurprisingly, flats and houses. There are, in total, 5,132 flats, with 3,606 houses.

The majority of flats are one bedroom, whilst the majority of houses are three bed houses. There are 686 bungalows and a small a relatively small number of maisonettes, totalling 129.

The distribution of property is by main archetype and by bedroom number (size) is shown in table five and graph four below.

Bedrooms	Bungalow	Flat	House	Maisonette	Totals
1	489	3,579	3		4,071
2	162	1,519	1,155	25	2,861
3	31	34	2,160	104	2,329
4	3		276		279
5	1		9		10
6			2		2
7			1		1
<b>Total</b>	<b>686</b>	<b>5,132</b>	<b>3,606</b>	<b>129</b>	<b>9,553</b>

Table 5: Council social housing stock by size and main archetype (excluding shared ownership)



Graph 4: dwelling stock by main archetype

## 2.4 Sizes of the dwelling stock

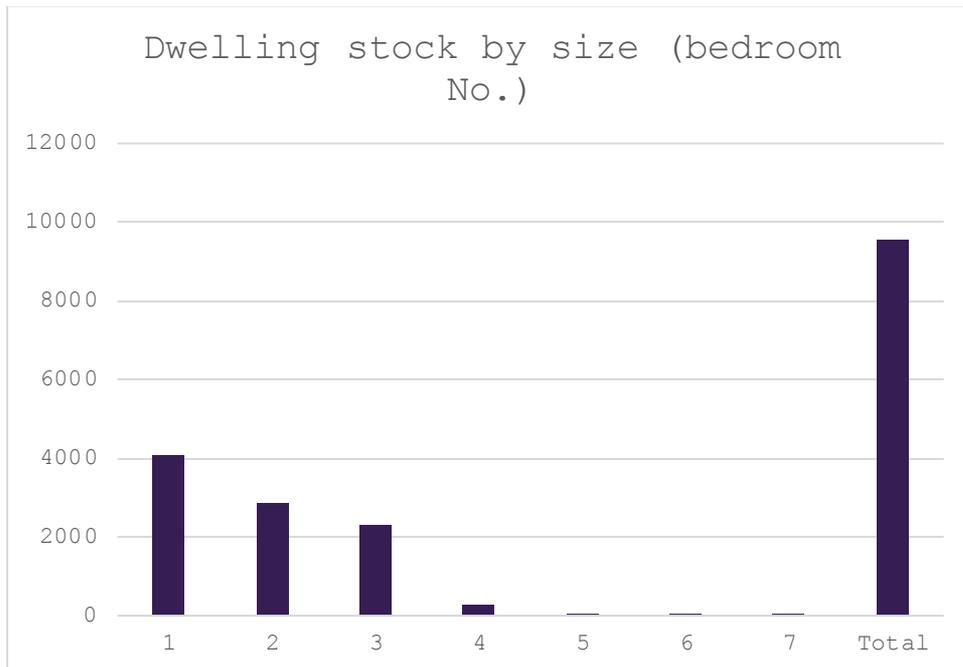
The distribution of dwelling stock by property size using numbers of bedrooms is shown in table six below:

Dwelling size by bedroom number	Totals	% of stock
1	4,071	42.61
2	2,861	29.95
3	2,329	24.38
4	279	2.92
5	10	0.10
6	2	0.02
7	1	0.01
<b>Total</b>	<b>9,553</b>	<b>100</b>

Table 6: dwelling stock numbers by size (numbers of bedrooms)

Table six and graph five show that the largest proportion of stock comprises one bedroom dwellings, representing almost 43% of the stock.

Around 30% of the stock comprises two-bedroom dwellings with 24% of the stock comprising three bedroom dwellings. There are also small numbers of larger dwellings of between four and seven bedrooms.



Graph 5: dwelling stock numbers by size (numbers of bedrooms)

## 2.5 Non-traditional and specialist stock

Within the housing stock portfolio, there are relatively low numbers of non-traditional house/housing types. These properties can present unique, expensive and often unsustainable future investment challenges, as the non-traditional construction types often require expensive, specialist repair and improvement techniques.

Property type	Numbers	Percentage of overall dwelling stock (%)
Concrete frame	138	1.4
Laing Easiform	68	0.7
Trusteel	87	0.9
Wates	72	0.8
BISF	46	0.5
STEANE	16	0.2
Timber framed brick clad	82	0.9
WALLE	77	0.8
Wimpey no fines	322	3.4

Table 7

Unusually, for a local authority with a significant proportion of stock constructed in the immediate post-war period, BCP do not have particularly large numbers of non-traditional properties such as PRC, no fines and other system builds that were particularly highly used in many local authorities in the immediate post-war period.

Non-traditional properties represent less than 10% of the stock.

Surveys have been completed on all these properties and the predecessor local authorities are known to have carried out extensive remedial works on the non-traditional properties. They are all in generally good order and comply with Decent Homes Standards.

They do not represent significant problematic dwellings from a decency and wider compliance perspective within the lifetime of this strategy.

## 3. Stock condition

### 3.1 Introduction

The principal requirement for social landlords is to ensure homes are fit for human habitation as defined by the Homes (Fitness for Human Habitation) Act 2018 and that homes/dwellings comply with the current Decent Homes Standard (DHS) and other current statutory and legislative requirements, and local service standards. Further regulatory and statutory requirements are available in appendix A of this strategy.

A decent home, as described by government, is one that is safe, wind and weather tight, warm and has modern facilities. For a social landlord to achieve this aim, any individual dwelling must meet all four of the following criteria:

- It meets the current statutory minimum standard for housing
- It is a reasonable state of repair
- It has reasonably modern facilities and services
- It provides a reasonable degree of thermal comfort.

More detailed information is included in the [Decent Homes Standard](#).

The current Decent Homes Standard is due to be updated, with an improved and updated DHS proposed and out for consultation currently.

The updated DHS will almost certainly be published during the lifetime of this strategy and the impact of this is likely to have additional impact on the HRA business plan.

### 3.2 The current stock condition database survey

There is important context to the development of the current stock condition database which has been used as the main data source to develop future investment plans. The five-year detailed

investment plan and longer-term 30-year investment plan are explained in more detail later in section 3.4 of this strategy.

BCP is a relatively new unitary local authority, with BCP Homes being created on 1 July 2022. As is the case with many combining of local authorities there are inconsistency and heritage issues to deal with.

A key issue is that, although both predecessor local authorities with retained housing stock used the Keystone stock condition database, those predecessor local authorities, Poole and Bournemouth, did not use the same version of Keystone. This incompatibility has created difficulties in migrating stock data into the current updated version of Keystone, which is now populated with most recent, up to date stock condition data.

The current Keystone database is now in place, in line with best practice in the sector, to support the management of the investment programme, record and update property condition data and the wider management of the dwelling stock asset base.

This migration of stock condition data has proven to be time-consuming and has largely been undertaken manually. This migration was completed in the first quarter of 2025 as part of the preparation of data and information for this asset management strategy.

A further issue is that the broad approach to keeping the stock condition database updated differed between these two local authorities. Bournemouth had a cyclical stock condition survey approach (supplemented by component replacement updating) whilst Poole had a component replacement approach to continuously updating the stock condition database.

The current approach to keeping the stock condition update is one of a continuous cyclical survey.

At the time of writing this asset management strategy (December 2025) 77.89% (approximately 7,450 dwellings) of the stock has been subject to a cyclical full stock condition survey, both internally and externally within the last five years. Numbers of properties with stock condition surveys beyond five years are reducing significantly month by month.

Analysis of the stock condition database shows that there are 2,109 homes where the existing full stock condition survey is more than five years old. But the Keystone database still holds meaningful and up to date information for these dwellings.

Over this five year period, 3,281 individual component updates have been recorded across 1,422 of these (2,109) dwellings with the life cycle data of these components being updated opportunistically, (this opportunistic updating would typically have been as a result of properties becoming void, visit by technical surveying staff for other reasons such as investment planning etc).

BCP recognises that this legacy approach is not in line with current best practice but demonstrates that stock data has been proactively updated for large proportions of the stock, in the interim since a previous stock survey has been undertaken. To improve stock data further, the Council is currently undertaking a stock condition survey with a target date of 100% stock data having been subject to a full internal and external survey by the end of 2025/26.

Most importantly it should be noted that all stock condition data is based on physical surveys and physical assessments.

Furthermore, there are no properties where stock condition data or information has been ‘cloned’ or extrapolated from similar properties or archetypes.

### **3.3 Accurate data and robust stock data**

There is a high level of confidence with the accuracy of the data we hold in the stock condition database.

The Council recognises that more can be done to improve the robustness of the data and a rolling program of stock condition surveys is currently in place. The surveys are predominantly being carried out internally by BCP staff and are subject to a cross checking and validation exercise to ensure consistently robust data is input into the stock condition survey database.

At the time of drafting this asset management strategy good progress is being made towards 100% stock condition data by the end of 2025/26, subject to access refusals

### **3.4 Decent Homes Standard and delivery of planned improvement works**

Local authorities and registered providers are required to bring their properties up to and maintain the Decent Homes Standard.

Aligned to this requirement to ensure properties comply with the Decent Homes Standard, significant investment works have been carried out over recent years to ensure high levels of compliance with the standard.

At the time of writing this asset management strategy (December 2025), almost 100% of our housing stock complied with the Decent Homes Standard, with just 5 properties being recorded as non-decent. The investment plan incorporated in section four of the strategy will ensure compliance with decent home standard over the lifetime of the strategy.

Component replacements and other investment works, that might otherwise have moved properties from being decent to non-decent had we not intervened and undertaken planned investment works, have been delivered over recent years. Large investment work streams to significant tranches of the housing stock have been delivered.

## **4. Future investment requirements**

As part of the development of this strategy we have carried out a detailed analysis of the stock condition survey data held in the Keystone stock condition database.

### *Lifecycles and costs*

One of the key building blocks for developing a future investment plan is the cost or value incorporated into the modelling for the replacement of key components. Similarly, lifecycles of these components also form one of the key building blocks for future investment planning.

A decision has been taken to use the same lifecycles and costs for the investment program as is used for the Council newbuild program. These costs are also derived from component replacement costs currently being charged as part of existing investment works and consequently are in line with current market conditions.

Table nine below shows these lifecycles and costs used in the 30-year investment plan and the detailed five-year investment plan.

The figures below are used in our modelling to determine whether new build proposals are viable and this was the driver for the recent consolidation.

Element	Lifecycle (years)	Cost
Kitchens	20	5,500
Bathrooms	30	4,500
Windows	25	4,500
External doors	25	1,200
Pitched roofs	70	12,500
Flat roofs	30	15,000
Boilers	15	3,250
HHR storage heaters	20	6,000
ASHP	10	12,000
Electrical rewire	30	5,000

*Table 8: key component costs and associated lifecycles for the development of the investment plans. Based on 2025 costs.*

#### 4.1 The 30-year stock condition profile

Headline investment cost and key component area information is that over the 30 years of the stock condition survey, investment requirements as shown below in table nine will be required.

Key component area	30-year lifecycle cost £ (2025 costs)
Kitchen replacements	£84,887,000
Bathroom replacements	£40,936,500
Heating replacements	£29,645,000
Rewiring and upgrades	£49,176,400

Windows and doors	£56,033,600
Roofing and associated works	£52,654,450
Wall fabric and finishes	£18,485,000
Decarbonisation (post 2030)	£72,000,000
Additional DHS Costs (post 2035)	£19,800,000
<b>Sub total</b>	<b>£423,617,950</b>
Other works to the dwelling fabric	£214,381,750
<b>Total</b>	<b>£637,999,700</b>

*Table 9: 30-year headline investment requirements extracted from the stock condition survey. Based on 2025 costs.*

Table nine above shows that headline expenditure over the 30-year projection of the stock condition database indicates an investment requirement of £637m. The stock condition database holds more detailed information within these headline key component descriptors. So, for example, the £52.6m re-roofing works includes roof line, structural, roof covering, soffits and fascias, guttering and downpipes etc. Similarly heating replacements includes boiler replacements, heating distribution systems, electric heating system replacement etc.

It should be noted that additional costs have been built into the 30-year investment plan to take into account future requirements of the proposed new Decent Homes Standard. These costs have been incorporated from the Council's current understanding of the likely implementation date of 2035.

It should be stressed that this 30-year investment plan is aligned to and fundable within the HRA business plan. Extensive discussions between the asset management team and the Council HRA financial team have been undertaken to ensure that there is sufficient headroom within the HRA to fund these investment requirements.

The investment plan is derived from stock condition data held at individual property level within the keystone database and the robustness of this data has been described earlier in this strategy document.

There is a high degree of confidence in this data and this confidence will become stronger as more stock condition survey data is input into the stock condition database. Upon completion of the 2025/26 survey the opportunity will be taken to undertake a cost and component baseline recasting exercise.

Based on BCP experience to date, significant variance from the £637m headline investment costs is not anticipated at this stage.

A screenshot of the full 30-year business plan baseline costs is incorporated in appendix one of this strategy.

## **4.2 Stock investment profile 2025/6 – 2029/30**

At a more immediate level and of direct relevance to this strategy, future investment requirements for the five-year period 2025/26 – 2029/30 (the period of this strategy) have been extracted from the stock condition database.

This timescale corresponds with the timescale/period of this strategy.

In more detail, in the immediate five years, current stock condition data indicates that investment requirements of £121.77m are required.

A screenshot of the detailed 2025/30 investment costs is incorporated in appendix two of this strategy.

These investment costs are detailed in table ten.

These future investment requirements include some EPC band C works and decarbonisation works (see section 4.3 later in this strategy).

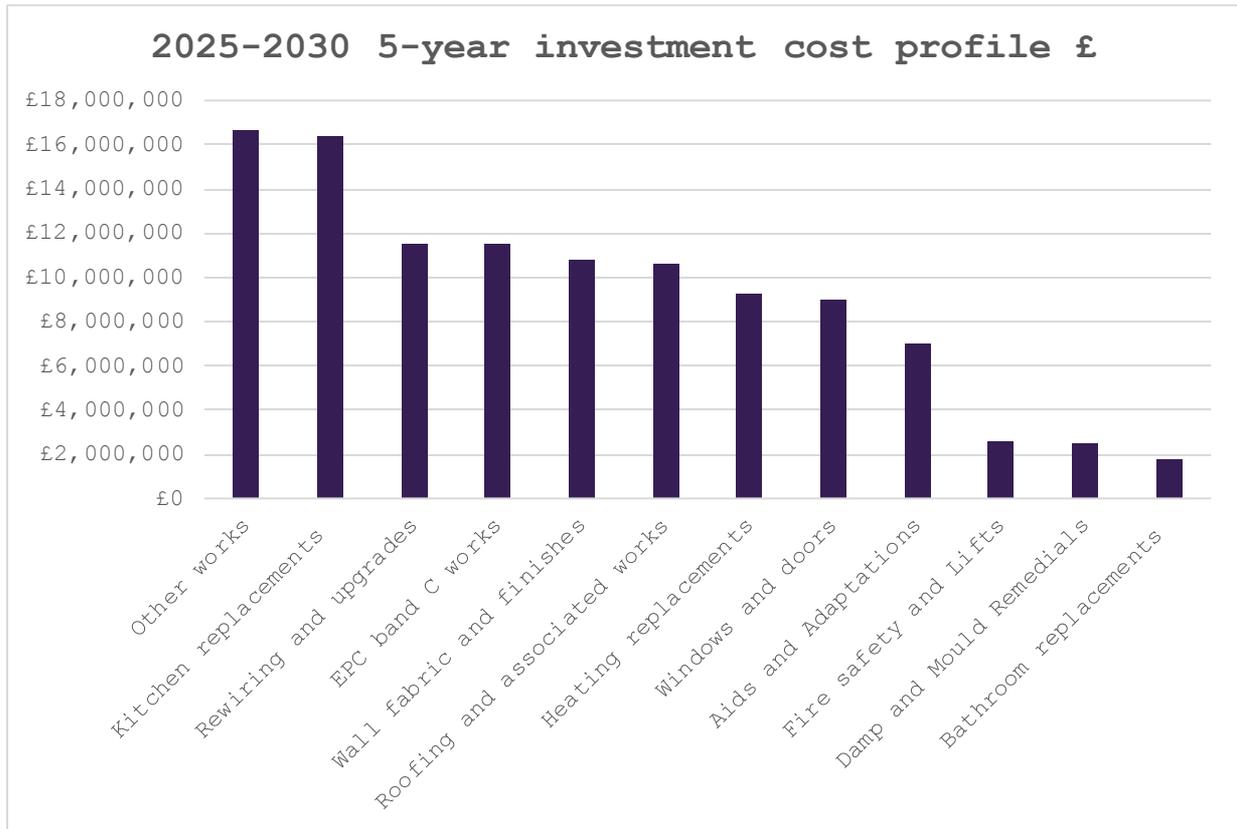
Key component	Numbers of dwellings /component replacements*	Total investment cost (2025 values)
Kitchen replacements	2,980	£16,390,000
Bathroom replacements	391	£1,759,500
Heating replacements	4,557	£9,239,250
Rewiring and upgrades	1,903	£11,562,800
Windows and doors	3,908	£9,001,200
Roofing and associated works	1,779	£10,590,850
Wall fabric and finishes	4,314	£10,785,000
EPC band C works	2,200	£11,512,000
Fire safety and Lifts	3,427	£2,620,000
Aids and adaptations	N/A	£7,000,000
Damp and mould remedials	N/A	£2,500,000
<b>Sub total</b>		<b>£92,960,600</b>
Other works	N/A	£28,881,900
<b>Total</b>		<b>£121,772,500</b>

Table 10: Five-year investment profile 2025/26 – 2029/30. Based on 2025 costs. (Source BCP keystone stock condition database)

\*May in some cases include component replacements in multiple properties

Table ten shows the investment costs associated with key component replacements over the five-year period of this strategy.

Table ten also includes the number of components or individual dwellings to be replaced associated with each key expenditure/investment heading where appropriate.



Graph 6: Five-year investment profile showing key areas of expenditure

Graph six above shows in bar chart form the relative amount of expenditure/investment under each main investment heading.

Further reference to graph six shows that significant expenditure is planned in the following key investment areas:

- Kitchens
- Electrical works
- Energy efficiency works associated with achieving EPC band C
- Works to the main fabric of the dwellings.

The significant investment detailed in this section of the strategy will ensure that the Council stock maintains high levels of decency (essentially 100% decency as it is currently the case). It will also ensure compliance with the Decent Homes Standard throughout the lifetime of the strategy.

### 4.3 Energy performance of the stock

The Council has a good understanding of the energy efficiency of the dwelling stock.

Historically the BCP predecessor councils have carried out a range of works to directly improve the overall energy performance of the housing stock. These works included installation external wall insulation, additional loft insulation, energy efficient heating systems, double glazed PVCu windows, boiler replacement and improved thermal installations, but additional measures are still required.

Compared to many local authorities, the energy efficiency of the BCP stock is to a much higher standard. The 2022 English house condition survey showed that the social housing sector had the highest mean SAP rating of all tenures with a mean SAP rating of 70. There was a slight divergence between registered providers (SAP rating 71) and local authorities (SAP rating 70).

At the time of drafting this report, SAP energy efficiency data was available for 91% of the stock based on a mix of physical surveys and software modelling. Using this data, the current assessment of the energy efficiency of the stock is a mean SAP rating of 75 which is significantly better than the local authority national average.

The Council uses SAVA Intelligent Energy software to assist in modelling the energy efficiency and forward investment requirements for improving the energy efficiency of the stock. Currently this forward investment planning is targeted towards achieving EPC Band C by 2030.

Through the clean growth strategy, the UK government has set a target for social housing providers to attain the minimum rating of energy performance certificate (EPC) C for rented properties by 2035 (2030 for 'fuel poor' households).

Year	2025/26	2026/27	2027/28	2028/29	2029/30
Total tCO <sub>2</sub> e of stock at start of year	22,000	21,850	21,600	21,100	20,725
No of homes to receive measures	200	500	500	500	500
Main type of measures	High heat retention storage heaters, loft insulation	High heat retention storage heaters, loft insulation, cylinder insulation	Flat roof insulation upgrades, loft insulation, Photovoltaics, cylinder insulation, low energy lighting	Flat roof insulation upgrades, Photovoltaics, cylinder insulation, low energy lighting	Cylinder insulation, low energy lighting
tCO <sub>2</sub> e savings to be achieved at end of year	125	250	500	375	125
% of EPC C homes in stock at end of year	80	85	90	95	100

*Table 11: Measures to achieve EPC Band C by 2030*

Reference to table 11 above shows that approximately 2,200 properties are planned to have investment works carried out to them between 2025 and 2030 to ensure 100% of properties achieve an EPC band C rating by 2030.

Costs have been factored in at an average of £8,000 per dwelling to achieve this energy efficiency improvement to EPC band C. It should be noted that compared to known historic costs and to the Sava modelling costs this is an extremely generous amount. One of the highest investment areas in the five-year detailed investment plan is for energy efficiency, with £11.5m allocated to achieving EPC band C.

It should also be noted that the detailed five-year investment plan assumes that the cost of achieving EPC band C will be fully funded through the HRA.

The Council will make applications for funding through the SHDF to assist in funding achieving EPC band C, but the Council is not reliant on this funding to achieve this energy efficiency target.

A further allowance of £7,500 per dwelling has been allocated for decarbonisation activity to be undertaken post-2030. This funding is intended to support targeted upgrades that build on the initial phases of retrofit already completed. To ensure the most effective use of this investment, a detailed review of SAP data and associated energy-performance indicators is currently underway. This analysis will identify priority measures and asset types where the allocated funds can deliver the greatest carbon-reduction impact, ensuring that post-2030 interventions are strategically directed and aligned with the Council's wider decarbonisation objectives.

A further important factor is that within the detailed five year investment plan there is an allocation of £540,000 to fund the installation of triple glazing in dwellings to further improve the energy efficiency of these dwellings.

As with other stock data, work continues to improve our data, to ensure that modelling around future energy efficiency requirements are robust and accurate.

## 4.4 Risk management

A detailed risk assessment will be further developed as a supplementary document to this asset management strategy. Potential key risk areas are as shown in the risk profile below:

Risk description	Current risk impact description	Current risk likelihood description	Current risk score
Failure to invest in the stock will mean that there is a risk of properties not meeting the Decent Homes Standard	<p>Low level of risk stock is almost fully compliant with DHS</p> <p>Investment plans fully address non-decency</p> <p>Ongoing stock condition surveys will identify future failure well ahead of potential deterioration</p> <p>Investment works are fully funded and sufficient headroom in the HRA</p>	Unlikely	0
Failing to meet the Decent Homes Standard and the regulatory framework carries a high risk of reputational loss, potential compliance action by tenants and regulatory intervention by the Regulator of Social Housing	<p>Low level of risk exposure subject to regular active monitoring measures</p> <p>To be mitigated by new stock condition survey</p> <p>Fully funded detailed investment plan in place</p>	Unlikely	0
The new proposed Decent Homes Standard improves the quality of social housing stock making its achievement unaffordable	<p>Current information is that the new DHS will come into force, at the earliest, in 2035. There are some areas of poor information at present but substantively implications are well understood. Significant additional investment in the 30-year plan have factored increased decent homes works costs from 2035 onwards (approximately £5m)</p>	Possible	4

Risk description	Current risk impact description	Current risk likelihood description	Current risk score
Significant gaps in the stock condition survey data and poor data leading to incorrect or inappropriate stock investment decisions	Some gaps in data, but these are known, high level of risk exposure subject to regular active monitoring measures.  To be mitigated by the ongoing condition survey	Unlikely and decreasing risk	4
There may be insufficient headroom in the HRA business plan to fund current planned investments which currently do not fully address thermal installation and decarbonisation costs	Minor acceptable level of risk subject to existing ongoing monitoring measures  Key area of concern is the future decarbonisation costs	Unlikely	3
Failures to manage health and safety compliance may put residents, staff and contractors at risk	Minor acceptable level of risk subject to existing ongoing monitoring measures	Unlikely	3
Failures to meet statutory standards can carry penalties and will damage the organisation's reputation and potentially expose the organisation to legal action	Minor acceptable level of risk subject to existing ongoing monitoring measures	Unlikely	4
An incorrect scope or poor quality of stock investment will have a key influence on customer satisfaction	Minor acceptable level of risk subject to existing ongoing monitoring measures	Unlikely	5
Poor value for money in asset management will have a major impact on the HRA business plan as stock investment works represent a large proportion of business plan spend	Regular procurement exercises ensure that good value for money is achieved	Unlikely	4
Failure to improve stock thermal efficiency will increase the risk of fuel poverty amongst tenants.	Minor acceptable level of risk subject to regular ongoing monitoring and modelling and delivery of the five-year investment plan.	Unlikely	3

A regular process to identify and assess risks (strategic and delivery) will be developed internally and actions agreed to manage risks to minimise impact.

## 4.5 Compliance

BCP has a strategic approach to compliance whereby the majority of compliance surveys, inspections and remedial actions are undertaken internally within the Council.

Key responsibilities are as outlined in the table below:

Compliance area	Surveys/assessments delivery	Remedial works/servicing delivery
Asbestos	Surveys: external (contractor) Re-inspections: internal (estates team)	Non-licensed removals: internal (DLO)/external (contractor) Notifiable non-licensed removals: external (contractor) Licensed removals: external (contractor)
Lifts	External (insurers/consultants)	External (contractor)
Legionella and water hygiene	Internal (DLO)	Internal (DLO)
Fire safety	FRAs for high rise blocks: external (contractor) Internal (fire safety team) for everything else	Internal (DLO)
Gas	Internal (DLO)	Internal (DLO)
Electrical safety	Internal (DLO)	Internal (DLO)
Damp, mould and condensation	Internal (DLO/surveying team) Support from external mould specialists for complex cases	Internal (DLO)

Good compliance in all key areas is reported at the time of preparing this strategy consistently at 100% or close to full compliance subject to minor periodic operational variations.

Latest information regarding compliance at the time of preparing the strategy can be seen [here](#).

Good systems and processes are in place supported by robust contract management arrangements for those compliance areas delivered by external contractors.

Robust intervention will take place in the event of non-compliance of a significant level to maintain current safety levels for tenants and customers.

Residents with the 6 High Blocks will be kept informed and will have access to transparent information engagement opportunities and ongoing discussions about the work that we do.

We will provide clear transparent reporting on asset compliance to ensure strong performance in all areas of asset management and safety, with oversight from the BCP Homes Advisory Board and BCP Council Cabinet and full council.

## **4.6 Non-housing assets**

There are 1,109 garages, and more than 1000 stores/outbuildings within the overall stock portfolio.

At present, these assets are simply maintained in line with normal repairs policies and procedures.

However, it is recognised that there is a need to develop a strategic approach for the maintenance, potential redevelopment and future investment in garages, garage sites and similar areas. This has been incorporated in the action plan of the strategy.

There is also a need to develop more detailed information regarding outbuildings and stores which will be carried out as part of the ongoing stock condition survey.

## **4.7 Maintaining stock condition – responsive repairs and maintenance**

### ***4.7.1 Responsive repairs***

A significant ongoing investment in the stock is delivered through the responsive repairs service.

The service is delivered by the Council's in-house contractor with an operating model for responsive repairs of an 85/15% split between the internal workforce and external contractors with capacity to deliver up to 40,000 repairs annually.

External contractors undertake specialist works and help to manage peaks and troughs in demand.

An annual responsive repairs project budget of approximately £5.9m (2026/7) with an average repairs cost of approximately £622 per property/annum is in place.

Through the lifetime of this strategy this budget will increase in line with inflation and any shift or significant amendment in repairs demand.

The internal workforce operates on an open book basis through a wholly Council owned company Bournemouth Building and Maintenance Limited (BBML). Costs and benchmarking of costs is undertaken by the Head of Client Services ensuring VfM is evaluated and monitored and assessed every quarter. Aligned to this monitoring, the internal team has been able to deliver average repair costs significantly under industry averages, under the set budget per repair and below the rate of external contractors.

The internal delivery model has a significant focus on offering training opportunities and apprenticeships to local people with placements are offered to approaching school leavers for work experience with eight to ten apprenticeship places recruited annually.

Essential to the delivery model is the full integration of IT systems with the operational team. This allows the flexible adaptation of workflows and demand throughout the day and ensures that data collected from site is detailed and seamlessly flows back to our management systems including ensuring key component replacements are updated in the stock condition database.

Tenant Satisfaction Measures for the responsive repair service against a number of satisfaction categories indicate a high level of satisfaction from tenants with a responsive repair service. In general, satisfaction levels are well above median level and in most levels are above upper quartile level.

#### ***4.7.2 Repairs to empty or void dwellings***

Works to void or empty dwellings are an important part of the wider stock investment strategy and provide an opportunity to ensure that as properties are led to incoming tenants, they are maintained to decent home standards and to the council lettable standard. There are also statutory requirements regarding properties from a compliance point of view, particularly the Homes (Fitness for Human Habitation) Act fitness standard and requirements of the Landlord and Tenant Act.

As part of the voids workstream, robust checks are in place to ensure that at the time of letting properties are up to decent home standard and other statutory requirements as outlined above.

Works to voids are currently outsourced to a contractor, as a consequence of a recent procurement exercise, ensuring that the Council is receiving good value for money for works to void properties.

A voids service delivery model has been developed with capacity to deliver works packages to approximately 600 dwellings annually. This equates to a void turnover rate or 'churn rate' of around 6% of stock annually. Benchmarking information indicates that the void turnover rate is towards the lower end of local authority data information in this area. High turnover rate is generally associated with poor levels of customer satisfaction with the condition of the property, the corollary being that low turnover rate is a general indication of good stock quality.

An annual budget of approximately £2.2m is in place at the time of drafting this strategy with a budget to spend approximately £3,700 per void on average. The Council can demonstrate that this delivers good value for money compared to many other social landlords, local authorities and housing associations.

As part of the voids property process, stock condition data for individual voids is captured and used to update data and information for those individual properties in the stock condition database. This practice is atypical in the sector, but has been common practice in the Council voids process for a number of years.

## **5. NPVs and stock sustainability**

This strategy recognises the need to introduce a more rigorous and structured assessment of the performance of our stock to assist in decision making processes around investment and to enable us to adopt intervention mechanisms for underperforming assets. A more strategic and targeted approach to stock investment based on NPV therefore needs to be developed. Some work on NPV has already been undertaken.

NPV (Net Present Value) in the strategy refers to a method of evaluating the long-term financial performance and sustainability of each property by comparing its future income with the costs required to maintain, repair, or improve it. It helps identify homes that offer good value over time and those that may become financially unsustainable, enabling more targeted decisions such as investing in improvements, remodelling, or considering redevelopment or disposal where appropriate

This analysis will enable us to identify stock that is performing poorly and assist in identifying a range of future options for poorly performing individual or parcels of stock. Options might include:

- Targeted investment
- Conversion or deconversion
- Remodelling
- And perhaps in the longer term:
  - Redevelopment
  - Demolition or disposals.

## **6. Resident and Customer involvement**

### ***6.1 Resident and tenant consultation***

We put customers at the centre of service development and support a range of tenant meetings and focus groups that ensure customers have the opportunity to comment on services through a range of measures.

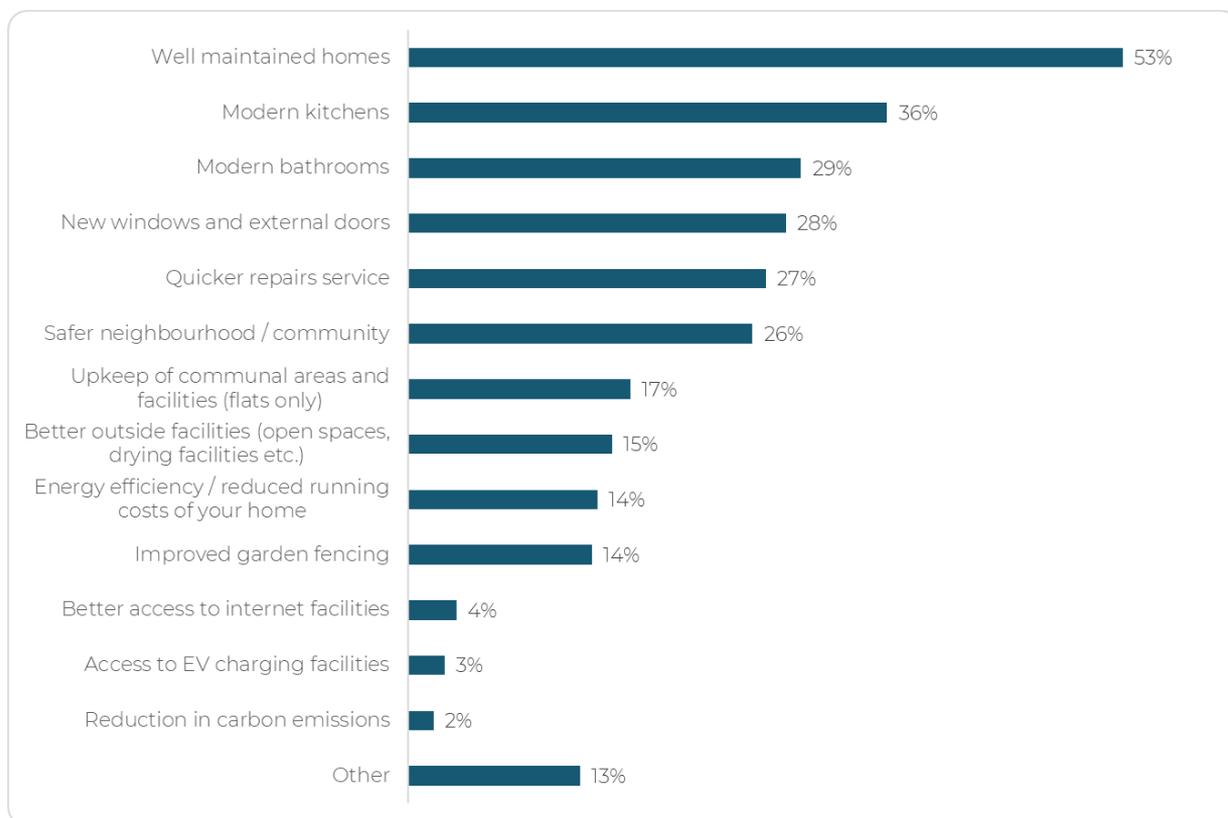
As part of the development of this strategy, BCP undertook a wide-ranging consultation exercise with groups of tenants in the Spring of 2025, including web-based consultation. All respondents were asked what they would like to see BCP Homes prioritise over the next five years.

Respondents could select up to five responses to this question and results are shown in graph seven below.

Key results are:

- More than half of the respondents would like to see BCP Homes prioritise well maintained homes (53%)
- More than one third would like to see modern kitchens prioritised (36%)
- More than one quarter of respondents would like to see BCP Homes prioritise:

- Modern bathrooms (29%)
- New windows and external doors (28%)
- Quicker repairs service (27%)
- Safer neighbourhoods/communities (26%).



*Chart 7: results of consultation exercise showing the investment areas that tenants would wish PCP homes to prioritise*

Resident involvement is underpinned by the ongoing collection of profiling and performance data and benchmarking is undertaken to compare performance with other landlords.

## ***6.2 Leasehold dwellings and Leaseholder involvement***

There are a total 1,140 Leasehold flats at the time of writing this strategy.

During the lifetime of the strategy many leaseholder properties will be affected by qualifying works identified in the forward investment plan of this strategy.

The Council will follow the ‘Section 20’ process as required by the Commonhold and Leasehold Reform Act 2002 and the Service Charges (Consultation Requirements) (England) Regulations 2003.

As part of the consultation process, leaseholders will be provided with as much forward information as possible in detail, including:

- A description of anticipated works

- A timetable for the works
- The reason for the works
- The estimated cost of overall works
- The estimated cost to individual leaseholders

This information will be supplied at an individual property, or block level as appropriate.

A number of policies are currently under development regarding leaseholder recharges. In particular, a portion of the reserve funds in the 30-year Investment plan will be allocated to assist with the replacement of fire doors associated with leasehold properties, where a non-compliant fire door is deemed to be a risk to the block as a whole.

### ***6.3 Tenant Satisfaction Measures (TSMs)***

As mentioned in section 4.7.1 above, Tenant Satisfaction Measures for the responsive repair service against a number of satisfaction categories indicate a high level of satisfaction from tenants with a responsive repair service.

In general, satisfaction levels in all areas are well above median level and in most levels are above upper quartile level. More detailed information is published by the Council and can be found on the council website <https://www.bpcouncil.gov.uk/housing/bcp-homes-tenants-and-leaseholders/about-bcp-homes/bcp-homes-performance>.

Collection of tenant satisfaction is much wider than the repair service, however, and in total there are 22 tenant satisfaction measures, including 12 tenant perception measures (TPMs) and 10 management information (MI) measures

Much of the TSM satisfaction measures are relevant to this asset management strategy, particularly.

- Keeping properties in good repair
- Maintaining building safety
- Respectful and helpful engagement
- Effective handling of complaints.

The Council will continue to use the TSM information to improve and shape the services that we offer, including investment works identified in this strategy. Consequently, TSM results may, at some stage, lead to some adjustment and modification to some of the investment plans, as tenant and customer priorities and perceptions, as identified via the TSMs, change over the lifetime of the strategy.

## **7. Delivering the objectives of this strategy**

### **7.1 Ensure homes are fit for purpose**

Maintaining the quality of our stock remains a core principle behind our approach to asset management and our 30-year business plan reflects this. The plan ensures that our homes meet the requirements set out in the Fitness for Human Habitation Act so that our homes remain fit for purpose and the renewal of essential components is completed in a timely manner.

This objective will help to ensure that all our tenants live in homes which meet and exceed the Decent Homes Standard and other statutory and regulatory requirements.

To ensure our homes are fit for purpose we will commit to:

- Maintaining our housing stock to the Decent Homes Standard
- Continuing to ensure our understanding of our housing stock is at a high level by conducting regular stock condition surveys that encompass 20% of overall stock per annum and maintaining a stock condition database
- Use information from other inspection regimes, responsive repairs data, empty property information and condition and local knowledge
- Ensuring our maintenance investment plan is realistic, sustainable and achieves value for money for our tenants
- Ensuring that the investment available reflects what we will do and that it considers the actual cost and availability of building materials
- Working with our tenants to consult with them when we need to carry out any major maintenance and/or refurbishment work
- Ensuring we do everything we can to make sure that all maintenance and/or refurbishment work is completed within specified time periods and, where this is not possible, we will keep tenants informed
- Ensuring that adaptations are delivered efficiently, simplifying the pathway for occupational therapists to assess and recommend adaptations to our properties, so that our tenants can live well at home longer thus, avoiding the need to move home or secure supported living or residential accommodation
- Adapting our investment plan to keep pace with technological development by understanding the latest and upcoming products and how they can help us to maximise the performance of our housing stock.

## **7.2 Ensure homes are safe to live in**

We are proud of our record of having consistently maintained compliance and driven improvements in the standard of safety in our housing over the duration of the previous strategy. We have extended our comprehensive approach around safety by ensuring full compliance with the Building Safety Act 2022. Our dedicated building safety team will ensure that our tenants live in homes that safe and that meet all the required health and safety compliance requirements.

To ensure our homes are safe to live in we will commit to:

- Maintaining statutory and regulatory compliance in relation to all our homes, including 100% continuous gas compliance

- Target investment to reduce compliance risks where appropriate
- Ensuring that we employ fully qualified and experienced maintenance staff that use robust processes and systems that comply with all regulations and safety legislation
- Embedding a culture across our staff teams to ensure that damp and mould is treated as a core health and safety concern and that our staff understand the potential impact on our tenants mental and physical wellbeing.

### 7.3 Adapted properties

At present, records of adapted properties are limited and as part of the action plan in this asset management strategy a comprehensive adapted properties database will be developed.

There is an ongoing project to extract from the Keystone database existing information on adaptations at an individual dwelling level. As the rolling stock condition survey picks up more information and a specific area the database will be progressively populated with additional data.

It is anticipated that future programs will include the identification of dwellings suitable for adaptations and that a small but significant ongoing program of adaptations in a planned manner will be developed.

### 7.4 Procurement and contract management

There is a need for us to balance competing demands on our investment programme, particularly at this time where inflation and supply chain disruption has increased the cost of building works. The quality of our homes impacts their financial viability and through proper investment we can improve void turnaround and reduce repair costs.

To support this, we will monitor data from sources including stock surveys, repair enquiries and complaints, as well as our stock condition database, to ensure the year on year budgets can support well timed investment. We will ensure our software is up to date and fit for purpose and use these tools to ensure our analysis of investment options is intelligent.

To ensure we maintain effective financial control overseeing our work we will commit to:

- Working within our tender procedure to ensure we are obtaining value for money
- Regularly review our specifications to ensure that we are balancing financial efficiency, climate impact and robust products which will repay the initial investment with longevity
- Ensuring our tendered works deliver lasting value by including weighted quality assessments in tenders
- Analysing both the financial performance of our homes, using a NPV model and the non-financial performance, via stock sustainability indicators
- Identifying groups of homes which negatively impact the viability of our housing stock and appraise options to improve the performance of these homes or replace them where this is deemed appropriate, following consultation with tenants and other stakeholders

- Returning maximum benefit from our investment by targeting works intelligently, maximising the lifecycle obtained from components without reducing the quality of the homes we manage.

## 8. Key targets and objectives to be achieved through the lifetime of this asset management strategy

Objective – strategic asset management	Target date
<p>Finalise the stock condition survey with the objective of 100% of the stock being surveyed by March 2026</p> <p>Thereafter (March 2026) implement a rolling programme of keeping condition data robust and up to date</p> <p>Ensure this is in line with current best practice, regulatory requirements and RICS good practice, and Regulator of Social Housing requirements</p>	April 2026
Development a robust and up to date NPV assessment of stock	Q3 2026/7
Develop a wider asset options appraisal methodology to identify best performing and underperforming dwellings to inform future investment planning	Q4 2026/7
Ensure that all non-housing assets such as garages, communal areas and communal rooms in sheltered housing schemes etc are fully identified and that associated condition information is incorporated into the stock condition database	Q3 2026/7
Develop an asset management risk register (incorporate into the AMS)	August 2026
Ensure all stock achieves a minimum EPC band C rating by 2030	March 2030
Develop a strategy to further enhance energy efficiency of the dwelling stock beyond the 2030 EPC C target. This will include work on whole property climate resilience, ensuring residents are protected from the risks of both fuel poverty in winter and excessive heat during extreme summer events.	March 2030
Keep under review all our current stock condition data, ensuring no data is beyond five years since the last stock condition survey (subject to refusals)	Ongoing
Develop a database of adapted properties together with information relating to the specific type of adaptation with associated dates of adaptation. This will assist in developing future strategies towards adaptations and to better inform lettings and allocations policies, procedures and at an operational level, letting of dwellings to applicants requiring specifically adapted properties	Ongoing
Develop a strategic approach for the maintenance, potential redevelopment and future investment in garages, garage sites and similar areas	Q4 2026/7



# Appendix 1: Screenshot of the draft 30-year investment plan baseline costs for HRA properties only

CAPITAL COSTS ONLY		2025/26	2026/27	2027/28	2028/29	2029/30	1-5 2025/29	6-10 2030/34	11-15 2035/39	16-20 2040/44	21-25 2045/49	26-30 2050/54	Totals	
<b>HRA properties only</b>		<b>5 year cost (£)</b>												
<b>Internal works - main</b>		Kitchen replacements	£3,245,000	£3,657,500	£3,833,500	£2,937,000	£2,717,000	£16,390,000	£15,372,500	£10,147,500	£6,968,500	£20,625,000	£15,383,500	£84,887,000
		Kitchen Extractor Fan	£29,820	£21,420	£19,320	£22,260	£24,080	£116,900	£391,300	£1,111,020	£54,320	£1,540	£420	£875,500
		Bathroom replacements	£337,500	£387,000	£342,000	£441,000	£252,000	£1,759,500	£2,691,000	£16,483,500	£8,568,000	£8,041,500	£3,393,000	£40,936,500
		Replacement gas Boiler	£809,250	£1,225,250	£1,241,500	£997,750	£962,000	£5,235,750	£1,800,500	£1,807,000	£7,101,250	£3,159,000	£1,807,000	£20,910,500
		Main Heating Distribution	£373,500	£175,500	£69,000	£1,443,000	£1,942,500	£4,003,500	£999,000	£873,000	£1,375,500	£1,482,000	£1,500	£8,734,500
		Electric heating replacements	£120,000	£300,000	£360,000	£450,000	£432,000	£1,662,000	£6,012,000	£6,090,000	£108,000	£120,000	£120,000	£14,112,000
		Rewiring and upgrades	£1,015,000	£2,125,000	£2,125,000	£2,125,000	£2,125,000	£9,515,000	£3,120,000	£5,665,000	£6,775,000	£3,150,000	£585,000	£28,810,000
		Electric consumer units	£60,000	£79,200	£88,200	£99,600	£58,800	£385,800	£846,600	£1,938,000	£1,521,000	£996,600	£566,400	£6,254,400
<b>External works - structural/main</b>		Windows	£720,000	£711,000	£1,503,000	£1,404,000	£1,071,000	£5,409,000	£1,858,500	£976,500	£3,973,500	£7,132,500	£21,006,000	£40,356,000
		External Dwelling Door	£489,600	£900,000	£232,800	£654,000	£142,800	£2,419,200	£2,694,000	£940,800	£218,400	£278,400	£3,428,400	£9,979,200
		Flatted dwelling Front Door	£272,000	£45,900	£102,000	£657,900	£95,200	£1,173,000	£516,800	£44,200	£49,300	£372,300	£3,542,800	£5,698,400
		Re-roofing (pitched)	£1,887,500	£1,087,500	£1,187,500	£575,000	£1,375,000	£6,112,500	£13,262,500	£13,262,500	£2,712,500	£625,000	£4,462,500	£40,437,500
		Flat Roof Covering	£690,000	£585,000	£405,000	£870,000	£1,035,000	£3,585,000	£1,905,000	£1,215,000	£555,000	£165,000	£60,000	£7,485,000
		Fascias & Soffits	£89,250	£51,850	£50,150	£137,700	£79,900	£408,850	£826,200	£169,150	£258,400	£351,050	£277,950	£2,291,600
<b>Building Envelope</b>		Gutters & Downpipes	£100,300	£64,600	£70,550	£160,650	£88,400	£484,500	£965,600	£348,500	£335,750	£270,300	£35,700	£2,440,350
		Chimneys (as part of reroof)	£313,750	£293,750	£122,500	£198,750	£53,000	£1,463,750	£2,023,750	£305,000	£222,500	£168,750	£566,250	£4,750,000
		Wall fabric and finishes	£1,375,000	£1,525,000	£1,847,500	£2,315,000	£3,722,500	£10,785,000	£3,997,500	£1,212,500	£522,500	£507,500	£1,460,000	£18,485,000
<b>Insulation &amp; decarbonisation</b>		EPC band C works	£2,302,500	£2,302,500	£2,302,500	£2,302,500	£2,302,500	£11,512,500	£0	£0	£0	£0	£0	£11,512,500
		Other insulation (lofts/EWI??)	£0	£0	£0	£0	£0	£0	£125,000	£125,000	£125,000	£125,000	£125,000	£625,000
		Decarbonisation 2031 - 2054	£0	£0	£0	£0	£0	£0	£14,400,000	£14,400,000	£14,400,000	£14,400,000	£14,400,000	£72,000,000
		New DHS	£0	£0	£0	£0	£0	£0	£4,950,000	£4,950,000	£4,950,000	£4,950,000	£19,800,000	
<b>Catch up works up to 2028</b>			£150,000	£500,000	£750,000	£750,000	£650,000	£2,800,000	£0	£0	£0	£0	£0	£2,800,000
<b>Safety</b>		Smoke, Fire and CO detectors	£300,000	£300,000	£300,000	£300,000	£300,000	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£1,500,000	£9,000,000
		FRA works/Fire alarms	£150,000	£250,000	£250,000	£250,000	£220,000	£1,120,000	£870,000	£11,250	£250	£250	£0	£2,001,750
		Lifts	£0	£1,260,000	£1,260,000	£1,350,000	£1,260,000	£5,130,000	£1,260,000	£180,000	£90,000	£0	£0	£6,750,000
<b>Garages and Stores</b>		Store Doors	£57,500	£58,000	£58,000	£58,000	£58,000	£289,500	£110,000	£458,500	£82,000	£213,000	£14,000	£1,167,000
		Store Roof	£12,000	£24,000	£16,000	£14,000	£0	£66,000	£132,000	£44,000	£6,000	£14,000	£12,000	£274,000
		Store Wall	£12,000	£2,000	£4,000	£0	£0	£18,000	£208,000	£40,000	£4,000	£2,000	£2,000	£274,000
<b>Balconies and Walkways</b>		Balconies	£12,000	£24,000	£25,000	£23,000	£5,000	£89,000	£2,000	£0	£0	£0	£1,000	£92,000
<b>External general</b>		Paths and paving	£128,800	£19,600	£35,000	£66,500	£6,300	£256,200	£231,700	£105,000	£42,000	£14,000	£11,200	£660,100
		Boundary Walls	£181,000	£186,000	£77,000	£326,000	£501,000	£1,271,000	£431,000	£147,000	£109,000	£9,000	£584,000	£2,551,000
		Porches and Canopies	£63,000	£69,300	£123,900	£317,800	£480,200	£1,054,200	£378,700	£119,000	£81,900	£39,200	£104,300	£1,777,300
<b>Works to Communal Areas</b>		Staircases, landings etc)	£180,000	£520,000	£570,000	£680,000	£650,000	£2,600,000	£2,600,000	£2,600,000	£2,600,000	£2,600,000	£2,600,000	£15,600,000
		Communal Entrance Door	£4,000	£144,000	£148,000	£148,000	£148,000	£444,000	£456,000	£192,000	£288,000	£92,000	£92,000	£1,564,000
<b>Other Works</b>		Triple Glazing additional costs	£72,000	£71,100	£150,300	£140,400	£107,100	£540,900	£185,850	£97,650	£397,350	£713,250	£2,100,600	£4,035,600
		Adaptations	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£7,000,000	£42,000,000
		Asbestos Removal Works	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000	£500,000	£500,000	£500,000	£500,000	£500,000	£3,000,000
		Environmental Improvements	£169,000	£169,000	£169,000	£169,000	£169,000	£676,000	£845,000	£845,000	£845,000	£845,000	£845,000	£4,901,000
		Other Major Works	£1,530,000	£1,530,000	£1,530,000	£1,530,000	£1,530,000	£6,120,000	£7,675,000	£7,675,000	£7,675,000	£7,675,000	£44,495,000	
		Other Compliance	£662,000	£662,000	£662,000	£662,000	£662,000	£2,648,000	£3,300,000	£3,300,000	£3,300,000	£3,300,000	£3,300,000	£19,148,000
		Other Capex	£682,000	£682,000	£682,000	£682,000	£682,000	£2,728,000	£3,400,000	£3,400,000	£3,400,000	£3,400,000	£3,400,000	£19,728,000
		Damp and Mould Remedials	£500,000	£500,000	£500,000	£500,000	£500,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£2,500,000	£15,000,000
<b>Total annual investment costs</b>			<b>£17,552,270</b>	<b>£24,008,970</b>	<b>£24,564,220</b>	<b>£27,257,810</b>	<b>£28,389,280</b>							
<b>Total 5 Year Investment Programme(s)</b>								<b>£121,772,550</b>	<b>£107,393,000</b>	<b>£111,778,570</b>	<b>£91,214,920</b>	<b>£97,428,140</b>	<b>£108,412,520</b>	<b>£637,999,700</b>
													Total 30 Year investment plan	

## Appendix 2: Screenshot of the detailed five-year investment plan 2025-2030

CAPITAL COSTS ONLY		2025/26	2026/27	2027/28	2028/29	2029/30	1-5 2025/29
		5 year cost (£)					
<b>HRA properties only</b>							
<b>Internal works- main</b>	Kitchen replacements	£3,245,000	£3,657,500	£3,833,500	£2,937,000	£2,717,000	£16,390,000
	Kitchen Extractor Fan	£29,820	£21,420	£19,320	£22,260	£24,080	£116,900
	Bathroom replacements	£337,500	£387,000	£342,000	£441,000	£252,000	£1,759,500
	Replacement gas Boiler	£809,250	£1,225,250	£1,241,500	£997,750	£962,000	£5,235,750
	Main Heating Distribution	£373,500	£175,500	£69,000	£1,443,000	£1,942,500	£4,003,500
	Electric heating replacements	£120,000	£300,000	£360,000	£450,000	£432,000	£1,662,000
	Rewiring and upgrades	£1,015,000	£2,125,000	£2,125,000	£2,125,000	£2,125,000	£9,515,000
	Electric consumer units	£60,000	£79,200	£88,200	£99,600	£58,800	£385,800
<b>External works - structural/main</b>	Windows	£720,000	£711,000	£1,503,000	£1,404,000	£1,071,000	£5,409,000
	External Dwelling Door	£489,600	£900,000	£232,800	£654,000	£142,800	£2,419,200
	Flatted dwelling Front Door	£272,000	£45,900	£102,000	£657,900	£95,200	£1,173,000
	Re-roofing (pitched)	£1,887,500	£1,087,500	£1,187,500	£575,000	£1,375,000	£6,117,500
	Flat Roof Covering	£690,000	£585,000	£405,000	£870,000	£1,035,000	£3,585,000
	Fascias & Soffits	£89,250	£51,850	£50,150	£137,700	£79,900	£408,850
<b>Building Envelope</b>	Gutters & Downpipes	£100,300	£64,600	£70,550	£160,650	£88,400	£484,500
	Chimneys (as part of reroof)	£313,750	£293,750	£122,500	£198,750	£535,000	£1,463,750
	Wall fabric and finishes	£1,375,000	£1,525,000	£1,847,500	£2,315,000	£3,722,500	£10,785,000
<b>Insulation &amp; decarbonisation</b>	EPC band C works	£2,302,500	£2,302,500	£2,302,500	£2,302,500	£2,302,500	£11,512,500
	Other insulation (lofts/EWM??)	£0	£0	£0	£0	£0	£0
	Decarbonisation 2031 - 2054	£0	£0	£0	£0	£0	£0
	New DHS	£0	£0	£0	£0	£0	£0
<b>Catch up works up to 2028</b>		£150,000	£500,000	£750,000	£750,000	£650,000	£2,800,000
<b>Safety</b>	Smoke, Fire and CO detectors	£300,000	£300,000	£300,000	£300,000	£300,000	£1,500,000
	FRA works/Fire alarms	£150,000	£250,000	£250,000	£250,000	£220,000	£1,120,000
	Lifts	£0	£1,260,000	£1,260,000	£1,350,000	£1,260,000	£5,130,000
<b>Garages and Stores</b>	Store Doors	£57,500	£58,000	£58,000	£58,000	£58,000	£289,500
	Store Roof	£12,000	£24,000	£16,000	£14,000	£0	£66,000
	Store Wall	£12,000	£2,000	£4,000	£0	£0	£18,000
<b>Balconies and Walkways</b>	Balconies	£12,000	£24,000	£25,000	£23,000	£5,000	£89,000
<b>External general</b>	Paths and paving	£128,800	£19,600	£35,000	£66,500	£6,300	£256,200
	Boundary Walls	£181,000	£186,000	£77,000	£326,000	£501,000	£1,271,000
	Porches and Canopies	£63,000	£69,300	£123,900	£317,800	£480,200	£1,054,200
<b>Works to Communal Areas</b>	Staircases, landings etc)	£180,000	£520,000	£570,000	£680,000	£650,000	£2,600,000
	Communal Entrance Door	£4,000	£144,000		£148,000	£148,000	£444,000
<b>Other Works</b>	Triple Glazing additional costs	£72,000	£71,100	£150,300	£140,400	£107,100	£540,900
	Adaptations	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£1,400,000	£7,000,000
	Asbestos Removal Works	£100,000	£100,000	£100,000	£100,000	£100,000	£500,000
	Environmental Improvements		£169,000	£169,000	£169,000	£169,000	£676,000
	Other Major Works		£1,530,000	£1,530,000	£1,530,000	£1,530,000	£6,120,000
	Other Compliance		£662,000	£662,000	£662,000	£662,000	£2,648,000
	Other Capex		£682,000	£682,000	£682,000	£682,000	£2,728,000
	Damp and Mould Remedials	£500,000	£500,000	£500,000	£500,000	£500,000	£2,500,000
	<b>Total annual investment costs</b>	<b>£17,552,270</b>	<b>£24,008,970</b>	<b>£24,564,220</b>	<b>£27,257,810</b>	<b>£28,389,280</b>	
	<b>Total 5 Year Investment Programme(s)</b>						<b>£121,772,550</b>