

Supplemental item for Resources and Place Scrutiny Committee

Tuesday 25 November 2025 at 6.30pm
in Council Chamber Council Offices
Market Street Newbury

Part I

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| 7 | Options for improving Affordable Housing Delivery
To explore options that are available to the Council in order to deliver additional social housing and ensure that it achieves Members target of delivering 1,000 units of social housing by 2030. Recently several issues have arisen which are directly impacting the traditional mode of delivery for affordable housing locally and nationally. | 1 - 14 |
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Strategic Asset Management

Our Asset Management Strategy

Our Strategic Asset Management (SAM) ensures we will both grow the number of properties we offer to meet need and address the issues of quality with our existing assets. This involves understanding the condition of the homes and places they are located, so we are able to make decisions of reinvestment and disposal.

We undertake an analysis of the social value of individual homes and our portfolios of homes and how this could be increased through the effective release and investment of capital.

We are looking to evolve our asset base over the next 30 years so it will become younger, less costly to maintain, zero carbon and universally attractive and desirable, whilst continuing to grow and provide more much needed social rented homes

Data inputs

AGE of property >

Maintenance costs >

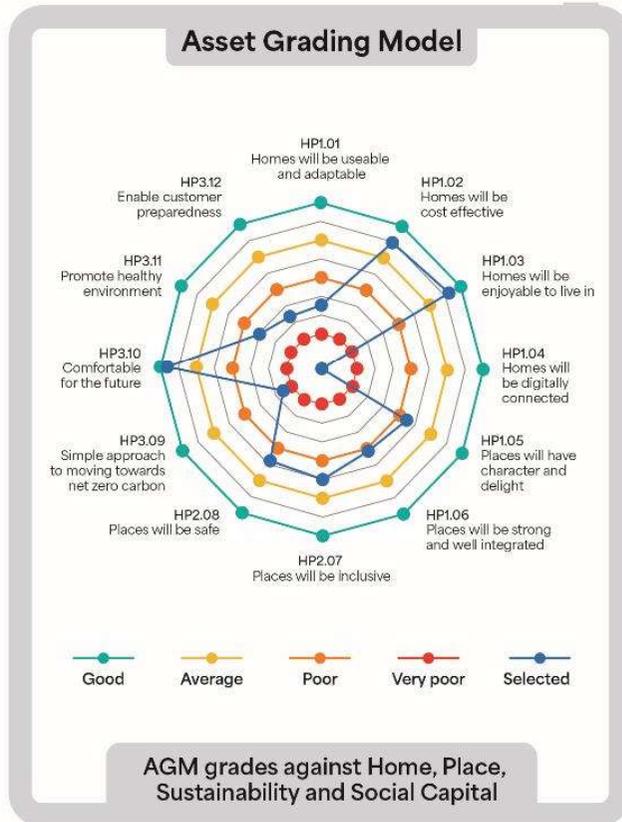
Re-letting data >

EPC ratings >

Market value >

Local authority and tenure mix >

AGM grades against Home, Place, Sustainability and Social Capital



Outputs and recommendation

Overall Grade

30% | Very poor

30-40% | Poor

40-50% | Average

50% | Good

Possible outcomes

1 Retain and invest

2 Regeneration

3 Disposal

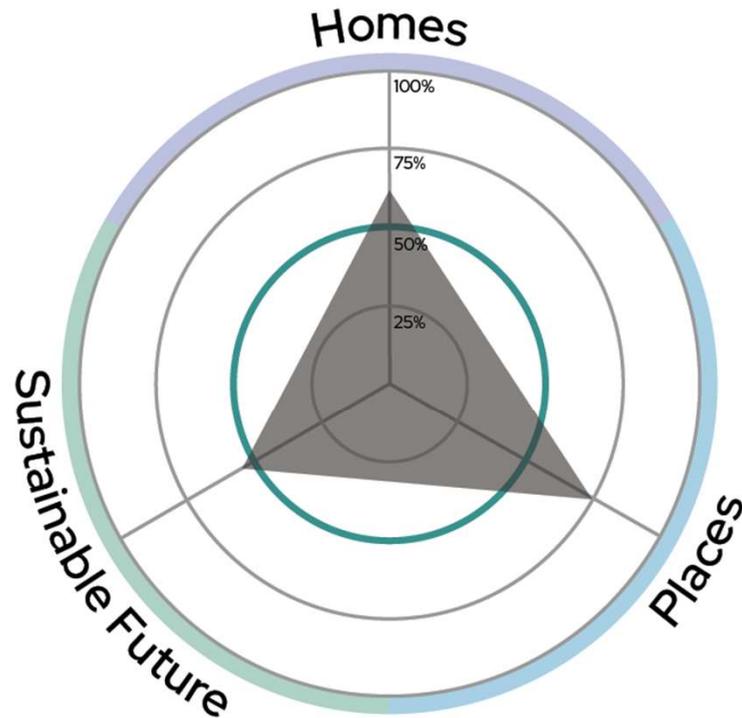
Strategies aligned

Grading our Assets

- Our **Asset Grading Model** inputs data on the quality of a home (asset) from over 90 different sources including its Energy Performance rating, our own lettings and repair data, and from customer feedback.
- The model scores an asset on the quality of the home, its place and its environmental impact. It produces that property's **Social Value**; a grade of what that asset is WORTH to an organisation with our social purpose.
- The model recommends one of three possible outcomes for that asset.

Homes and Place Scorecard

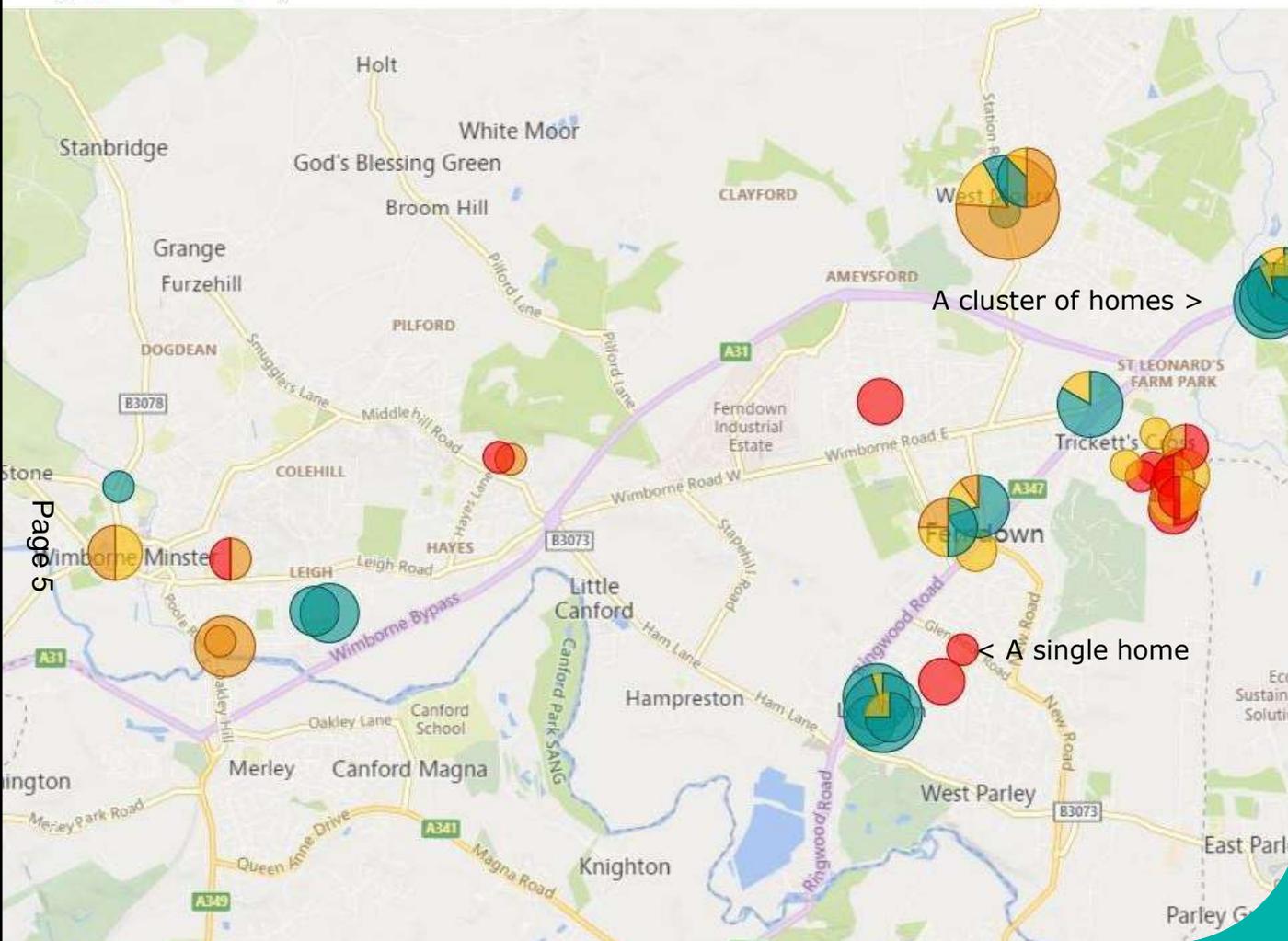
The outcome of the assessment produces a scorecard. This shows at a high level the performance of the scheme against the three overarching areas. It can clearly be seen which areas perform well and which less so against the Standard.



- ▲ This scheme
- 'Good' rating
- ◎ Circles in 25% increments

	% achieved	% below or above 'Good' rating
Homes	62 %	+12 %
Homes will be cost effective	67 %	+17 %
Homes will be useable and adaptable	60 %	+10 %
Homes will be enjoyable to live in	60 %	+10 %
Homes will be digitally connected	60 %	+10 %
Places	74 %	+24 %
Places will have character and delight	84 %	+34 %
Places will be strong and well integrated	73 %	+23 %
Places will be inclusive	67 %	+17 %
Places will be safe	67 %	+17 %
Sustainable future	52 %	+2 %
Be comfortable for the Future	60 %	+10 %
Simple approach to moving towards zero carbon	46 %	-4 %
Promote a healthy environment	60 %	+10 %
Empower customers through technology	60 %	+10 %
Overall score	63 %	+13 %
Overall rating		'Good'

Average Good Poor Very Poor



What does it show us?

- Here we see the model look at a particular location.
- The model shows us where we have good, average, poor and very poor assets.
- This helps us identify which homes and neighbourhoods are performing well, and which are underperforming.
- Those shown as 'poor' (orange) are likely to need improvements (we call that RETROFIT, more on that later) made to them to increase their quality and performance.
- Those shown as 'very poor' (in red) are most likely to be recommended for DISPOSAL.

Three possible outcomes:

1. RETROFIT

These assets are performing well for us and our customers; they must have ongoing maintenance (an investment from us into those assets) to keep them and protect their value. **RETROFIT** is our term for making bigger investments like upgrades to the home's energy, insulation and heating systems. As of 2025 we have identified 10,500 homes for Retrofit, and this programme of works will be funded through a combination of our own money, and from SHDF (Social Housing Decarbonisation Fund) grant.

2. REGENERATION

These assets are likely to be under-performing, but other factors (place, connectivity, local employment opportunities etc) make the location one of value to our social purpose. Here, **REGENERATION** suggests that we provide a new neighbourhood in the same location. The new neighbourhood will include homes built to a much better standard that will be cheaper to run and more enjoyable to live in. Those homes will also be better connected to their place.

3. DISPOSE & REPLACE

These assets are definitely under-performing, and the truth is that no amount of investment will make them a great home to live in, and therefore, an asset of the right social value for us to want to keep. Here, selling these assets altogether would generate the income we need to invest in other homes or build new ones.

GOOD

AVERAGE

POOR

VERY POOR

Homes and Place Grading 2023/24 (combined)

This page shows the asset grading 2023/24 outcomes by subcategory and includes distance from good

It also includes SAP/EPC ratings highlighting the number of homes requiring intervention in order to meet EPC2C by 2030

By default the page shows combined results, use the slicer to view results for SHA or SNH

Good = 50% or higher
Average = 40%-50%
Poor = 30%-40%
Very Poor = 30% or less

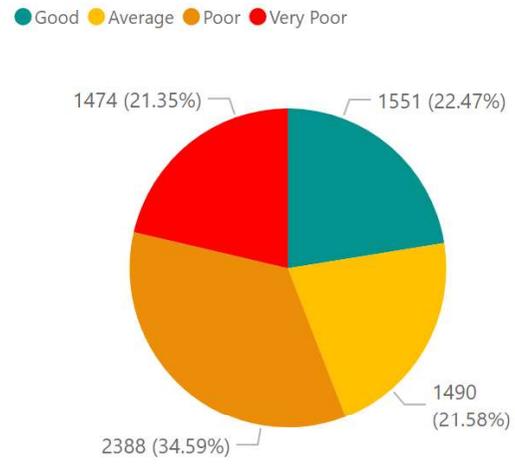
Disposed assets are not included on this page

West Berkshire

Units Graded
6,903

Home & Place Overall
39.63%

Units by Outcome



Home Score
49.80%

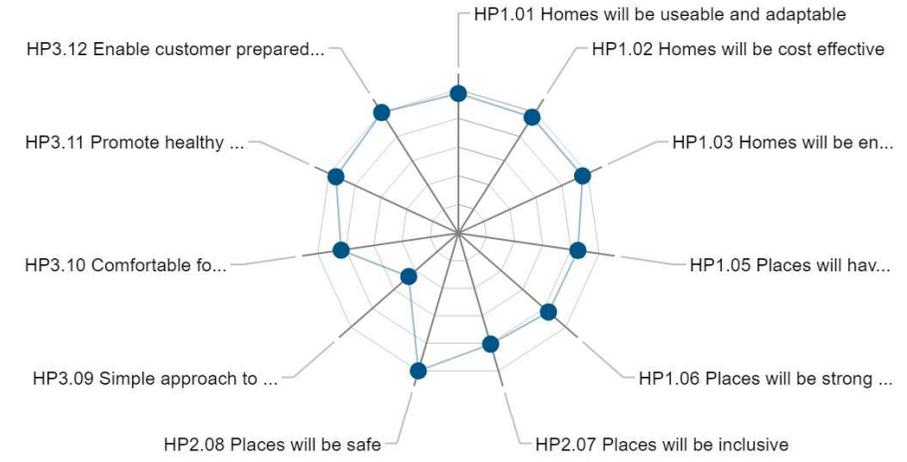
Place Score
48.73%

Sustainable Future Score
32.82%

Social Value Score
43.96%

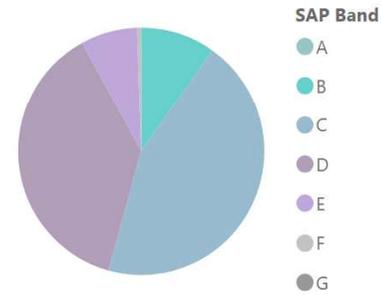
Score Range	Units
0% - 30%	1474
30% - 40%	2388
40% - 50%	1490
Over 50%	1551
Total	6903

2023/24 Score by SubCategory

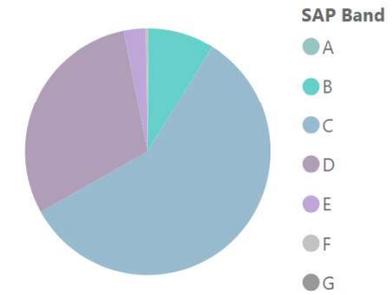


SubCategory	Average Score	Distance from Good	CategoryName
HP1.01 Homes will be useable and adaptable	52.44	2.44	Homes
HP1.02 Homes will be cost effective	51.71	1.71	Homes
HP1.03 Homes will be enjoyable to live in	51.77	1.77	Homes
HP1.05 Places will have character and delight	45.79	-4.21	Place
HP1.06 Places will be strong and well integrated	45.21	-4.79	Place
HP2.07 Places will be inclusive	43.45	-6.55	Place
HP2.08 Places will be safe	53.89	3.89	Place
HP3.09 Simple approach to moving towards net zero carbon	24.89	-25.11	Sustainability
HP3.10 Comfortable for the future	44.92	-5.08	Sustainability
HP3.11 Promote healthy environment	51.04	1.04	Sustainability
HP3.12 Enable customer preparedness	53.80	3.80	Sustainability

Original EPC/SAP Band



Current EPC/SAP Band



Retrofit



1. RETROFIT

These assets are performing well for us and our customers; they must have ongoing maintenance (an investment from us into those assets) to keep them and protect their value. **RETROFIT** is our term for making bigger investments like upgrades to the home's energy, insulation and heating systems. As of 2025 we have identified 10,500 homes for Retrofit, and this programme of works will be funded through a combination of our own money, and from SHDF (Social Housing Decarbonisation Fund) grant.

In order to maximise the impact of our retrofit investment we strategically prioritise as follows:

1. Homes with an EPC C or below;
2. Homes with gas and electric boilers;
3. Traditional build types such as cavity wall construction;
4. Homes owned on a freehold basis; and
5. Geographical clusters, to aid contractor and contract management.

GOOD

AVERAGE

POOR

VERY POOR

Regeneration

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2. REGENERATION

These assets are likely to be under-performing, but other factors (place, connectivity, local employment opportunities etc) make the location one of value to our social purpose. Here, REGENERATION suggests that we provide a new neighbourhood in the same location. The new neighbourhood will include homes built to a much better standard that will be cheaper to run and more enjoyable to live in. Those homes will also be better connected to their place.

Positive indicators for regeneration (at least 3 of these 5 will need to apply before carrying out a more detailed appraisal):

1. Low value and / or unattractive to owner occupiers;
2. Restricted use;
3. Low density;
4. No existing leaseholders; and
5. No existing development programme in the area.

GOOD

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Disposal



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Benefits of disposal and replacement:

1. 1:1 replacement;
2. Operational efficiency;
3. Tenant experience;
4. Housing Demand;
5. Environmental;
6. De-risking new development;
7. Natural hedge against house price falls; and
8. Portfolio evolution to reduce the average age of stock.

GOOD

AVERAGE

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VERY POOR

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