City of London Corporation Committee Report

Committee(s): Housing Management & Almshouses Sub-Committee	**Dated:** 14/09/2026
Subject: Stock Condition Survey Findings and Asset Management Strategy Review	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services; Inclusive, Healthy and Thriving Communities; Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
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Summary

This report provides Members with a comprehensive update on the Housing Stock Condition Survey, the key findings emerging from the survey and supporting analysis. The survey represents the most detailed assessment of the City Corporation's housing assets in over a decade and provides a significantly enhanced evidence base to inform future investment decisions. The findings are now being incorporated into the review of the Housing Asset Management Strategy (AMS), which is being refreshed to create a more robust, evidence-led approach to managing and investing in the housing stock.

A standalone Almshouses survey report has also been incorporated into the review. This recognises that the Ferndale Road Almshouses are a distinct asset class, with different governance, heritage, structural, planning and delivery considerations from the mainstream HRA housing stock.

The survey and associated analysis have confirmed the overall direction of the existing Housing Major Works Programme and provide greater confidence that investment priorities previously identified through operational experience are appropriate. The survey also provides new insight into component lifecycles, building performance, accessibility needs, fire safety requirements, decarbonisation opportunities, and future investment planning.

Alongside the stock condition survey, officers have reviewed good practice asset management strategies from other high performing local authorities and considered data from the household survey, Tenant Satisfaction Measures, Climate Action Strategy workstreams, compliance programmes, and resident engagement activity. These findings are informing the refreshed Asset Management Strategy, which is expected to be presented to Members later in 2026.

Recommendation(s)

Members are asked to:

- Note the current status of the Stock Condition Survey programme and its key findings.
- Note the incorporation of survey findings into the review of the Asset Management Strategy.
- Note the emerging priorities relating to investment planning, accessibility, building safety, asset sustainability and decarbonisation.
- Note that a refreshed Asset Management Strategy will be presented to Members following completion of the review process.

Main Report

Background

1. The existing Asset Management Strategy was approved in September 2025 at a time when the Housing Service was operating without an up to date stock condition survey. The strategy was intended as a transitional document and anticipated a comprehensive refresh once new survey data became available.

2. Since that time, the Housing Service has undertaken a comprehensive stock condition survey programme covering housing assets across the portfolio. Survey information has been combined with repairs data, fire safety information, major works data, EPC information, compliance records and other operational datasets to develop a significantly improved evidence base for future decision making.

3. A series of officer workshops has reviewed the findings and considered how they should be reflected within a refreshed Asset Management Strategy. Those discussions have also examined the relationship between asset management,

resident priorities, accessibility requirements, decarbonisation targets and long-term financial planning.

4. The review has included benchmarking against asset management strategies from high performing local authorities to identify good practice in long term investment planning, resident engagement, building safety and decarbonisation.

Current Position

Stock Condition Survey Findings

5. The survey confirms that the City Corporation now possesses the most complete understanding of the condition of its housing assets since the previous survey programme undertaken in 2018. The evidence base includes data for dwellings, communal areas, structural elements, roofs, lifts, heating systems and fire safety components.

6. The survey report presents interim analytical findings to inform officer discussions and development of the asset management strategy. Conclusions remain subject to validation and consideration alongside the remaining specialist reports.

7. Analysis of the survey data has identified a number of significant findings:

Asset Condition and Investment Needs

- The survey confirms that major investment requirements are concentrated in a relatively small number of significant component groups.
- Future investment demand is particularly evident in windows, roofs, heating infrastructure, communal components and building fabric.
- The findings broadly validate the priorities already reflected in the approved Housing Major Works Programme and provide additional assurance that existing investment plans are targeting the correct assets.
- The survey has provided improved visibility of component lifecycles and future replacement requirements, supporting more accurate long-term investment planning.

Building Safety and Compliance

- The enhanced dataset is improving oversight of compliance related investment needs and strengthening the evidence base for regulatory assurance.
- The survey provides improved visibility of fire safety related investment requirements and the interaction between asset condition and compliance programmes.
- Findings are being used alongside Fire Risk Assessment data to improve future prioritisation of building safety works and strengthen long term compliance planning.
- The survey findings are also helping inform the Housing Service's approach to damp and mould management, providing improved information on property condition and supporting compliance with emerging regulatory requirements, including Awaab's Law.

Heating Systems and Energy Performance

- Detailed profiling of boilers, communal heating infrastructure and energy performance data has been completed.
- The analysis identifies a significant opportunity to align component replacement programmes with decarbonisation activities and future Climate Action Strategy objectives.
- Survey findings support the adoption of a fabric first approach to improving building performance, prioritising improvements to building fabric and energy efficiency measures alongside planned investment and decarbonisation programmes.
- Survey findings are helping identify where planned component replacement programmes can be coordinated with energy efficiency improvements and decarbonisation interventions, reducing future disruption and improving value for money.

Accessibility and Adaptation Requirements

- Feedback from the current and ongoing household survey and recent engagement activity highlights increasing demand for accessibility adaptations and age friendly housing solutions.
- Officers are incorporating accessibility considerations within future investment planning to ensure homes remain suitable for an ageing population and residents with changing mobility needs.
- This will include better integration between stock investment planning, adaptation programmes and future major works schemes.

Almshouses Report

- A standalone Almshouses report has been added to the evidence base. This is a material addition because the Almshouses at Ferndale Road are a distinct asset class from the mainstream HRA housing stock. They have a separate governance framework, include heritage constraints and require a different planning and delivery approach.
- The latest Almshouses survey evidence includes 1,888 records across 43 properties and shows a materially different component profile from the wider portfolio. The median remaining component life is 12 years, compared with 5 years across the wider portfolio, and only 1% of dated components are due within five years.

Asset Management Strategy Review

8. Officers are currently reviewing the Asset Management Strategy to ensure it reflects the evidence now available from the stock condition survey programme and associated datasets. The refreshed strategy will move beyond the previous baseline position and provide a more detailed and evidence led framework for investment decision making. The refreshed strategy is considering the introduction of a rolling stock condition survey programme to support ongoing asset intelligence and maintain current property data.

9. The review is considering several key enhancements.

Improved Evidence Base
The revised strategy will include a comprehensive summary of stock condition findings and replace narrative assumptions with survey-based evidence. This will provide clearer justification for future investment decisions and programme prioritisation. The review is strengthening integration between stock condition information, responsive repairs, compliance activity and planned investment programmes to support a more coordinated asset management approach.

Integration with the Major Works Programme
The survey findings are being mapped against the Housing Major Works Programme to ensure investment planning remains coordinated and evidence driven. Officers are also reviewing opportunities to strengthen long term lifecycle planning and develop future investment modelling. Whilst also reviewing opportunities to maximise investment at void stage, including energy efficiency measures, damp and mould prevention interventions and other improvements that enhance long-term asset performance.

Asset Sustainability
Work is underway to strengthen the strategic approach to asset performance, long term sustainability and investment prioritisation. This includes consideration of future lifecycle costs, component replacement cycles, risk based prioritisation and portfolio performance.

Resident Priorities
Feedback from household surveys, resident engagement activities, Tenant Satisfaction Measures and major works engagement events is being incorporated into the refreshed strategy to ensure future investment aligns with resident priorities.

Accessibility and Household Survey Findings

10. Household survey findings indicate a growing demand for accessible and adaptable homes and reinforce the need for investment decisions attuned to changing demographic needs. Officers are therefore developing a strengthened accessibility workstream within the Asset Management Strategy.

11. This work will support:
    - Future adaptation planning.
    - Improved accessibility specifications within major works projects.
    - Better understanding of residents' current and future housing needs.
    - More effective targeting of investment towards homes where adaptations may be required.

Climate Action Strategy Implications

12. The review of the Asset Management Strategy is being undertaken alongside delivery of the Housing Climate Action Strategy.

13. The stock condition survey has provided important information regarding energy performance, heating systems, building fabric and opportunities to incorporate decarbonisation measures into future investment programmes.

14. Officers are aligning future housing investment with Climate Action Strategy objectives including:
    - Improving EPC performance.
    - Supporting delivery of estate based climate plans.
    - Integrating decarbonisation measures with major works projects.
    - Adopting a fabric first approach wherever practical.
    - Improving climate resilience and reducing energy demand.

Next Steps

15. Officers will continue finalising analysis of the stock condition survey and complete the refresh of the Asset Management Strategy.

16. Engagement activity will continue with residents and stakeholders to ensure future investment priorities reflect both technical evidence and resident experience. Survey findings will also be shared through future resident engagement and roadshow activity.

17. A revised Asset Management Strategy will be presented to Members later this year. The refreshed strategy will set out a clearer evidence base, investment priorities, governance arrangements and alignment with the Housing Major Works Programme, Climate Action Strategy and wider housing objectives.

Key Data

- Most comprehensive assessment of the housing stock since 2018.
- Findings validate existing investment priorities and inform the Asset Management Strategy review.
- Detailed findings and analysis are contained within the appendices

Corporate & Strategic Implications

Strategic implications
The report supports delivery of the Corporate Plan, Housing Strategy and Housing Improvement Programme through improved understanding of asset condition and long-term investment needs.
Financial implications
The survey provides an evidence base to support future investment planning and prioritisation. No additional financial decisions are sought within this report.
Resource implications
None arising directly from this report.
Legal implications
The findings will support compliance with housing, building safety and regulatory requirements.
Risk implications

Failure to maintain an accurate understanding of stock condition may impact the organisation's ability to prioritise investment and manage asset-related risks effectively.

Equalities implications

The incorporation of household survey findings and accessibility considerations will strengthen the ability of Housing Services to respond to the needs of older residents and residents with disabilities.

Climate implications

The survey findings are being used to support Climate Action Strategy objectives and future decarbonisation planning

Security implications

No additional implications identified.

Conclusion

18. The Stock Condition Survey has provided a significantly improved understanding of the condition, performance and future investment requirements of the City Corporation's housing. The findings confirm the broad direction of existing investment plans while providing more detailed evidence to support future prioritisation and decision-making.

19. Officers are using this evidence, together with resident feedback, accessibility data, compliance information and Climate Action Strategy priorities, to refresh the Housing Asset Management Strategy and ensure it remains evidence-led, resident-focused and aligned with long-term organisational objectives.

Appendices

- None

Background Papers

- Community & Children's Services Committee 17 September 2025 - Housing Services Asset Management Strategy

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