

Cheltenham Borough Council

Cabinet Housing Committee – 1 June 2026

Housing Asset Management Strategy

Accountable member:

Cllr Flo Clucas, Cabinet Member for Housing and Customer Services

Accountable officer:

Claire Hughes, Director of Governance, Housing and Communities

Executive summary:

The Housing Asset Management Strategy (2026-30) aims to ensure that the overall portfolio of CBC housing stock is proactively managed to reflect the needs of the council and our tenants, now and into the future.

Primarily, this strategy focuses on answering the question: 'what do we need to do?'. It provides a collation of the principal considerations and sets a transparent and realistic approach to ensure the council can meet its ambitions.

The key outputs from this strategy are the creation for five Strategic Priorities to help guide the council over the coming years and a complementary Action Plan that highlights specific tasks that will contribute towards these priorities.

The strategy covers both existing and new homes and how asset management principles will inform future investment, remodelling, regeneration, acquisition, and disposal decisions.

Recommendations:

1. That the Committee approves the Housing Asset Management Strategy (2026-30)
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1 Background

1.1 The Housing Asset Management Strategy (the Strategy) is a key document in the wider library of plans and policies that the council uses to define its purpose and delivery mechanisms.

1.2 The Strategy focuses on Housing Revenue Account (HRA) funded activity only, in particular: planned maintenance; stock improvement; new build development; regeneration; stock acquisition; and rationalisation.

1.3 The Strategy reflects both the national and local context and outlines the current position as of April 2026. It then sets out the proposed draft strategic priorities for the period 2026–2030.

2 Main content

2.1 The Strategy highlights five key priorities to deliver the council's ambitions for housing assets held within the HRA. These are:

1. Safety and compliance first
2. Informed decisions
3. Decent, healthy and energy efficient homes
4. Aligning our homes with housing need
5. Establish a development and regeneration programme

2.2 Each priority includes a set of commitments that feed into the four-year action plan. Once the Strategy's principles are agreed, detailed workstreams will be developed with key internal and external stakeholders, and progress updates will be presented to the Committee on an annual basis.

3 Key risks

3.1 The key risk of not having a strategy is that service managers will lack a clear direction. As a result, important projects may not be initiated or completed, limiting opportunities to improve the performance of the council's housing assets.

Report author:

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Appendices:

- i. Risk Assessment
- ii. Draft Housing Asset Management Strategy

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
1.	Do nothing. If the Strategy is not agreed, the lack of strategic direction will make it difficult to invest in existing and new council homes. This could lead to an increase in Disrepair claims and poor regulatory judgement from the RSH.	CH	5	2	10	Reduce the Risk	Publish the Strategy and monitor progress against the action plan	HRA Governance Board Compliance Monitoring Group Housing Cabinet Committee	Ongoing monitoring throughout the strategy term