



PEAKS & PLAINS
Housing Trust

The Trust

Asset Management
and Development
Strategy 2023-2026

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1. STRATEGY CONTEXT

- 1.1. Peaks and Plains Housing Trust took ownership of the entire housing stock of 5000 homes from Macclesfield Borough Council as part of a large scale voluntary transfer, which was successfully completed on 17th July 2006.
- 1.2. At the point of transfer 49% of the stock failed to meet the Decent Homes Standard. In order to address this and as part of the transfer arrangements the Trust gave a commitment to invest in the housing stock to achieve 100% decency and also deliver a number of promises made to tenants.
- 1.3. Since the stock transfer the Trust has developed over 200 homes across Cheshire East, Cheshire West and High Peak.
- 1.4. The Trust currently owns approximately 5300 homes which are predominantly located within the former borough of Macclesfield in Cheshire East unitary authority area.
- 1.5. The Trust's main concentration of properties is within the towns of Macclesfield, Wilmslow, Knutsford and Poynton and over 40% of Trust homes are located within three estates in Macclesfield – Weston, Moss Rose and Hurdsfield.
- 1.6. We also have properties located in the towns and villages of Alderley Edge, Bollington, Buxton, Chelford, Congleton, Disley, Gawsworth, Handforth, Prestbury, Sutton and in a number of rural locations across the 202 square miles of Macclesfield.
- 1.7. The Trust's housing stock comprises of a mixture of low, medium and high rise accommodation including both traditional and non-traditional forms of construction. The main property type within the stock is traditional low rise two and three-bedroom houses.
- 1.8. We have 430 non-traditional properties incorporated within two 16 storey blocks of high rise flats (both of which meet the requirements of the Building Safety Act), sixteen 4 storey blocks of maisonettes and a number of 2 storey houses all of which are located in Macclesfield.
- 1.9. This Asset Management and Development Strategy sets out our approach to development and acquisition of new properties and managing investment in our existing homes to support sound business decision making.
- 1.10. It identifies the level of investment based on robust stock condition survey data and is in line with our Business Plan capacity.
- 1.11. The Strategy will also support delivery of our strategic priorities which are:
 1. To be a great Landlord
 2. To be a resilient organisation
 3. Create great places to live

- 1.12. Our Asset Management Strategy is based upon analysis of robust property and customer data to allow us to understand how both new and existing homes perform. This allows the Trust to quantify its total financial requirement and the balance between developing new homes and investment in existing properties and develop a five year investment plan; the standard of investment and where and when we will or will not invest.
- 1.13. The Trust continues to face a challenging operating environment. The sequence of events including Covid19, persistent high inflation, higher interest rates experienced by all providers, challenges accessing skilled labour, and a declining housing market all still playing out. There continues to be significant risk of further unexpected shocks from the ongoing war in Ukraine and instability in the Middle East, and as higher interest rates weigh on the UK and global economy.
- 1.14. The Trust will need to make substantial investment in existing homes to deliver improvements to quality, building safety, and energy efficiency commitments as well as continuing to deliver new social housing in the areas it operates.
- 1.15. Revised consumer standards and regulation will also ensure there is scrutiny of the Trust's performance in providing quality homes and services and ensuring that social housing tenants are listened to and treated with fairness and respect by their landlords.

2. REGULATION AND STATUTORY REQUIREMENTS

The Regulator of Social Housing has developed regulatory requirement across two regulatory standards which affect asset management and are summarised below:

2.1. Value for money

- 2.1.1. Registered providers are expected to understand the return on its assets and have strategies in place for optimising future return on assets. This should include a rigorous appraisal of all potential options for delivering value for money and consider the benefits of alternative delivery models considering the Trust's purpose and objectives.

2.2. Consumer Standards - Home Standard

- 2.2.1. Registered providers need to ensure they meet the requirements of the Home Standard which includes:
- providing a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants and has the objective of completing repairs and improvements right first time.
 - meets all applicable statutory requirements that provide for the health and safety of the occupants in their homes, including meeting the Government's Decent Home Standard.
- 2.2.2. The Social Housing (Regulation) Act gives greater powers to ensure providers are providing homes that are decent, safe and well-maintained, and that tenants receive quality landlord services and are treated with fairness and respect. Failing to maintain

adequate investment in existing stock can have significant consequences for tenants, as well as potentially leading to deterioration that requires greater expense in the long run.

- 2.2.3. In July 2023 the Regulator of Social Housing issued four draft consumer standards which set out the specific expectations and outcomes that all registered providers will be expected to achieve. The Safety and Quality Standard is proposed to replace the Home Standard from April 2024 and compliance with this is included in the year 1 objectives.

2.3. **Landlord Compliance**

- 2.3.1. In addition to meeting all statutory and regulatory requirements the Trust will continue to maintain and update its data and systems to make sure residents, staff and contractors are safe in and around the Trust's homes. The Property Compliance Strategy was approved by Board in November 2021 and sets out how the Trust will meet current and future legal and regulatory requirements in relation to landlord compliance. The key aims are;

- To keep residents, staff, contractors and visitors safe.
- To meet the requirement of the RSH Consumer Standards and all relevant law.
- To ensure IT systems are effective and enable easy access, monitoring and analysis of compliance data.
- To continually improve our compliance service and performance.

- 2.3.2. The approach which underpins this Strategy is based on making decisions based on robust data supporting the Trust to understand how homes perform both financially and non-financially. This will help us to strengthen and support the long term financial position of the Trust and contribute to how we provide good quality homes and sustainable neighbourhoods.

2.4 **Our Tenants**

- 2.4.1 Data has been gathered through the Customer Data Project which will help the Trust to inform future development and investment decision making. They also enable good communication and reduce no access when delivering investment programmes. Key data which is relevant to the Asset Management and Development Strategy is highlighted below;

Age

Whilst age is not a definitive indicator of a tenant's health or mobility 50.7% of tenants are over 55 year old. This is traditionally the age at which tenants would be able to access to sheltered or supported accommodation. Therefore investment in properties that are accessible in relation to providing tenants with the ability to remain independent and adapted to meet changing mobility needs should be considered.

Disability

Customer data also show that 30% of tenants consider themselves to have a long-term disability. This disability might not necessarily relate to mobility, however, in addition to ensuring a sufficient aids and adaptations budget the Trust will also ensure investment in maintaining and improving assistive technology and warden call systems and new homes are developed to accommodate technology to ensure tenants can remain independent in their properties for as long as possible.

- 2.4.2 New development will also need to factor our customers changing needs by, ensuring our employers requirements and design specifications allow for new properties to be easily and quickly adapted.

The Trust will also regularly review its aids and adaptations budget in relation to existing properties, to ensure sufficient capacity to allow for an ageing tenant population.

3. WHERE WE WANT TO BE

3.1. Vision

- 3.1.1. The Trust's vision is to provide safe modern homes, (new and existing) which are attractive to current and future residents, are energy efficient and well maintained.

- 3.1.2. Key to delivering this vision will be our approach to maintaining our asset data to inform new build, acquisition and investment and maintain and monitoring our compliance activity. The Trust will use its asset performance evaluation model to support how we measure performance of our homes both financially and in relation to our neighbourhoods.

3.2 The aims of this Strategy are to:

- Keep tenants, staff and contractors safe.
- Improve the quality and energy efficiency of our homes, tackling fuel poverty and minimise the impact we have on the environment.
- Develop the "right" new homes to meet housing need
- Deliver investment and repairs efficiently and provide value for money for residents and the Trust, identify opportunity for in house delivery where appropriate and demonstrating value for money.
- Involve tenants in the planning, delivery and management of investment in their homes.
- Protect our asset by reviewing property performance against financial and neighbourhood indicators.
- Manage and invest in our homes and where they are under-performing develop a range of interventions in line with both financial and social purpose.

- 3.3 In order to deliver these aims a number of objectives have been developed which will allow the Trust to measure progress over the next three years.

3.3.1 **Objective 1**

Develop a detailed 5-year delivery plan which includes a programme for development or acquisition of new properties and details the investment required in our existing stock over the next 5 and 30 years.

3.3.2 **Objective 2**

Develop an investment programme delivery plan, though a combination of external contractors and the in-house maintenance team, reviewing current and future delivery capacity against our 5-year and 30-year investment programme and cyclical and repairs activity

3.3.3 **Objective 3**

Deliver development and investment which meet meets all legal and regulatory requirements, to keep tenants, staff and contractors living and working in our homes safe.

3.3.4 **Objective 4**

Understand how our homes are performing against agreed financial and neighbourhood indicators and develop interventions for poor performing homes.

3.3.5 **Objective 5**

Ensure value for money is delivered by balancing the ratio of development, investment, cyclical and responsive maintenance activity

3.3.6 **Objective 6**

Involve tenants and leaseholders in the maintenance and improvement of their homes so they can contribute and shape how investment programmes and cyclical and responsive maintenance is delivered.

3.3.7 **Objective 7**

Ensure robust processes and effective systems are in place to provide up to date, accurate analysis of data to inform investment decision making

4. **WHERE ARE WE NOW?**

4.1. In the last three years, the Trust has;

- Completed stock condition surveys to 96% of its stock.
- Delivered 112 new units of accommodation
- Undertaken a re-financing exercise to facilitate the development of new homes.

- Delivered £38.2mm of repairs, cyclical and capital investment,, including improving energy efficiency and safety to its homes.
 - Completed the Foundations project to ensure landlord compliance and that residents, staff and contractors are kept safe in our homes, this supported the regrading from G2 to G1
 - Developed our Environmental Strategy to address climate change, energy efficiency and successfully bid for £3.3m of Social Housing Decarbonisation Funding
 - Developed our Property Compliance Strategy to reinforce our approach to keeping tenants, contractors and staff safe in our homes
 - Received a Substantial Assurance grading from our Auditors in relation to how we collect and manage our stock condition data,
- 4.2. The actions highlighted above have enabled the Trust to review and revise its Asset Management and Development Strategy based on up to date, robust data which covers the whole stock both in terms of archetype and geography.

5. OUR HOUSING ASSETS

- 5.1. The Trust owns and manages 5297 homes across three Local Authority areas. The table below summarises our homes by bedroom number across local authority areas;

5.2.

Local Authority	Bedsit	1 bed	2 bed	3 bed	4 plus bed	Total
Cheshire East	46	1770	1682	1486	81	5065
Cheshire West	0	4	27	10	0	41
High Peak	0	53	93	45	0	191
Total	46	1827	1802	1541	81	5297

6. STOCK CONDITION AND INVESTMENT REQUIREMENTS

- 6.1. The Trust has completed stock condition surveys to 96% of its homes over the last 5 years. Surveys are completed annually to 20% of the stock and provide the Trust with a foundation to develop its future investment programmes. In summary this indicates investment required across 4 key areas;
- Improvement programme
 - Compliance servicing, testing and inspection
 - Compliance remedial work
 - Responsive repairs and voids
- 6.2. Total costs of investment and maintenance of our homes over the next 30 years is £235m. During the next 5 years there is an investment requirement, £35m which includes circa £8m of work to get the stock to EPC C and assumes a like for like replacement of key components but excludes costs associated with

regeneration activity. This will need to be considered alongside the investment plan and funding available through the business plan.

- 6.3. The approved Business Plan has capacity of £43m over the next 5 years to fund the investment work identified in section 6.2. Key areas of expenditure identified through the stock condition survey are;

- Building and fire safety work
- Energy efficiency and zero carbon
- Roofing and external works
- Kitchens and bathrooms (including fix on fail)
- Heating replacement (including fix on fail)
- Structural work
- Rewires
- Adaptations
- Windows and doors
- External improvements
- Lifts

Over half the investment spend in the next 5 years will be focussed on improving fire safety and building safety of our properties, energy efficiency and roofing and external work.

Also within the spend is the ongoing requirement to meet the Decent Home Standard.

In line with the current age and disability profile of our tenants the Trust will also continue to ensure lifts are replaced at the end of their lifecycle along with an ongoing commitment to undertake adaptations in order to enable tenants to live independently

- 6.4. The challenges faced by the Trust in relation to climate change and the environment is addressed in the Environmental Strategy, however there is currently £50m included in the 30 year Business Plan to support achieving zero carbon by 2050. A further figure of £132m will be required over the next 30 years and the Trust is exploring ways in which this can be funded.

7. DEVELOPMENT PROGRAMME

- 7.1 In 2021 the Trust refinanced and has a facility of £138m to develop or acquire new units.

- 7.2 In 2023 the Board approved a revised set of development assumptions to enable the Trust to be competitive in developing new homes and to take account of the changing financial environment in which it operates.

- 7.3 The Trust will continue to develop new homes by accessing Homes England Grant and through section 106 affordable housing grant.
- 7.4 A development “Gateway approval procedure” is in place to ensure that new homes, meet demand, are in areas of geographic relevance and are affordable to tenants.
- 7.5 Approval thresholds which determines whether Board or the Executive Management approve new development is reviewed annually as part of the review of the Trust’s Standing Order and Financial Regulations.
- 7.6 Opportunities to build or acquire new homes will be assessed to ensure that there is capacity in the business plan and will be procured in line with the Trust’s Financial Regulations and Standing Orders and its Procurement Strategy.
- 7.7 The Strategy will support the Trust to be a good client, enabling it to respond to opportunities either positively or negatively quickly and based on strategic priorities.

8. PEAKS AND PLAINS INVESTMENT STANDARD

- 8.1. Investment in existing homes will be outlined in the Peaks and Plains Investment Standard which will be developed when the Regulator of Housing provides clarity on the requirements of the Decent Homes 2 Standard.

9. TENANT INVOLVEMENT AND CONSULTATION

- 9.1. This strategy and investment plan has been developed using feedback from residents in a variety of forms including;

- How safe their home is
- How affordable the home is to run
- The standard of the kitchen and bathroom
- The kerb appeal of the property

- 9.2. Tenant Working Group

A group of tenants made up of interested tenants and members of the Challenge Group met to discuss and shape the vision, aims and objectives included in the strategy.

- 9.3. Regulator of Social Housing - Tenants Satisfaction Measures

From April 2023 the Regulator of Social Housing introduced a series of satisfaction which the Trust must collect in order to understand how satisfied its tenants are.

The measures comprise 12 tenant perception measures, to be obtained through tenant surveys carried out by providers, and 10 landlord management information measures. The measures include keeping properties in good repair, maintaining building safety, effective complaints handling, respectful and helpful tenant engagement, and responsible neighbourhood management

These measures are captured by the Trust quarterly and reported to the Performance Management Group and will be published to tenants at least once a year along with a plan for how it will improved across the key areas measured.

9.4. Transactional analysis of satisfaction and performance

The Trust analyses satisfaction with new homes, the improvement programme and repairs and maintenance activity monthly through its Performance Management Group

9.5. Tenant Choice and Communication

The Trust advises residents when their homes are included in an annual improvement programme and will confirm in writing prior to any work being undertaken advising them of the commencement, duration of work and any possible disruption it may cause. Existing customer data is used to inform how we communicate with residents based on their preferred method of communication.

A pre-works induction pack will set out the improvement programme process, contacts and other useful information for our tenants. Where we plan to improve within a block of flats, sheltered or supported schemes this information will be underpinned with a wider consultation event with key members of staff present to meet with tenants individually.

A key principle of the improvement programme is offering the customer choices and an ability to influence the work to be undertaken in and around their homes. Consultation events and pre entry surveys offer a range of materials to choose from and an ability for our tenants to add to the design during the planning process. Standard specifications can be adjusted to reflect the group's approach to Equality, Diversity and Inclusion.

10. HOW WE WILL DELIVER THE STRATEGY

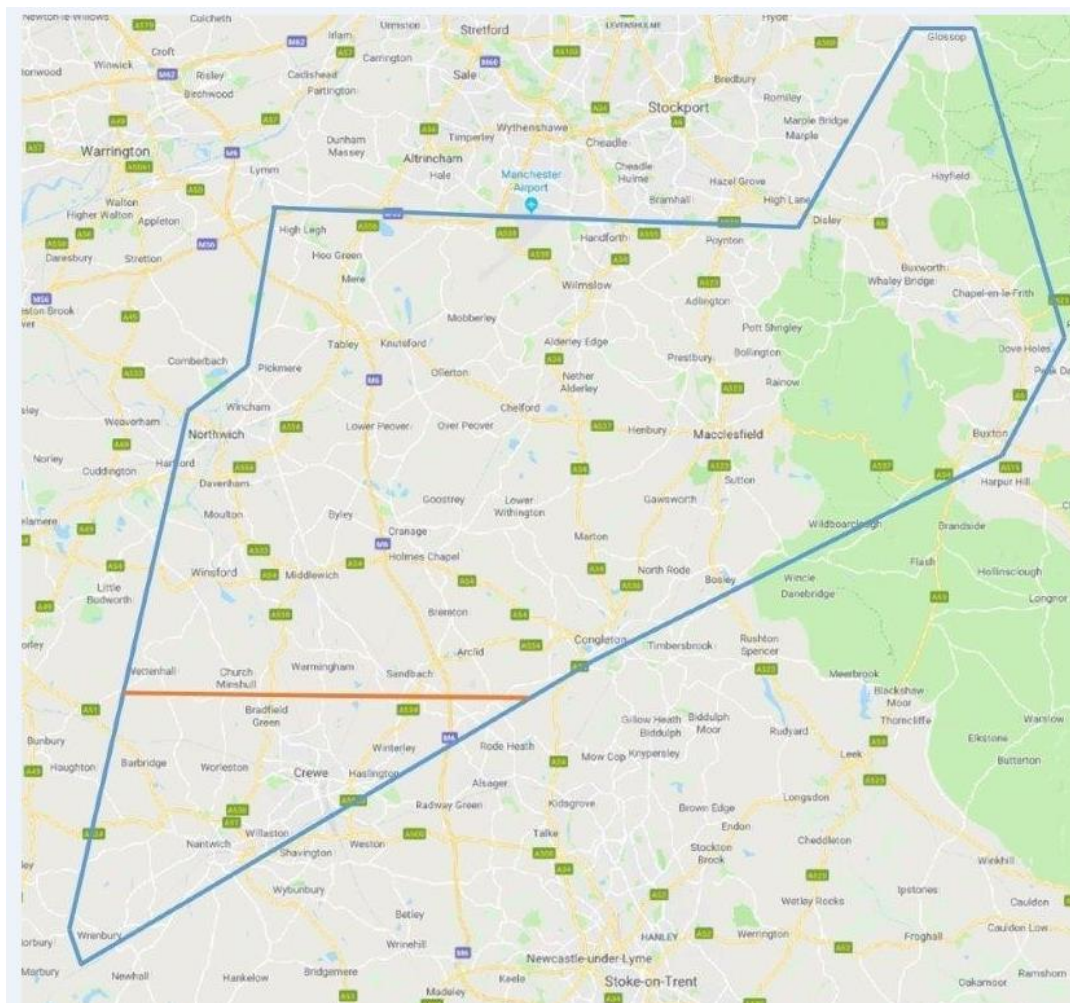
10.1. Development and Regeneration

Through its Development Gateway Process the Trust will ensure that development, acquisition and regeneration of new units are in areas that are relevant to our operational footprint, meet local housing need and are delivered in line with the Trust's Business Plan Capacity

Development will be focussed on meeting local housing need in the areas and communities we operate. It is also about delivering the right tenures in the right

locations to ensure we create and support sustainable mixed-tenure communities and provide customer excellence. It is about building new compliant homes and keeping our customers safe. The Trust will work with local authorities to help meet their housing strategy to deliver new affordable homes based on demand and tenure.

Our development, acquisition and regeneration activity will prioritise travel-to-work corridors to ensure we continue to address housing need and support sustainable communities, with good transport links to employment and commercial centres in Cheshire and the High Peak. The Development Map below highlights the areas in which the Trust will develop, with opportunities outside this area considered on an individual basis.



Our development, acquisition and regeneration decisions will be supported by a robust appraisals and a clear demand, marketing and exit strategy to enable and support timely decision making process in providing new homes.

To support our development and regeneration activities we will work with Homes England, local authorities, local agents and our lettings team in order to build up a profile of the local demand for various tenure types.

10.2 Regeneration

In addition to developing new units and investing in existing stock the Trust will also seek to improve the quality of housing in core estates within Cheshire East, Cheshire West and High Peak through regeneration.

Through analysis of property and customer data we will identify and understand where current properties or schemes are underperforming and develop a range of potential solutions.

Regeneration will consider a combination of new build properties, investment in existing stock and major improvements/refurbishment to existing properties. We will also consider how to improve the wider environment, including outside and communal areas. Regeneration will not be only to provide decent housing for our customers, but also to create a community people can be proud to live in, which supports health, education and wellbeing

The Trust will consider a variety of options for delivery including joint ventures and other commercial arrangements in order to deliver the desired outcomes.

Involving our tenants, local authority partner and wider stakeholders will be crucial to ensure that we get regeneration right and each area we operate in will have its own set of unique circumstances that need to be considered.

10.3 **Future major works and improvements**

The Trust will review delivery options to identify where efficiencies can be made in order to maximise the level of investment within the business plan capacity.

The following principles will be adopted when developing the investment programme.

- Investment programme will be sequenced to minimise disruption to residents and ensure any duplication is removed.
- Communal decoration will be delivered as part of the cyclical decoration programme.
- Hard to let properties and properties requiring significant investment will be subject to options appraisals to ensure investment is targeted at sustainable properties.
- Electrical upgrades will be completed as part of the electrical testing programme to improve the properties which most require it.
- Properties where tenants have refused investment work will be reviewed annually to prevent whole house improvements being required and maintain the quality of our homes.
- Investment will be packaged to maximise value for money and drive efficiencies.
- Energy improvement works will be incorporated into the mainstream.

investment programme evaluating which improvement will contribute most to reducing running costs and the impact on the environment.

- Work to a block containing leaseholders will be programmed to allow Section 20 consultation.
- The need to continually update and review our contractor supply chain to meet the need of changing technology, capacity and skills requirements.

10.2. **Non-survey related investment**

In addition to work identified through stock condition survey the Trust will also invest in its homes in the following categories;

- Responsive repairs and voids
- Cyclical decoration
- Compliance testing, servicing, inspection and remedial work
- Adaptations and investment in our homes to support tenants with diverse needs.
- Related assets including garages
- Major refurbishment for example sheltered schemes

10.3. **Understanding asset performance and return from investment**

The Trust uses an asset evaluation model for evaluating and ranking our homes based on financial and non-financial performance. Net present value will form the basis of the financial evaluation based on 30 year income versus expenditure associated with the homes. Non-financial performance will use a combination of internal measures such as turnover and demand and external information, for example anti-social behaviour or crime.

The model enables the Trust to develop an approach to investment which is active and will allow decision making based on the performance of a home or homes, grading homes based on their contribution to the business plan and wider neighbourhood objectives.

The Trust will seek to improve the poor performing homes as a way of improving neighbourhoods. Maximising income and limiting costs is one way of improving performance as is targeted investment, tenure change or disposal of properties.

Overall the Trust will seek to improve neighbourhoods, the financial strength of the business and the services delivered to our residents.

10.4. **Option appraisals**

The Trust will undertake an option appraisals, in order to evaluate tenanted and empty homes where investment exceeds an agreed limit, which will be defined annually as part of the investment plan budgeting process. Following identification homes will be evaluated to consider which of the following options are most appropriate;

- Continued to investment
- Remodel, refurbish or regeneration
- Change of tenure
- Disposal

Options appraisal reports will be presented to the Executive Team with recommendations to the Executive Team and Board in line with the Trust's Standing Orders and Financial Regulations.

10.5 Environmental Strategy and Climate Change

The previous Asset Management Strategy included an objective to develop an Environmental Strategy to address the issues faced by the Trust in relation to climate changes, improving energy efficiency and achieving zero carbon by 2050.

This resulted in the Trust developing its Environmental Strategy which was approved on May 2021.

The objectives of the strategy were to;

- Improve the energy efficiency of our stock
- Reduce the Trust's operational Carbon Footprint
- Address the impact of climate change and manage risk
- Reduce costs of heating homes and reduce fuel poverty
- Make Energy Efficiency Mainstream (linking to Asset Strategy and Investment Programme)
- Development and new supply
- Meet targets and understand the costs of achieving zero carbon
- Partnership and collaboration
- Reduce the impact of the Trust's vehicles on the environment
- Consider the impact of travel to and from work
- Review organisational approach to recycling across all business activities
- Reduce energy use and costs

One of these objectives "Make energy efficiency mainstream" specifically focussed on ensuring integration and effective sequencing between the main investment programme and energy efficiency/zero carbon improvement and over the life of the strategy and this is now in place.

There are still significant challenges in relation to funding the energy efficiency and zero carbon work, accessing external funding and how the Trust addresses its hard to treat properties and these will be addressed as part of the review of the Environmental Strategy, which given the scale of the challenge requires a separate but linked strategy.

The Trust will make sure that both strategies are aligned with complementary objectives which both address the separate challenges and avoid duplication.

11. WHAT DOES SUCCESS LOOK LIKE?

11.1. Objective 1

11.1.1. Develop a detailed 5-year delivery plan which includes a programme for development or acquisition of new properties and details the investment required in our existing stock over the next 5 and 30 years

- Develop a 5 year programme identifying investment, refurbishment or remodelling and tenure change to ensure we can meet future housing need and disposal.
- Prepare for the introduction of Decent Homes 2 standard.
- Develop a Growth and Investment Plan to understand the financial requirements of the Development and Investment Programmes to support Business Planning and understand future financing requirements.
- Develop new partnerships and build upon existing relationships with local authorities, developers, registered providers, consultants, land agents and land owners to secure future pipeline schemes.
- Identify opportunities to acquire new developments via design and build or developers planning obligations (Section 106) where advantageous commercially to do so and in line with our development standards
- Develop our Employers Requirements and design specification for new homes in relation to zero carbon and climate change

11.2. Objective 2

11.2.1. Develop a programme delivery plan, though a combination of external contractors and the in-house maintenance team, reviewing current and future delivery capacity against our investment programmes and cyclical and repairs activity

- Review the use of consultants and contractors involved in supporting development activity, to ensure we get both the right organisation and comply with procurement requirements
- Review methods of procurement for development and investment delivery
- Complete an In-House Maintenance Team Service Review and develop a five year Business Plan to improve performance and efficiency

11.3. Objective 3

11.3.1. Deliver investment which meet meets all legal and regulatory requirements, to keep tenants, staff and contractors living and working in our homes safe

- Review the current arrangements for delivery of stock condition survey
- Complete a review of development and investment activity against legal and regulatory requirements and publish the outcome to tenants
- Prepare for the introduction and compliance with the Safety and Quality Standard

11.4. **Objective 4**

11.4.1. Understanding how our homes are performing against agreed financial and neighbourhood indicators and developing interventions for poor performing homes

- Analyse properties in the Asset Performance Evaluation model and identify those which will continue to receive investment and those which will be subject to an options appraisal
- Undertake a review of the indicators used to assess financial and non-financial performance
- Develop and 3 year programme of options appraisals prioritising the worst ranked properties based on financial and non-financial indicators
- Develop and outline regeneration plans for the Trust's stock based on asset performance data and tenant satisfaction.

11.5. **Objective 5**

11.5.1. Ensure value for money is delivered by balancing the ratio of investment, cyclical and responsive maintenance activity

- Review future workstreams to understand whether any could be delivered by the IHMT and whether any training would be required to enable delivery
- Complete a review of the Trust's "employers requirements" for the development of new build homes to ensure synergy with investment and compliance activity and make this into a live document.

11.6. **Objective 6**

11.6.1. Involve tenants and leaseholders in the maintenance and improvement of their homes so they can and, contribute and shape how investment programmes and cyclical and responsive maintenance is delivered

- Establish a panel of residents who can support the Trust to manage and monitor contractor performance and delivery across development and investment activity relating to targets, cost and quality
- Involve residents in the procurement of contractors who deliver development schemes and investment programmes for the Trust.

- Share programmes of work on-line and in “Plain Speaking” to keep residents updated on future programmes of work and how these have been prioritised

11.7. Objective 7

11.7.1. Ensuring robust processes and effective systems are in place to provide up to date, accurate analysis of data to inform investment decision making

- Identify and implement a new asset management software system
- Explore technology (for example QR codes) as a mechanism for recording, tracking and monitoring development and investment activity

12. ACTION PLAN

12.1 An action plan will be developed to prioritise the actions contained in the objectives into a three-year delivery plan.

13. APPENDICIES

13.1. Environmental Strategy
Property Compliance Strategy
Development Gateway Approval Process

STRATEGY INFORMATION

Strategy Name:	Asset Management & Development Strategy 2023-2026
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* approved subject to minor amendments – this is updated document

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