

North Yorkshire Council - Asset Management Strategy

Version	Date	Summary of changes
V1	July 2025	Initial draft created
V2	September 2025	Expanded strategic alignment, purpose and scope. Strengthened delivery model and lifecycle planning, updated financial strategy and operational roles and amended structure of document.
V3	October 2025	Following internal feedback, restructured strategy into six thematic sections aligned with strategic priorities. Refined strategic purpose and scope.
V4	December 2025	Incorporated tenant feedback and amended section 2 to expand detail on innovation and future technologies and added clarification in Section 3 regarding tenant consultation on stock transfers.

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1) Introduction

This Asset Management Strategy sets out North Yorkshire Council's approach to managing its housing assets during the transitional period following local government reorganisation. It provides a clear framework to ensure consistency, legal compliance, and tenant safety while a comprehensive long-term strategy is developed.

The strategy applies to all council owned assets managed by our housing service, including:

- Residential properties (general needs, supported, temporary, and shared ownership)
- Associated land holdings used to deliver social housing services

Running until 2027, this strategy allows time for:

- Completion of stock condition surveys (by September 2026)
- Data analysis and system integration
- Strategic approvals and governance alignment

This strategy is designed to deliver a consistent, safe, and sustainable housing offer across North Yorkshire. Its core ambitions are to ensure all homes meet legal and safety standards, improve energy efficiency, strengthen asset data and decision-making, support housing growth, and enhance tenant satisfaction. These objectives underpin the Council's transition to a unified, proactive asset management approach and lay the groundwork for long-term transformation.

2) Overarching Principles

This Asset Management Strategy is shaped by a robust framework of legislation, regulation, and statutory standards that define what North Yorkshire Council must deliver as a social landlord. It reflects the Council's commitment to meeting its legal obligations and ensuring homes are safe, decent and well managed.

The strategy delivers against the following key regulatory and legislative requirements:

Decent Homes Standard

Homes must meet minimum standards that require properties to be safe, in a reasonable state of repair, have modern facilities, provide thermal comfort, and be free from damp and mould.

Awaab's Law

From October 2025, social landlords must investigate and resolve emergency hazards (including damp and mould) within strict timeframes. This law introduces phased obligations through 2027, covering significant health and safety risks.

Consumer Standards Framework

The Regulator of Social Housing's updated consumer standards include:

- Safety and Quality Standard
- Tenancy Standard
- Neighbourhood and Community Standard
- Transparency, Influence and Accountability Standard

These standards set clear expectations for service delivery, tenant engagement and compliance.

These standards underpin the Council's Housing Improvement Plan and are embedded throughout this strategy, particularly in relation to compliance, tenant satisfaction, and service delivery.

Social Housing (Regulation) Act 2023

This Act strengthens the regulatory framework.

Housing Health and Safety Rating System (HHSRS)

Used to assess housing conditions and identify Category 1 hazards which must be addressed.

This strategy ensures that asset management activities are fully aligns with these requirements, enabling the Council to embed compliance into investment planning and service delivery, respond proactively to emerging risks and regulatory changes and provide assurance to tenants, regulators and elected members.

3) Strategic Alignment

Alignment with the Housing Strategy 2024 – 2029

This Asset Management Strategy also supports the Council's ambition to be an exemplar social landlord, as set out in the Housing Strategy 2024–2029, and aligns with a suite of complementary policies and frameworks. It enables the Council to deliver high-quality homes and services that reflect local needs and long-term goals.

The Housing Strategy sets out a vision to deliver *good quality, affordable, healthy and sustainable homes that meet the present and future needs of communities*. It identifies three strategic priorities:

Delivering Safe and Decent Homes

- Ensuring all council-owned homes meet the Decent Homes Standard
- Tackling disrepair, damp, mould, and fuel poverty
- Improving data quality and compliance through stock condition surveys and system upgrades

Improving Energy Efficiency and Sustainability

- Supporting the Council's ambition to be net carbon neutral by 2030
- Retrofitting existing homes and delivering new homes to high energy standards
- Reducing emissions and supporting tenants with energy-saving measures
- Contributing to the Beyond Carbon Programme and the York and North Yorkshire Routemap to Carbon Negative

Expanding Housing Supply to Meet Local Needs

- Delivering 500 new council homes by 2029
- Increasing housing options through shared ownership and temporary accommodation
- Unlocking land assets and forming strategic partnerships with Homes England and the Mayoral Combined Authority

Supporting the Housing Improvement Plan

This strategy also directly supports delivery of the Council's Housing Improvement Plan, which was developed in response to the Regulator of Social Housing's C3 grading. The Improvement Plan sets out a programme of action to address compliance gaps, improve data quality, and enhance service delivery. Asset management plays a critical role in achieving these objectives by enabling evidence-based investment decisions, strengthening landlord compliance, and embedding a proactive approach to repairs and maintenance. The strategy ensures that asset-related actions within the Improvement Plan are coordinated, resourced, and aligned with wider transformation programmes.

Alignment with Internal Frameworks

In addition, this Strategy aligns with the following internal documents and programmes

- Climate Change Strategy 2023 – 2030
- Corporate Property Strategy 2025 – 2035 and associated asset management plans
- Beyond Carbon Programme
- York and North Yorkshire Routemap to Carbon Negative
- Housing Revenue Account (HRA) Policy Framework
- Data Governance Manual

By aligning asset management with these strategies, the Council ensures that housing investment supports wider transformation, sustainability and service excellence.

4) Strategic Purpose

This strategy provides the operational framework for delivering the Housing Strategy's ambitions through effective, evidence-based asset management.

It outlines how the Council will manage its housing stock to ensure homes are safe, sustainable and responsive to the needs of tenants and communities. The Strategy is structured around six key themes, each of which is explored in detail in the following sections:

1. Ensuring homes are safe, decent, and legally compliant
2. Improving energy efficiency and reducing fuel poverty
3. Supporting housing growth and regeneration
4. Strengthening asset data and decision-making systems
5. Enhancing tenant satisfaction through proactive service delivery
6. Building internal capacity and resilience

Each section sets out the Council's approach, priorities and plans to delivery improvements across the housing portfolio. Together, these sections demonstrate how the Council is consolidating legacy systems, embedding compliance and investing in homes and services that reflect its commitment to quality, sustainability and tenant wellbeing.



5) Scope and Definitions

This strategy applies to all council-owned housing assets managed by the housing service, including general needs, supported, temporary, and shared ownership properties. While the primary focus is on social rented stock, associated land holdings and non-domestic assets (e.g. garage sites) are also included due to their strategic relevance to housing delivery, estate management, and regeneration.

Definition of Housing Assets

For the purposes of this strategy, housing assets are defined as *The Council's residential properties and associated land holdings used to deliver social housing services.*

This includes:

- General needs housing
- Sheltered and supported accommodation
- Temporary accommodation
- Shared ownership properties
- Land assets associated with housing delivery and estate management

While the primary focus is on built housing stock, the strategy also includes land assets, recognising their strategic role in:

- Enabling housing growth
- Enhancing estate environments
- Supporting regeneration and place-making

6) Current Operational Arrangements

Asset management is currently delivered through a collaborative model involving the Housing Standards and Housing Delivery teams, each playing a distinct but complementary role in managing and enhancing the Council's housing assets:

- Housing Standards: Responsible for compliance, repairs, planned improvements, and safety.
- Housing Delivery: Leads on new development, acquisitions, and strategic growth.

Both teams work closely with the Housing Management and Landlord Services team to ensure that Tenant Satisfaction Measures (TSMs) inform service delivery and investment priorities. These measures provide valuable insights into tenants' experiences and expectations, helping the Council to:

- Monitor service quality and responsiveness.
- Identify areas for improvement.
- Benchmark performance against national standards.
- Strengthen accountability and transparency.

Operational teams also work closely with Finance, Procurement, and corporate transformation programmes to ensure that delivery is efficient, compliant, and aligned with wider council objectives. Cross-team collaboration ensures that investment decisions are aligned with tenant needs, regulatory requirements, and strategic ambitions.

7) Asset Profile

The Council currently owns and manages 8334¹ homes across the county. These housing assets are geographically dispersed, reflecting the legacy of multiple former district and borough councils. This distribution presents both opportunities and challenges in terms of maintenance, investment planning, and service delivery.

¹ LAHS 2024/25 return.

Housing Stock Composition

The housing portfolio includes a mix of property types designed to meet a range of housing needs:

Property Type	Estimated Proportion (%) ²	Notes
General Needs Housing	92%	The largest proportion; includes family homes and single lets.
Sheltered / Supported Housing	6%	Includes accommodation for older people and those with support needs.
Temporary Accommodation	1%	Used to meet statutory homelessness duties and provide short-term housing.
Shared Ownership	1%	Part of affordable home ownership offer.

The Council's housing stock is unevenly distributed across North Yorkshire, reflecting historic investment patterns and legacy structures. Harrogate, Selby, and Richmondshire contain the highest concentrations of council-owned homes, with urban centres such as Harrogate and Selby understood to have higher proportions of flatted accommodation.

8) Section 1: Ensuring Homes and Safe, Decent, and Legally Compliant

North Yorkshire Council is committed to delivering safe, decent, and legally compliant homes across its housing portfolio. This section outlines how the Council will meet its statutory obligations, embed regulatory compliance, and proactively manage risks to tenant safety and asset integrity.

The Council's legal and regulatory responsibilities are summarised in the Overarching Principles section of this strategy and underpin all asset management activities. These frameworks are embedded into investment planning, service delivery, and governance, ensuring compliance is proactively managed across the housing portfolio. Strategic priorities include compliance with Awaab's Law, with proactive monitoring of damp and mould, enhanced tenant engagement, and integration of environmental sensors; and preparation for Decent Homes 2, aligning survey methodology and asset data systems with emerging regulatory frameworks.

² LADR and LAHS 2024-25 return.

Surveying Approach and Stock Condition

The Council's stock condition survey programme is designed to provide a comprehensive and forward-looking view of asset health, covering both internal and external components to provide a holistic view of asset condition. Surveys are being delivered through a combination of in-house teams and external contractors.

The methodology reflects best practice, incorporating HHSRS principles and RICS definitions, and focuses on actual investment need and physical condition rather than installation dates. It functions as a Decent Homes assessment, with embedded evaluation of retrofit potential and improvement needs.

All surveys will be completed by September 2026, transitioning into a rolling programme thereafter to ensure ongoing visibility of asset condition and investment needs. This programme is designed to fill data gaps in the asset register, provide quality assurance on existing records, and identify HHSRS hazards and compliance risks.

Survey data recorded will inform capital investment planning, compliance monitoring, and repairs and improvement programmes, ensuring decisions are evidence-based and strategically aligned.

The Council has adopted a prioritised surveying strategy, focusing first on higher-risk properties, areas with known data gaps, and homes with historic disrepair or tenant concerns. This ensures that resources are targeted where they are most needed and risks are proactively managed.

To ensure the data collected is meaningful and actionable, surveys have been designed to:

- Assess compliance with statutory health and safety requirements.
- Identify properties that fall below the Decent Homes threshold.
- Prioritise investment and improvement works based on evidence.
- Report effectively on housing conditions and performance.

This strategic approach supports the Council's commitment to maintaining safe, decent, and well-managed homes, while enabling informed decision-making across asset planning, housing management, and service delivery.

Maintenance and Compliance

The Council is shifting from reactive to proactive maintenance, underpinned by robust data and lifecycle modelling. This transition is being led by internal delivery teams, supported by trade operatives and contract supervisors. This includes:

- Responsive Repairs delivered through in-house teams and contractors, prioritised by urgency and tenant safety.
- Planned maintenance programmes targeting key components such as kitchens, bathrooms, windows, roofs, and heating systems.
- Cyclical maintenance including gutter clearance, grounds maintenance, painting, and PAT testing.
- Planned Preventative Maintenance (PPM) to extend asset life and ensure ongoing compliance.
- Maintenance of unadopted infrastructure within housing estates.

To support this, the Council has implemented a suite of Compliance Management Plans covering:

- Heating Management
- Electrical Management
- Fire Safety Management
- Asbestos Management
- Water Safety Management
- Lifts Management

These plans are aligned with statutory and regulatory requirements and monitored through internal governance structures to support proactive risk management.

Compliance Management Plans are reviewed upon any change to legislation or major guidance documentation, and at least every 24 months (or earlier if deemed necessary through the Monitoring and Assurance Process).

This approach reflects the Council's commitment to Planned and Preventative Maintenance, ensuring that asset decisions are grounded in lifecycle modelling and compliance risk.

KPI's relating to the Management Plans are monitored through the Risk and Resilience Committee and Board to ensure legal compliance and continuous improvement. Updates are made following regulatory changes, audits, or significant incidents.

Technology and Systems Integration

Asset data is managed through the Council's asset management system and aligned with complementary platforms such as EPC Elmhurst and Mobiless. This integration supports real-time reporting, predictive maintenance, and improved decision-making across the housing portfolio. The Council is also deploying environmental sensors (e.g. AICO) to support early hazard detection and compliance assurance, particularly in relation to damp and mould.

This reflects the Council's focus on Integrated Systems and Technology, enabling smarter, more agile responses to emerging risks.

Challenges and Risks

Delivering safe, decent, and legally compliant homes across North Yorkshire Council's housing portfolio requires overcoming a number of strategic and operational challenges. These risks must be actively managed to ensure compliance, protect tenant wellbeing, and maintain service quality.

Key Challenges

- Legacy Data Gaps
 - o Incomplete or inconsistent compliance records inherited from predecessor councils limit the ability to evidence statutory compliance.
- Survey Coverage
 - o Stock condition surveys are not yet complete, creating uncertainty around the true condition of some assets.

- Historic Underinvestment
 - o Some properties have experienced prolonged periods without planned maintenance, increasing the likelihood of disrepair and non-compliance.
- Workforce Capacity
 - o Limited internal technical capacity may constrain the pace of compliance improvements and proactive maintenance delivery.

Strategic Risks

- Regulatory Non-Compliance
 - o Failure to meet statutory obligations (e.g. Awaab's Law, Decent Homes Standard) could result in enforcement action, reputational damage, and tenant harm.
- Tenant Safety
 - o Undetected hazards such as damp, mould, or electrical faults pose risks to tenant health and wellbeing.
- Reactive Service Pressure
 - o Continued reliance on reactive repairs may divert resources from planned compliance programmes and reduce long-term efficiency.
- System Integration
 - o Delays in consolidating compliance data into the asset management system (Planon) may hinder effective monitoring and reporting.

Mitigation Measures

- Prioritised surveying of high-risk properties and areas with known data gaps.
- Implementation of Compliance Management Plans across key safety domains.
- Integration of environmental sensors to support early detection of hazards.
- Strengthening internal delivery teams and technical capacity to support proactive compliance.

Summary

To embed a culture of compliance and proactive risk management, the Council is strengthening its surveying programme, aligning maintenance with statutory standards, and enhancing data integration. This approach ensures that asset decisions are grounded in evidence, responsive to tenant safety, and aligned with evolving regulatory frameworks. The shift toward planned and preventative maintenance reflects a broader commitment to resilience, assurance, and continuous improvement

9) Section 2: Improving Energy Efficiency and Reducing Fuel Poverty

Improving the energy performance of council-owned homes is a strategic priority for North Yorkshire Council. This section outlines how the Council will reduce fuel poverty, support climate action, and prepare for incoming regulatory changes through targeted investment and retrofit activity and innovation.

Strategic Objective and Policy Alignment

The Council is committed to ensuring that all homes achieve a minimum EPC rating of C by 2030, in line with national decarbonisation targets. This ambition supports the Council's wider sustainability goals and aligns with:

- The Climate Change Strategy 2023–2030
- The Beyond Carbon Programme
- The York and North Yorkshire Routemap to Carbon Negative
- The Housing Strategy 2024–2029, which sets out strategic priorities for sustainable housing and fuel poverty reduction (*see Section: Strategic Alignment*)

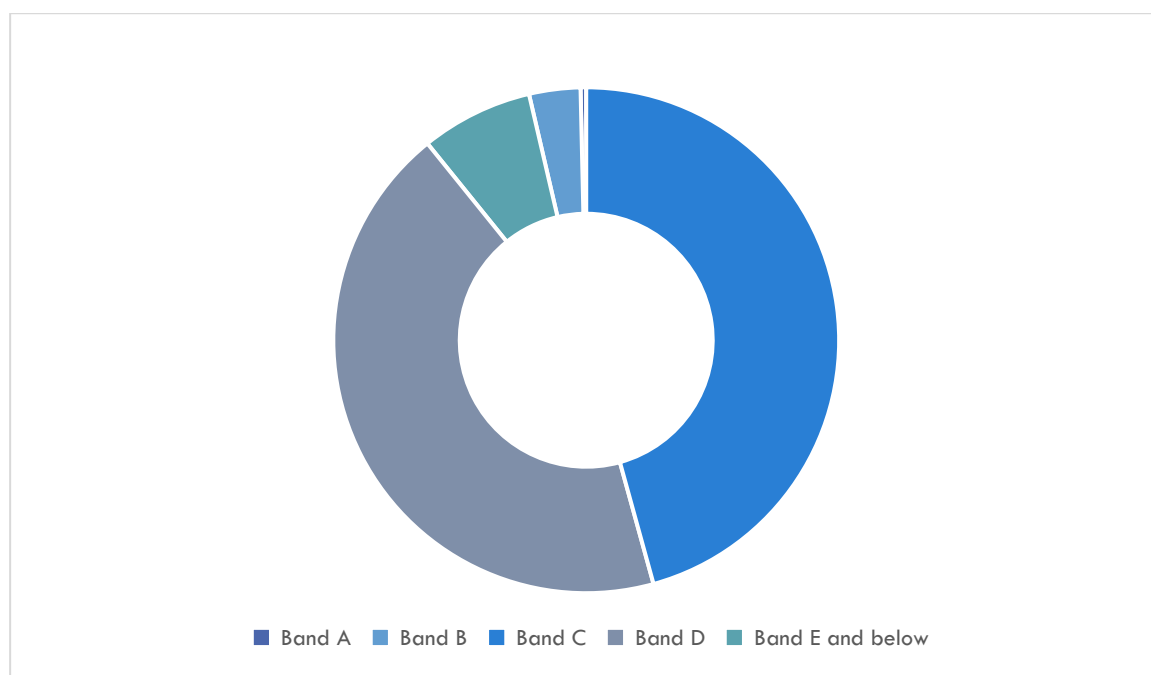
The strategy also anticipates incoming legislation that may mandate higher energy standard and positions the Council to be ahead of regulatory changes where feasible.

Current EPC Performance

As of November 2024, based on the EPC data we hold (covering 7,947 homes):

- The average EPC score across the housing stock is 68 (Band D)
- EPC ratings are distributed as follows:
 - Band A: 0.36%
 - Band B: 3.28%
 - Band C: 45.71%
 - Band D: 43.48%
 - Band E and below: 7.17%

Note: Figures reflect only properties with a valid EPC record and may not represent the entire housing stock.



Certificates are stored in the Elmhurst EPC portal and integrated into the asset management system to support investment planning and compliance tracking.

Improvement and retrofit

The Council is delivering a programme of improvement and retrofit works designed to enhance energy performance, accessibility, and overall housing quality. These works are guided by stock condition data and aligned with the Housing Health and Safety Rating System (HHSRS) and the Decent Homes Standard.

Key priorities include:

- Energy upgrades: insulation, low-carbon heating systems (e.g. ASHPs), and solar PV
- Smart technologies: installation of smart meters and environmental sensors (e.g. AICO)
- Accessibility adaptations: modular, non-fixed solutions (e.g. portable ramps) to support independent living
- General property enhancements: improving comfort, safety, and condition
- Environmental improvements: enhancing communal areas and estate environments

A fabric-first approach is adopted, prioritising improvements to the building envelope, such as insulation, windows, and doors, before introducing new technologies. Retrofit works are:

- Delivered during void periods where possible
- Integrated with planned maintenance programmes
- Targeted based on EPC data, tenant feedback, and fuel poverty risk

Delivery Commitments and Investment Planning

To provide assurance and demonstrate progress, the Council will create a comprehensive EPC Investment Plan, setting out:

- The number of homes requiring improvement
- Specific measures to be delivered
- Estimated costs and funding sources
- Delivery timelines and milestones

Where data is available, the Council will include the number of homes already improved and the projected delivery volumes over the strategy period. This will enable progress to be tracked.

Tenant Support and Engagement

Energy efficiency directly affects tenant health, comfort, and financial wellbeing. The Council will:

- Provide energy-saving advice and support
- Monitor health outcomes linked to retrofit (e.g. respiratory conditions)
- Engage tenants in shaping retrofit priorities and evaluating impact

Innovation and Future Technologies

The Council is actively exploring smart technologies and innovative solutions to future-proof its housing stock. This includes:

- Air source heat pumps (ASHPs) and other low-carbon heating systems
- Smart meters and environmental sensors for early hazard detection
- Modular adaptations to support flexible, tenant-responsive living environments.

The Council is also exploring emerging technologies such as Internet of Things (IoT) devices, predictive analytics, and modular adaptations to enhance asset monitoring, improve energy efficiency, and support flexible living environments.

Funding and Partnerships

Improvement works are delivered through a combination of capital investment, external grants, and national programmes. The Council is committed to securing funding from sources such as the Housing Revenue Account (HRA), the Social Housing Decarbonisation Fund, and strategic borrowing aligned with the HRA Business Plan.

Tenant engagement and feedback will be central to shaping retrofit priorities and evaluating impact. As improvements are rolled out, the Council aims to monitor how energy efficiency measures affect tenant health particularly reductions in respiratory conditions such as asthma and financial wellbeing, especially in the context of the ongoing cost of living crisis. By improving insulation, ventilation, and heating systems, the strategy seeks to deliver warmer, healthier, and more affordable homes, while ensuring tenants are actively involved in shaping and assessing the outcomes.

The Council recognises the importance of working in partnership to secure investment and deliver improvements at scale. Through collaboration with Registered Providers (RPs), strategic partners such as the York and North Yorkshire Combined Authority, and national bodies, the Council will continue to make the case for increased funding into the region's housing stock

By aligning priorities and sharing data such as EPC ratings and retrofit performance the Council aims to present a unified voice that highlights the scale of investment required. This partnership approach strengthens lobbying efforts, supports coordinated delivery, and enhances the long-term performance and value of the housing portfolio

Challenges and Risks

Improving the energy performance of council-owned homes and reducing fuel poverty is a strategic priority for North Yorkshire Council. However, delivering this ambition requires navigating a range of challenges and risks that impact both operational delivery and long-term sustainability.

Key Challenges

- EPC Coverage and Accuracy
 - o A significant proportion of homes lack valid or up-to-date EPCs, limiting the ability to plan and prioritise retrofit works effectively.
- Scale of Retrofit Need
 - o Many properties fall below the target EPC C rating, requiring substantial investment and coordination to meet decarbonisation goals.
- Internal Delivery Capacity
 - o Limited in-house retrofit expertise and delivery resources may constrain the pace and scale of improvements.
- Tenant Engagement
 - o Ensuring tenants understand, support, and benefit from retrofit measures is essential particularly when evaluating health and financial outcomes.
- Funding Uncertainty
 - o External funding sources such as the Social Housing Decarbonisation Fund are competitive and time-limited, creating uncertainty around long-term investment planning.

Strategic Risks

- Failure to Meet Net Zero Targets
 - o Inability to achieve EPC C ratings by 2030 could undermine the Council's climate commitments and expose it to reputational and regulatory risks.
- Fuel Poverty Persistence
 - o Without targeted interventions, tenants may continue to face high energy costs and associated health impacts.
- Disruption to Planned Works
 - o Retrofit programmes may be delayed or scaled back due to funding gaps, procurement challenges, or contractor availability.
- Data Integration Issues
 - o Misalignment between EPC data, asset management systems, and retrofit planning tools may hinder effective delivery and reporting.
- Limited regional investment
 - o Without coordinated lobbying and shared data across partners, the region may struggle to secure sufficient funding to delivery improvements at scale

Mitigation Measures

- Development of a comprehensive EPC Investment Plan to map retrofit needs, costs, and delivery timelines.
- Adoption of a fabric-first approach to maximise energy efficiency gains and cost-effectiveness.
- Integration of EPC data into the asset management system to support evidence-based decision-making.
- Strategic partnerships with Homes England, the Combined Authority, and retrofit programmes to secure funding and delivery support.
- Enhanced tenant engagement to ensure retrofit works are understood, welcomed, and tailored to tenant needs.

- Monitoring of health and financial outcomes to assess impact and inform future delivery

Summary

North Yorkshire Council is scaling up its retrofit and improvement programme to enhance energy performance, reduce fuel poverty, and support climate action across its housing stock. By aligning investment with EPC data, stock condition surveys, and tenant needs, the Council is preparing for future regulatory standards while delivering tangible improvements to tenant wellbeing. A comprehensive EPC Investment Plan will guide delivery, supported by strategic funding bids and applications to national decarbonisation programmes.

Tenant engagement is central to shaping retrofit priorities and assessing impact, particularly in relation to health outcomes such as reductions in respiratory conditions and financial wellbeing amid the cost-of-living crisis. Alongside this, the Council is actively exploring innovative technologies including air source heat pumps (ASHPs), smart meters, and environmental sensors to future-proof its housing offer and maximise long-term sustainability.

Through collaboration with Registered Providers, the York and North Yorkshire Combined Authority, and national bodies, the Council is strengthening its regional investment case. By sharing data and aligning priorities, it aims to present a unified voice that supports coordinated delivery and secures funding at scale.

10) Section 3: Supporting Housing Growth and Regeneration

North Yorkshire Council is committed to expanding its housing offer to meet the diverse and evolving needs of local communities. This section outlines how the Council will use its asset base, strategic partnerships, and development capacity to deliver new homes, regenerate estates, and unlock opportunities for place-based growth.

Strategic Housing Growth Targets

The Housing Strategy 2024–2029 sets out a clear ambition to:

- Deliver 500 new council homes by 2029
- Increase housing options through shared ownership, supported housing, and temporary accommodation
- Respond to local housing need, including rural affordability, homelessness, and specialist provision

Asset management plays a critical role in enabling this growth by identifying suitable land, repurposing underused assets, and supporting strategic acquisitions.

Geographic Distribution and Place-Based Planning

Council-owned housing is located throughout North Yorkshire, with the highest concentrations found in legacy stock-holding areas such as Harrogate, Selby, and Richmondshire. These areas reflect historic investment patterns and former council housing programmes.

This uneven distribution of stock requires a flexible, locally responsive approach to asset management, balancing county-wide consistency with place-based priorities. Growth and regeneration activity will be tailored to reflect local housing need, stock condition, and strategic opportunity.

Land and Asset Utilisation

In addition to built housing stock, the Council holds a significant portfolio of land assets associated with social housing, including:

- Development sites earmarked for future housing delivery
- Green spaces and communal areas within housing estates
- Unadopted roads, footpaths, and access routes
- Surplus or underutilised land with potential for repurposing or disposal

A high-level review of land holdings is underway to inform future investment, development, and disposal decisions. This review will assess:

- Strategic value for housing delivery
- Physical condition and investment need
- Alignment with regeneration priorities and local housing strategies

These assets are included within the scope of this strategy and will be integrated into long-term asset planning.

Development and Acquisition Strategy

The Council takes a proactive and place-based approach to growing its housing portfolio. The Council will also consider its corporate asset portfolio to support the delivery of more affordable homes and support place-making in line with the Corporate Property Strategy 2025-35 Principle D “Supporting Communities”.

The Council takes the following approaches:

- Direct development on council-owned land
- Strategic partnerships with Homes England, housing associations, and developers
- Reacquisition of former council homes sold under Right to Buy, where this supports local need and represents value for money
- Targeted market acquisitions to meet specific needs (e.g. temporary accommodation, supported housing)
- Repurposing underused or unsuitable assets to create more appropriate housing types
- Strategic land acquisition and assembly to enable future housing development, regeneration and place-making

- Brownfield regeneration to bring underused or derelict sites back into productive use

Homes delivered through these routes are expected to meet high standards of accessibility and adaptability, supporting inclusive housing provision and aligning with the Council's commitment to delivering homes suitable for all life stages.

Estate Regeneration and Reconfiguration

In addition to new supply, the Council will invest in the regeneration of existing estates to:

- Improve housing quality and estate environments
- Address underperforming or obsolete stock
- Enhance community infrastructure and public realm
- Support mixed-tenure and inclusive neighbourhoods

Where appropriate, this may include:

- Stock transfers or conversions
- Decommissioning and demolition
- Land disposals that support wider regeneration objectives

Any proposals for stock transfer or significant estate reconfiguration will be subject to tenant consultation and governance approval to ensure transparency and resident involvement.

Garage Sites and Asset Rationalisation

As of 31st March 2025, North Yorkshire Council owns 199 garage sites across the county, equating to 1065 garages. These are classified as non-domestic assets but are included within the scope of this strategy due to their strategic, operational, and financial significance.

Garage sites serve multiple purposes:

- Income generation through rental to tenants and private individuals
- Development potential where sites are underutilised or poorly located

As part of the Council's asset review process, garage sites will be assessed for:

- Occupancy and income performance
- Physical condition and investment need
- Strategic value for housing development or estate improvement

This approach ensures that garage sites are managed proactively, with decisions based on evidence, tenant need, and long-term value for money.

Strategic Asset Review and Rationalisation

Underperforming assets, including garage sites and surplus land, will be subject to strategic review to assess their potential for repurposing, disposal, or redevelopment. This ensures that resources are focused on assets that deliver long-term value, align with local housing needs, and support the Council's wider regeneration and growth objectives.

Challenges and Risks

Expanding North Yorkshire Council's housing offer and regenerating existing estates is central to meeting local housing needs and delivering strategic growth. However, this ambition is shaped by a number of challenges and risks that must be actively managed to ensure delivery is effective, equitable, and sustainable.

Key Challenges

- Land Identification and Suitability
 - o Not all council-owned land is suitable for development, and identifying viable sites requires detailed assessment of physical condition, planning constraints, and strategic value.
- Estate Complexity
 - o Regeneration schemes often involve complex stakeholder engagement, decanting, and infrastructure upgrades, which can delay delivery and increase costs.
- Capacity to Deliver
 - o Internal resources and delivery teams may be stretched, particularly when managing concurrent development, acquisition, and regeneration programmes.
- Balancing Competing Priorities
 - o The need to deliver new homes must be balanced against maintaining existing stock, meeting compliance obligations, and responding to tenant needs.

Strategic Risks

- Missed Housing Targets
 - o Failure to deliver the target of 500 new council homes by 2029 could impact housing supply, affordability, and strategic credibility.
- Underperforming Assets
 - o Without timely intervention, obsolete or underutilised assets may continue to drain resources and reduce service efficiency.
- Planning and Procurement Delays
 - o External dependencies such as planning approvals, contractor availability, and procurement processes may delay or disrupt delivery.
- Community Resistance
 - o Regeneration and redevelopment proposals may face opposition from tenants or local communities if not effectively communicated and co-designed.

Mitigation Measures

- High-level review of land and garage assets to identify development and regeneration opportunities.
- Strategic partnerships with Homes England, housing associations, and developers to increase delivery capacity.
- Evidence-based decision-making using asset performance modelling and tenant engagement.

- Place-based planning to ensure regeneration reflects local needs and enhances community outcomes.
- Clear communication and consultation with tenants to build support and shape proposals collaboratively.

Summary

Through a place-based lens, the Council is unlocking the potential of its land and housing assets to deliver new homes, regenerate existing estates, and diversify its housing portfolio. Strategic partnerships, targeted acquisitions, and evidence-led asset reviews are enabling a more inclusive and responsive housing supply. This trajectory supports long-term growth, community resilience, and the transformation of underperforming or underutilised assets into high-value, sustainable homes that meet the needs of residents across all life stages.

11) Section 4: Strengthening Asset Data and Decision-Making Systems

Robust, integrated asset data is essential to delivering safe, compliant, and cost-effective housing services. This section outlines how North Yorkshire Council is consolidating legacy systems, improving data quality, and embedding evidence-based decision-making across its housing portfolio.

Strategic Importance of Asset Intelligence

The Council's ability to plan, invest, and deliver services effectively depends on the quality, completeness, and accessibility of its asset data. While a unified asset management system (Planon) is already in place, further development is underway to enhance functionality, integrate additional data sources, and support:

- Real-time compliance tracking
- Lifecycle investment planning
- Risk-based decision-making
- Performance monitoring and reporting

This transformation enables smarter, more agile responses to emerging risks and ensures that asset decisions are grounded in reliable intelligence.

Data Quality and System Integration

Legacy systems inherited from predecessor councils contain inconsistent formats, incomplete records, and historical inaccuracies. These issues hinder effective asset planning and equitable service delivery. The implementation of the asset management system is a critical step toward consolidating this data and enabling transparent, evidence-based decision-making.

To achieve seamless reporting and operational efficiency, additional platforms including EPC Elmhurst, Mobiess, and the EICR portal must be aligned with Planon. This integration supports a consistent approach to compliance monitoring, investment planning, and service delivery across the housing portfolio.

Enhanced Reporting and Management Intelligence

Significant work is underway to improve reporting and management information. The Council is developing intelligent dashboards and performance indicators that equip managers with the insights needed to make informed decisions. These tools will reflect asset condition, compliance status, investment needs, and service delivery outcomes supporting transparency, accountability, and continuous improvement.

System Development and Reporting Intelligence

A dedicated asset management system project is driving continuous improvement in how data is captured, analysed, and used. Technical coordination is ongoing to ensure platforms are fully integrated and capable of supporting predictive maintenance and real-time reporting.

Significant work is also underway to improve reporting and management information. The Council is developing intelligent dashboards and performance indicators that equip managers with the insights needed to make informed decisions. These tools will reflect asset condition, compliance status, investment needs, and service delivery outcomes supporting transparency, accountability, and continuous improvement.

Asset Performance Modelling

To support strategic planning, the Council will explore developing an Asset Performance Model that groups stock based on:

- 30-year investment requirements
- Income and financial performance
- Compliance status and energy efficiency
- Strategic value and development potential

This model will enable proactive decisions around investment, retention, or disposal, ensuring resources are focused on homes that deliver long-term value.

Future Ambitions and Innovation

The Council is exploring opportunities to enhance asset intelligence through:

- Internet of Things (IoT): Expanding the use of connected devices to monitor property conditions in real time, enabling predictive maintenance and early intervention.
- Smart home integration: Exploring technologies that support tenant wellbeing, energy efficiency, and independent living.
- Data-driven decision-making: Leveraging analytics to improve investment planning, compliance tracking, and service responsiveness
- Art of Possibilities: Creating space for innovation, pilot projects, and cross-sector collaboration to test new approaches to housing management and sustainability.

These innovations will help future-proof the housing portfolio and support a more responsive, sustainable asset management service.

Challenges and Risks

Robust asset data and integrated decision-making systems are essential to delivering safe, compliant, and cost-effective housing services. However, the transition to a unified, intelligence-led approach presents several challenges and risks that must be addressed to ensure strategic success.

Key Challenges

- Legacy System Fragmentation
 - o Data inherited from multiple predecessor councils is stored in varied formats and systems, creating inconsistencies and gaps in the asset register.
- Incomplete Records
 - o Historical inaccuracies and missing compliance data limit the ability to make evidence-based investment decisions.
- System Integration Complexity
 - o Aligning platforms such as Planon, EPC Elmhurst, Mobiess, and EICR portals requires technical coordination and ongoing support.
- Limited Analytical Capacity
 - o Internal capacity for data analysis and performance modelling is currently constrained, affecting the pace of innovation and strategic planning.

Strategic Risks

- Poor Investment Decisions
 - o Inaccurate or incomplete data may lead to misallocation of resources, missed compliance issues, or inefficient service delivery.
- Compliance Gaps
 - o Without full integration and validation of compliance data, the Council may struggle to evidence statutory obligations.
- Delayed Reporting and Benchmarking
 - o Fragmented systems hinder timely performance reporting and limit the ability to benchmark against national standards.
- Innovation Stagnation
 - o Without investment in data capability and smart technologies, the Council may fall behind in adopting predictive maintenance and tenant-focused innovations.

Mitigation Measures

- Full stock condition survey programme to validate and consolidate asset data by September 2026.
- Development of an Asset Performance Model to group stock by investment need, income, compliance, and strategic value.
- Integration of key platforms into the asset management system to enable real-time reporting and decision-making.
- Recruitment of specialist roles in data analysis and asset intelligence to build internal capacity.

- Exploration of smart technologies and IoT solutions to enhance asset monitoring and predictive maintenance.

Summary

North Yorkshire Council is embedding a smarter, more integrated approach to asset management by consolidating legacy systems and enhancing its data infrastructure. Through the development of a unified asset management system and alignment with platforms such as EPC Elmhurst, Mobiess, and the EICR portal, the Council is enabling real-time reporting, predictive maintenance, and strategic oversight. Investment in intelligent dashboards and performance modelling will support evidence-based decisions on asset retention, compliance, and investment. This direction reflects a broader ambition to harness innovation, improve service responsiveness, and future-proof the housing portfolio through smart technologies and advanced analytics.

12) Section 5: Enhancing Tenant Satisfaction Through Proactive Service Delivery

North Yorkshire Council is committed to delivering housing services that are responsive, transparent, and centred around tenant experience. This section outlines how asset management supports improved satisfaction through proactive service models, performance monitoring, and meaningful engagement.

Tenant Satisfaction Measures (TSMs)

Tenant Satisfaction Measures (TSMs), as defined by the Regulator of Social Housing, provide a structured framework for understanding tenant experience. These measures are collected by the Housing Management and Landlord Services team and used to:

- Monitor service quality and responsiveness
- Identify areas for improvement
- Benchmark performance against national standards
- Strengthen accountability and transparency

TSMs are actively used to inform asset investment priorities, ensuring that planned works and service improvements reflect tenant needs and expectations. Feedback from TSMs is analysed and translated into targeted service enhancements, with clear reporting back to tenants on how their input has shaped decisions.

Proactive Service Delivery

The Council is embedding a proactive service model that anticipates issues before they arise and responds swiftly to tenant concerns. This includes:

- Using stock condition data and environmental sensors to identify risks early
- Aligning repairs and maintenance programmes with tenant feedback
- Delivering planned improvements that enhance comfort, safety, and wellbeing
- Ensuring responsive repairs are prioritised by urgency and tenant safety

This approach reduces reliance on reactive interventions and supports long-term asset sustainability, while improving tenant experience and trust in services.

Tenant Engagement and Influence

Tenants play a central role in shaping housing services. The Council is committed to:

- Providing clear channels for feedback and complaints
- Involving tenants in service design and improvement planning
- Supporting scrutiny and co-regulation through the Tenant Scrutiny Panel
- Reporting back on actions taken in response to tenant input

Engagement is embedded into governance structures and monitored through performance dashboards to ensure transparency and continuous improvement. Tenant Voice Forums (quarterly), focus groups, and targeted engagement activities are used to ensure diverse perspectives are captured and reflected in service delivery.

Consumer Standards Compliance

Asset management contributes directly to the delivery of the Consumer Standards Framework, particularly the:

- Safety and Quality Standard: Ensuring homes are safe, decent, and well-maintained
- Transparency, Influence and Accountability Standard: Enabling tenants to influence decisions and scrutinise performance
- Neighbourhood and Community Standard: Supporting well-managed, safe, and inclusive communities
- Tenancy Standard: Providing fair, secure, and well-managed tenancies

These standards are reflected in the Council's Housing Improvement Plan, Lettable Standard, and operational delivery model, ensuring that tenant satisfaction is not only measured but meaningfully acted upon.

Challenges and Risks

Delivering housing services that are responsive, transparent, and centred around tenant experience is a core ambition of North Yorkshire Council. However, achieving high levels of satisfaction and proactive service delivery requires addressing several challenges and managing associated risks.

Key Challenges

- Embedding Proactive Models
 - o Transitioning from reactive to proactive service delivery requires cultural change, system upgrades, and consistent operational alignment.
- Data-Driven Responsiveness
 - o Ensuring that tenant feedback and satisfaction measures are effectively captured, analysed, and acted upon remains a work in progress.

- Geographic Variation
 - o The dispersed nature of the housing stock creates challenges in delivering consistent service quality across different localities.
- Tenant Engagement Capacity
 - o Meaningful engagement requires time, resources, and tailored approaches to reach diverse tenant groups and ensure inclusive participation.

Strategic Risks

- Declining Satisfaction Scores
 - o Failure to respond to tenant concerns or deliver visible improvements may result in reduced satisfaction and reputational harm.
- Missed Opportunities for Early Intervention
 - o Without effective use of environmental sensors and stock condition data, issues such as damp or disrepair may go undetected.
- Limited Influence and Accountability
 - o If tenants feel excluded from decision-making, trust in the Council's housing services may erode.
- Regulatory Non-Compliance: Inadequate delivery against the Consumer Standards Framework could result in scrutiny from the Regulator of Social Housing.

Mitigation Measures

- Integration of Tenant Satisfaction Measures (TSMs) into asset planning and service delivery.
- Use of environmental sensors and stock data to identify risks and align repairs with tenant needs.
- Strengthening tenant engagement structures, including the Tenant Scrutiny Panel and feedback channels.
- Embedding performance dashboards to monitor service quality and ensure transparency.
- Training and support for frontline teams to deliver responsive, tenant-focused services.

Summary

North Yorkshire Council is embedding a proactive, data-informed service model that places tenant experience at the heart of asset management. By translating Tenant Satisfaction Measures (TSMs) into targeted improvements and aligning repairs with tenant feedback, the Council is fostering greater responsiveness, transparency, and trust. Enhanced engagement structures and performance monitoring ensure that tenant voices shape service delivery, while compliance with the Consumer Standards Framework reinforces accountability and continuous improvement.

13) Section 6: Building Internal Capacity and Resilience

Delivering a proactive, compliant, and tenant-focused asset management service requires strong internal capacity, skilled teams, and resilient systems. This section outlines how North Yorkshire Council is investing in its workforce, strengthening operational structures, and ensuring long-term sustainability and service excellence.

Workforce Development and in-House Delivery

The Council is committed to maximising in-house delivery, recognising the long-term value of investing in its people and reducing reliance on external contractors. This includes:

- Strengthening internal delivery teams across repairs, improvements, and compliance
- Enhancing technical skills and capabilities to support planned and preventative maintenance
- Recruiting specialist roles in data analysis, asset intelligence, and compliance monitoring
- Providing training to ensure staff meet minimum competency requirements and regulatory standards
- Phasing out external contractor dependency to improve service continuity, cost-efficiency, and internal knowledge retention
- This approach supports the shift from reactive to proactive service models, informed by robust data, tenant feedback, and strategic priorities

Delivering services in-house not only improves continuity and cost-efficiency but also strengthens organisational knowledge and accountability. By investing in internal teams, the Council aims to build long-term resilience and reduce exposure to external market fluctuations, such as contractor availability and rising costs.

This strategy supports long-term financial efficiency and ensures investment delivers maximum value for tenants and communities.

Challenges and Risks

Delivering a proactive, compliant, and tenant-focused asset management service depends on strong internal capacity, skilled teams, and resilient systems. As North Yorkshire Council transitions to a unified housing service, several challenges and risks must be addressed to ensure operational effectiveness and long-term sustainability.

Key Challenges

- Workforce Recruitment and Retention
 - o Attracting and retaining skilled staff, particularly in technical, compliance, and data roles is essential but increasingly difficult in a competitive labour market.
- Reliance on External Contractors
 - o Historic dependence on external delivery partners limits service continuity, cost-efficiency, and internal knowledge retention.

- Cross-Team Coordination
 - o Effective asset management requires collaboration across Housing Standards, Housing Delivery, Property, Housing Management, Finance, and Procurement, which can be complex to manage.
- Transformation Demands
 - o Aligning asset management with wider transformation programmes (e.g. Customer, The Way We Work) requires change management and operational flexibility.

Strategic Risks

- Service Disruption
 - o Capacity gaps or contractor delays may impact the delivery of repairs, improvements, and compliance programmes.
- Inability to Scale Up Proactive Delivery
 - o Without sufficient internal resources, the shift from reactive to planned and preventative maintenance may stall.
- Data and Compliance Oversight
 - o Limited internal expertise in asset intelligence and compliance monitoring may hinder risk management and regulatory assurance.
- Financial Inefficiency
 - o Continued reliance on external contractors may result in higher costs and reduced value for money.

Mitigation Measures

- Investment in internal delivery teams, including recruitment of specialist roles in asset intelligence, compliance, and data analysis.
- Workforce development programmes to enhance technical skills and support career progression.
- Reduction of external contractor reliance through phased insourcing and capacity building.
- Strengthened governance and performance monitoring to ensure accountability and continuous improvement.
- Alignment with corporate transformation programmes to embed efficiency, digital capability, and service resilience

Summary

North Yorkshire Council is investing in its workforce and operational structures to support a proactive, compliant, and tenant-focused asset management service. By enhancing technical skills, recruiting specialist roles, and reducing reliance on external contractors, the Council is building a resilient in-house delivery model. Cross-team collaboration and alignment with transformation programmes ensure that asset management is integrated, responsive, and equipped to meet future challenges with confidence and capability.

The Council will continue to monitor team structures and delivery capacity, making adjustments where necessary to ensure alignment with service demand, strategic goals, and transformation outcomes.

14) Governance and Oversight

Delivery of this strategy is overseen through established governance structures, including:

- Housing Improvement Board: Strategic oversight of compliance, investment, and transformation
- Capital Board: Quarterly review of capital investment proposals and delivery
- Overview and Scrutiny Committee: Democratic oversight and tenant accountability
- Tenant Scrutiny Panel: Resident-led review and feedback on housing services
- Risk and Resilience Committee: Monitoring of compliance KPIs and management plans
- Executive Committee: Decision-making group on policies and budgets

The overall governance structure is governed by the Council's constitution including the Property Procedure Rules and Procurement and Contract Procedure Rules. Progress against the strategy will be reviewed every six months, ensuring transparency, challenge, and continuous improvement.

15) Financial Strategy

30-Year Housing Revenue Account (HRA) Business Plan

North Yorkshire Council's 30-year HRA Business Plan provides the long-term financial framework for managing, maintaining, and investing in the Council's housing stock. It ensures financial sustainability while delivering safe, decent, and energy-efficient homes.

The plan supports:

- Strategic asset management and investment decisions
- Delivery of Decent Homes and compliance programmes
- Retrofit and decarbonisation activity
- New housing supply through development and acquisitions
- Debt management and financial resilience

Expenditure is front-loaded to address legacy underinvestment, improve compliance, and accelerate progress on energy efficiency and housing growth. The strategy will also inform the development and ongoing review of the Business Plan, ensuring that financial planning aligns with strategic priorities and supports budget setting.

Capital Investment Planning

The Council's investment programme is shaped by strategic priorities, compliance requirements, and evidence from stock condition surveys and tenant feedback. Investment needs are identified through:

- Asset management system data
- EPC ratings and environmental sensors
- Compliance frameworks and lifecycle modelling

Capital investment is prioritised based on:

- Health and safety compliance
- Retrofit and energy efficiency targets
- Tenant satisfaction and service priorities

Programmes are aligned with the HRA Business Plan and reviewed annually to reflect emerging needs, funding availability, and strategic priorities.

Funding Sources

Investment is funded through a combination of:

- HRA revenue surpluses reinvested into planned maintenance and improvements
- External grants (e.g. Social Housing Decarbonisation Fund)
- Right to Buy receipts recycled into new affordable housing delivery
- Strategic borrowing aligned with the HRA Business Plan

Borrowing decisions are subject to affordability assessments to ensure long-term financial sustainability.

16) Performance Monitoring and Benchmarking

Performance against this strategy will be monitored through Tier 1 and Tier 2 dashboards, which track key indicators across compliance, repairs, energy efficiency, tenant satisfaction, and service delivery. These KPIs relate to all sections of the strategy and provide a holistic view of progress.

Key indicators include:

- % of homes meeting the Decent Homes Standard
- Repairs completed on time
- Void turnaround times
- Compliance with statutory safety checks
- Tenant satisfaction (via Tenant Satisfaction Measures – TSMs)

The Council also participates in national benchmarking through HouseMark, supporting value for money assessments and best practice learning.

Financial performance reporting will be undertaken through the Council's established financial monitoring processes.

17) Conclusion and Strategic Outcomes

This Asset Management Strategy marks a significant shift in how North Yorkshire Council manages its housing assets. It replaces fragmented legacy approaches with a unified, strategic framework that is:

- Vision-led: Aligned with the Council's ambition to be an exemplar social landlord, delivering safe, sustainable, and high-quality homes.
- Evidence-based: Underpinned by robust data, stock condition surveys, and integrated systems that support transparent and equitable decision-making.
- Tenant-focused: Designed to improve tenant satisfaction, health, and wellbeing through proactive service delivery and inclusive housing provision.
- Sustainability-driven: Supporting the Council's net zero targets through retrofit programmes, energy efficiency upgrades, and climate-aligned investment planning.
- Operationally resilient: Strengthening internal capacity, reducing reliance on external contractors, and embedding a proactive maintenance model.

By consolidating legacy systems, aligning with national standards (including Awaab's Law and the current Decent Homes Standard), and integrating with wider transformation programmes, this strategy provides a robust foundation for long-term asset planning and service excellence.

By 2027, successful delivery of this strategy will mean:

- 100% completion of stock condition surveys and full integration of asset data into the asset management system, to be able to inform future investment.
- All homes assessed for compliance with statutory safety standards and the Decent Homes Standard
- A clear investment plan to achieve EPC C ratings across the housing portfolio, supported by external funding bids
- Improved tenant satisfaction, measured through Tenant Satisfaction Measures (TSMs) and translated into service improvements
- Reduced reliance on reactive repairs, with a shift to planned and preventative maintenance informed by asset intelligence
- Strengthened internal delivery teams, enhanced technical competencies, and reduced dependency on external contractors
- Evidence-based decisions on asset retention, investment, and disposal through performance modelling and strategic review
- Transparent performance monitoring through Tier 1 and Tier 2 dashboards, enabling real time oversight and benchmarking
- A coordinated place based approach to housing growth, regeneration, and sustainability, aligned with strategic partnership and local need

Policy Review

Last updated: Dec 2025

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Appendix A: Summary of Available Data and Insight

1. Tenant Satisfaction Measures (TSMs)

Tenant Satisfaction Measures are collected internally and externally to monitor service quality, identify improvement areas, and benchmark performance.

- <https://www.northyorks.gov.uk/housing-and-homelessness/council-housing/council-housing-performance-and-transparency/housing-management-information>
- <https://www.northyorks.gov.uk/housing-and-homelessness/council-housing/council-housing-performance-and-transparency/tenant-satisfaction-surveys>

2. Government Dataset for TSM Benchmarking

To support national benchmarking and comparative analysis, the following government dataset is available:

- https://assets.publishing.service.gov.uk/media/6909cae114b040dfe8292212/2025_TSM_Full_Data_v1.0_FINAL.xlsx
- <https://www.gov.uk/government/statistics/tenant-satisfaction-measures-202425>

This dataset includes performance data for all social landlords, enabling comparison and contextualisation of North Yorkshire Council's performance.