



Asset Management Strategy 2024



Everyone has the right to a safe and secure place to call home.

We believe that a home is a place where you should feel safe, comfortable, and proud. We want our customers to be happy with their homes and the communities they live in.

This strategy sets out how we'll invest in, manage and maintain our homes so that we provide good quality homes for our customers. It will enable us to achieve our corporate plan and vision for 'more homes, bright futures' and our ambitions centered on building trust, pride and impact.

What customers have told us

Feedback from our customers and colleagues has shaped this strategy. The objectives of this strategy have been supported as the right thing to do.

We know that getting good results when delivering works is crucial for our customers. When things go wrong, we've heard about the impact it has on them.

By getting home maintenance right the first time, we can have a positive impact and keep our customers happier with us as their landlord.

We'll keep listening to our customers as we deliver this strategy to make sure it aligns with their needs and expectations, and our standards. This will also give customers opportunities to influence how we deliver our services.



We've identified 7 key objectives:



Safe homes for
our customers



VIVID homes
standard



Warm, healthy, climate
resilient homes



Strong performing
homes



Proactive approach to
home maintenance



Data-driven
decision-making



An excellent customer
experience

Safe homes for our customers



Everyone has the right to a safe and secure place to call home. We want to ensure customers are safe in their homes and trust us as a landlord.

We already achieve 100% compliance in the critical 'big 6' areas (fire safety, gas safety, electrical safety, lift safety, asbestos management, and legionella). We'll also continue to ensure we align with regulatory requirements such as the Building Safety Act 2022 and the Social Housing (Regulation) Act 2023.

We'll implement preventative measures to reduce risks where practical and within budget. This will be delivered through proactive assessments and responses to risk, as well as existing planned investments in our homes.

During works, we'll ensure health and safety requirements are understood and adhered to. Where accidents and injuries do happen, we'll learn from them and identify ways to stop it happening again.

When risks arise due to customer actions, we'll promptly address and help resolve them. Working closely with our customers ensures that safety concerns are identified early, maintaining safe and secure homes and their wellbeing.

We'll:

- Maintain 100% compliance with the 'big 6'
- Adapt to emerging regulatory requirements
- Proactively enhance home safety
- Embrace new, efficient technologies to manage compliance and monitoring
- Reduce accidents and injuries
- Address safety concerns collaboratively with our customers and partners
- Promptly investigate and repair hazardous conditions, such as damp and mould, as required by Awaab's Law



Warm, healthy, climate resilient homes



We're focused on becoming a more environmentally responsible organisation for the benefit of our customers. As a leading provider of affordable homes and extensive support services, we recognise our role in achieving the UK's goal of net zero carbon emissions by 2050. We want to deliver energy efficiency and environmental improvements in our homes, communities, and the way we work.

We've agreed several aims that will help us to reduce carbon emissions, improve the natural environment and improve the quality and efficiency of our homes.



Warm, healthy, net zero emissions homes

Our goal is to create resilient homes that withstand both cold weather and heat waves. This benefits our customers by promoting health, reducing energy costs, and preventing issues like condensation and mould.

It will also help us to reduce our environmental impact as an organisation. We're committed to improving our homes so that all achieve an energy performance certificate (EPC) rating of band C by 2030 and net zero emissions by 2050. We're also enhancing how we manage energy infrastructure to lower bills and carbon emissions.

Creating attractive places for people and nature

Green spaces are important to our general health and wellbeing, and preserving biodiversity is essential for a healthy planet.

We're committed to making improvements to local wildlife, whether it's planting trees and wildflowers or creating new green spaces. Our efforts will range from preserving existing habitats to significant ecological projects.

Adapting the way we work

As an organisation, we're dedicated to achieving net zero emissions by 2050. This includes emissions from our homes, activities, operations (like travel and transport), and offices. We'll also work to minimise the carbon impact of the goods and services we purchase.

Use less, buy better

As part of our efforts to reduce our environmental impact, we'll look at how we can buy less and buy better, choosing products that have less of a negative environmental impact, that last longer and are easily recycled or reused. We'll work with suppliers that share our sustainability goals and who are also making efforts to do better when it comes to their products and operations. We'll:

- Create warm, well-ventilated, and cost-effective homes for customers
- Boost customer satisfaction with their home
- Implement a scalable property investment model to achieve all homes EPC C by 2030 and net zero emissions by 2050
- Identify and improve property resilience against flooding and overheating due to climate change
- Enhance green infrastructure for customer wellbeing and biodiversity
- Improve decentralised energy infrastructure for efficiency, cost-effectiveness, and zero carbon impact
- Make this objective part of our standard practice



Proactive approach to home maintenance



To ensure our homes stay in good condition, we'll complete regular Planned Preventative Maintenance (PPM). This proactive approach prevents components of our homes from falling into disrepair earlier than we'd expect. Examples of PPM include clearing gutters, decorating window frames, and lubricating doors.

By investing in PPM, homes can be kept in good condition for longer, without the need for costly repairs or replacements. We'll analyse repair and planned replacement data to determine where PPM provides the best value.

We know that some customers may have trouble maintaining their home. As part of this strategy, we'll explore ways to offer extra help to those who need it.

We'll:

- Keep our homes in better condition for our customers
- Reduce unplanned repairs through proactive maintenance
- Present well-maintained properties
- Ensure homes remain weatherproof
- Optimise spending efficiency



An excellent customer experience



We'll focus on high-quality, cost-effective delivery.

We'll closely monitor project delivery in terms of time, cost, and quality. To achieve this, we'll strengthen relationships with our contractors, set clear standards for expected performance, and explore innovative construction methods and materials where they offer advantages over existing approaches.

Coordinating across business teams before delivery allows us to combine efforts effectively. By challenging traditional planning approaches, we'll align and sequence works to achieve the best results.

We know that works can be a cause of disruption for our customers. We'll improve communication before, during, and after works, ensuring we address any issues promptly. Customer expectations continue to rise, and we're determined to meet them.

In some situations, reasonable adjustments may be needed to allow works to progress. We'll engage our customers early and use existing information to identify necessary changes and support the customer throughout.

We'll:

- Strengthen contract and project management skills in our teams
- Combine works to minimise disruption and to ensure cost-effectiveness
- Embrace new materials and construction methods
- Communicate better with our customers
- Engage customers early in the development of any works
- Improve customer satisfaction with work deliveries
- Develop a toolbox of reasonable adjustments that can be used to support customers
- Work with our customers to review and update the service standard relating to how we deliver works in their homes



VIVID homes standard



The government sets the decent homes standard for all Registered Providers (RPs). Currently, an update called 'decent homes 2' is being consulted on, but final details haven't been provided yet.

We want to establish our own standard, which will be shaped by our customers, helping us achieve our ambition of ensuring that customers are proud to live in our homes and communities. The VIVID homes standard will be both dynamic and achievable, considering our existing goals and areas of biggest impact.

We'll tailor specific standards for social rented and older person accommodation. Additionally, we'll develop an estates standard to improve the quality of the areas in which our homes are located and enhance communities further through aligning works with those delivered as part of VIVID Plus. By investing in our homes and communities, we hope to encourage community cohesion.

We'll:

- Regularly engage our customers to make sure the standard reflects what we all think is important
- Never fall below the baseline of government housing standards
- Attract prospective customers and reduce voids
- Help create cohesive communities
- Make our customers our strongest advocates



Strong performing homes



As a social landlord, our primary goal isn't profit. Our vision 'more homes, bright futures' emphasises delivering new homes, maintaining existing ones to high standards, and creating cohesive communities where our customers feel proud to live. To achieve this, we must use our resources effectively.

We'll actively monitor our homes' financial and social performance. If a property doesn't provide a good quality home for our customers or consumes excessive resources, we'll assess its future - possibly considering disposal or redevelopment.

Our strategy aims for a sustainable property portfolio that benefits our communities socially and creates value through cost savings. We'll improve value-for-money measures and provide efficient landlord services. This framework promotes best practices in asset performance, risk management, and decision-making processes.

We'll:

- Efficiently invest in our properties
- Consider the opportunity cost when making decisions
- Identify how we prioritise resources when demand exceeds supply
- Seek grant funding opportunities
- Release resources for business priorities
- Establish robust processes for engaging with leaseholders and recovering eligible costs
- Evaluate the life cost of components and choose cost-effective options
- Identify properties that don't align with our vision and assess their future use
- Factor in non-financial 'social performance' when making decisions



Data-driven decision-making



Making evidence-based decisions relies on having high-quality data. By understanding our homes better through this data, we can make the best decisions for all.

In the social housing sector, information can quickly become outdated due to investments, wear and tear and how properties are used. Regularly updating our data ensures we have an accurate picture of our homes.

We'll explore new data collection methods enabled by technology, ensuring we have the right tools and systems. This objective is not limited to traditional stock condition information but also expanded to cover requirements relating to building safety, energy efficiency and works delivery.



We'll:

- Regularly review data requirements for our strategy and properties
- Conduct a rolling 5-year survey of all properties we manage
- Introduce a 'home health check' during property surveys to enhance our understanding of properties' performance and maintenance needs
- Safeguard data integrity
- Coordinate regular data audits
- Combine information across teams to improve our understanding of properties' needs and performance
- Explore 'customer use' data to understand how homes perform when occupied
- Introduce appropriate property management tools to support our strategy delivery