

Asset Management **Strategy 2025**





CONTEXT

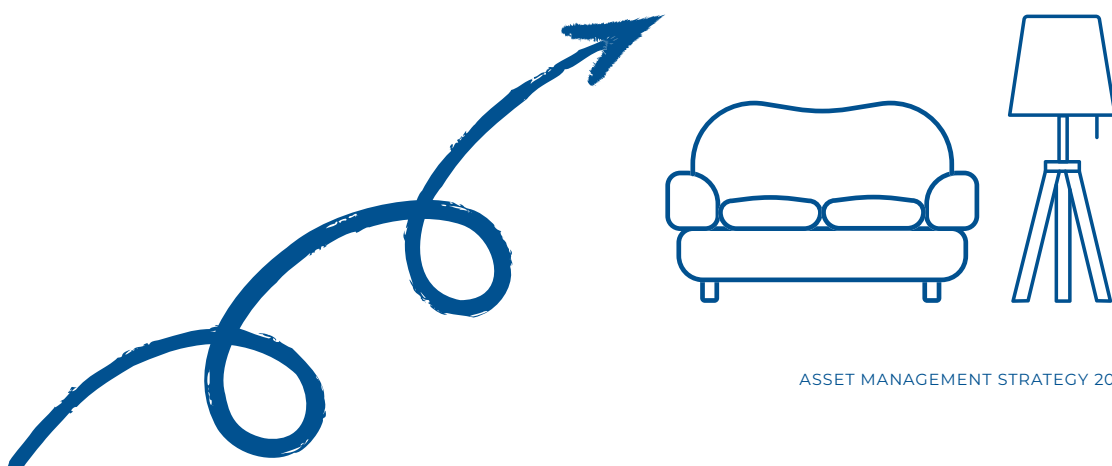
North Star Asset Management Strategy 2025

This document outlines North Star's strategic approach to managing its housing assets between 2025 and 2028. The overarching aim is to maintain and invest in homes that are safe, warm, sustainable, and that meet the needs of customers, while aligning with regulatory frameworks and delivering value for money.

Strategic asset management plays a critical role in ensuring our housing stock remains safe, sustainable, and fit for purpose, both now and into the future. As a registered housing provider, North Star is committed to managing homes responsibly, ensuring they meet the needs of current and future customers. We believe an asset is more than bricks and mortar, it is a home, and we want to provide well-maintained properties that people are proud to call home and North Star can be proud of.

This Asset Management Strategy sets out North Star's approach to maintaining, investing in, and enhancing our housing assets. Our strategy is underpinned by forward planning, risk management, and a drive for continuous improvement. We use data, customer insight and professional expertise to make informed, effective investment decisions.

North Star's approach to Asset Management is firmly underpinned by the regulatory framework set by the Regulator of Social Housing (RSH) and the new Consumer Regulations including safety, quality, neighbourhood and community and transparency.



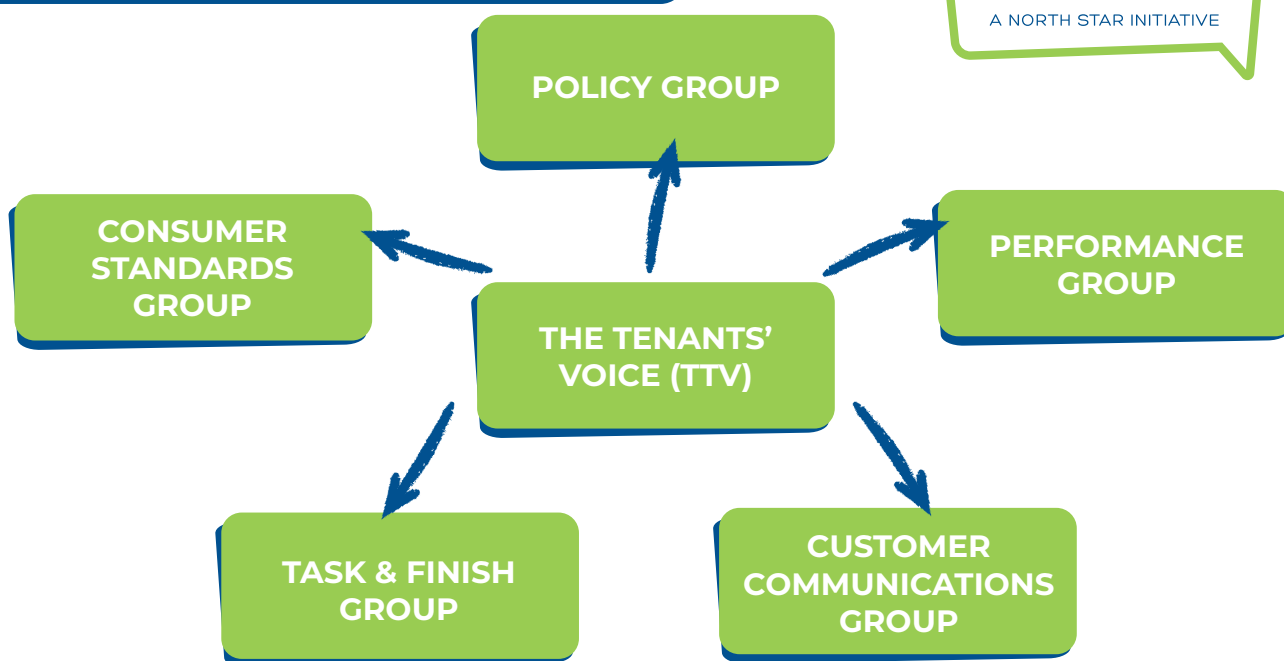
North Star's Asset Management Strategy is guided by our **core values and social purpose**, and aligns with North Star's corporate documents below:

- Leading and Growing to 2026 (to be updated in 2026)
- Value for Money Strategy 2025
- North Star's Business Plan 2025
- Health and Safety Policy 2023
- Growth (Development) Strategy 2023
- Your Voice: Customer Engagement Framework 2024-2026

North Star's involved customer groups and their structure can be seen below:

North Star customer involvement structure

YOUR VOICE!
A NORTH STAR INITIATIVE





Understanding our assets.



Our customers have a well maintained, safe and warm home.



Maximising the performance through proactive asset management.



A commitment to customer excellence.

STRATEGY

Four main objectives

Key corporate themes of strong governance, innovation and value for money underpin this strategy. The strategy will be kept under close review and revisited if major government policy emerges or the operating context substantially changes and affects our approach to managing our property assets. This strategy covers a three-year term and includes and a summary of actions the end of this document.



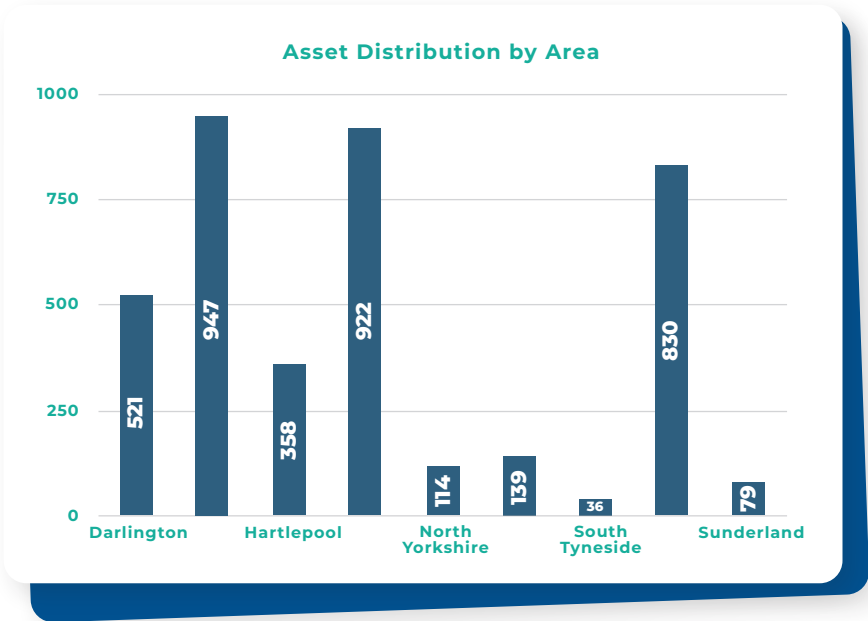
OBJECTIVE ONE

Understanding our assets

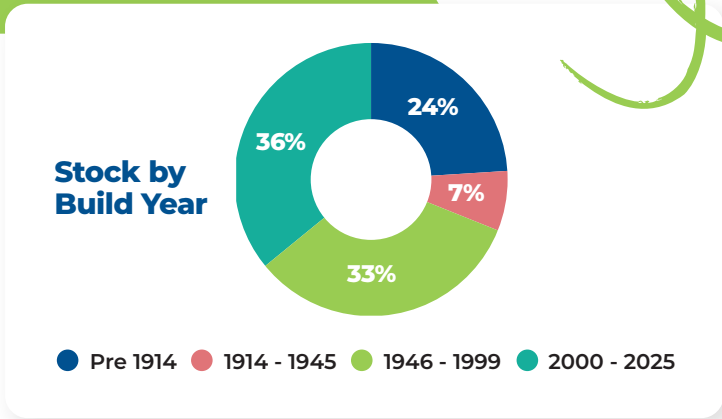
We have a geographically spread, diverse and evolving portfolio of affordable and social housing across the North East and Yorkshire.

Maintaining a deep and detailed understanding of the condition of these properties is a strategic priority that informs all investment and compliance decisions, and ensures our customers have a well maintained and safe home.

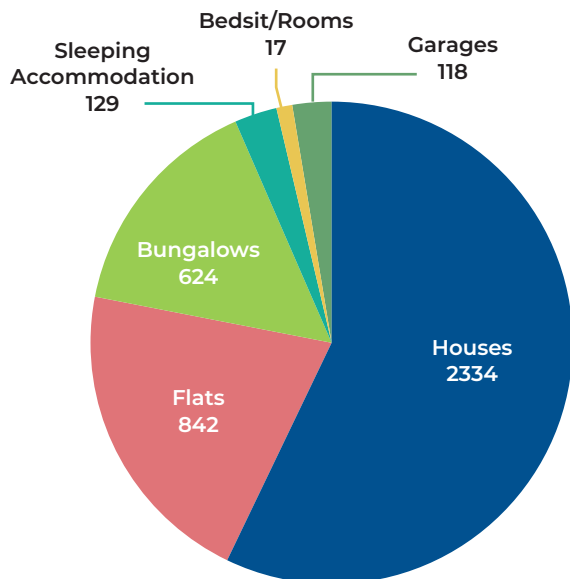
Whilst our spread of assets allows us to support a wide range of communities and meet a variety of housing needs, it also requires careful logistical planning for repairs and investment, particularly in remote or low population density areas.



Asset Profile



The varied age of our stock and diversity means we must take a somewhat tailored approach to investment planning, prioritising health and safety, energy efficiency, and component lifecycle requirements.



We currently manage 3,350 general needs homes, 143 homes for older people, and 453 supported housing units. Each property type plays a different role in our housing offer and influences our investment priorities in distinct ways.

3,350

General needs homes

143

Homes for older people

453

Supported housing units

01

General Needs

General needs homes for rent make up most of our asset portfolio group.

We have a wide range of archetypes including over 800 Victorian back of terrace homes that can be more challenging to maintain owing to their age, investment needs (including energy efficiency and limitations with accessibility).

Many customers have specific needs with accessibility, safety, and comfort. As a result, our investment priorities especially with our older persons housing include maintaining or upgrading adaptations such as level-access showers, handrails, and secure entrances. To make sure our investment decisions are customer focused, we place equal importance on understanding our customers as we do on understanding the physical condition of the homes they live in.

02

Supported Housing

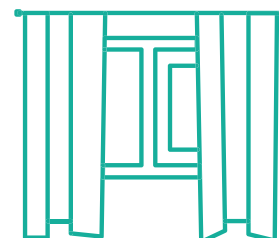
Our supported housing requires a highly responsive and compliance-led approach given the varying vulnerability of our customers. In many cases tailored approaches are needed and investment is co-ordinated with care or support providers.

Across these groups we take a targeted approach to investment planning, using stock condition data, customer feedback, and service partners input to help prioritise work. By recognising the unique requirements of each property type, we direct resources to sustaining long-term housing, supporting independence in later life, or creating safe, supportive environments for those with complex needs.

03

Garages

We have 118 garages. It can sometimes be difficult to balance our garage rental income with maintenance costs and if garages do not contribute positively, we consider different uses, such as redevelopment opportunities or demolition.



Knowing the Condition of our Assets

Good stock condition data is the foundation of developing an effective Asset Management Strategy. It is the evidence base to informed decision making about the maintenance, investment, and renewal of assets. We have developed a five-year rolling programme of stock condition surveys. Each year we will survey over 700 properties utilising experienced surveyors from within and outside the organisation.

Biannually we engage consultants to revisit a sample of properties and stock conditions survey information for quality assurance purposes.

This ensures we have robust and consistent processes in place for investment planning and to address hazards in properties. This report is shared with our Board.

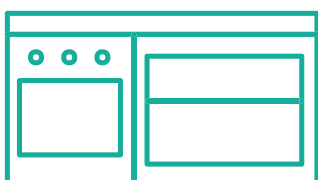
To supplement our stock condition data, North Star has also developed an inspection regime for front line staff across the organisation and with our main contractors. Every Visit Counts provides an opportunity to check the overall condition of properties, identify any major hazards in a customer's home such as damp and capture specific vulnerabilities to inform investment requirements.





OBJECTIVE TWO

Our customers having a well maintained, safe and warm home



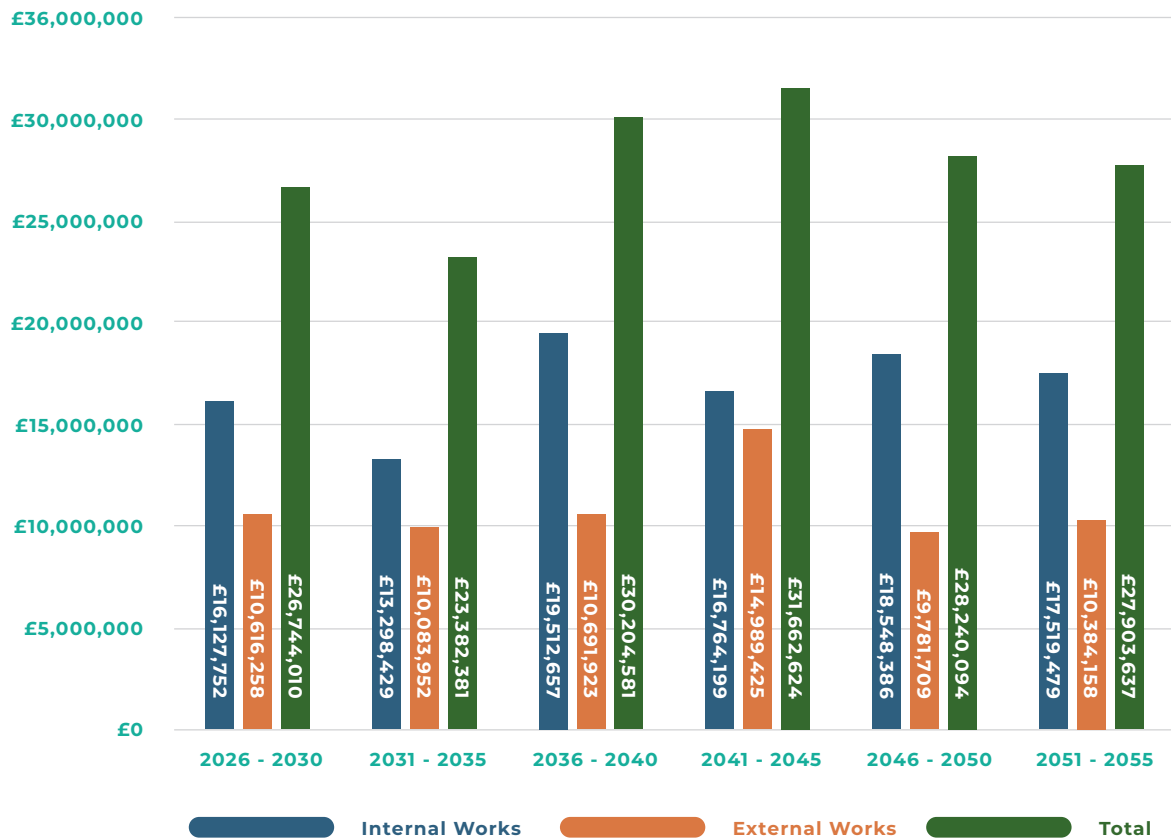
COMPONENT LIFECYCLES	YEARS
KITCHEN	20
BATHROOM	30
ELECTRICAL RE-WIRE	30
BOILER	15
WINDOWS	30
EXTERNAL DOORS	30
ROOF	60

We are committed to ensuring our homes meet the current Decent Homes Standard (2006) and the emerging Decent Homes 2 standard being developed by Government. We do this by maintaining up-to-date stock condition data, implementing targeted investment programmes, and prioritising works that address key criteria such as thermal comfort, disrepair, and the provision of modern facilities.

The data gathered from Stock Condition Surveys is held in our Asset Management Database (PIMSS), with industry recognised life cycles applied for component replacements.



Spend Profile



Our spend profile across the 30 Year business plan shows our commitment and responsibilities in ensuring the interior and exterior of our homes are of good quality and safe. We have also identified resources to ensure our homes achieve EPC C by the end of 2028 ahead of the 2030 target set by Government.

Any properties that cannot achieve this target will be an exception and likely linked to our listed buildings, where legally protected features restrict modifications. Other barriers may include technical limitations, disproportionate costs, or the refusal of necessary consents.

Keeping Customers Safe

The safety of our customers, staff and visitors to our properties is of paramount importance; not only to comply with health and safety legislation, meet Regulatory standards, but also to ensure our customers' homes are free from hazards and customers are not put at risk in any way. North Star has a zero-risk appetite to Health and Safety and is a key focus of our Asset Management approach. Further detail can be found in our Health and Safety Policy, however our practices around the "BIG SIX" compliance areas is summarised below:

Heating



- Gas service every 12 months or change of tenancy
- Solid fuel services every 6 months
- Air source Heat pump service every 12 months
- Test carbon monoxide detectors where a fixed combustible appliance is used every 12 months

Fire



- Fire Risk Assessment every 12 months
- Emergency lighting & fire panel services every 6 months
- Fire alarm checks every week
- Test smoke detectors on each floor of all homes every 12 months

Electrical



- Fixed wiring inspections every 5 years and at change of tenancy
- Portable Appliance Tests every 12 months

Lifting Equipment



- Servicing of passenger lifts every 3 months
- Servicing of domestic lifts every 12 months
- Lift car periodic thorough examination

Asbestos



- Asbestos surveys for all domestic dwellings prior to refurb work
- Asbestos inspections for all non-domestic buildings & reinspection as per risk assessment

Legionella



- Legionella risk assessments every 2 years
- Legionella maintenance regime in line with Risk Assessment guidance

Damp, Mould and Condensation (DMC)

We take a proactive and structured approach to tackling damp and mould, recognising the impact these issues can have on the health, comfort, and wellbeing of our customers. We are committed to early identification, timely intervention, and long-term prevention of DMC.

To make it easier for customers to report concerns, we have clear reporting routes, including online reporting via our website and a new dedicated email address.

Our approach includes a risk-based triage system to prioritise works related to damp and mould, allowing us to assess the severity of each case based on the information provided, including customer vulnerabilities. We can then determine the appropriate level of response, ensuring those in greatest need receive urgent attention. This will further be developed to adhere with the requirements of Awaab's Law.

In 2024 we ensured all frontline staff were trained to report any signs of damp, mould, or condensation during routine visits, even if the issue has not been raised by the customer. This ensures that potential problems are identified early, even in "silent" homes where no reports have been made.

We use data and insight to inform our approach and where possible take proactive measures to manage DMC.

Awaab's Law

Awaab Ishak tragically died because of mould in his home that had not been properly addressed. In response, the government has confirmed that a new law named in his memory will be introduced in Autumn 2025.

This legislation will work alongside the Housing Health and Safety Rating System (HHSRS), which is used by all social landlords in England to assess risks to health and safety in homes. These risks include issues such as damp and mould, excessive cold, faulty electrics, fire safety concerns, and trip hazards.

In preparation for this important legislation, we are focusing on training for front-line staff, enhancing our systems to provide better oversight, and introducing new contract arrangements with our repairs partners to ensure full compliance with the requirements and timely resolution of issues.

Oversight of our performance against strict and enforceable timescales will be required, and our approach will be scrutinised closely and regularly by our Senior Management Team and Board.

Decarbonisation and energy efficiency of our assets

Housing associations have a key role to play in meeting national climate targets, particularly through the decarbonisation of homes and energy efficiency improvements. At North Star, we began our journey toward net zero in 2022, with a focus on reducing our environmental impact and helping customers achieve affordable warmth.

We are committed to accelerating progress towards the Government's target of ensuring all homes reach a minimum Energy Performance Certificate (EPC) rating of C by 2030, and we are actively preparing for the longer-term goal of achieving net zero carbon emissions by 2050.

We continue to invest in our properties, with our focus to date on improving insulation and fabric efficiency (following the fabric first principles) along with a modest move towards low carbon heating solutions in off gas areas. North Star has been successful in securing grant from the Governments Social Housing Decarbonisation Fund (SHDF), trialled new technology for the decarbonisation of a Victorian terrace property, and reduced the costs of our business operations by installing photovoltaics to our head office. But there is more to do.

The current EPC rating of our properties is shown below, with some further surveys required to enhance our comprehensive understanding.

EPC RATING	SAP RATING	NUMBER OF HOMES	% OF STOCK
EPC A	92+	3	0.08%
EPC B	81 - 91	587	14.88%
EPC C	69 - 80	2930	74.25%
EPC D	55 - 68	342	8.64%
EPC E	39 - 54	9	0.25%
EPC F	21 - 38	0	0.00%
EPC G	1 - 20	0	0.00%
TO UNDERTAKE	-	75	1.90%

MEASURE	NUMBER
SOLAR PV	85
MECHANICAL EXTRACTION	85
CAVITY WALL INSULATION	85
LOFT INSULATION	85
AIR SOURCE HEAT PUMPS	20
TOTAL	360

In March 2025, we secured £920k of WH: SHF (Warm Homes: Social Housing Fund) funding to deliver 360 measures to eighty-five homes over the next three years.

North Star will invest and improve the energy performance of our properties and appreciate the challenges our customers face in trying to keep their homes warm. The required investment is woven into our business plan and capital programme planning, which will not only improve the energy performance of homes but planned to minimise disruption for our customers.

Journey to Net Zero

We remain committed to the delivery Net Zero by 2050. Our ambitions will be informed by funding availability, technological developments, government priorities and guidance. We recognise that our environmental responsibilities go beyond our housing stock and will explore opportunities to reduce our impact and carbon footprint across all areas of our operations whether it be our offices and those of our contractors. A refreshed organisational environmental strategy will be developed as part of our commitment to becoming a more sustainable and responsible organisation.

Responding to Heat Network Regulations and Impacts on Extra Care and Sheltered Housing

The introduction of the Heat Network (Metering and Billing) Regulations and the emerging Heat Network Zoning and Regulation framework represent a significant shift in the management of communal heating systems. Where we have communal heating in schemes, these are now classed as “heat networks”, requiring not only registration, but where practicable separation of systems and separate billing.

We recognise the potential implications for our extra care and sheltered housing schemes, where communal heating is integral to both the building design and the support environment for residents. We are undertaking a full review of all schemes to review solutions and emerging developments to ensure compliance with these regulations.



OBJECTIVE THREE

Maximising performance through proactive asset management

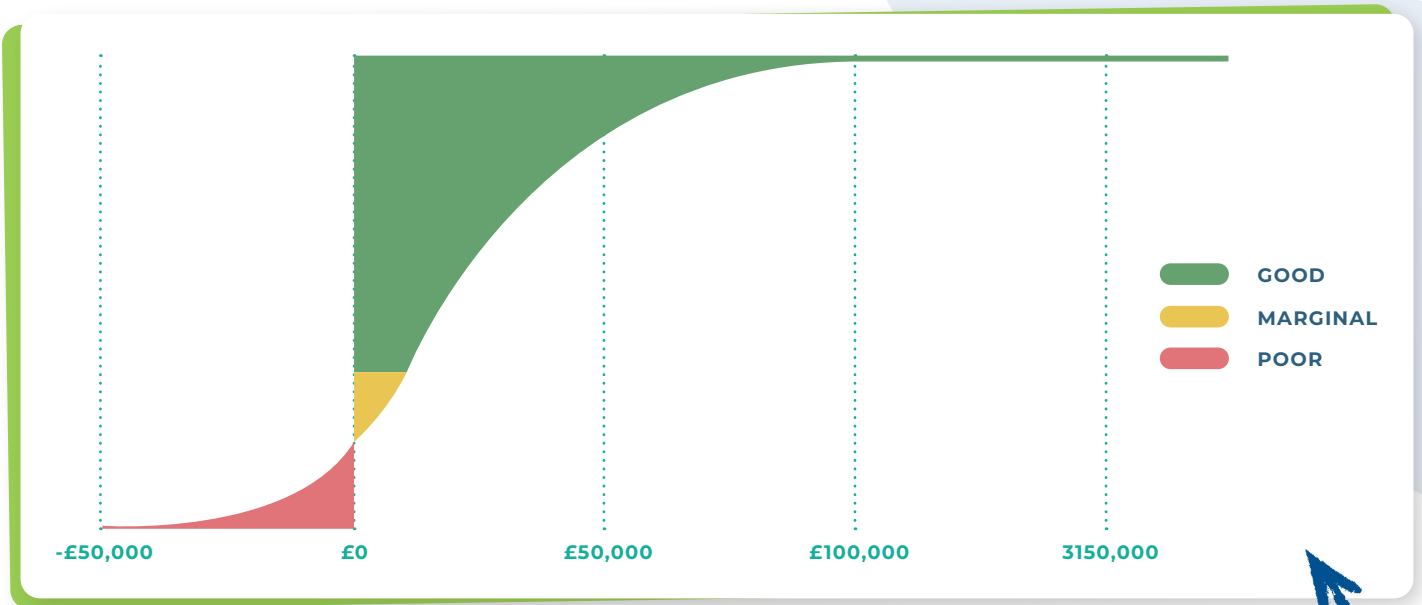
Understanding the performance of our assets allows us to make sure that our properties are not only providing good value for money, but they also meet the needs of our customers and align with North Star's broader strategic objectives.

Working with consultants Savills we have implemented their SHAPE (Strategic Housing Asset Performance Evaluation) modelling software to develop a bespoke data set to review our asset performance. The focus to date has been on reviewing and modelling general needs properties, with plans to incorporate our supported housing schemes into the model during 2025.

The modelling software reviews the financial performance of assets based on a Net Present Value (NPV) metric, at both an asset group and individual property level. The model forecasts future income and expenditure, applying a financial calculation to provide an equivalent value or NPV. A range of datasets and assumptions are used including:

- Rental income
- Management costs
- Rent loss through voids
- Repair costs
- Planned maintenance investment
- Calculated Net Present Value.

PERFORMANCE	TENANTED UNITS	% UNITS	TOTAL NPV	NPV PER UNIT
POOR	588	17.94%	-£7,119,350	-£12,108
MARGINAL	481	14.68%	£2,646,619	£5,502
GOOD	2,208	67.38%	£80,024,571	£36,243
GRAND TOTAL	3,277	100%	£75,551,840	£23,055



Our model shows the current average NPV of our stock is **£23,055 per unit** which, based on Savills benchmarking is comparable with the Northeast peers

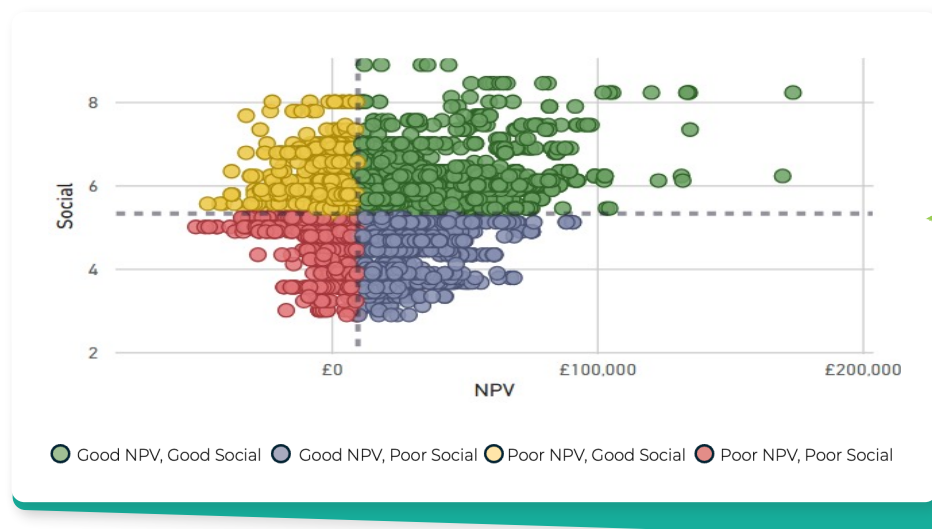


Neighbourhood Sustainability Analysis

The SHAPE modelling platform allows us to understand the financial return of our assets and analyse the performance of our stock using social sustainability indicators. Our neighbourhood sustainability score within SHAPE scores the

health of communities based on range of socio-economic indicators, including levels of anti-social behaviour (ASB), crime and housing demand.

The chart below shows that whilst we have a high proportion of assets in low sustainability areas, most of our assets are performing well financially.



Looking at the quadrants above, we know that some properties are not performing as well as others, within a financial or social context. There can be many reasons for this, including lower rents, higher cost of investment work given the age or property type or void costs. North Star operates in some challenging, low value areas where our presence is critical in helping sustain communities.

Some years ago, North Star agreed to develop housing in higher value areas, to not only provide housing to meet local need, but also add financial strength to better balance our cost base, we intend to continue to do this as part of our Growth Strategy.

The SHAPE model will be updated regularly and each year we will review the poorer performing stock to understand what drives this performance and explore opportunities to generate improvements. A decision matrix has been developed for any review; this includes:

- **Retain**
- **Monitor and review investment**
- **Explore alternative options such as remodelling/ change of tenure**
- **disposal (subject to Board approval)**

Given North Star's social purpose, our presence in communities which helps support sustainability and the current acute housing needs, disposal of assets at any scale is unlikely. However, where all alternative options have been exhausted and the property has become obsolete, we may dispose of on a case-by-case basis. Appendix 2 sets out some guiding principles to when we will dispose or purchase properties that will help sustain our communities or address management challenges.

Operational – Strategic Assets Group

We have created a Strategic Assets Group with our Chief Executive, Executive Directors and key managers to make focused decisions about emerging challenges with the assets, where there are no easy answers. Feasibility work, targeted investment, property remodelling of services and disposal recommendations will be considered to ensure the best outcome for North Star. Each decision is guided by our commitment to delivering safe, high-quality, and sustainable homes, our social purpose and ensuring resources are used effectively to meet service needs.



OBJECTIVE FOUR

A commitment to customer excellence

Our customers are at the heart of our approach to asset management and adapting and tailoring our services to meet their needs is the cornerstone of our thinking. Our customer promise includes responsiveness, fairness, and transparency, in line with the Regulator of Social Housing Consumer Standards along with guidance published by the Housing Ombudsman. We capture customer insight to inform the specification of our planned investment programmes and the delivery of our maintenance services.

We know providing an efficient and reliable repairs service is critically important to our customers and this is delivered in partnership with primary contractors. Our Repairs Policy sets out the detailed arrangements, ways for customers to access this service and what they should expect from the repairs service.

We monitor and review the performance of our contractors closely and have robust contract management mechanisms in place. Our customer satisfaction scores and complaints data are key metrics for oversight. Whilst performance at the end of the 2024/25 financial year was solid, we have identified further improvements required and are embarking on a “Right first-time project” to enhance performance. Our goal is to enhance service delivery, increase satisfaction levels and ensure our repairs service consistently meets or exceeds customer expectations.

Like many in the sector North Star has experienced elevated repair levels. In response, our Asset and Property Services Teams are working closely

together to analyse data to identify patterns and emerging issues, so that we make better informed decisions around planned maintenance and investment priorities. We want to proactively reduce the number of reactive repairs required in the future whilst sustaining high level of customer satisfaction and maintain our properties to the required standard.

We are also seeing that repairs are increasingly complex in nature, often involving coordination across multiple trades. Streamlining processes around this for our customers is underway and area of focus in 2025.

Adaptations

We are committed to providing timely, fair, and person-centred adaptations that help people live independently and with dignity in their homes. Our approach recognises adaptations as a key part of delivering accessible, inclusive housing and upholding our legal and moral responsibilities under the Equality Act 2010.

We work in partnership with occupational therapists, local authorities, and internal teams to ensure adaptations are assessed properly, delivered efficiently, and monitored for effectiveness. We understand that good communication, clear and consistent decision making embedded within service delivery are important to ensure a consistent customer experience.

Our focus is on getting it right first time, avoiding delays, and ensuring homes remain suitable as peoples' needs change.

Governance & Assurance

At North Star, asset management is governed through clear and structured frameworks to enable strategic oversight and operational accountability. The Board receive regular updates on asset performance, investment outcomes, compliance, and emerging risks. This supports informed decision-making and ensures alignment with our corporate plan, financial strategy, and long-term business planning.

There is a clear independent audit plan in place to review our compliance arrangements. Each year at least one internal audit on compliance will be completed to ensure we have a fit for purpose approach to compliance.

We must regularly report against a range of technical compliance standards though the TSMs and Regulatory returns for gas safety checks (BS01), fire safety checks (BS02), asbestos safety checks (BS03), water safety checks (BS04), and lift safety checks (BS05). Compliance with the Regulatory requirements and strong performance to be a priority in North Stars ambitions to achieve top regulatory judgments and our performance for these areas remain at 100%.

We are committed to ongoing transparency, scrutiny, and learning. This includes internal audit, performance reporting, benchmarking, and engagement with customers and stakeholders to shape our investment decisions and future priorities.

Value for Money and Procurement

Data integrity and effective planning is a key driver in delivering value for money within asset management. We plan Investment Works in advance to avoid more costly work later and improve energy efficiency to cut fuel bills and reduce carbon emissions. We also work with our contractors to keep costs down, avoid waste and find better ways of doing things. When we buy in services, we choose partners who offer good prices, work in partnership, care about quality

and deliver social value. Our aim is to involve our customers in the selection of contractors and the design of maintenance services.

The new Procurement Act introduced a more streamlined, transparent, and flexible procurement framework across the public and social housing sectors. Our procurement activity and how we package contract work out is fully aligned with these changes.

Embrace innovation and system development

We utilise an asset management database, PIMSS (Property Information Management Software Solutions), which stores detailed information collected from stock condition surveys and planned investment works to support strategic asset management and business planning. We are currently exploring how to integrate this data with our new Housing Management System (HMS Endeavour), aiming to improve data accuracy, streamline processes, and support better decision-making.

We are developing a customer app to enhance the customer experience, enabling real-time updates, repair tracking, notifications, and appointment selection.

We will continue to innovate and consider new methods of working and new technology. Innovation is central to how we work, by actively seeking opportunities to adopt emerging technologies, smarter ways of working, and digital tools that can improve efficiency, sustainability, and customer satisfaction across our asset management and property services functions.

In Summary

This strategy aims to explain how North Star will maintain, improve, and invest in our customers' homes. We have set out the key actions arising from the Strategy that we will implement over the next three years. We remain committed to making sure our homes are safe, warm, well maintained, and affordable to live in and provide the best level of service to our customers. We will use data, expert advice, and customer feedback to shape our plans.



Glossary of Terms

Adaptations

Changes or additions made to a home to improve accessibility, safety, or comfort—especially for people with disabilities or changing health needs. Examples include level-access showers, handrails, or widened doorways.

Affordable Warmth

The ability to heat your home to a comfortable level at a cost you can afford, often supported through energy efficiency improvements and low-carbon heating systems.

Air Source Heat Pump (ASHP)

A low-carbon heating system that extracts heat from the outside air to warm a home, even in cold weather.

Asset Management

The strategic management of homes to ensure they remain safe, well-maintained, and fit for current and future residents.

Big Six (Compliance Areas)

The key safety areas that North Star focuses on: Gas, Electrical, Fire, Water (Legionella), Asbestos, and Lifts.

Carbon Emissions (CO₂)

Greenhouse gases released into the atmosphere from energy use in homes, such as heating. Reducing carbon emissions is key to tackling climate change.

Category 1 and Category 2 Hazards (HHSRS)

Under the Housing Health and Safety Rating System:

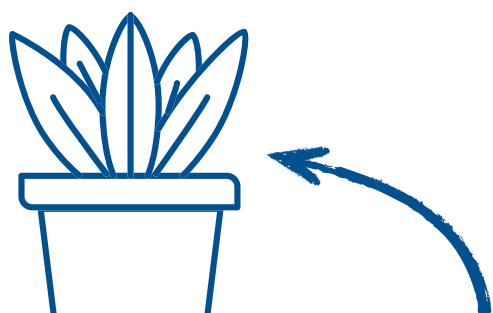
- Category 1 hazards pose serious and immediate risks to health or safety, requiring mandatory action.
- Category 2 hazards are less severe, and action is discretionary.

Decarbonisation

The process of reducing carbon emissions, particularly through energy-efficient improvements and replacing fossil fuel heating systems with renewable alternatives.

Decent Homes Standard

A Government standard that sets the minimum quality for social housing. It includes criteria around safety, repair, thermal comfort, and modern facilities.



EPC (Energy Performance Certificate)

A rating that shows how energy-efficient a property is, graded from A (most efficient) to G (least efficient). The Government requires all homes to reach EPC C by 2030.

Fabric First

An approach to improving energy efficiency that prioritises insulating the building (walls, floors, roofs, windows) before installing new heating technologies.

Home Energy Model (HEM)

The upcoming Government method for assessing energy use in homes, which will replace the current SAP calculation used for EPCs. It is designed to reflect real-life performance more accurately.

HMS (Housing Management System)

The software North Star uses to manage housing services, customer information and repairs data.

Net Zero

Achieving a balance between the carbon emitted and the carbon removed from the atmosphere. North Star aims to reach net zero carbon emissions by 2050.

NPV (Net Present Value)

A financial calculation that helps North Star assess whether a property or group of homes is generating long-term value after accounting for costs and income.

PIMSS (Property Information Management Software Solutions)

The system used to store stock condition data and support long-term investment planning.

Planned Investment

Scheduled work to improve or replace key parts of a home, such as kitchens, bathrooms, roofs, windows, and heating systems.

Reactive Repairs

Day-to-day repairs that are carried out in response to a problem reported by a customer.

SHAPE (Strategic Housing Asset Performance Evaluation)

A tool used by North Star to measure how well homes are performing both financially and socially.

WH: SHF (Warm Homes: Social Housing Fund)

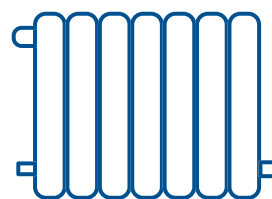
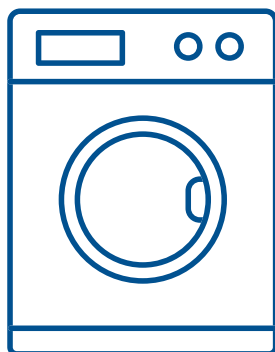
Government funding to support energy efficiency and low-carbon improvements in social housing.

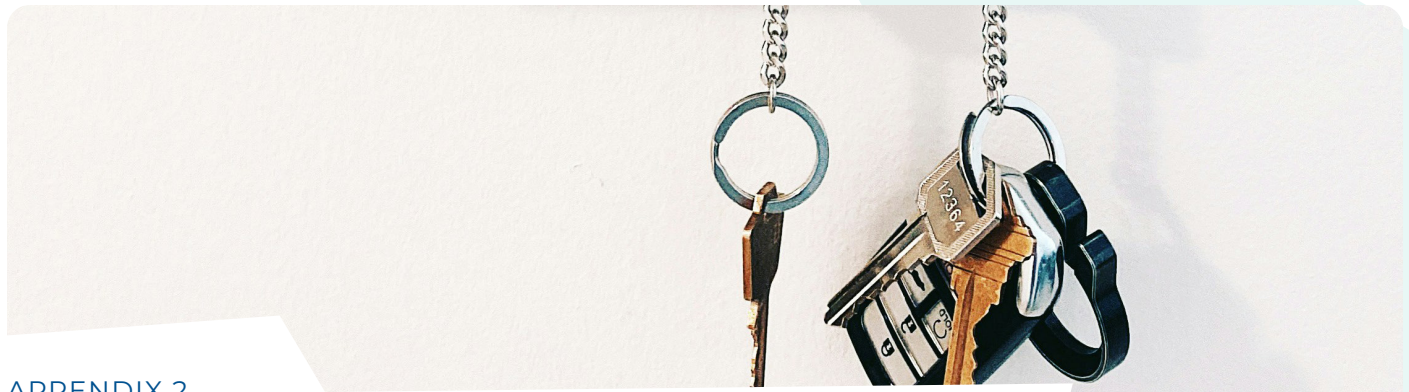
Stock Condition Survey

A detailed inspection of a property to assess its physical condition and identify any repairs or upgrades needed.

TSMs (Tenant Satisfaction Measures)

A set of measures introduced by the Regulator of Social Housing to assess how satisfied customers are with key services like repairs, safety, and the quality of their homes.





APPENDIX 2

Guiding Principles for Disposals and Repurchases

North Star would consider property disposals, where:

- We cannot demonstrate demand and have explored options such as remodelling, refurbishment or other tenures to improve demand for our properties.
- Our stock is integral to the progression of an area regeneration initiative, if supported by our Local Authority partners.
- A disposal provides a solution to a community issue or opportunity for a community project.
- The disposal of a property opens development or growth opportunities for us, in accordance with our financial viability parameters. Examples include working with adjacent land or property owners to unlock a development site, collaborating with other housing associations to jointly develop or exchange interests in properties
- We are unable to provide a cost effective and quality service in an outlying area. This is more likely to be a one-off property where we do not have a sufficient presence.
- A specialist scheme has outlived its purpose and there are no demands for it to continue; we will look to dispose as an option.
- Properties that are vacant and not subject to on-going tenancy agreements (disposals include: sale, demolition or exchange).
- Where we own a number of units in a street or area, we may at times purchase other properties, at modest scale to consolidate ownership, specifically where these properties are causing us management challenges. These are more likely to be one-off acquisitions, with a focus on helping to sustain our tenancies.
- Repurchasing or acquiring back properties sold under the Right to Buy or Right to Acquire schemes is not a priority for us unless the following circumstances exist:
 - **The property has fallen into disrepair and is having a detrimental effect on the surrounding area.**
 - **For management purposes it would make sense for us to own this e.g. one flat in a block, or one house in a terrace where we own the rest, etc.**
 - **There are management issues with the current occupiers that are affecting our customers in the surrounding areas.**



Action Plan

Key Objective - Understanding Our Assets				
Action	Milestones	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28
Deliver a Robust & Data Validated Stock Condition Survey Process to Inform 30-Year Investment Planning	Integrate our Asset Management database with our new Housing Management System (HMS Endeavour), to enhance data accuracy, streamline processes, and support better decision-making.	X		
	Continue delivery of the existing 5-year stock condition surveys	X	X	X
	Commission independent validation of stock condition surveys to ensure data accuracy, quality, and consistency	X		X

Key Objective - Our Customers Having A Well Maintained, Safe & Warm Home				
Action	Milestones	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28
Delivering Transparent Compliance & Awaab's Law Implementation	Develop and implement clear procedures to ensure legal compliance with Awaab's Law.	X		
Carbon Reduction	Ensure all properties meet EPC C by the end of 2028, prioritising lower performing stock.	X	X	X
	Refresh our environmental strategy outlining goals for carbon reduction, waste reduction, and sustainable resources.		X	
	Ensure compliance with the Heat Network (Metering and Billing) Regulations and future heat network obligations.	X		

Key Objective – Maximising performance through proactive asset management

Action	Milestones	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28
Enhance Asset Performance Modelling	Undertake sustainability modelling to assess long-term financial and environmental viability of homes.	X	X	X
	Expand the SHAPE model to include supported housing.	X		
	Integrate results into business planning and option appraisals, future investment, regeneration, or disposal decisions for Board.	X	X	X
Use Repairs Data to Inform Investment Decisions & Reduce Responsive Demand	Analyse repairs trends to inform Capital Investment Programmes and reduce long-term revenue spend	X	X	X

Key Objective - A commitment to Customer Excellence

Action	Milestones	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28
Enhance Asset Performance Modelling	Gather insight and feedback from customers from planned investment works to drive meaningful improvements to service delivery and specifications.	X	X	
	Involve customers in the procurement of key maintenance and compliance services	X	X	X
	Embed customer feedback into service reviews and contractor performance meetings.	X	X	X
	Launch the Customer Portal	X		