

Asset Management Strategic Plan 2024-29



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1. Glossary

AMD	Asset Management & Development Panel
AMSP	Asset Management Strategic Plan
CIH	Chartered Institute of Housing
CIOB	Chartered Institute of Building
DHS	Decent Homes Standard
EPC	Energy Performance Certificate
ESG	Environmental, Social & Governance
EWS	External Wall Survey
GDC	Group Development Committee
HHSRS	Housing Health & Safety Rating System
KPS	Karbon Property Services
PIF	Planned Investment Forum
RAAC	Reinforced Autoclaved Aerated Concrete
RICS	Royal Institute of Chartered Surveyors
SAP	Standard Assessment Procedure
SHDF	Social Housing Decarbonisation Fund
TSM	Tenant Satisfaction Measure

2. Executive Summary

- 2.1.

Our Asset Management Strategic Plan is crucial to supporting the Karbon Group strategy to provide a strong foundation for life for our customers, which means offering good quality homes and excellent customer services and creating strong, sustainable neighbourhoods that are well-maintained, safe and energy efficient.
- 2.2.

We want to focus investment on improving the quality of homes, communal areas and estates, ensuring they meet the needs and expectations of both current and future customers. To do this, we need to understand how our assets perform from a social, financial, environmental and safety perspective, whilst also ensuring we comply with all statutory and regulatory requirements.
- 2.3.

Our customers are at the heart of everything we do and by regularly assessing our portfolio over the short, medium, and long term, we can identify our main priorities, tackle any under-performing assets, react to any legislative changes, drive efficiencies, and use the data we gather to improve the standard of our customers' homes.
- 2.4.

Through robust data-driven processes, we can ensure we are taking a pro-active approach to asset management. This will allow us to meet our customer's needs and fulfill our corporate objectives. By enhancing the quality of the homes and neighbourhoods we manage, we can help improve our customer's lives and shape strong sustainable places for our communities.



3. Introduction

- 3.1.

Our aim is to provide our customers and communities with a strong foundation for life by providing quality homes and environments, in which people can lead successful lives. This is a key focus of our five-year Stronger Foundations Strategy 2024-2029.
- 3.2.

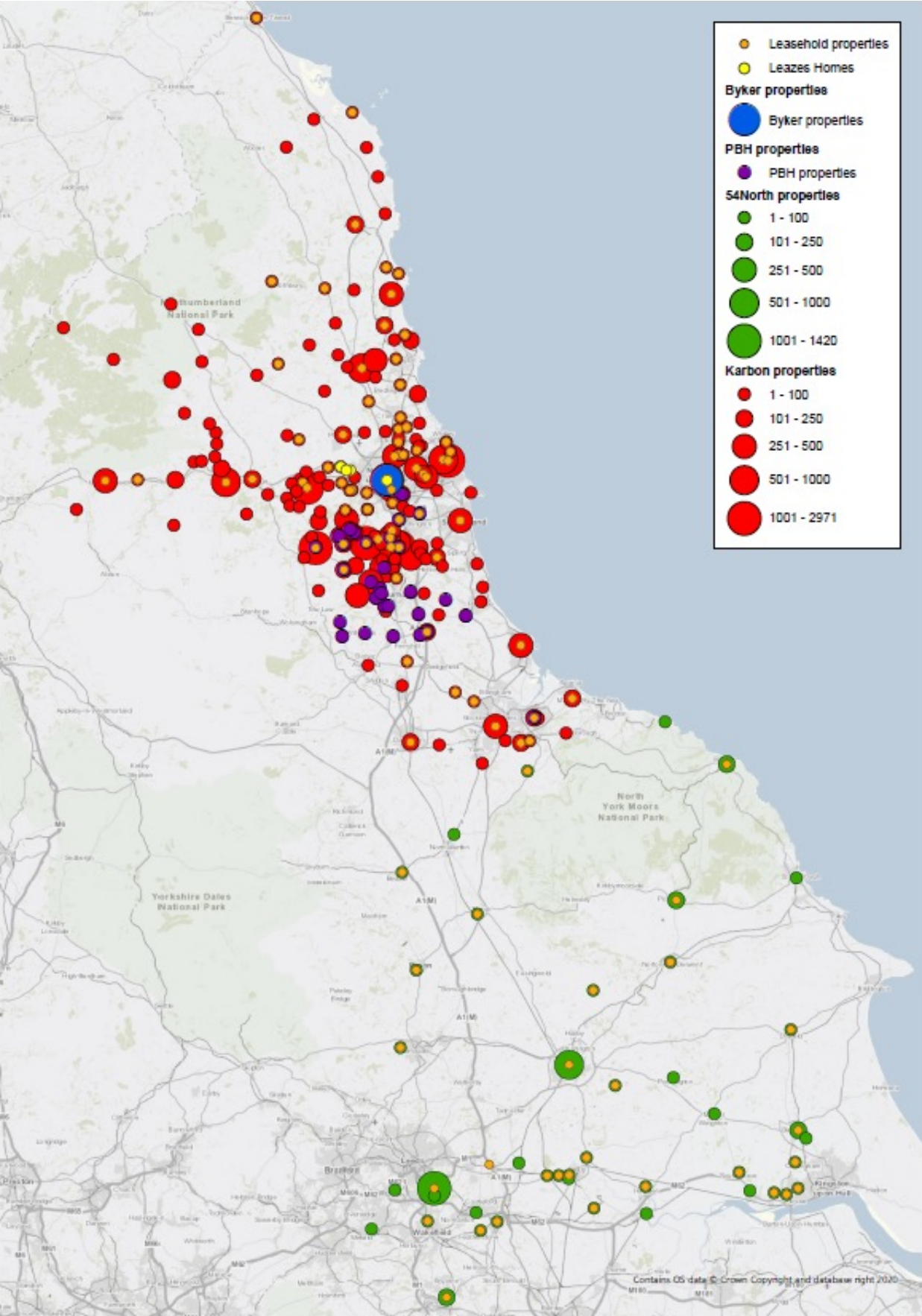
The AMSP details how the Asset Management and Regeneration Team will contribute to this aim by using our existing assets. To be successful, it is essential that we have reliable data and robust investment plans that consider both our customers' needs and expectations and the ever-changing political, economic, social, and environmental landscapes, now and in the future.
- 3.3.

We own and manage over 34,000 homes across the North East of England, Yorkshire, covering 12 local authorities. There are large clusters of assets north and south of the River Tyne with smaller clusters within rural areas extending into Yorkshire, Northumberland and the Tyne Valley. We have a subsidiary organisation 54North Homes, which has increased the geographical footprint of Karbon owned assets across Yorkshire.
- 3.4.

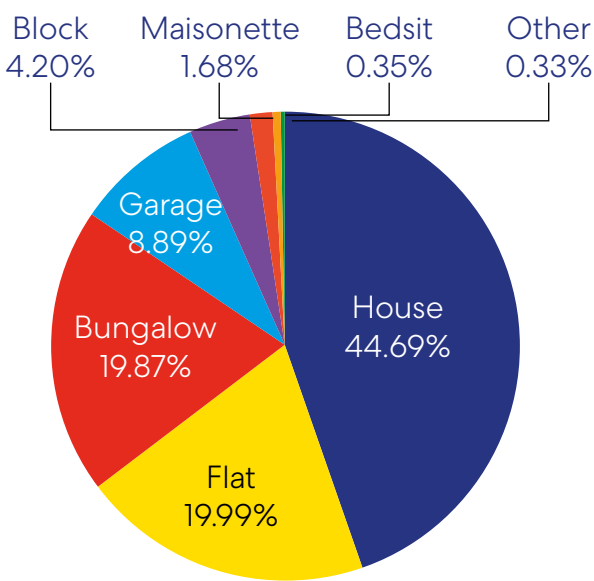
We provide a wide variety of homes including family homes, bungalows, flats, sheltered housing, extra care and supported schemes, with various tenure options for our customers. This includes social and affordable rent, market rent, shared ownership, rent to buy and outright sale. We also own and manage a mixed portfolio of offices, commercial properties, garages, commercial lease agreements and community buildings.



Map of Karbon Group property locations

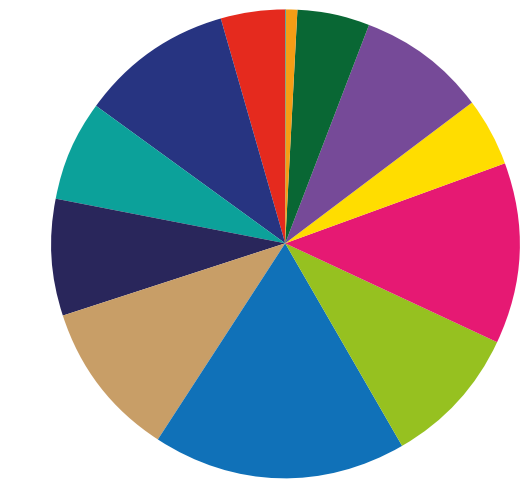


3. Introduction



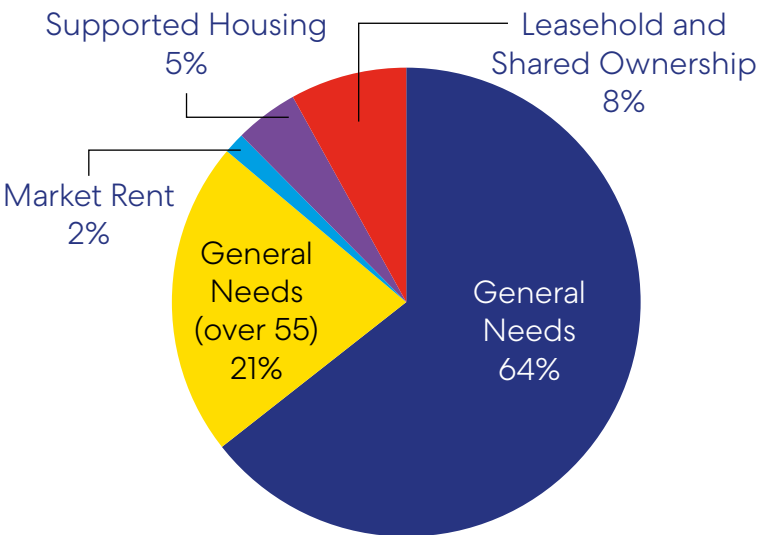
Percentage of properties by archetype

House	Block
Flat	Maisonette
Bungalow	Bedsit
Garage	Other



Percentage of properties by age group

Pre 1910	26	0.09%
1910 - 1919	206	0.75%
1920 - 1929	1441	5.24%
1930 - 1939	2449	8.91%
1940 - 1949	1250	4.55%
1950 - 1959	3473	12.63%
1960 - 1969	2614	9.51%
1970 - 1979	4839	17.60%
1980 - 1989	2951	10.73%
1990 - 1999	2225	8.09%
2000 - 2009	1969	7.16%
2010 - 2019	2877	10.47%
2020 - 2029	1170	4.26%



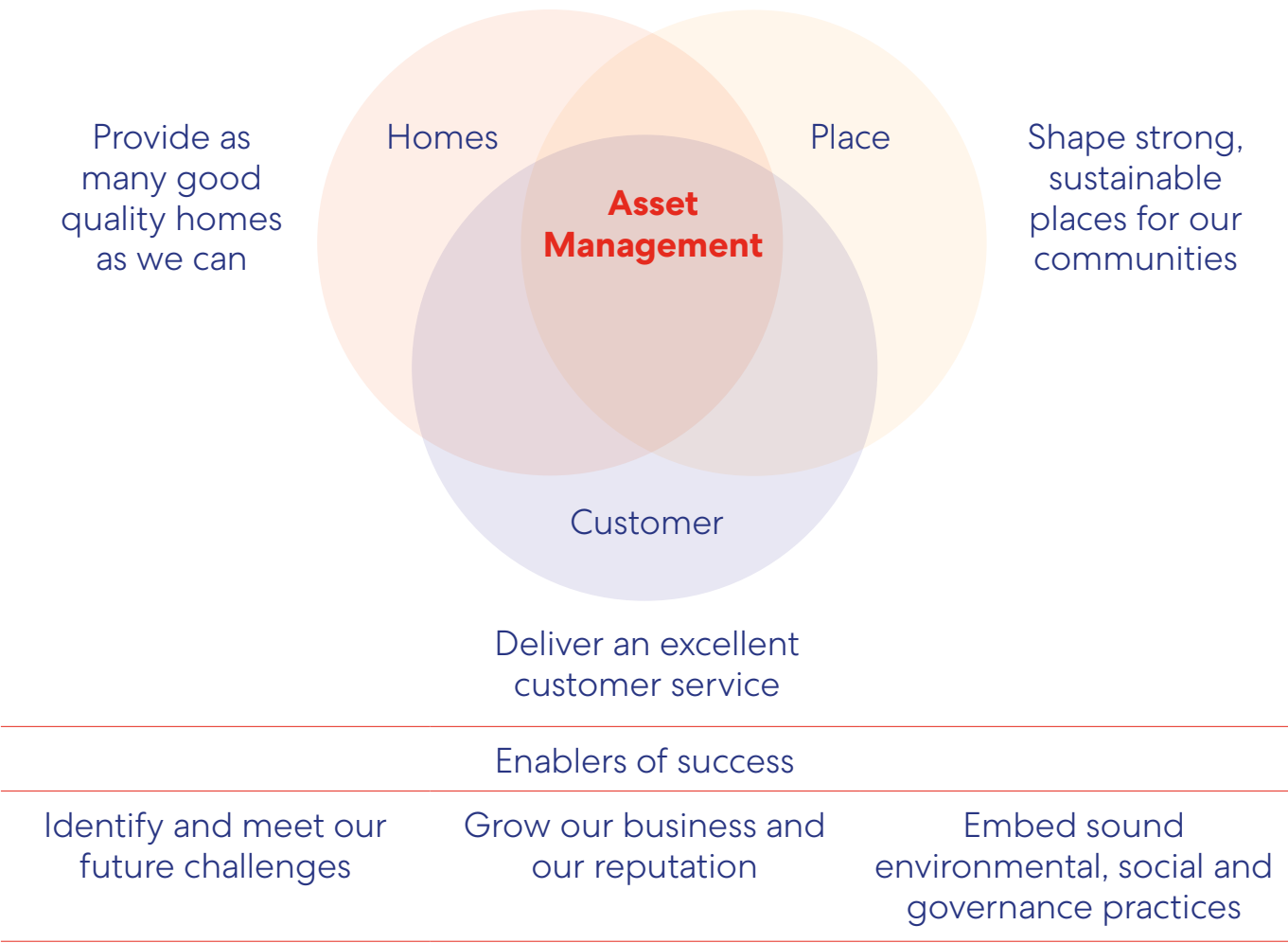
Percentage of properties by tenure

General Needs
General Needs (over 55)
Market Rent
Supported Housing
Leasehold and Shared Ownership

4. Strategic Aims

4.1. Our Stronger Foundations Strategy sets out three strategic aims, around Homes, Customers and Place. Strategic asset management is directly linked to the delivery of all three aims and each of the key enablers.

Diagram displaying the different strands of the Corporate Strategy



- 4.2. In managing our assets, we will ensure our data is regularly updated and will critically review investment decisions to ensure that our portfolio continues to meet the needs of our customers. Our long-term approach will be about more than just the bricks and mortar, and will focus on financial viability and strong, sustainable places for communities to flourish.
- 4.3. Robust and innovative asset management will ensure that our housing portfolio and other assets, meet our corporate objectives and contribute positively towards our financial viability and environmental, social and governance requirements.

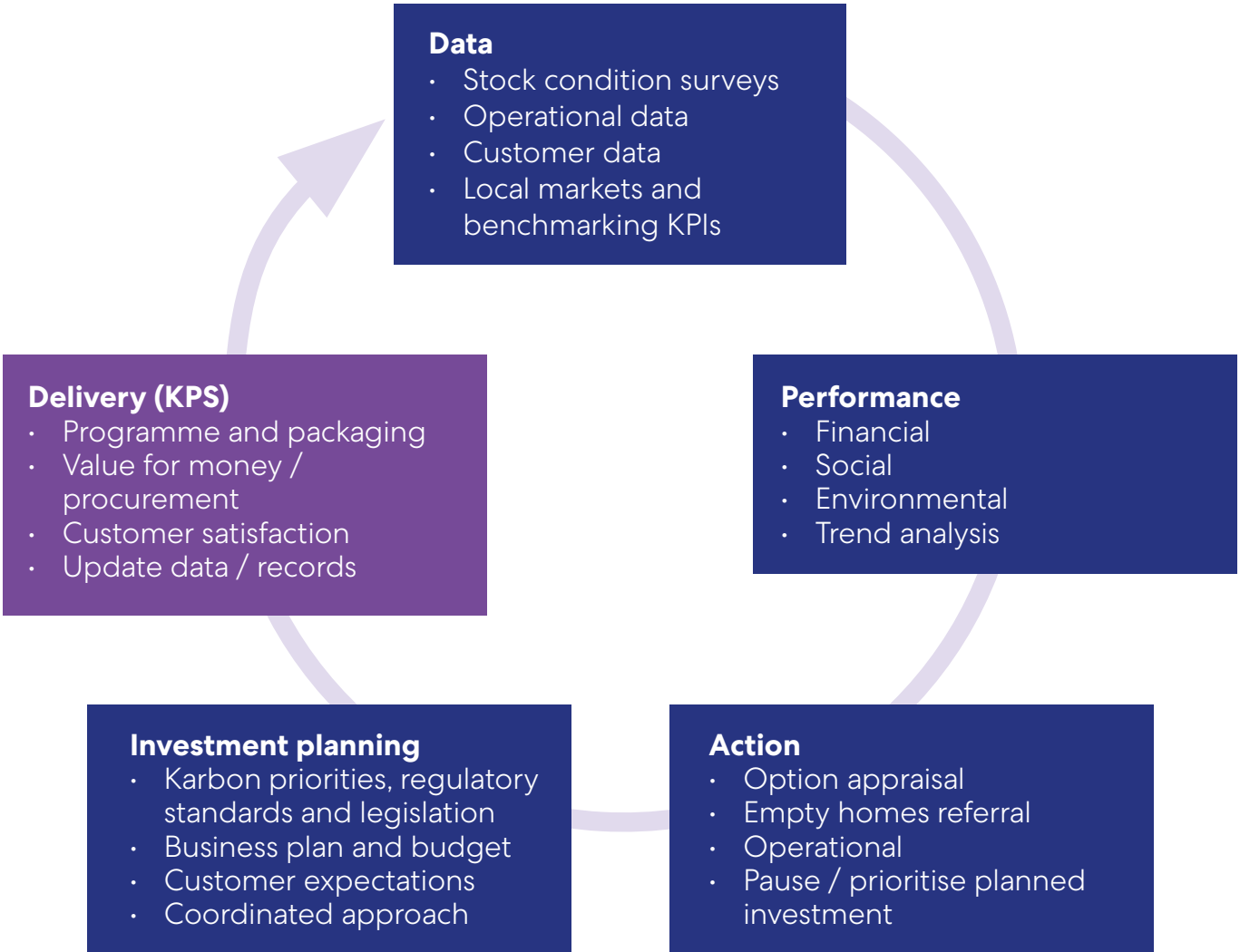
4.4. Our planned approach to strategic asset management starts with robust data, analysing performance then taking appropriate action before investment planning and delivery of the works. This ensures that our assets are utilised in the most effective way, to meet our corporate objectives and customer expectations.

4.5. The strategic direction and governance for asset and regeneration is managed via the Asset Management and Development panel and Group Development Committee.

4.6. This AMSP defines how we will ensure our future investment plans are:

- based on accurate data including stock condition surveys, responsive repair records and customer and colleague insight, which is used to prioritise investment.
- planned and delivered to maximise opportunities for efficiency savings and minimise disruption on customers, coordinated alongside other planned cyclical, building safety and decarbonisation works.
- developed in collaboration with other key departments including Housing, Finance and Karbon Property Services Investment and Compliance teams at the Planned Investment Forum.
- reviewed to consider all options for under-performing assets that are reported to AMD.
- designed to improve customer involvement and engagement to meet their needs and preferences.

Diagram of the strategic asset management lifecycle



5. Strategic Objectives

5.1. Our strategic asset management objectives are:

Objective 1: To ensure our assets are safe and well-maintained.

- To make sure our homes are safe, warm and comfortable for our customers, comply with Decent Home Standards and free from any Housing Health and Safety Risk System hazards.
- Understand our existing assets and use specialist tools and systems to provide a regular, detailed review of their performance.
- Coordinate planned investment, building safety, decarbonisation and neighbourhood improvement programmes to maximise the efficient delivery of works and enhanced customer experience.
- Review the energy performance of our assets to reduce carbon emissions and help tackle fuel poverty. We will ensure all our homes achieve an EPC C by 2030, while exploring how to achieve net zero by 2050.
- Ensure all our assets are maintained in line with regulatory guidance and legislation, including The Homes (Fitness for Human Habitation) Act 2018, Social Housing (Regulation) Act 2023, The Energy White Paper 2020: powering our net zero future, Building Safety Act 2022 and Fire Safety Regulations 2022.

Objective 2: To achieve a sustainable asset portfolio.

- Implement a Karbon sustainability model to provide detailed insight into the social, financial, and environmental performance of our assets and blocks / estates.
- Identify areas for further investigation and deliver targeted interventions where viable to shape strong, sustainable communities.
- Undertake option appraisals on poor or under-performing asset groups including reviewing opportunities for redevelopment, regeneration, demolition or disposal, in line with our ethical disposal policy.
- Ensure there are controls in place to capture, manage, and validate information on assets, including stock condition surveys, responsive repair data and environmental performance.
- As part of the Planned Investment Forum, work collaboratively to monitor the procurement and delivery of works, identifying areas for improvement and good practice.
- We have successfully moved to a three-year planned investment budget setting process, that meets our strategic aims and strengthens our efficiency opportunities and communication with customers.

Objective 3: To deliver high customer satisfaction.

- Improve our homes and neighbourhoods to achieve high Tenant Satisfaction Measure score for 'home is well maintained', 'home is safe', and 'we make a positive contribution to your neighbourhood'.
- We will explore opportunities for a more coordinated, place-based approach to planned investment in our core strategic footprint areas to make a greater impact.
- We will engage with Karbon's resident committee to help shape future planned investment programmes and range of choices.
- We will ensure customers are kept informed on improvements we are making to building safety and decarbonisation measures.
- Ensure customers have more input in the refurbishment of communal areas and use of demolished garage block sites.
- Prior to beginning any works, we will share details and invite customers to complete a survey post works. Responses will help inform any service delivery improvements.
- Explore any major redevelopment, regeneration and placemaking opportunities in conjunction with customers and other key stakeholders.



6. Strategic Asset Management Plan

6.1. In order to deliver our strategic asset management aims and objectives, we have introduced the following measures.

- Integrated systems**
We have undertaken an exercise to integrate all existing systems and to develop our own new build handover process, to ensure all assets are set up correctly and consistently.

System	Purpose	Updated	Contract expiry
Capita	Housing management / CRM	Live	May 2029
PIMSS	Stock condition survey / Planned Investment	Live	Rolling
RAM	Fixed asset finance system	Live	Rolling
ArcGIS	GIS	Live	Rolling
SHAPE	Sustainability matrix	Annual	Rolling
PORTFOLIO	Environmental performance and modelling	Bi-annual	Rolling
Cloud 365	Landlord compliance management	Live	Rolling
STORM	Risk management system	Live	Rolling
Lease / service charge system	Key lease / service charge info	In progress	N/A

- Stock condition surveys**
We have attempted to access all of our homes at least once in the previous five years to undertake a detailed stock condition survey, with an access rate of over 87%. We will continue to explore ways in which we can gain access to all remaining homes, whilst commencing another cyclical survey programme to access as many homes as possible again over five years, and more frequently for those at greater risk.

We have expanded the scope of data we collect to include additional

environmental and health and safety information. We will prioritise future surveys where data is missing, or homes are at a greater risk of scoring poorly against the HHSRS, based on existing repair trends, themes, and analysis.

As part of this process, we validate surveys via a desktop review and sample site visits to ensure there is a level of consistency. We also check component data on a weekly basis to ensure there is not any missing or incorrect data and arrange annual audits.



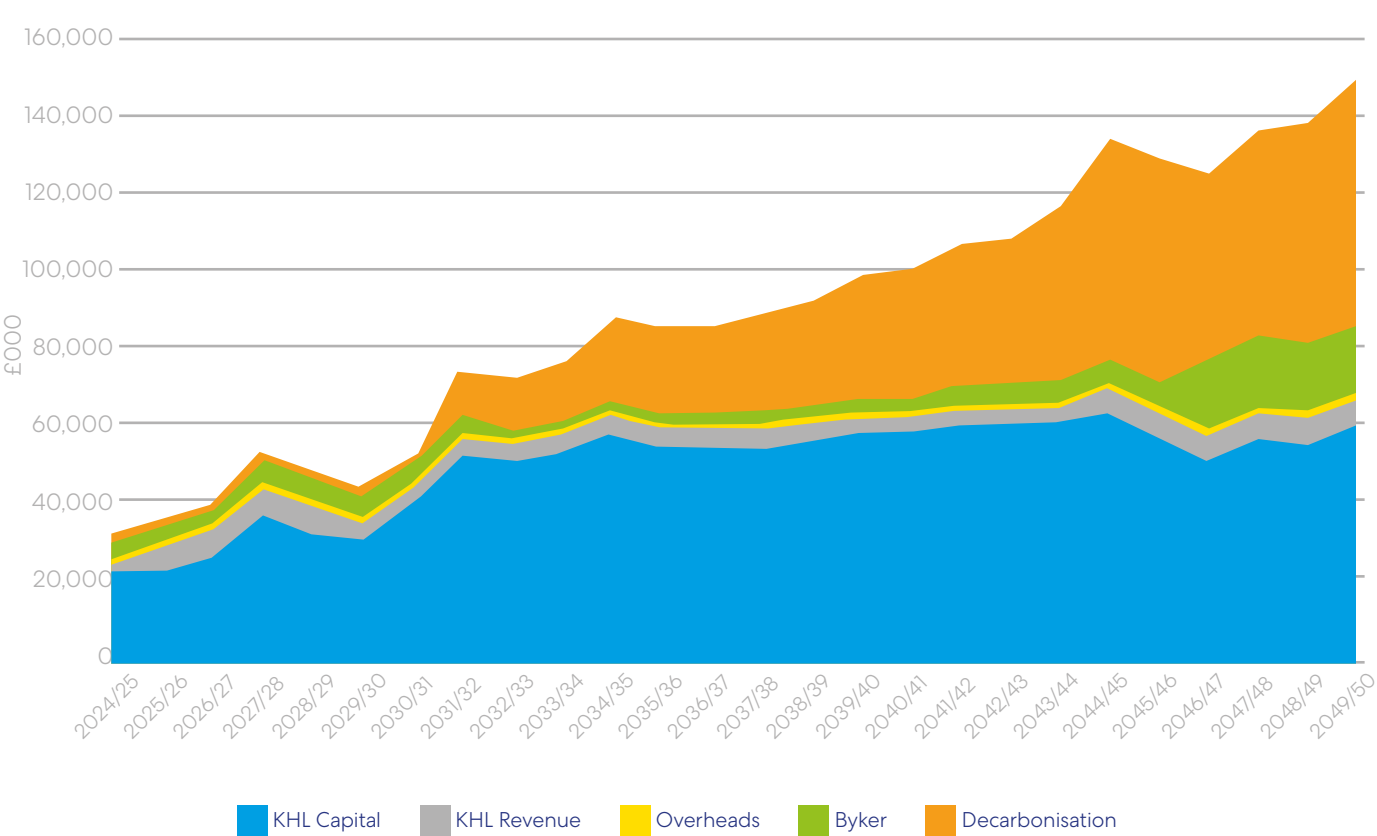
• **Planned investment programme**

We have a planned investment programme policy that captures our approach to setting future capital and revenue works programmes. Using data from our stock condition surveys, responsive repairs plus customer and colleague insight, we have agreed a provisional programme for the next three financial years, 2024/25 – 2026/27.

This will be developed on a three-year rolling cycle in line with the operational plan budget setting process, and will coordinate with other cyclical expenditure programmes. We will regularly review existing lifecycles and schedule of rate assumptions, to ensure they remain accurate and up to date.

We have also profiled expenditure for environmental improvements, based on modelled data via the PORTFOLIO tool and building safety measures that have been identified via a building safety matrix, so this work can be coordinated in a more strategic manner.

Graph of Karbon Group 30 year Planned Investment Business Plan



We discuss the delivery of the planned investment programme at PIF, with progress reported to AMD each month and GDC on a quarterly basis.

• **Block refurbishment programme**

We have over 580 blocks in our portfolio consisting of general needs, sheltered, extra care and supported housing flat, apartments, and rooms. We have identified the need to coordinate our block refurbishment programme in a more strategic manner, improve the communal areas, and give customers a greater say in designs.

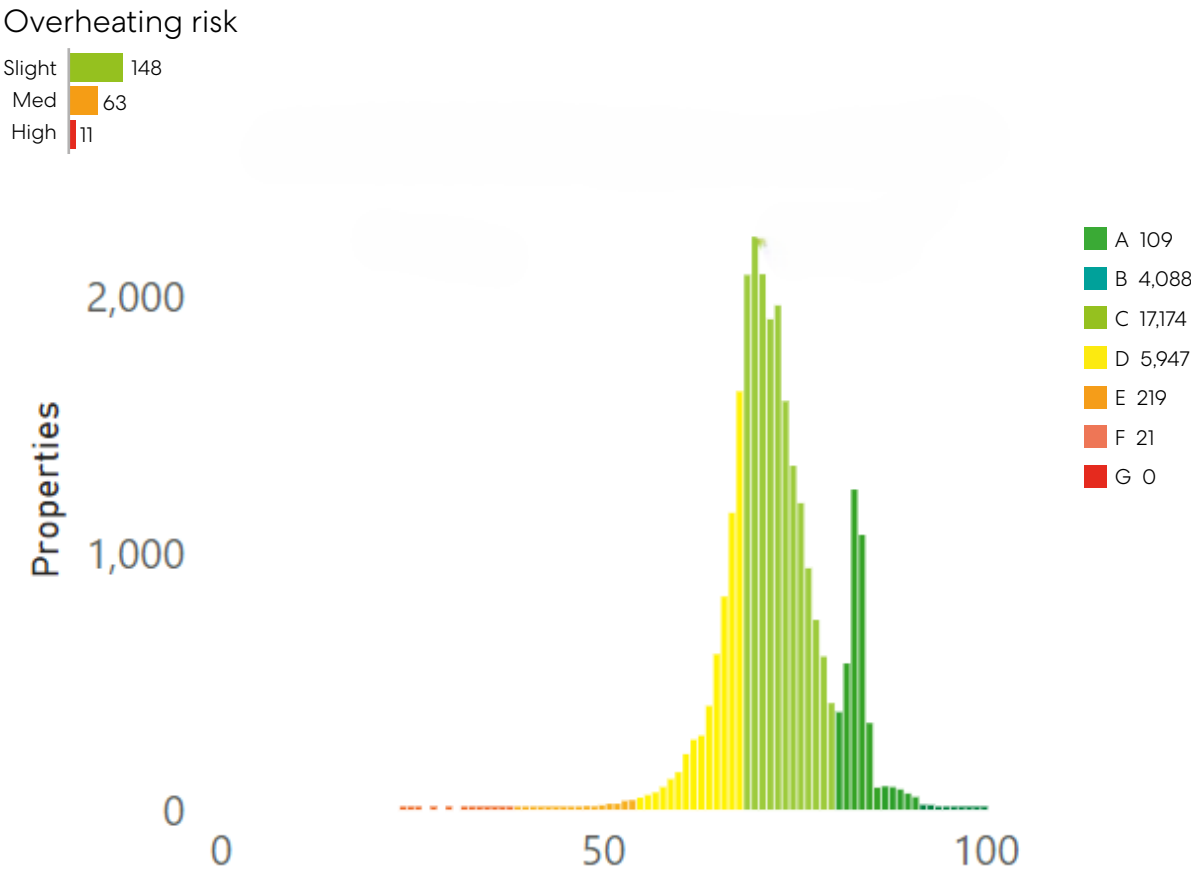
This will ensure our planned investment, compliance, decarbonisation, and communal area improvements and

modernisation are delivered in a more strategic and coordinated manner, to improve our customer's experience. We are running several pilots to test our approach to develop a more consistent specification and customer consultation process.

• **Environmental performance**

Over 77.5% of our homes already achieve an EPC C or above with an average SAP score of 73.00. We utilise the PORTFOLIO tool to measure the environmental performance of our assets and identify ways in which we can improve their SAP performance and EPC rating.

Graph and table showing Karbon Homes EPC performance



Breakdown of stock energy performance		
EPC Band (SAP range)	Count	Percentage of homes
A	109	0.40
B	4,088	14.62
C	17,174	62.32
D	5,947	21.58
E	219	0.79
F	21	0.08
G	0	0
Total number of homes	27,558	

This information is fed into our planned investment programme to ensure all of homes achieve at least a minimum EPC C by 2030 and net zero by 2050. We have prioritised a ‘fabric first approach’ to improving the efficiency of our homes, whilst running some pilots on other technologies and green energy heating solutions.

We are also exploring opportunities to accelerate the timescales for achieving EPC C where it’s cost effective, such as undertaking improvements when a property is void. We will test new innovations and technology to provide us with insight for tackling the longer-term challenge of achieving net zero for all our assets by 2050.

We have been successful in securing over £1.8m in government funding via the Social Housing Decarbonisation Fund Wave 1 and 2.1, to improve the energy efficiency of our existing homes. We’re preparing to submit applications for Wave 3 and other funding streams once available.

We have set up a Response to Climate Change project with six workstreams for existing assets, development, operational, offices, colleagues and customers, to agree our cross-organisational approach to decarbonisation.

Sustainability matrix & Option appraisals

We utilise Savills SHAPE tool to assess both the financial and social performance of all our asset portfolio, so we can undertake appropriate action. We have mapped performance on GIS and have set hurdle rates to trigger assessment.



- 1 Understanding
- Stock condition
 - True cost of day to day operations
 - Local markets and demand
 - The social housing outcomes you require



- 2 Demonstrating
- Performance over the long term
 - Performance variations

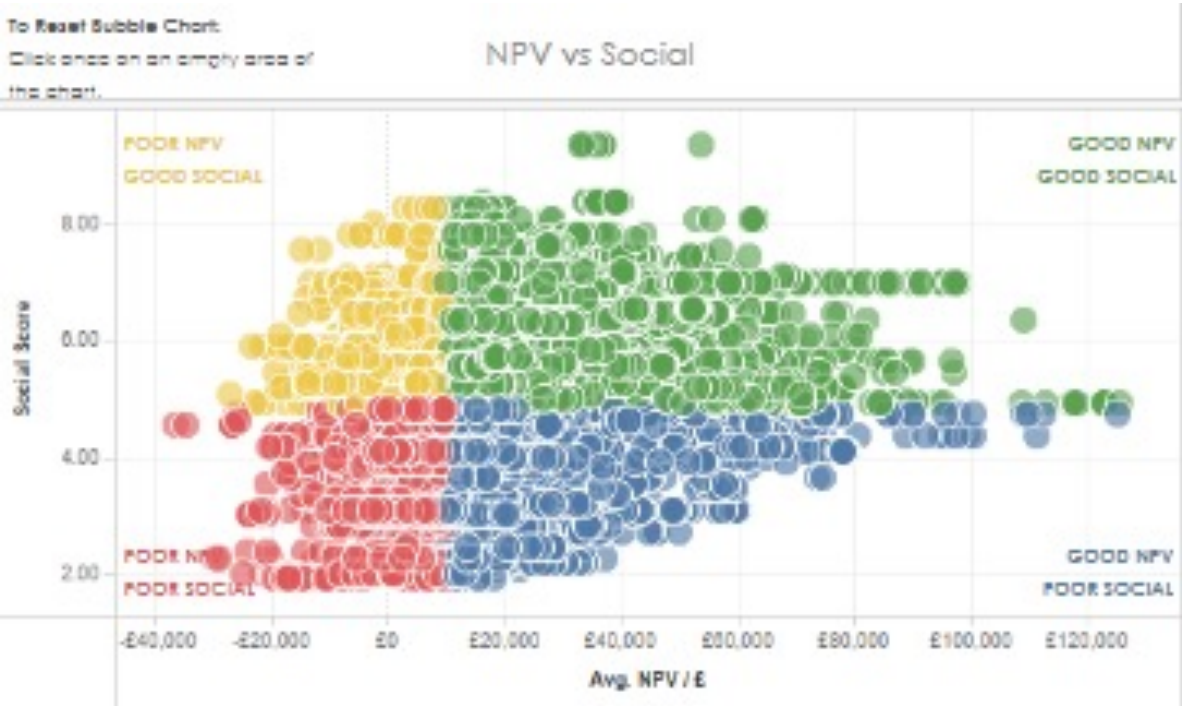
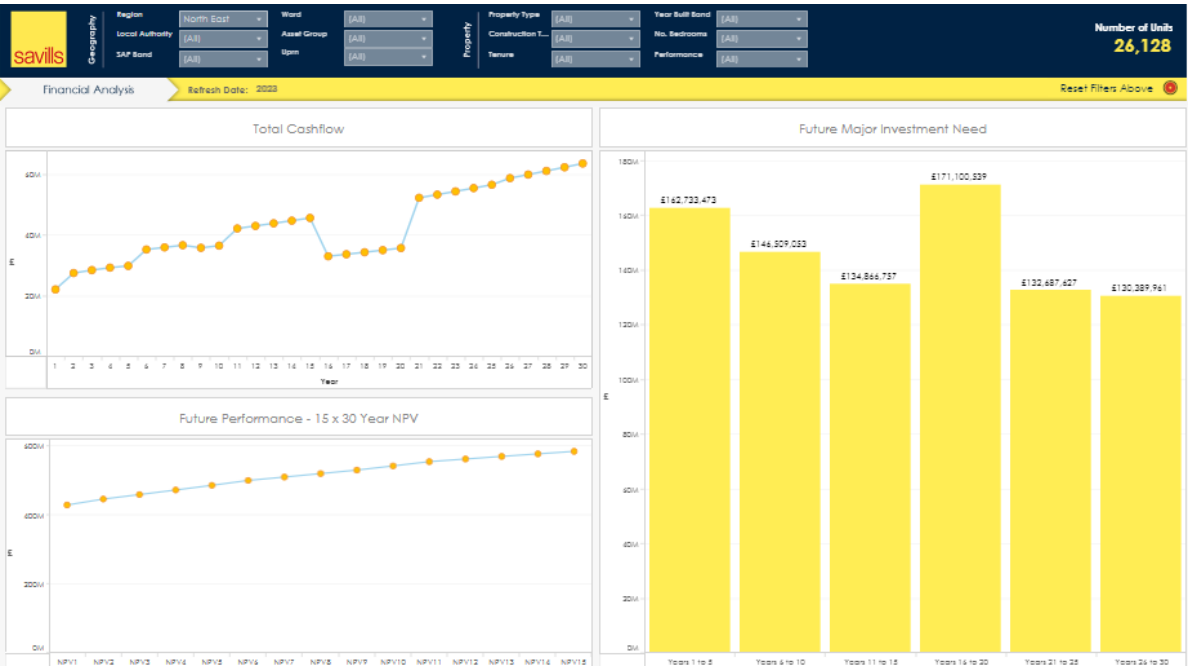
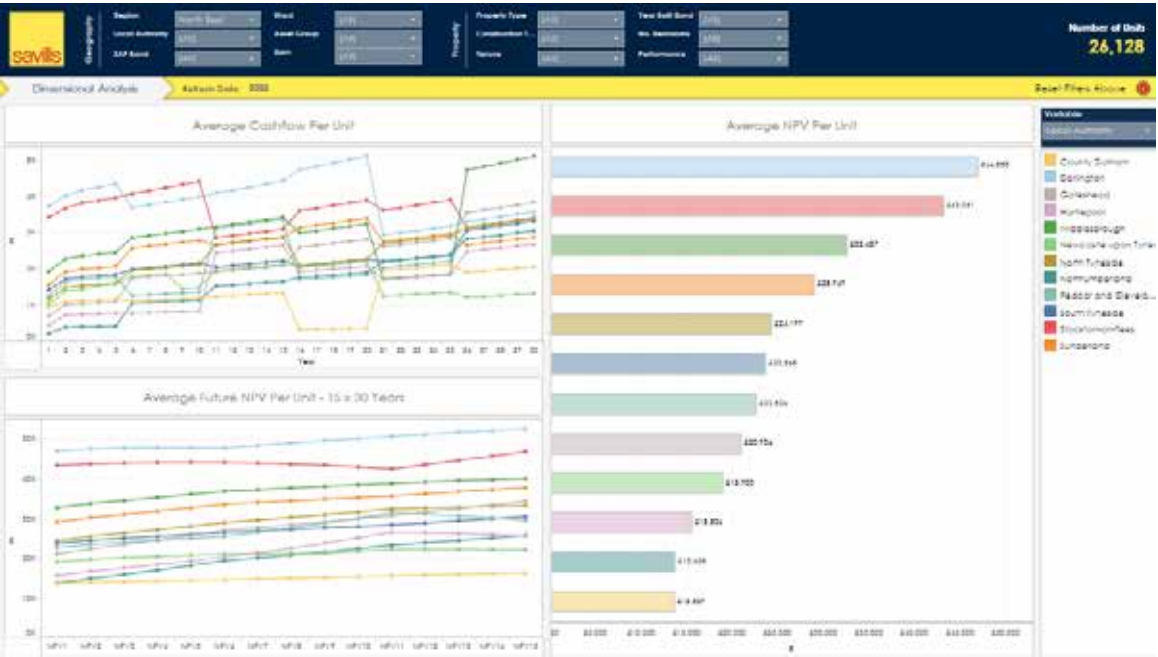
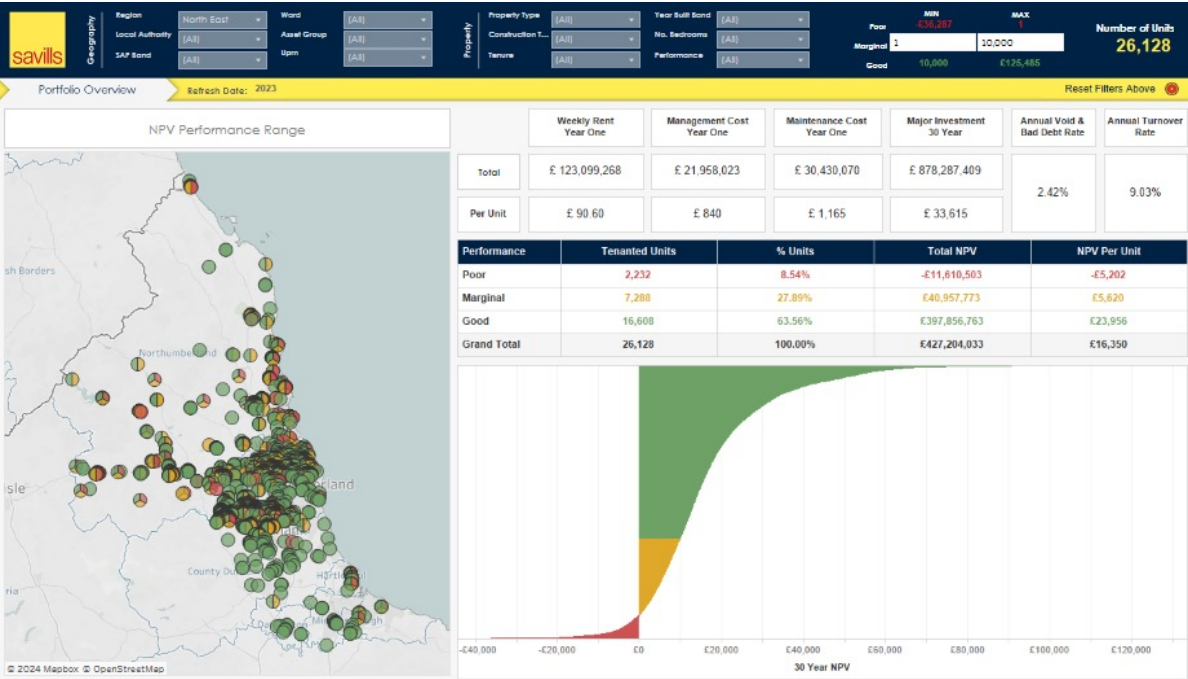


- 3 Action
- Agree triggers and candidates for option appraisal
 - Explore alternative actions
 - Prepare for investment planning
 - Robust evidence base for decisions

This tool is updated on an annual basis and we use it to prioritise option appraisals on under-performing asset groups and to undertake a strategic overview of any patterns and trends in relation to geography, archetype, or tenure to

develop action plans for improvement. This has recently included us developing action plans for our sheltered, extra care and market rent portfolios.

We have an on-line form for teams to refer assets for option appraisal. This can be used for either an individual property or a block. Any wide scale review would be identified and prioritised via the SHAPE tool.



*The information shown is from the October 2023 SHAPE tool refresh and does not include 54North or Leazes Homes. This information will be updated in October 2024 and added to the next refresh. Each line on the Tornado graph and each bubble on the Bubble chart represents a different Asset Group. There are currently over 900 asset groups across our portfolio ranging from 1 property to 307 similar properties in an asset group.

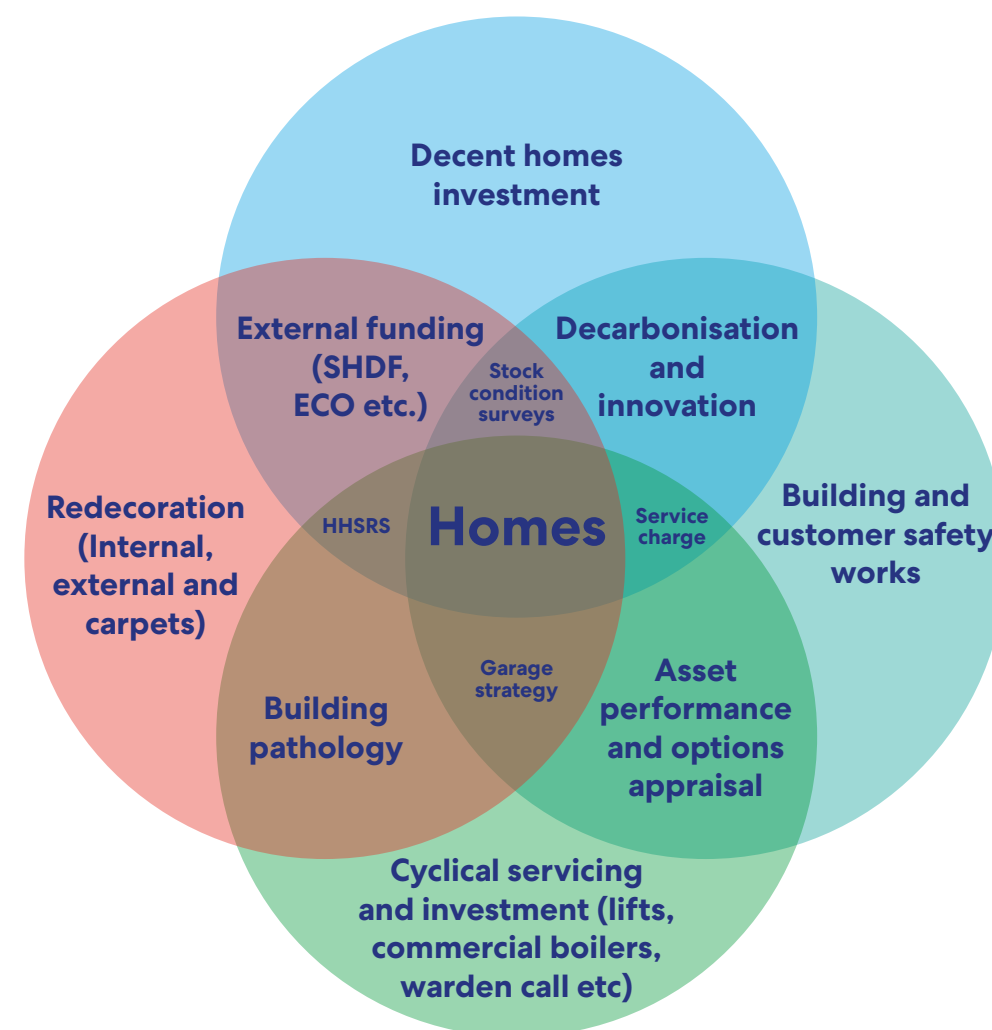
- **Responsive Repairs, Empty Homes and Cyclical Compliance**

All responsive repairs, empty home and cyclical compliance is managed by our internal Direct Labour Organisation, Karbon Property Services (KPS). They also offer their services to other registered providers via Karbon Solutions, which is a cost sharing vehicle. Their Corporate performance metrics have been included as part of the overall strategic asset management KPI's because of the overlap with planned investment delivery and customer satisfaction

- **Planned Investment Forum**

The Planned Investment Forum consists of representatives from across all directorates including Asset Management, Housing, Karbon Property Services Investment & Compliance delivery teams, Finance, Comms and Procurement. The aim is to ensure there is a collaborative, coordinated and customer-focussed approach to managing all planned investment, decarbonisation and building safety works. This forum meets monthly, and updates are reported to AMD and GDC.

Diagram of the planned investment forum responsibilities



- **Empty homes**

We have categorised how we record empty homes by (1) Lettable (2) Unavailable and (3) Unlettable with sub-categories aligned to Housemark definitions. Once they hit certain triggers, empty homes will automatically be referred for option appraisal in line with our process.

- **Regeneration / Placemaking**

Using the SHAPE tool, we will work with other departments to identify opportunities for regeneration and placemaking. This could be anything from light touch neighbourhood improvements to wholesale redevelopment opportunities and will consult with our customers as much as possible. We will report these opportunities to AMD and GDC for consideration.



- **Stock rationalisation opportunities**

Similarly through the SHAPE tool, we will work with other departments to identify any opportunities for stock rationalisation, as well as identify growth opportunities. This would be subject to a full customer engagement strategy and majority consent.

- **Customer Safety**

We have developed a compliance scorecard that captures all our property related statutory compliance in one place. It includes the 'big 6' items; gas, electric, fire, asbestos, legionella and lifts, that alongside damp and mould forms the balanced score for the corporate building safety indicator. We share this information at our Group Health and Safety Working Group as well as AMD, GDC and Leadership Management Team for awareness. We would also report on any prospective Decent Homes Standard and HHSRS failures (including damp and mould) to the same group.

- **Building safety**

We have developed a Building Safety Matrix to identify which blocks carry the highest risk based on a set of agreed criteria. We feed this information into the SHAPE tool and business planning processes to assess future expenditure that may be required. We also use this to prioritise other building survey requirements, including recent exercises for external wall systems and reinforced autoclaved aerated concrete assessments.

- **Existing asset disposals and Statutory sales**

We have centralised the management of all existing asset disposals (right to buy, right to acquire, shared ownership staircasing, leasehold extensions) so we can develop clear processes to help us manage demand. We will continue to review our existing processes to streamline where possible, to improve customer experience and generate additional capital receipts.

We are looking to develop a 'Royal Institute of Chartered Surveyor valuers framework' so all future valuations will be managed by the Asset and Regeneration Team in future.

- **Affordable and social rent setting**

Since the previous strategic plan was developed, we have introduced new procedures for re-basing the affordable rent on re-let and a mechanism for reviewing the social rent, so this now forms part of our suite of KPI's to track both the volume and total rent roll increase.

- **Office / facilities management inc. service contracts**

We have centralised the management of all offices, community hubs and service contracts, which extends across other tenures / blocks and budgets. We will continue to review existing contractual arrangements to improve performance and ensure value for money.

We have also developed a set of criteria for making decisions on the footprint of our future office portfolio, which has led to the closure of some premises and the opening of a new 'touch-down' spaces. We have also agreed to make some investments to improve our existing offices based on the savings generated.

- **Other assets**

We will continue to explore opportunities to centralise the management of our commercial, occupational lease and ground rent portfolio, to improve the future management of these assets. In addition, we have developed a garage block strategy to identify the condition and demand, so we can prioritise obsolete blocks for demolition, and agree steps for future use.

6.2. Over the life of the strategic plan, our aim is to further improve our asset data, systems and intelligence supported by teams across the organisation. Our plan to achieve this has three elements (1) Data (2) Systems and (3) People and processes.

- **Data**

We are constantly looking for ways to improve our approach to strategic asset management and in collaboration with other teams, we are exploring ways to improve our customer insight, responsive repair data, housing management costs and service charge arrangements, to see what further improvements can be made.

- **Systems**

We regularly review our existing systems and tools to ensure they are fit for purpose and are getting the most out of them. We have introduced new controls and developed consistent structures and property hierarchies across systems, to ensure data is accurate, triangulated and maintained in line with existing protocols.

- **People and processes**

We have been active in recruiting people with the relevant skills and experience for their roles and offered support to undertake additional training, qualifications, and accreditations to chartered institutions, including RICS, CIOB and CIH.

We undertake a review of all existing processes and procedures on a three-year cycle, to ensure they are still up-to-date and as efficient and streamlined as possible.



7. Measures of success

- 7.1. We will continue to implement a strategic and coordinated approach to managing our assets. This will ensure that we can help deliver the outcomes identified in the Stronger Foundations Group Strategy, fulfil our customer's needs and meet our corporate, financial, and regulatory responsibilities, together with our environmental, social and governance requirements.
- 7.2. We will ensure we have a sound business head by optimising investment returns, strengthening demand and increasing our financial viability. We will also maintain a strong social heart by putting the customer first, being open and transparent and prioritising improving homes and communities.
- 7.3. Our business will have a strong platform to grow and maximise the use of assets to finance further growth opportunities and social benefits for our communities. Our plan will help deliver value for money and efficiencies in repairs, maintenance, and capital investment, together with improved customer satisfaction.
- 7.4. We will take a more holistic view of the long-term viability of our assets, particularly with exceptional expenditure for building safety and decarbonisation to achieve net zero. We will use outputs from the SHAPE tool and KPIs to measure and track year-on-year performance, and set our future investment plans and opportunities for growth and consolidation.



8. Customer Involvement

- 8.1. A range of involvement opportunities are available for customers to help inform how our services are delivered including:
 - Planned investment programmes
 - Communal refurbishment and decoration
 - Decarbonisation and retrofit strategy
 - Response to Climate Change residents' environment group
 - Karbon residents committee
 - 9 area forums including Stanley and Byker
- 8.2. Prior to the commencement of any planned investment and property improvement works, we will share programme details with customers. This includes fixtures and fittings, and colour choice where applicable. Achieving and maintaining high levels of customer satisfaction are paramount to successful programme deliveries.
- 8.3. On the completion of planned investment works, customers are invited to complete a satisfaction survey. Responses inform any service delivery improvements that are required to ensure any work remains a positive experience for our customers. If any customer is dissatisfied with any work, we will review this in collaboration with other teams and our contractors, to attempt to resolve any complaints.
- 8.4. We regularly review existing customer insight, including Tenant Satisfaction Measures and complaints data, to identify if there are any further service improvements that can be implemented. We have also introduced a 'Highlighted Works Schedule' for customers and colleagues, to identify works that may need to be picked up as part of a future planned investment programme.



9. Policy guidelines

9.1. We will always prioritise our customers’ health and wellbeing, ensuring our homes and processes meet the following legislation, regulation and other guidance, including:

- Homes (Fitness for Human Habitation) Act 2018
 - Decent Homes Standard 2006
 - Decent Homes Standard 2 (pending)
 - Housing Health and Safety Rating System (HHSRS) guidance 2006
 - Awaab’s Law
 - Social Housing and Levelling Up White Paper
 - Social Housing (Regulation) Act 2023
 - The Charter for Social Housing Residents: Social Housing White Paper 2020
- Rent Standard
 - Leasehold Reform Act
 - Renters Reform Act
 - The Energy White Paper 2020: powering our net zero future
 - Building Safety Act 2022
 - Fire Safety Regulations 2022
 - Homes England Regulatory Standard
 - Housing Ombudsman Service
 - NHF and CIH Better Social Housing Review
 - Landlord’s statutory compliance requirements

10. Risks

10.1. We have a strategic risk card for Asset Management, with decarbonisation included in our ‘top risks’ report, that is presented to the board on a quarterly basis. In addition, we update our more detailed operational risk registers to AMD and GDC on a quarterly basis.

11. Monitoring

11.1. Our asset performance framework is reported to AMD, GDC and the Group Board to ensure visibility and accountability against the delivery of the key outcomes. These include:

KPI's	
Category	Metric
Property Compliance	• Landlord safety compliance scorecard • Decent Home Standard compliance • Stock condition survey rolling access percentage • EWS fire safety remediation works completed or not required (>11m blocks)
Planned Investment	• Average planned investment per property (exc. net zero) • % of planned investment programme delivered by cost • % of planned investment programme delivered by component • Ratio of responsive repairs to planned investment
Decarbonisation	• % of homes >EPC C • Average SAP rating • Average additional net zero investment spend per property over 30 years • Total grant funding (inc. SHDF)
Responsive repairs	• Average cost of responsive repairs • Average calendar days wait for a repair
Customer satisfaction	• TSM – satisfaction that their home is well maintained • TSM – satisfaction that their home is safe • TSM - percentage of customers very satisfied or satisfied with overall repairs • TSM - positive contribution to neighbourhood • Customer satisfaction with planned investment works
Asset Performance and Option appraisals	• Average NPV (excluding net zero costs) • Average NPV (including net zero costs) • No. of empty homes option appraisals • No. of asset group option appraisal
Existing Asset disposals	• Right to Buy gross income • Right to Acquire gross income • Shared ownership staircasing and leasehold extension gross income • Existing asset sales gross income
Affordable & Social rent rebase	• Affordable rent re-base transactions • Affordable rent roll annual increase • Social rent re-base transactions • Social rent roll annual increase

12. Governance

- 12.1.

The lead for delivering the Asset Management Strategic Plan is the Executive Director of Growth and Business Development. Monitoring of the implementation within the group delegatory framework is the GDC with delegated approval to the AMD. An update on performance and approval of any revision to the plan will be reported to the Group Board on an annual basis.
- 12.2.

This AMSP links with other strategic and regulatory documents, policies and processes including:
 - Stronger Foundations: Karbon Group Strategy 2024-29
 - Value for money strategy
 - Assets and liability register
 - Planned investment policy
 - Asset / component change protocol
 - Landlord compliance policies
 - Damp and mould policy
 - Ethical disposal policy
 - Right to Buy and Right to Acquire policies
 - Rent policy
 - Empty homes policy
 - Home ownership policy
 - Leasehold and service charge policies
 - Environmental, social and governance reporting

13. Strategic plan timeline

Timeline	Action
May and November	Bi-annual PORTFOLIO tool refresh
May and November	Bi-annual HOMETRACK AVM update
Quarter 3	Annual SHAPE tool refresh
Quarter 3	Three-year planned investment programme agreed at PIF and approved at AMD
Quarter 4	Annual review / update of AMSP

14. Conclusion

- 14.1. This plan sets out how we will develop and implement a strategic approach to managing our assets, through a combination of measures to achieve the following:

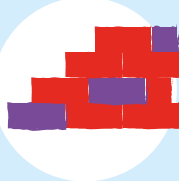
Strengthen business plan and make more efficient use of capital resources



Demonstrate value for money and return on assets - against objectives



Consider long-term planning for obsolescence and renewal



Test alternative strategies and enable balanced investment decisions - supporting difficult decision making



Communicate reasons to members, staff and residents



Assist the organisation in delivering its social, financial and housing objectives



- 14.2.

We will ensure our data continues to be as accurate as possible with robust controls in place to enable us to manage our assets and provide all legislative, statutory, and regulatory assurance.
- 14.3.

We will use this data to ensure we are investing in our stock in a strategic, coordinated and timely way, to ensure that we are delivering the best value for money and experience for our customers.
- 14.4.

We will continuously review the performance of our assets and take appropriate interventions where required to improve social, financial, and environmental performance.
- 14.5.

Ultimately, we aim to provide a strong foundation for life for our customers, to provide homes and neighbourhoods that are well-maintained, safe, energy efficient and sustainable.

