Housing Solutions

Asset Management Strategy

An easy-read guide to investment in your homes

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- Plan using validated data and condition-led surveys
- Achieve EPC C+ for all homes and strive for Sustainable Homes Index for Tomorrow (SHIFT) Platinum

1. Welcome

Our updated Corporate Strategy, looking ahead to 2031, is focused on safety, satisfaction, and sustainability. We are committed to our residents and have set clear aims and objectives to deliver excellent services and actively engage with stakeholders. The Asset Management Strategy details our future plans and how we will track our progress, recognising ongoing financial and operational challenges.

Eight years on from the Grenfell Tower tragedy, fire safety continues to shape how housing providers work. We will keep taking an evidence based approach so decisions are based on strong data and our long term goals. The investment figures we use are indicative for planning and will be refined as we complete further surveys, energy performance checks and receive updated regulatory guidance.

Our maintenance teams offer a 24-hour service, handling over 25,000 repair requests yearly. We use modern technology to give residents real-time appointment updates and easy feedback options via SMS text message. Data-driven and Artificial Intelligence (AI)-supported services are central to our future approach, helping us deliver cost-effective, resident-focused improvements.

2. How we look after your home

The Asset Management Team, with support from across the organisation, looks after a wide range of services, delivering thousands of repairs and safety checks each year. They ensure 400 multi-occupancy buildings meet fire safety regulations. Around half of the rented homes are flats or maisonettes, and 39% are houses or bungalows, mostly in low-rise brick buildings—none are higher than 11 metres.

While most homes are in Maidenhead, following the purchase of 450 homes in 2024 and ongoing development, about 65% of properties remain in the SL6 area, with the rest spread across nearby towns within an hour's drive. Housing Solutions also provides homes in rural areas and supports affordable paths to home ownership. Our portfolio includes specialist housing for care and support needs, mobile home plots, and some commercial properties in Maidenhead.

Responsive services

We use a mix of in-house teams and specialist contractors to deliver repairs and regular safety checks. Most repairs are done by our own in-house tradespeople, while experts handle specialised checks.

About 60% of residents have online accounts, giving them 24/7 access to request repairs and other services. Last year, over 22% of repairs were requested online, with 73% of those handled by our own tradespeople.

Satisfaction with our repairs is high - over 94% of residents were happy with their last repair, well above the sector average of 87.7%. The average cost per repair in 2024/25 was £489, with each property needing about 5.4 repairs, up from 4.5 in previous years. Our in-house teams complete 75% of repairs, helping us maintain value for money.

2. How we look after your home

Compliance

The asset management team places resident safety and legal compliance at the heart of its work. We aim for 100% compliance, regularly reviewing performance and strengthening fire safety and compliance management by adding more staff in 2024/25. Most areas achieved full compliance in 2024 and 2025, with only fire safety needing further actions at year end. All play areas are now inspected, and estate checks by Housing Officers have increased.

There are 400 buildings requiring fire risk assessments, and 2,815 fire safety actions were completed in 2024/25. All actions are tracked in the Riskhub system, which residents can access via QR codes displayed on noticeboards in their buildings. Completed fire safety works are checked and approved by independent assessors.

The team communicates directly with residents affected by fire safety regulations, offering clear advice in accessible formats. Regular fire door checks and annual risk assessments help keep everyone safer by reducing fire risks.

Investing in your home

Although events like Covid and rising costs made planning harder, we maintained steady investment between 2021 to 2026, spending £9,886k a year on average.

All our homes were surveyed over five years to assess their condition, with most surveys done by RAND Consultancy and our own team checking the results.

> **Housing Solutions approach to stock condition surveys demonstrates best practice, it reflects a mature, well-governed asset strategy that prioritises resident safety, regulatory compliance, and long-term sustainability**
>
> **Simon Davis, Director, RAND Associates, October 2025. (Abridged)**

3. How we decide where to spend money

Reliable and accurate data is essential for making good investment decisions. We use the Keystone asset management system and have completed the first phase of our new Total Mobile repairs system. All homes have been surveyed within the last five years, and we are now aiming to revisit homes more often, moving towards a three year re survey cycle. We also continue to seek independent checks of our systems and data.

Our investment planning is shaped by our 30-year Business Plan and focuses on three main themes: keeping homes safe, ensuring residents are satisfied, and promoting sustainability. In 2024, we updated our policy and introduced a six-step process to make sure investments are prioritised effectively. This process focuses first on safety and legal requirements, followed by business plan limits, reducing repairs, improving satisfaction, and supporting sustainability.

In early 2025, we consulted with stakeholders to review how long key home components (like kitchens and bathrooms) should last before replacement. As a result, we decided to increase the expected lifespan for 32 components, keep 17 the same, and reduce 3. These decisions were reviewed by a resident group and approved by our Board in May 2025.

3. How we decide where to spend money

Some changes mean important items such as kitchens and bathrooms will be replaced less often, which raised concerns about uncertainty for residents. In response, we are making our delivery plans clearer, so residents know when replacements are likely to happen. All planned investments are fully funded in our 30-year plan. Careful choices over the years have limited our exposure to fire safety risks, but we continue to invest in fire safety, especially for high-rise buildings and care homes, as shown in the planned investment table.

	2027	2028	2029	2030	2031
Existing Property Investment	£14,982	£16,044	£17,677	£18,203	£20,621
Fire Safety Investment	£2,428	£2,422	£2,422	£2,272	£1,057
Total	£17,410	£18,467	£20,099	£20,475	£21,678

*All figures represent millions

We will carry out focused surveys in 2025/26, including revisiting 1,600 homes, re surveying the 267 homes acquired from London & Quadrant Housing Trust (L&Q) and inspecting around 650 kitchens. This helps us base repairs and upgrades on real condition and resident experience, not just age. We will also review our sheltered housing schemes with older residents, to ensure they provide modern, cost effective and adaptable homes that support independent living.

We have commissioned ARK Consultancy to update our Energy Performance Certificate (EPC) data, supporting Wave 3 Social Housing Decarbonisation Fund (SHDF) funding. This will enable a £5.5 million programme of energy efficiency improvements in 336 homes, with £2.75 million secured through grant funding. ARK Consultancy, a sector specialist, will also carry out a follow up review to validate assumptions and confirm the impact of the upgrades.

4. Meeting our residents' needs

During this strategy we will increase the resident information we hold to cover at least 85% of households by 2029. This helps us plan services better and provide more tailored support.

Quick repairs make residents happier - 93% are satisfied if repairs are done in 0-7 days, compared to 81% if it takes over 25 days. In 2024/25, our average repair times improved from 22 to 12.3 days, leading to better satisfaction scores.

Female tenants and tenants from ethnic minority backgrounds report lower satisfaction compared to male and white British tenants, regarding feeling heard and overall service levels. Our staff are experienced, committed and well trained, but they are less diverse than our residents. We believe making our teams more representative, will improve satisfaction for everyone.

93%
resident satisfaction when repairs are completed in 7 days

81%
resident satisfaction when repairs take more than 25 days

A third of our tenants have disabilities and often need extra support. They are generally satisfied but report some lower scores, especially around feeling respected. We aim to make services more accessible, adapt homes as needed, and continue working closely with all Local Authorities. We will also build more adapted homes for those with additional needs.

Damp, mould and condensation remain serious issues, affecting around 24% of homes. Around 14% of our repairs are linked in some way to dampness. We have been proactively contacting residents where damp has been reported or identified, and we are continuing to improve our service. We maintain full compliance with Awaab's Law.

5. Our plans for the future 2026 - 2031

This five-year strategy sets out our main goals for keeping homes safe, high-quality, and ready for the future. We will tackle damp, mould, and fire safety, making sure repairs and upgrades are based on what residents really need. We plan to survey homes, update energy data, and work with care providers to keep everyone safe.

We're committed to offering fair and personalised services, especially for tenants with disabilities or extra needs, and want our staff to better reflect our communities. Our energy improvements will focus on practical changes like insulation to help reduce bills and carbon use. We have set clear targets across safety, sustainability, and resident satisfaction, all in line with the latest standards, and we will regularly measure our progress to meet residents' expectations.

5. Our plans for the future 2026 - 2031

Strategic Themes and Priorities

Over the next five years, Housing Solutions aims to provide an efficient and cost-effective property management service for all residents. The service will use new technology and a better understanding of residents' needs to ensure fair treatment, while also adapting to support individuals and families with specific requirements. All targets are based on the priorities in the updated Corporate Strategy and the organisation's core values, with resident safety as the main focus. The new strategy is designed to meet the latest Consumer Standards, covering safety, quality, and the wider needs of residents. Success will be measured by how well these standards are met.

Safe

- 100% Safety and Compliance
- Complete fire safety major works (including care homes)
- Communicate & deliver planned component replacements on time

Satisfied

- Deliver Inclusive, Equitable Services
- Provide tailored services
- Embed the Residents' voice in decision making

Sustainable

- Keep costs affordable through efficient procurement
- Plan using validated data and condition-led surveys
- Achieve EPC C+ for all homes and strive for SHIFT Platinum

STRATEGIC OBJECTIVE : SAFE

	1. 100% Safety and Compliance	2. Complete fire safety major works (Including care homes)	3. Communicate & deliver planned component replacement on time
	Goals Achieve Statutory compliance and ensure the safety of our homes	**Goals** Complete safety critical works programmes including care home projects	**Goals** Deliver and clearly communicate all planned investment works so residents know what is coming
Year 1 **By 2027**	• 100% compliance with 'big 7' compliance areas (incl DMC) • New Decent Homes Standard embedded in programme • Rolling Stock condition surveys to validate component condition	• External wall surveys underway • Fire door surveillance in place and replacement programme underway • Fire remediation works underway across large care homes in partnership with The Orders of St John Trust and Care UK	• All safety critical works detailed & fully funded within the Business Plan • Re-survey programme launched (1,600 homes, 267 L&Q homes, 650 kitchens) to inform investment decisions • Deliver all planned investment works in line with programme
Year 2-3 **By 2028/29**	• 100% compliance with Awaab's law • Real time reporting dashboards for all internal teams • 100% of care home ventilation works completed	• Roof space compartment programme underway with 100% of surveys complete • OSJ care home fire safety project fully completed • Long term remediation of Evenlode commenced	• Resident-informed investment plan in place • Fully published programme of works to all residents • £300k of planned investment completed by in-house resources
Year 4-5 **By 2030/31**	• All updated Housing Health & Safety Rating System (HHSRS) Hazards tracked monthly • Real time dashboard reporting to all digitally engaged residents • Rolling five-year programme published to all digitally engaged residents	• Evenlode remediation project completed • 100% of all external wall surveys completed • Roof space compartment projects completed	• Rolling 5-year plan in place and communicated to all residents • 100% of condition surveys within 5 years to inform future investment • Deliver planned component replacements on time

STRATEGIC OBJECTIVE : SATISFIED

	1. Deliver Equitable & Inclusive Services	2. Provide Tailored Services	3. Embed resident voice in decision making
	Goals Ensure Equality, Diversity and Inclusion is at the heart of everything we do	**Goals** Communicate & provide tailored services that meet the evolving needs of our residents	**Goals** Continuously adapt services based upon resident & stakeholder feedback
Year 1 **By 2027**	• 85% of relevant resident data recorded up from 76% in 2025 • Adapt entry points for repair/defect to ensure equity and DRS enabled self service • Understand needs of disabled residents (currently 30%)	• Complete segmented analysis of resident preferences and data • Understand residents that are not digitally engaged • Begin pilot of bespoke service pathways for residents with complex needs • Publish tailored service impact report annually	• Involve engaged residents in all significant policy changes • Provide an annual review of feedback, actions taken and outcomes to Scrutiny and Improvement Team (SIT) • Implement a digital feedback system for all planned works programmes • Feedback data used to inform service design and investment priorities
Year 2-3 **By 2028/29**	• Proactive contact made with 100% of the 'Silent minority' • Contact 100% of residents that register below average feedback • Provide open and transparent digital performance reporting for residents for 75% of service areas	• Increase resident data to above 85% • Implement AI supported repairs analysis for residents • Link resident data and specialist needs within Total Mobile to facilitate bespoke responses • Implement an AI powered predictive repairs pilot aimed at reducing repairs per property & increase satisfaction	• Open digital consultation on a 5-year investment programme • Publish annual review of changes to service accessible to all residents • Implement a real time interactive feedback loop for all residents
Year 4-5 **By 2030/31**	• Personalised system access for all residents • Provide above median service provision Tenant Satisfaction Measures (TSM's) for all segmented groups • Automated performance data across all areas accessible by residents	• Increase resident preference data to 90% • Integrated AI supported repairs diagnostic tool linked to dynamic scheduling • Provide bespoke services for residents with disabilities	• Review a 30-year investment programme by expanded resident groups and panels • Publish an annual, externally validated review with direct resident and stakeholder input • AI supported real time feedback in place for all responsive repairs

STRATEGIC OBJECTIVE : SUSTAINABLE

	1. Keep costs affordable through efficient procurement	2. Plan using validated data and condition surveys	3. Achieve EPC C+ for all homes and Strive for SHIFT Platinum
	Goals Ensure investment is both cost effective and addresses residents' needs	**Goals** Investment decisions informed by collected data and analytical analysis	**Goals** Deliver a long-term positive impact on the local and global environment
Year 1 By 2027	• Complete Net Present Value (NPV) analysis for all properties to ensure strong return on investment • Resident-informed investment planning embedded into disposal decisions • Publish transparent investment rationale for all major stock decisions	• Analysis of performance against expected lifecycle costs • Validate 98% of component condition surveys to ensure accuracy • Proactive, time-and quality-driven component replacement programme • Co-create investment plans with engaged residents	• 100% of stock condition surveys within 5 years • Complete year 1 of Social Housing Decarbonisation Fund (SHDF) programme • Investigate potential for Photovoltaic (PV/Solar) revenue opportunities • Co-create investment plans with residents to reflect real priorities
Year 2-3 By 2028/29	• Deliver a viability assessment for all negative NPV properties • Update the disposal 'pre-selection list' based upon NPV analysis • Complete a review of sheltered accommodation • Carry out a review of sheltered housing working with older residents	• Investment plan adapted to reflect component condition as well as age • Validated 2-year programme in place and agreed with supply chain partners • In-house delivery expanded to support cost-efficiency targets	• Co-create investment plans with residents to reflect real priorities • Complete year 2/3 of SHDF programme • Publish roadmap to SHIFT Platinum accreditation
Year 4-5 By 2030/31	• Develop condition driven investment programme including an annual property grading review • Establish regeneration programmes for poorly performing non-disposal properties • Holistic programme to deliver Net Zero Carbon (NZC) 2050 and eliminate fuel poverty	• Aids & Adaptations programme agreed with Local Authority to meet needs of residents living with a disability • AI supported, video enabled, repairs reporting tool in place for residents • 5 year validated investment programme published to residents	• Secure 3rd party funding to support delivery of 2030 target • Deliver works to achieve 2030 EPC band C goal • SHIFT Platinum accreditation achieved and externally validated • Co-create investment plans with residents to reflect real priorities

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