

Abbeyfield Living Society

Asset Management Strategy for 2025-2030



<u>Executive Summary</u>	4
<u>Great Homes for the Future</u>	5
<u>Knowing our Homes</u>	8
<u>Context for our Strategy</u>	15
<u>Delivery Plan</u>	18
<u>Summary</u>	26

Executive Summary

This Abbeyfield Living Society (ALS) Asset Management Strategy (AMS) sets out the aims, objectives and the agreed delivery plans for the maintenance and improvement of our property assets over the next five years. It acknowledges the strategic direction of ALS as the organisation finalises a significant sustainability programme and prepares for future growth and development opportunities.

The strategy considers and responds to recent changes in legislation and associated practice. This includes changes to the building safety regulatory framework and the additional responsibilities set out in the Building Safety Act (2022) and the wider regulatory requirements introduced by the Social Housing Regulation Act (2023). In addition to challenging targets relating to energy efficiency and carbon reduction. With additional focus on affordability of rents, the White Paper and the need for greater emphasis on the resident voice, all housing providers are under significant pressure to demonstrate how they are responding to these emerging themes.

Changes to the economic landscape continue to impact the cost of borrowing, construction and maintenance and have

increased pressures on capital budgets for stock investment.

Therefore, our delivery plans need to be collated using detailed knowledge of our stock requirements to prioritise the investment in the areas of greatest need, and maximising grant funding opportunities. Resident consultation to communicate and discuss the contents and principles of the strategy is intrinsic so that key objectives for delivery can be understood. We need to deliver evidenced investment programmes that are resident focussed, collating feedback to support decision making and drive the quality standards our residents demand and expect.

The strategy links directly with the aims and objectives of our five-year Corporate Plan and is seen as a key supporting document to ensure ALS achieves its overall business objectives. By investing in our homes and encouraging and responding to customer feedback we will ensure warm and welcoming places and spaces where we enrich the lives of all who live and engage with us.



Great Homes for the Future

Great Homes for the Future

Aspirations

This strategy and the detailed objectives and aspirations within it demonstrate a real commitment to providing great homes for our residents. We will do this by embedding the following principles:

- ✓ **Safe homes:** The safety of our customers will remain our top priority.
- ✓ **Customer voice:** Customers will be central to the successful delivery of this strategy.
- ✓ **Repairs and maintenance:** Deliver high levels of customer satisfaction.
- ✓ **Integrated data:** Prioritise stock data collection at every opportunity to inform decisions.
- ✓ **Value for money:** So that we can invest more in our homes and communities.

To ensure our Asset Management Strategy remains dynamic, transparent, and fully aligned with organisational priorities, we will be accountable to Committees/Board through a structured reporting and engagement cycle. This will include quarterly updates highlighting performance against key performance indicators, risk areas, and delivery of strategic investment priorities.



Esk Moors Lodge in Whitby. Beautiful gardens and surrounding countryside.

- ✓ **Active asset management:** Provide homes that meet needs of current / future customers.
- ✓ **Sustainability:** Solutions which enhance our customers' living conditions.

Outputs and Measures

This strategy explains how we will achieve our customers' aspirations and provide excellent safe homes that suit our customers' needs and provide places that everyone can be proud of. We will deliver against a number of outputs and measures aligned with key principles of the strategy. These will be reviewed and prioritised throughout the lifetime of the strategy to remain current and effective.

Principles

Outputs/Measures



Safe Homes

- › All homes will provide warm, safe, welcoming places, compliant with current and emerging health and safety, building safety and regulatory standards
- › Fire risk assurance is in place and all homes will meet Decent Homes 2 Standard with Housing Health and Safety Rating System (HHSRS) category risks



Customer Voice

- › Customer voice and feedback guides and influences services and decision making
- › Customers know how we are performing with repairs and safety performance



Repairs and Maintenance

- › All repairs are completed on time and right first time
- › Full confidence in our supply chain evidencing value for money services
- › Effective 24 hour/365 day repairs response service in place



Integrated Data

- › Residents and teams have access to quality data to monitor and improve services
- › Robust process in place to provide up to date and accurate property data to drive accurate and detailed forecasting and planning
- › Active schedule of stock condition assessment will drive delivery plans



Value for Money

- › Our contractor performance is managed and monitored to ensure value-for-money for our residents
- › Procurement activity is driving quality services at a fair price
- › Approved business cases to maximise grant recycling opportunities



Active Asset Management

- › Homes are well maintained with a shared clear programme for future investment
- › Achieve a balance of 70/30 planned versus reactive repairs programme



Sustainability

- › All homes have a minimum Energy Performance Certificate (EPC) of C by 2030
- › Environmental strategy clearly evidences how we are reducing our carbon footprint
- › Homes are affordable to heat and energy efficient



Knowing our Homes

Knowing our Homes

Figure 1: Stock

Current no of rooms/flats: 1,358 (Care - 449, Housing - 867, Decommissioned - 42)

Current number of colleagues: 900

Number of properties: 64 (Care - 13, Housing - 50, Decommissioned - 1)

Counties we operate in: 28



Figure 2: Geography

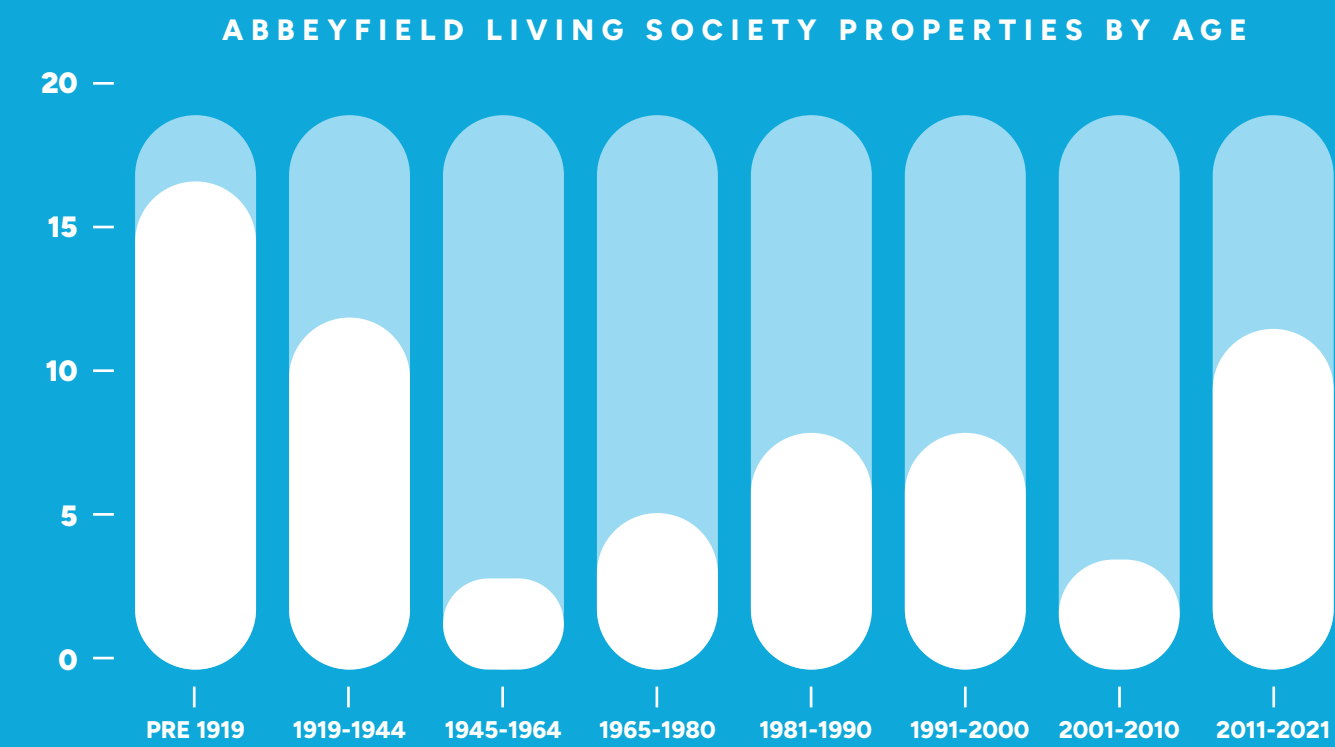
Our properties are geographically spread over England, with four properties on the Isle of Wight. This Figure displays the wide dispersion of properties, which creates a significant resource challenge in delivering major investment work across our portfolio.

This wide geographic area is a significant factor when contemplating design and delivery of an effective repairs, major works and compliance solution. Packages of work for regional contractors are typically smaller, response times longer and travelling costs inevitably higher.

The properties are also extremely diverse in terms of their size, type, construction type and age profile which ranges from the mid-19th Century Victorian era though to more recent construction, employing modern materials and building techniques. The age and diversity of these properties adds an additional layer of complexity and increases cost of asset management.



Figure 3: Age Profile



Despite having no high-rise residential buildings i.e. those over 18m high which greatly reduces risk in terms of building and fire safety, our health and safety agenda remains a key priority for ALS, irrespective of building height. The final Hackett Report will note significant changes to the building safety act during 24/25, bringing in changes to fire risk delivery for those properties that the elderly and vulnerable reside in.

Stock Condition

Although our current stock condition data was only completed in 2022, we need to factor in a resurvey programme, so we continually know our stock and where our investment needs to be targeted. The Housing Regulator in their new Consumer Standards and Codes of Practice have a Safety and Quality element detailed in the regulation, about our requirements to know the condition of our stock both internally and externally. There is a requirement for a physical inspection of the property at least

every 5 years or less in some circumstances if you have a poor or failing property. We will undertake a rolling programme of stock condition surveys in our plans. Our next programme of stock condition surveys will include a physical condition inspection to give us real time condition and data replacement intelligence.



ALS is committed to collecting, maintaining and effectively using its property data to drive robust planning and delivery of a proactive asset management service. By making intelligent use of property data in this way and drawing upon sector best practice, our strategy will ensure ALS is able

to continually improve the management of its assets and drive forward best value outcomes.

Latent Defects

Latent defects in our newer stock have been challenging in the past and this continues through into 25/26. These defects have had a huge impact on not just financial costs but also the physical cost with officer time, consultant time and legal costs. The defects

are generally resultant of poor-quality materials, wrongly specified materials and poor or inadequate workmanship, that have been troubled further with constructors or main contractors going into administration and the lack of defect liability warranties in place. As we move forward with our Growth Strategy the lessons learned from previous developments will be taken in to account to mitigate these risks in the future.

Energy and Sustainability

ALS is committed to ensuring that our properties are fit for purpose, as energy efficient as possible and are safe and comfortable homes for our residents to live in. Along with all other environmental obligations, linked to our Environmental Strategy we will ensure this commitment is met through the delivery of the following goals:-

- Integration of Environmental Sustainability across ALS as a business-as-usual process
 - Ensure environmental compliance and pollution prevention across all properties within our portfolio through operating in an environmentally responsible manner
 - The continual enhancement of our energy and carbon related performance year on year, working towards Net Zero by 2050
- Understanding our climate related risks and working towards mitigation of these risks where feasibly possible
 - Raising awareness of energy efficiency measurements with our staff and our residents
 - Implementation of an Environmental Management System to manage the above aspects and drive continuous improvement.

The government has set a target for social housing providers to achieve an Energy Performance Certificate (EPC) rating of at least 'C' for its properties by 2030. This target is seen as an important milestone towards the longer-term requirement of all homes being 'carbon net-zero' by 2050 in the UK. Over the last six months we have worked to improve our EPC data quality, by analysis the EPC data we already had and investing in new EPC assessments. The new assessments have highlighted the difference between 'commercial' EPC and 'domestic' EPC assessment, clarifying the

difference between the two and correcting assessments where required. Figures 4 and 5 (opposite) demonstrate how our current stock is rated. We are continuously analysing the data to improve our understanding and fill gaps, including identifying the number of missing domestic EPCs we currently have. The EPC assessments allow us to understand the required work necessary to improve the energy efficiency of our properties and may act as a starting point for us to plan retrofit works.

Figure 4: Number of properties with commercial EPCs within each band

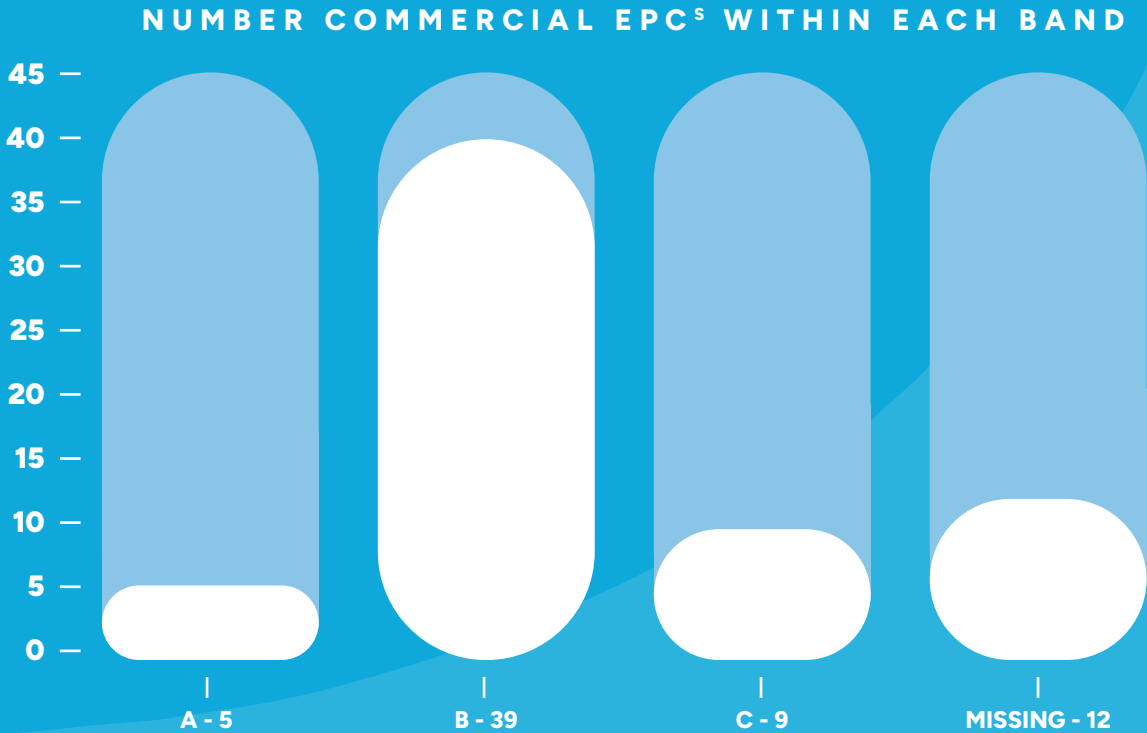
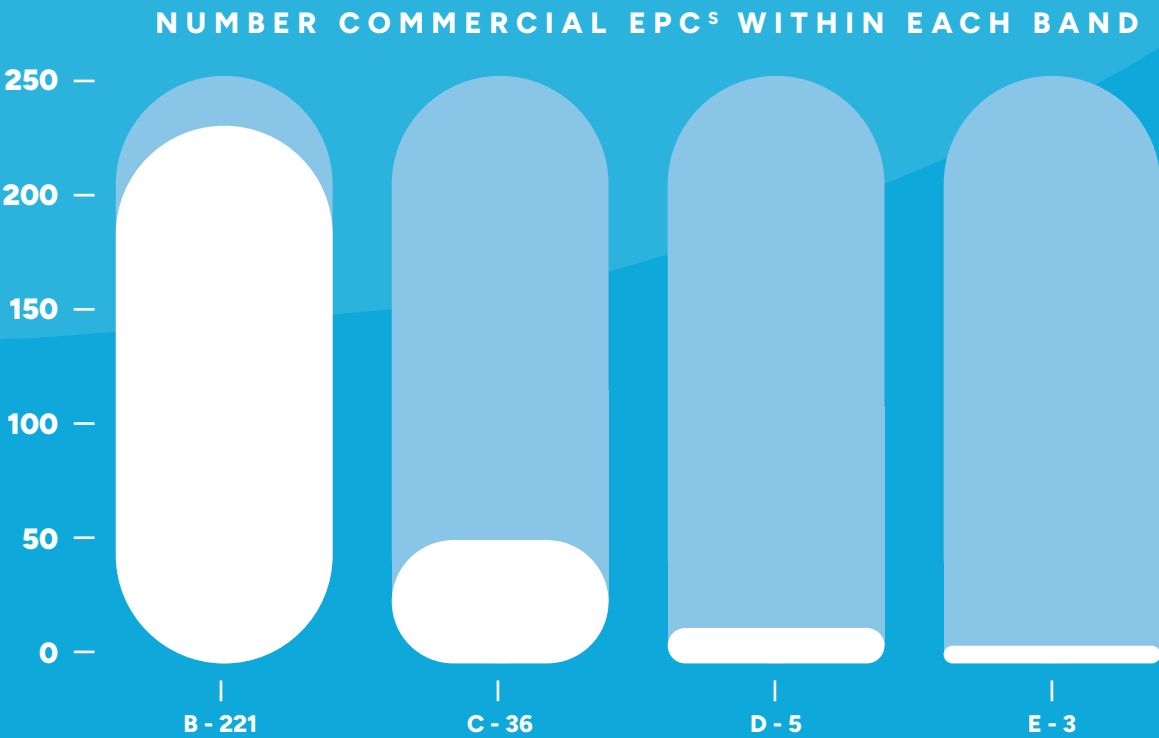


Figure 5: Number of properties with domestic EPCs within each band



Improving the energy efficiency of properties will be achieved through the following over-arching approach and **we will actively seek funding opportunities as a continuous exercise.**

- ✓ A 'Fabric-first' approach; upgrading insulation of walls, reducing cold bridging roofs, floors, conservatories and replacement of windows from single to double glazing and replacing existing double-glazed windows to reduce heat loss.
- ✓ Generating low carbon electricity on-site wherever practicable and cost-effective via the installation of Solar PV with battery storage where appropriate.
- ✓ Considering new and emerging technologies to improve the overall energy performance of our buildings such as remote heating (and water heating) controls, air quality monitoring, and hydrogen ready boiler systems.
- ✓ Considering installation of low carbon heating systems during future reinvestment programs.
- ✓ Replacing current heating systems with highly efficient systems as part of the reciprocal asset replacement programme.



Context for our Strategy

Context for our Strategy

Landscape

The previous strategy produced in 2022 focused largely upon the steady-state approach of established key work streams e.g. major works, responsive repairs and compliance. This work continues and provides the basis upon which this new Asset Management Strategy builds.

Over recent years, the context and landscape of social housing and care has changed significantly, introducing a range of complex and competing priorities as well as creating both financial and resourcing challenges. Substantial consultation and discussions have taken place within the sector, but there remains uncertainty around future regulatory standards and in particular potential funding regimes and opportunities.

Areas for Future Consideration

We must maintain vigilance as the debate around these areas matures and to expect that the strategy will require periodic review and update. The areas currently identified for review and consideration over the life of this strategy are:

- ✓ Fire Safety Act 2021 and Building Safety Act Social Housing White Paper (2020)
- ✓ Clean Growth Strategy (2021) Future Homes Standard (2025)
- ✓ Consumer Standards EPC energy standards
- ✓ CQC scrutiny RSH Sector Risk Profile (2021)
- ✓ Awaabs Law (damp and mould) Housing Health and Safety Rating System
- ✓ Quality Lifetime Homes - the future of the Decent Homes Standard

Other areas of potential impact over the life of the strategy are external influences such as high inflation rates, rising interest rates and energy costs, increasing contractor costs and the availability of skills and labour.

Resident Engagement and Involvement

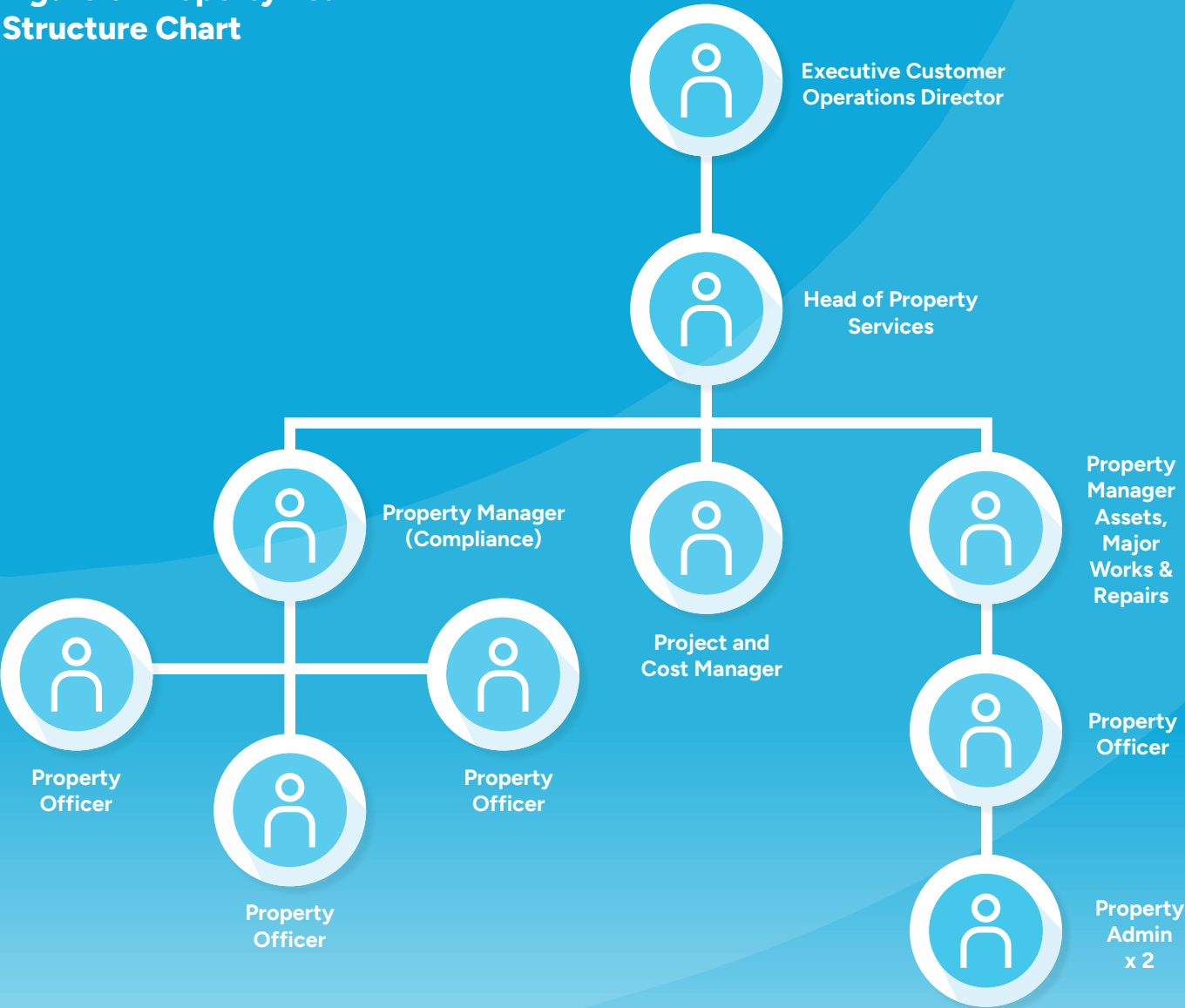
We are committed to involving our customers in the decision-making process and their views of the services provided will be regularly sought through resident panels, customer surveys or directly from local teams. In addition to a rolling programme of customer surveys, we are investing in real time customer feedback to gauge views of our contractor services at the point of delivery. We will use this information to report to Committees/Board and to drive further improvements in services.

People

Our people are an extremely valuable asset, and this document would be incomplete without placing this within the context of the overall strategy. The new Property Team Structure has focused upon eliminating duplication and set the scene for implementation of targeted training and development in specialist areas to support and equip individuals with the necessary expert skills and knowledge.

Training plans recognise emerging legislation, such as Awab's Law and the requirement to assess damp and mould using the Housing Health and Safety Rating System (HHSRS) under the environmental act.

Figure 6: Property Team Structure Chart



Knowledge and Data Management

Developing a modern approach to the collection, storage and effective usage of property related data is a critical objective of the AMS.

Although QL by Aareon is already established within ALS as the core Housing System ITC platform, it is currently under exploited with its significant potential yet to be fully realised.

The Property Team have introduced the National Housing Maintenance Federation schedule of rates (7.2) into the QL along with an integrated contractor's portal.

The development and roll-out of this increased functionality from QL, along with further development to the Programmed Works Module will be an interactive process over the next 1 to 2 years.

Training and culture change with staff will both be key considerations to the success of this programme as new processes are designed to drive people to do things differently to drive efficiency and improve services.

Delivery Plan

Delivery Plan

Approach

Our strategy sets out our approach for the effective management of our physical assets over the next five years. To ensure we deliver our objectives we have:

- ✓ Detailed action plans to drive team plans and individual objectives with SMART targets
- ✓ Improved data management and planning for timely delivery of commitments to residents
- ✓ Continual review of the strategy in line with external changes and financial priorities
- ✓ Regular and meaningful consultation with our residents
- ✓ Improved engagement with all Internal and External Stakeholders regarding delivery and outcomes

The main delivery work streams will be as follows and will ensure that we are complying to the revised Decent Homes Standard, Consumer Standards, Tenant Satisfaction Measures, Energy Performance to band C or above by 2030.

- ✓ **Kitchens & Bathrooms**
- ✓ **Windows & Doors**
- ✓ **Insulation**
- ✓ **Electrical**
- ✓ **Lifts**
- ✓ **Fire Systems**
- ✓ **Heating**
- ✓ **Roofing**
- ✓ **Ventilation**
- ✓ **Structural**
- ✓ **Externals**
- ✓ **Special Installations**

The delivery programme will be reviewed each year and become dynamic and flexible to allow for the demands on our stock and to comply with regulation. The plans will remain agile to accommodate any changes to key policy issues as they mature.

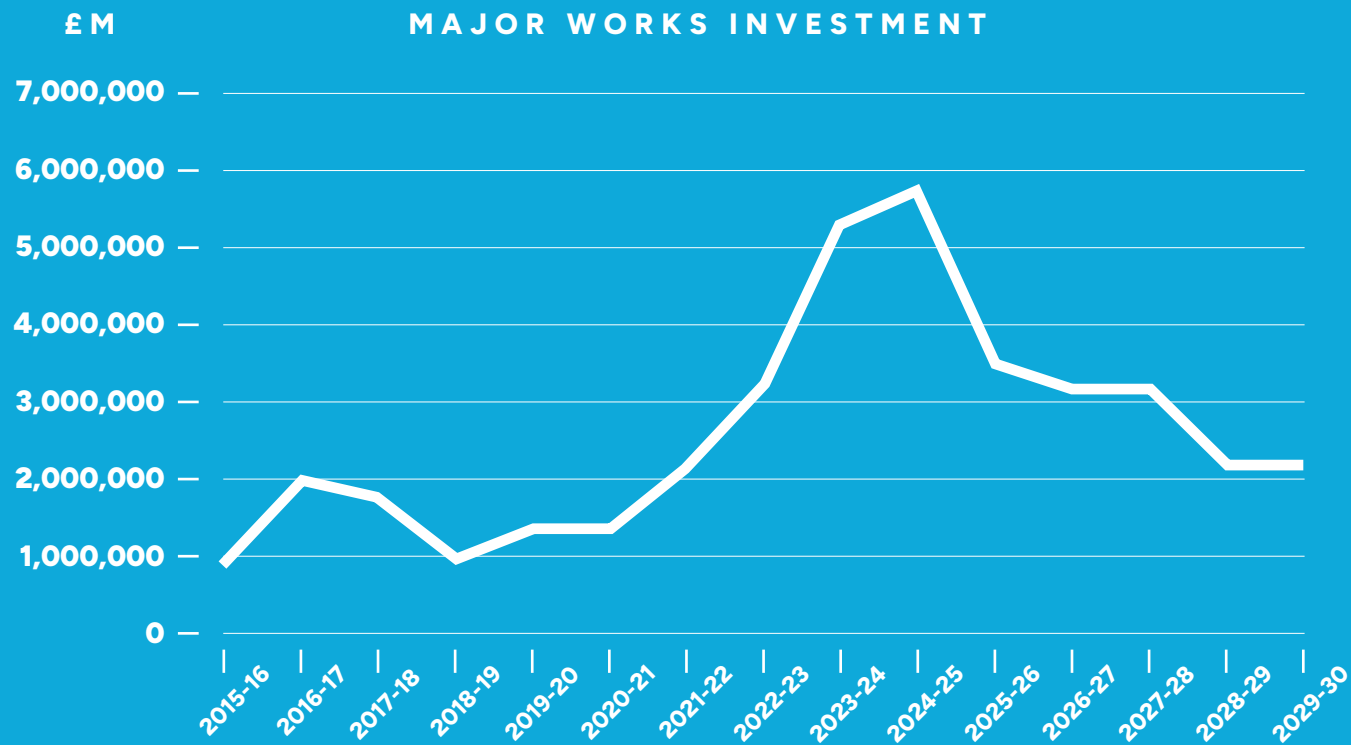
Those maintenance hungry properties that have impacted our repairs and maintenance budgets, will be prioritised for investment and included in the following years programme. Robust planning will support financial management and planning as we will shift the balance between reactive spend versus planned capital improvement.

Financial Investment Plans

Figure 7 below illustrates a step-change in stock investment (£) anticipated over the next 5-year period, with the vertical marker-

line showing the point at which new levels of stock investment begin to impact within the business. A marked difference can be seen between the previous 5-year expenditure profile of delivered works from 2016 vs. next 5-year budget proposal i.e. annual investment levels rising from an average of £1.6m per annum between 2016 and 2022, to £5.6m for 2025-26 onwards. This reveals a previous lack of investment in the portfolio across previous years.

Figure 7



Beyond the fundamental requirements of stock re-investment and to ensure the building fabric remains in good condition, there is a parallel theme that every ALS

home should meet a welcoming 'Modern Homes Standard'. This moves our thinking beyond the Decent Homes Standard, setting clear expectations for our residents.

Major Works Costs

The Major Works investment figures in the table below include all suggested replacement requirements from our stock condition assessment data. A budget of £14 million has been allocated over the next 5 years, starting with £3.5 million for 25/26, which will support delivery of the priorities and ensure we meet all our statutory requirements. We will then prioritise our investment decisions of those delivery

themes that will enable us to ensure we recycle all the Recycled Capital Grant Fund (RCGF) funding, deal with the top 5 maintenance hungry properties and ensure we address the kerb appeal of our properties and attractiveness of our rooms/apartments. Although this is still subject to change and the previous potential highlighted challenges still apply, we still must consider the demand from our stock year on year, which is currently maintenance hungry due to historic lack of investment.

Figure 8: Major Works Investment (£)

Year	Latent Defects, Legacy, Additional and Equipment	Stock Condition	Total Scheme Costs	Stock Condition Surveys	Total	ALS Budget
FY25/26	3,152,649	2,499,980	5,652,630		5,652,630	3,500,000
FY26/27	127,000	4,161,150	4,288,150	56,667	4,344,817	3,125,000
FY27/28	127,000	5,363,451	5,490,451	56,667	5,547,118	3,125,000
FY28/29	127,000	6,211,102	6,338,102	56,667	6,394,769	2,125,000
FY29/30	127,000	2,049,255	2,176,255		2,176,255	2,125,000
TOTAL					24,115,589	14,000,000
				Average PA	4,823,118	

A major works master plan for delivery and expenditure is kept up to date between the property and finance team. The master plan holds all the stock condition information that is advised in the above table. Elements between the work streams can be changed to give a fluid and adjustable programme year on year, in line with the current capital budget availability.

Supply Chain Management

Effective supply-chain management is a priority to effectively procure the goods and

services necessary to drive value-for-money outcomes for residents. The rationalisation of our contractor base continues, and we are in the process of establishing longer-term contracts based upon robust contract management processes and principles. A mixture of both framework and tendered in-house contracts have been procured over the last 18 months with an ongoing strategy to drive a consistent approach across all contracts.

A summary of procurement objectives includes: -

- ✓ Improved VFM, security and price-fixity from a procurement plan
- ✓ Contractor rationalisation opportunities as an implicit part of the procurement process
- ✓ Focus upon the ‘customer experience’ to improve end-user satisfaction
- ✓ Tight performance management of contracts using SMART KPIs, together with staff training
- ✓ Contractor links via QL wherever practicable for dynamic data transfer/ job updates etc.

The tender for the delivery of Responsive Repairs across the portfolio, mobilised in May 2025 will see ALS working with contractors that will provide a dynamic solution to delivering repairs with the customer at the forefront of all activities, bringing relevant technology and resources required to deliver a 24/7, 365 repairs service.

We have now appointed 2 repair contractors, 1 for the north of the country and another for the south. They will pick up the responsive repairs, voids, damp and mould and planned work, but there will also be a strong emphasis on partnered working between both contractors and ALS to support the business and our residents.

These 2 contractors will provide the backbone to our strategic approach to partnership working and add value and



Since execution of this new regime, we have procured the following contracts.

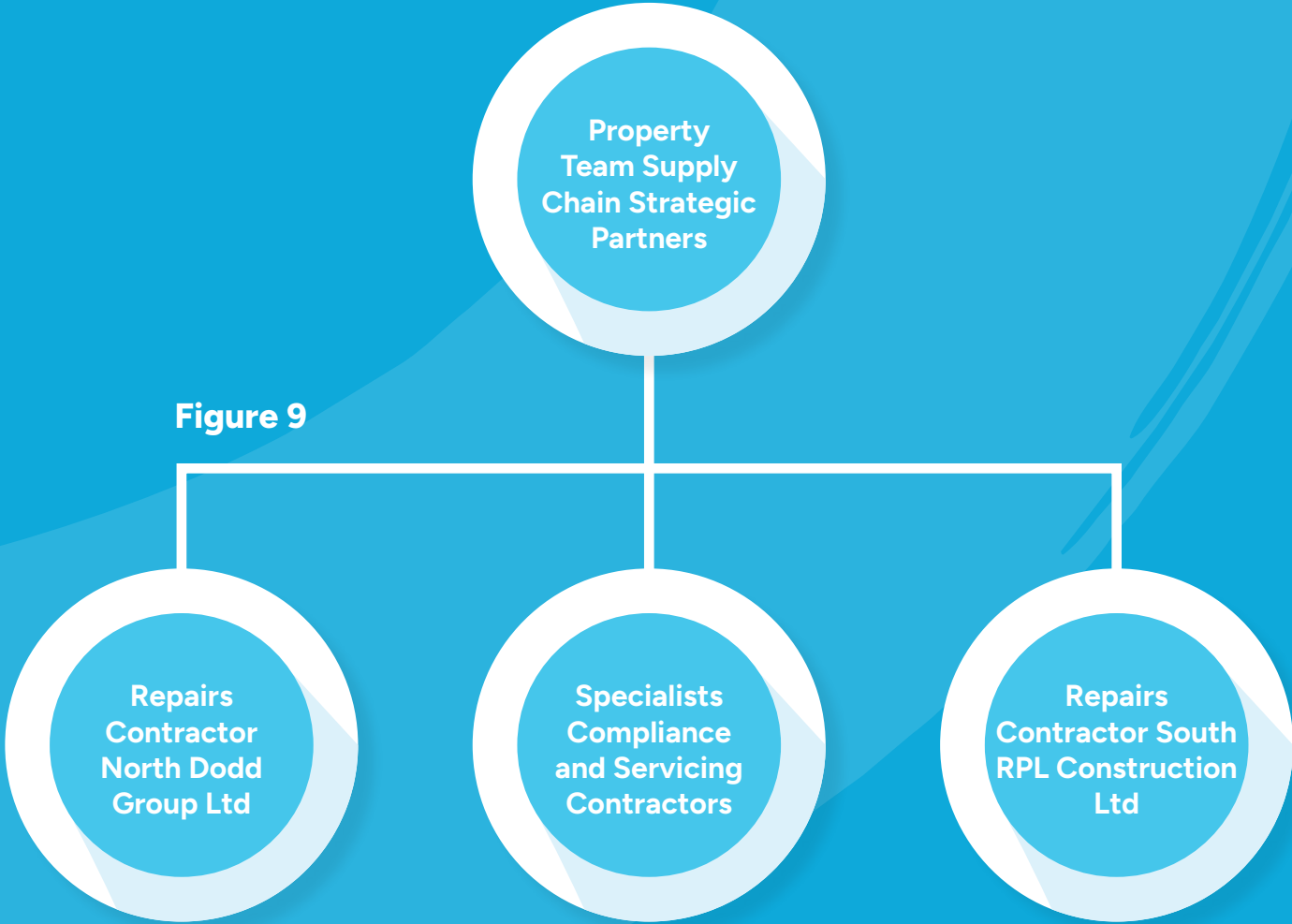
- ✓ M&E mechanical and electrical
- ✓ Painting and decorating
- ✓ Window and door supply
- ✓ Window and door replacement
- ✓ Water Hygiene
- ✓ Insulation and General Building
- ✓ Flood Restoration
- ✓ Consultancy and Project Management
- ✓ Pest Control
- ✓ Fire Remediation

capacity to our procured supply chain and inhouse maintenance services. The strategic partnerships will work on honesty and openness with a keen emphasis on contractual agreements, such as meeting KPI targets, quality of work and continued development of their services, to not only benefit the customer and increase customer satisfaction but to also give reassurance to the front line operations team, the Board, Executive team and Senior Leadership team.

Incorporating a strategic partnering contractor into our asset management strategy delivers longterm value by fostering a collaborative, outcome-focused relationship that supports the full lifecycle of our assets. Key benefits include:

- ✓ Improved cost certainty through joint planning and transparent pricing.
- ✓ Higher quality outcomes driven by shared performance standards and mutual accountability.
- ✓ Greater efficiency via early contractor involvement, streamlined processes, and reduced duplication.
- ✓ Stronger innovation and sustainability through long-term commitment and shared investment in new solutions.
- ✓ Resilience and continuity thanks to established relationships, knowledge retention, and proactive problem-solving.

DETAILS OF THE MAINTENANCE SERVICES & STRATEGIC PARTNERSHIPS



Recycled Grant Fund (RCGF)

Where possible our major works programmes will aim to offset our requirement to pay back RCGF as we are continuing to prioritise investment in the existing stock that is sustainable. We will consider bringing forward further proposals to Homes England from our remaining RCGF with the added flexibility in the areas of environmental works, energy efficiency, and key major repairs

components which enhance the living condition of our residents by remodelling or refurbishment works and improve tenancy sustainability in the long term. Figure 10 below shows the expenditure through the Major Works programme each year that we could put forward as business case to recycle RCGF.

Figure 10

Year	Fire	Energy Efficiency	Kitchens and Bathrooms	Girton Green Roof	Total
FY25/26	429,689	1,041,217	44,844	427,353	1,943,103
FY26/27	90,336	960,099	595,471		1,645,906
FY27/28	48,104	628,884	379,710		1,056,698
FY28/29	14,319	455,398	350,350		820,067
FY29/30	0	350,391	51,185		401,575
TOTAL					5,867,349
	Average p.a				1,173,470

Grant Funding for Asset Investment

Securing grant funding is a strategic enabler within our asset management approach, offering a cost-effective means to enhance and future-proof our properties. Targeted funding streams - such as the Social Housing Decarbonisation Fund, Disabled Facilities Grants, and other government or local authority programmes - can support priority upgrades including energy efficiency measures, accessibility adaptations, and digital infrastructure. Leveraging these

opportunities allows us to extend the impact of our capital investment programme, reduce long-term operating costs, and align with key regulatory objectives. A proactive and coordinated approach to grant identification and application will help us to deliver improved outcomes for residents, while preserving internal resources for core service delivery.

Social Value

Our Social Value commitment remains the same as ever as we continually invest in our

properties, we must ensure that we are giving something back to the ALS community that our residents live within.

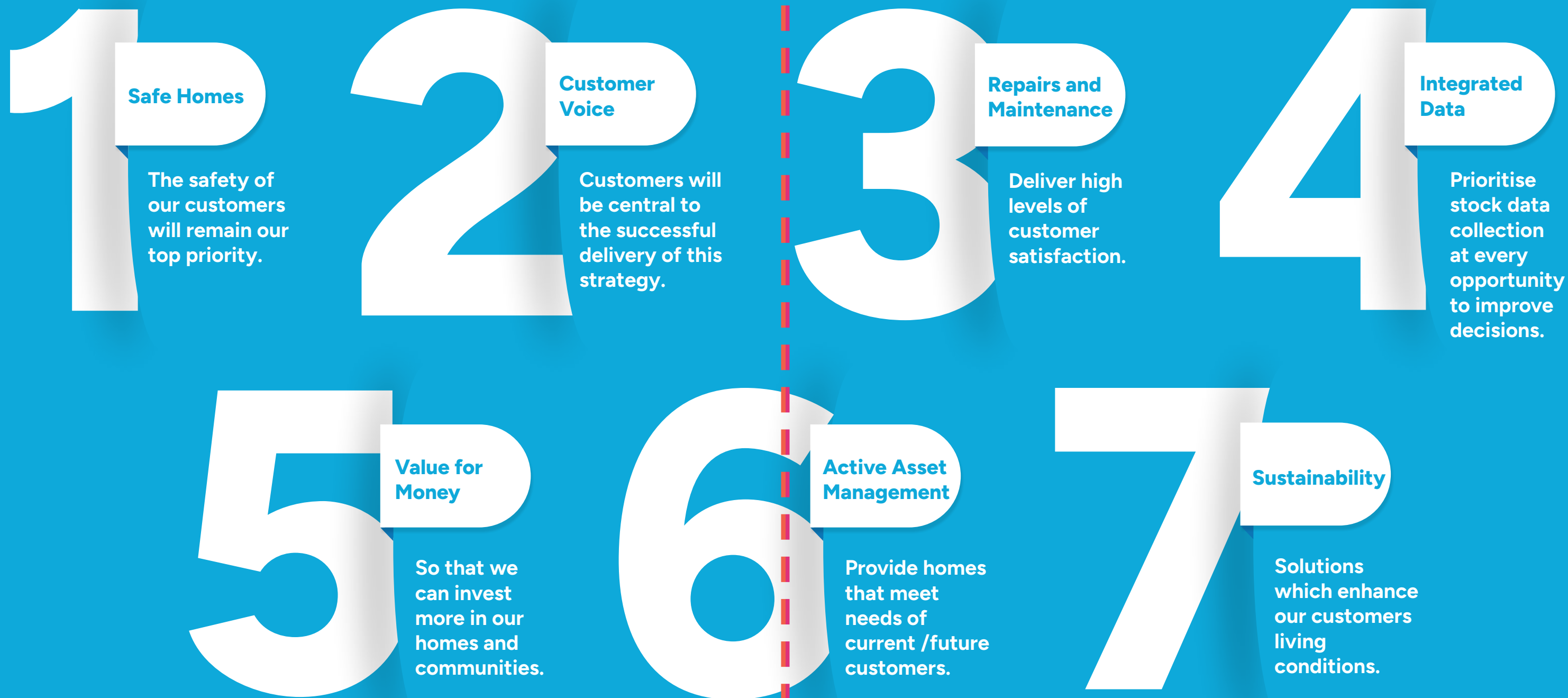
Through our procurement activities we have engaged with Procureplus to deliver a social value project at the Firs Complex in Nottingham, whereby we are revamping an outdoor garden, shrubbery and seating space for residents. This will involve working with a local charity providing support to vulnerable adults with autism and learning difficulties.

The current procurement arrangements through our tender process requires the tendering contractors to submit a social value statement, which is evaluated through the tender process.

Each contractor has a commitment to either contribute or deliver social value projects, appropriate to the throughput of the work they are given from ALS.

6. Summary

This strategy and the detailed objectives and aspirations within it align with our corporate plans and demonstrate a real commitment to providing great homes for our residents. We will do this by embedding the following principles:





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