



## Asset Management Strategy 2026 – 2029

<b>Date of approval</b>	<b>November 2025</b>
<b>Responsible director</b>	<b>Paul Butterworth - Executive Director of Assets</b>
<b>Strategy monitoring body</b>	<b>Board</b>
<b>Date for strategy review</b>	<b>September 2028</b>
<b>Key Linked strategies/policies</b>	<b>Repairs Policy Asset Management Policy Disposals Policy Carbon Reduction Strategy Development Strategy Empty Homes Policy Electrical Safety Management Policy Gas Safety Management Policy ICT, Data and Digital Strategy Resident Involvement Strategy</b>
<b>Version/date</b>	<b>October 2025 – v2.1</b>

## 1. Introduction

- 1.1. Wythenshawe Community Housing Group (WCHG, the Group) recognises that effective asset management fundamentally means that our customers live in high quality, safe, compliant and healthy homes.
- 1.2. We know that asset management helps to maximise the Group's financial viability and return from our asset base, and that this enables us to create investment opportunities to support customers, communities and neighbourhoods.
- 1.3. To support this, we actively seek and include the customer voice in asset management & investment decisions so they reflect the priorities of our localities and communities.
- 1.4. We use asset management to drive stock investment decisions that will lead to a reduction in carbon emissions generated from across our asset base.
- 1.5. The Asset Management Strategy is directly linked to the delivery of the Group Purpose, and Corporate Plan, particularly the 'Great Place' theme.
- 1.6. The Asset Management Strategy reflects the national and local context in which asset management is being delivered. There are a range of factors that have a significant impact on our approach to Asset Management and have influenced its design:
  - 1.6.1. The existing legislative and regulatory framework applicable to social housing:
    - 1.6.1.1. The Big 8 compliance areas:
      - Fire Safety
      - Building Safety
      - Asbestos
      - Water Management
      - Lift Safety
      - Gas Safety
      - Electrical Safety
      - Damp and Mould – Awaab's Law.
    - 1.6.1.2. The Consumer Standards
      - The Safety and Quality Standard
      - Neighbourhood and Community Standard
      - Tenant Satisfaction Measures
  - 1.6.2. Potential changes to existing or recently new legislation:
    - Decent Homes Standard 2
    - Minimum Energy Efficiency Standards (will become part of the Decent Homes Standard)
    - Awaab's Law, (Social Housing Act 2023)
  - 1.6.3. The decarbonisation of the stock asset base.
  - 1.6.4. An unpredictable inflationary economy impacted by national and international affairs.

- 1.6.5. The requirement for high quality, validated data to drive investment choices.
  - 1.6.6. The need to incorporate new build stock and the implications of modern methods of construction and energy efficiency technology into our asset management plans.
  - 1.6.7. The potential for our geographical focus to change in line with our Growth & Development Strategy appetite.
- 1.7. This Asset Management Strategy will support an agile approach to delivery, so that we can respond to developments in this context, changing priorities and emerging issues, whilst at all times maintain and improve our asset base.

## 2. Scope

2.1. The Asset Management Strategy applies to our total asset base that comprises:

- 2.1.1. All homes managed by WCHG, (circa 14,000 incl. Leaseholders)
- 2.1.2. All land owned by WCHG
- 2.1.3. Garage & parking sites, hard standings, paths and un-adopted roads
- 2.1.4. Shops, offices, community centres and commercial premises
- 2.1.5. Income generating assets such as telecom masts, solar panels etc

2.2. This strategy requires investment decisions to be data led, and it enables the prioritisation of internal resources to gather, collate, monitor, interrogate and use data associated with the management and performance of land and assets, as information and knowledge. Our Asset Management Policy details our approach to this data led delivery pillar and how it informs our annual business planning process.

2.3. A detailed supporting document providing the background research and evidence that underpins this strategy is available on request.<sup>1</sup>

## 3. The Asset Management Strategy Pillars

3.1. The Asset Management Strategy has 4 pillars that reflect the breadth and extent of the functions delivered by the Assets Directorate under our Great Places Corporate Plan theme. They provide details about the focus of the strategy, and the impact it is designed to have.

Pillar and theme	Key impacts
<p><b>Pillar 1 - Data led delivery</b></p> <p><b>To maximise the value for money achieved through the investment in our property portfolio.</b></p> <p>We will use high quality asset appraisal data to provide intelligence and insight to inform all aspects of asset management and knowledge to inform wider business decisions that impact customers and communities.</p>	<ul style="list-style-type: none"> <li>a. High quality range of data sources providing insight into the performance of our homes.</li> <li>b. Data led stock condition &amp; investment delivery business plan.</li> <li>c. Asset performance appraisals used to inform and guide asset investment and disposal choices.</li> </ul>

<sup>1</sup> Background to Wythenshawe Community Housing Group Asset Management Strategy 2025 2028

<p><b>Pillar 2 - Building safety and compliance</b></p> <p><b>Maintaining the excellent safety standards of our homes and assets within an evolving regulatory framework.</b></p> <p>Customer and other stakeholders have access to live home information that gives them confidence in the safety and compliance of buildings &amp; homes.</p>	<ul style="list-style-type: none"> <li>a. Customer voice and feedback informing our approach to the management of building safety through accessible customer engagement and triangulation of asset and customer data.</li> <li>b. Customer led service delivery that meets or exceeds the requirements of consumer standards and assures the safety of customers' homes and neighbourhoods.</li> <li>c. Rigorous compliance and assurance services that meet or exceed regulatory and compliance requirements.</li> </ul>
<p><b>Pillar 3 Decarbonisation</b></p> <p><b>To manage choices, tensions and trade-offs in meeting the decarbonisation challenge across the asset portfolio.</b></p> <p>A detailed understanding of the decarbonisation challenge and other climate change impacts on our homes &amp; customer base.</p>	<ul style="list-style-type: none"> <li>a. Active use of data, research and innovation to inform the decarbonisation roadmap.</li> <li>b. Use of internal resources to maximise external funding opportunities.</li> <li>c. Customers provided with affordable, healthier homes, that support thermal comfort.</li> </ul>
<p><b>Pillar 4 Repairs and maintenance</b></p> <p><b>To maximise the value, quality, and customer experience delivered through our repairs and maintenance services</b></p> <p>An accessible, efficient &amp; effective repairs and maintenance service that delivers high levels of customer satisfaction.</p>	<ul style="list-style-type: none"> <li>a. A proactive suite of repairs, cyclical and planned maintenance services, delivered across localities to standards that deliver high levels of customer satisfaction.</li> <li>b. An effective delivery model that meets customer needs and supports the community.</li> <li>c. An efficient delivery model that achieves value for money and the appropriate balance of financial spend between proactive and reactive maintenance.</li> </ul>

#### 4. The Asset Management Action Plan

- 4.1. The Asset Management Action Plan provides a strategic monitoring framework for the high-level deliverables under each pillar. It is provided in **Appendix A** and reflects the commitments of the Board within the Corporate Plan and Great Places theme.
- 4.2. The delivery of this strategy is supported by business as usual and improvement activity delivered by teams across the Assets Directorate. This strategy assumes delivery will adhere to WCHG suite of policies and strategies such as procurement, value for money, Neighbourhood & Community etc.

#### 5. Monitoring delivery of the Asset Management Strategy

- 5.1. The approval and delivery of this strategy will be subject to the requirements of the WCHG governance structure.
- 5.2. The WCHG Board is responsible for approving the Asset Management Strategy and confirming their endorsement of the framework it provides to inform investment choices.
- 5.3. The Board will receive updates throughout the life of this strategy to enable them to monitor the progress of its delivery. The Development & Homes Committee are delegated by the Board to oversee routine progress and action plan delivery.

- 5.4. The Customer Experience Committee will influence the strategy for Board approval and keep us accountable for its delivery. CX Committee will also influence the annual business planning process that recommends annual home investment priorities.
- 5.5. Group Leadership Team, supported by the Head of Assets and Building Safety, will ensure that necessary resources, systems, training, and investment, is available to deliver the activity detailed under the 4 Asset Pillars.
- 5.6. Routine reporting against the suite of performance metrics in place across the Assets Directorate will support the monitoring of operational delivery.
- 5.7. Our Scrutiny Group of involved customers will be guided by the Customer Committee to support and review services to our homes and ensure we are held accountable to the commitments made in this strategy.
- 5.8. The risks associated with this strategy will be monitored and mitigated in accordance with the WCHG risk management framework.

## Appendix A

### The Asset Management Strategy Action Plan

#### Pillar 1: Data Led Delivery

**What we want to achieve:**

- ✓ Detailed analysis to inform understanding about the financial and social performance of assets
- ✓ Minimise the number and impact of poorly performing homes or schemes
- ✓ Decisions related to growth and future home provision and investment in current homes to be realistic and deliverable within the financial constraints of the business

**What we will do:**

- ✓ Survey 20% of homes each year and ensure data is validated
- ✓ Use SHAPE model to understand Net Present Value of homes/schemes and benchmark against peers
- ✓ Update portfolio appraisal data every 2 years to inform business planning and implement interventions across poor performing homes
- ✓ Deliver the Asset Business Transformation programme and the requirements that will support a data led approach to asset management
- ✓ Use the customer voice and perceptions to inform and guide the management of homes and other assets

**How we will measure success:**

- ✓ 95% of stock surveys less than 5 years old by Dec 2026
- ✓ Updated performance reviews of homes/schemes every 2 years
- ✓ Reduction in negative NPV homes/schemes
- ✓ Evidence based decision making related to investment, conversion re-provision or disposal options that demonstrate value for money
- ✓ Provision of live, interactive and accessible data for customers and colleagues

#### Pillar 2 Building Safety and Compliance

**What we want to achieve:**

- ✓ Validated assurance for customers that every home meets the Decent Homes Standard and free from Housing Health and Safety hazards
- ✓ Compliance with the Building Safety and Fire Safety legislation and regulatory requirements
- ✓ Compliance with Consumer Standards – Safety & Quality of homes, Tenancy, Neighbourhood and Community

**What we will do:**

- ✓ Survey 20% of stock each year to confirm compliance with Decent Homes Standard and Housing Health and Safety Rating System
- ✓ Embed investment plan funding within the 30-year business plan, to maintain the quality and safety of customers' homes and all other assets
- ✓ Maintain the range of established compliance management processes across the 'big 8'
- ✓ Undertake regular building risk assessments and put in place approved High Rise Building Safety Cases with the Regulator
- ✓ Build strong relationships with customers and processes to ensure they are able to access information and meaningfully engage in the management of their home

**How we will measure success:**

- ✓ 100% compliance with Decent Homes Standard, and Housing Health & Safety Rating System
- ✓ Routine compliance reporting on fire safety, building safety, asbestos, legionella, gas safety, electrical testing, D&M and lifts in line with risk and governance framework

- ✓ Retain high TSM position in customer satisfaction with the safety and quality of their home

### Pillar 3 Decarbonisation

#### What we want to achieve:

- ✓ Energy efficient, affordable homes providing a healthy and thermally comfortable living environment
- ✓ Realistic affordable investment plans that support our longer-term decarbonisation challenge
- ✓ Increased use of renewable energy to heat and cool homes
- ✓ Effective customer and community engagement programmes to support understanding of the decarbonisation agenda

#### What we will do:

- ✓ Deliver our £26m energy efficiency improvement work to occupied & empty properties by 2030
- ✓ Develop the property decarbonisation road map in line with asset performance data to upgrade fabric through insulation and transition from gas heating.
- ✓ Maintain knowledge and expertise to apply for external decarbonisation funding opportunities and pilots
- ✓ Develop our understanding and planning of ways to maintain thermal comfort within customer homes

#### How we will measure success:

- ✓ 98% of properties achieving SAP rating C by 2030
- ✓ Successful bids for external funding and pilots
- ✓ Delivery of approved investment plans targeting energy efficiency improvements
- ✓ Customer satisfaction with delivery of energy efficiency investment work

### Pillar 4 Repairs and Maintenance

#### What we want to achieve:

- ✓ Repair and maintenance services tailored to individual customer and asset need
- ✓ Energy efficient homes that are affordable and provide a healthy and thermally comfortable living environment
- ✓ Digitally enabled homes with fibre to the property
- ✓ Effectively maintained homes and other assets with a sustainable ratio between planned and responsive spend
- ✓ Efficient delivery model that supports a digital approach and provides a range of access choices for customers, facilitated by 'fibre to the property' internet service availability
- ✓ Effective engagement with customers and communities to ensure their voice shapes and monitors service delivery.

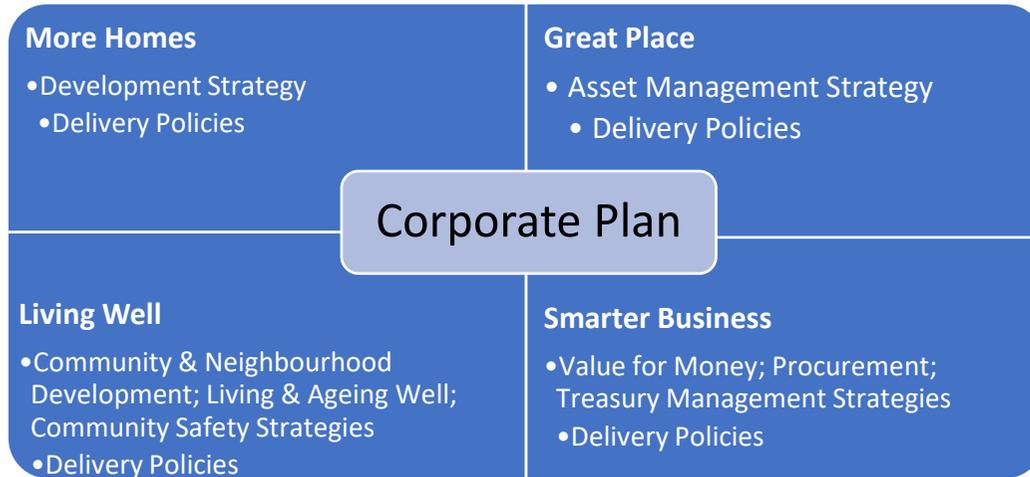
#### What we will do:

- ✓ Deliver a £3m business transformation improvement programme across asset services
- ✓ Implement digital delivery model, including provision of accessible repairs and planned programme information to customers.
- ✓ Support customers and communities to hold us accountable for service delivery and to influence improvement plans
- ✓ Maintain and renew key components in line with stock condition survey data, component lifecycles and regulatory requirements.
- ✓ Work with stakeholders and service providers to facilitate and promote digital inclusion across customer homes and community assets
- ✓ Apply our Procurement Strategy to drive efficiency and value for money in our execution of this strategy

**How we will measure success:**

- ✓ Customer satisfaction levels % TSM's with quality of home and repairs and maintenance service
- ✓ Performance achieved against a range of indicators routinely monitored every month, including Right First Time, Time Taken and overall customer satisfaction
- ✓ Delivery of planned programmes in line with budget, asset plan, customer & B.plan parameters
- ✓ 70:30 ratio split of planned maintenance to reactive maintenance

## Appendix B The Asset Management Strategy Delivery



The WCHG Corporate Plan sets out the strategic themes that govern the activity across the organisation.

Each strategic theme is underpinned by one or more Strategies that set out in more detail what will be achieved/

A number of Policies support the delivery of each Strategy. They confirm what will be done against a specific area of activity.

The Asset Management delivery polices, and mechanisms are shown in the graphic below.

