PEAK District
Rural Housing Association

Asset Management Strategy

2025 - 2030

Our strategy

Providing affordable homes for local people is our core purpose.

The homes that our residents live in, are our assets. We need to ensure that they're well maintained, safe, comfortable and genuinely affordable places to live in. We want to provide homes that we, and the people living in them, are proud of.

Our Asset Management Strategy sets out how we'll ensure our homes meet residents' needs and are financially viable, safe, and sustainable for the future.

It establishes a framework for how we'll develop planned maintenance programs, guide investment decisions to ensure the sustainability of our housing stock and set priorities for maintenance and improvement. It addresses the need to carefully balance expenditure on responsive, cyclical and capital works alongside investment in new homes. And, it considers key drivers and challenges in asset management and demonstrates our commitment to ensuring our residents always come first.

Homes we own and homes we manage

We have a mixed stock of 240 homes that we own, and 78 homes that we manage for other landlords. These homes are also a mix of tenures: general needs affordable or social rent and shared ownership.

We want our residents, whether they are in owned or managed homes, to have a safe, comfortable place to live. However, our influence over the long-term investment in managed properties is limited. This strategy encompasses:

- Responsive repairs for both owned and managed homes
- Planned and cyclical maintenance for homes we own

Shared ownership is not included in this strategy.

How it fits in with our wider organisational objectives

Our organisational values - integrity, diversity, openness, accountability, clarity and excellence - underpin and drive this strategy.

The strategy directly addresses, and provides clear direction for, three key aims set out in our Business Plan:

- Engage effectively with our residents to listen, understand and support their needs.
- Maintain our stock in good condition and invest to meet modern standards of quality, affordability and environmental sustainability.
- Innovate to achieve lower running costs for our residents and lower delivery costs in construction and environmental efficiency.

It also works in tandem with our Customer Experience Strategy**,** which puts residents at the heart of everything we do.

About our homes

We own 240 homes, and manage a further 78 homes on behalf of other landlords, in over 50 rural communities across the Peak District and rural Derbyshire.

318
total number of homes

Homes we own

bungalows
27 rented
12 shared ownership

houses
143 rented
34 shared ownership

flats
24 rented
0 shared ownership

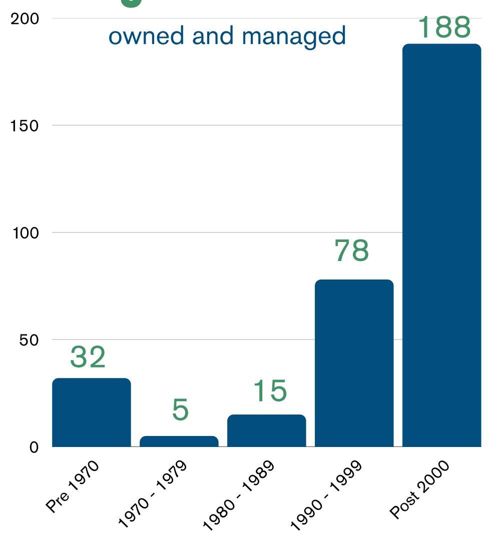
Homes we manage for other landlords

bungalows
7 rented
0 shared ownership

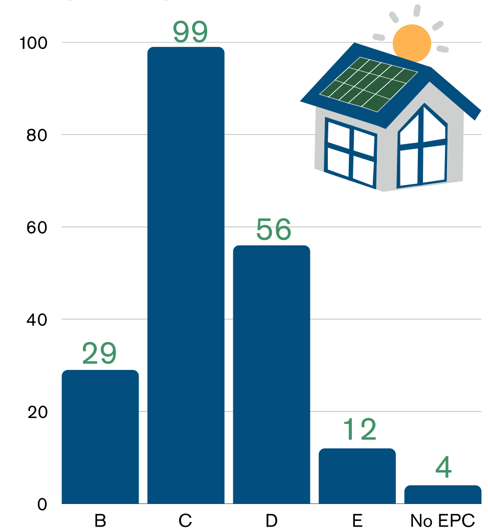
houses
42 rented
2 shared ownership

flats
27 rented
0 shared ownership

Age of homes



EPC info owned



What we spend

Responsive repairs and voids
owned and managed

£197,000 spent on responsive repairs

£34,000 average annual cost getting empty homes ready to re-let

£730 average spent on responsive repairs per property / year

£3,100 average spent getting an empty property ready to re-let

Planned maintenance
owned homes only

£125,000 spent on planned maintenance

£208,000 spent on decarbonisation works

£104,000 received in SHDF funding (2023-25)

SHDF = Social Housing Decarbonisation Fund*

Our drivers for change

1. Resident expectations

We're driven to ensure our homes are aligned to the expectations of existing and future residents. We need to listen to what our residents tell us and prioritise our investment and maintenance programmes to meet their needs and expectations. We need to ensure we involve residents in influencing and scrutinising our repair and investment plans and delivery.

Our residents have told us what is most important to them. Their priorities are:

1. Homes that have well maintained exteriors, to ensure they're secure, and wind and watertight
2. Homes that are safe to live in
3. Homes that are improved and upgraded inside
4. Day-to-day repairs that are done quickly and to a good standard
5. Homes that have efficient heating and insulation, so they can be kept warm and comfortable affordably
6. Homes that have improved home security measures, so they feel safe in and around their home

2. Regulation and compliance

We're also driven by social housing legislation, introduced to ensure residents of social housing are safe, listened to, live in good quality homes and have access to help when things go wrong.

The Social Housing Regulation Act 2023 introduced:

- new consumer regulations
- a framework of Tenant Satisfaction Measures
- the Housing Ombudsman's Complaint Handling Code
- Awaab's Law

The aim of these changes is to strengthen the accountability of social landlords for providing safe homes and quality services, and treating residents with respect.

Decent Homes Standard

The Decent Homes Standard, which sets minimum standards for the condition of social homes, has been under review for several years. In September 2024, the Labour government confirmed its intention to consult on a new Decent Homes Standard for the social and private rented sectors 'as soon as possible'. We currently work to ensure our homes meet the existing Standard and welcome the consultation.

Safety compliance

We need to continue to meet all applicable statutory requirements.

3. Climate change

We're driven by the need to improve the efficiency of our homes.

We want to provide homes and services in a sustainable way, to ensure our residents enjoy living in energy and cost-efficient comfortable homes.

We need to reach the government's requirement for all social homes to be at least EPC Band C by 2030 and net zero by 2050.

4. Ageing homes (assets)

We need to maintain the performance and safety of an ageing asset base, ensure older homes provide the same quality as newer homes, and ensure they are affordable for all residents.

Ageing homes will require more money to keep them to a decent standard, but we need to balance our investment in existing homes, with our commitment to building more affordable homes.

To do this, we're driven to become more efficient in how we manage our finite financial resources. We'll also need to develop a strategy for how we manage homes that need extensive works, to ensure we're making value for money decisions.

5. Technology advances

We're also driven by the opportunities to make the most of the technological advances in asset and property management to provide a proactive and cost-efficient service.

We need to ensure we keep up with the sector, work efficiently and offer more for our residents.

What do we mean by maintenance?

Responsive maintenance:
day-to-day repair requests, received from residents

Void maintenance:
repairs and checks to empty homes to get them up to our Relet Standard for the next residents

Cyclical maintenance:
servicing and routine maintenance work

Planned maintenance:
programmed replacement works for fixtures, fittings and building elements that need replacing, such as bathrooms, kitchens, heating systems, doors, windows and roofs.

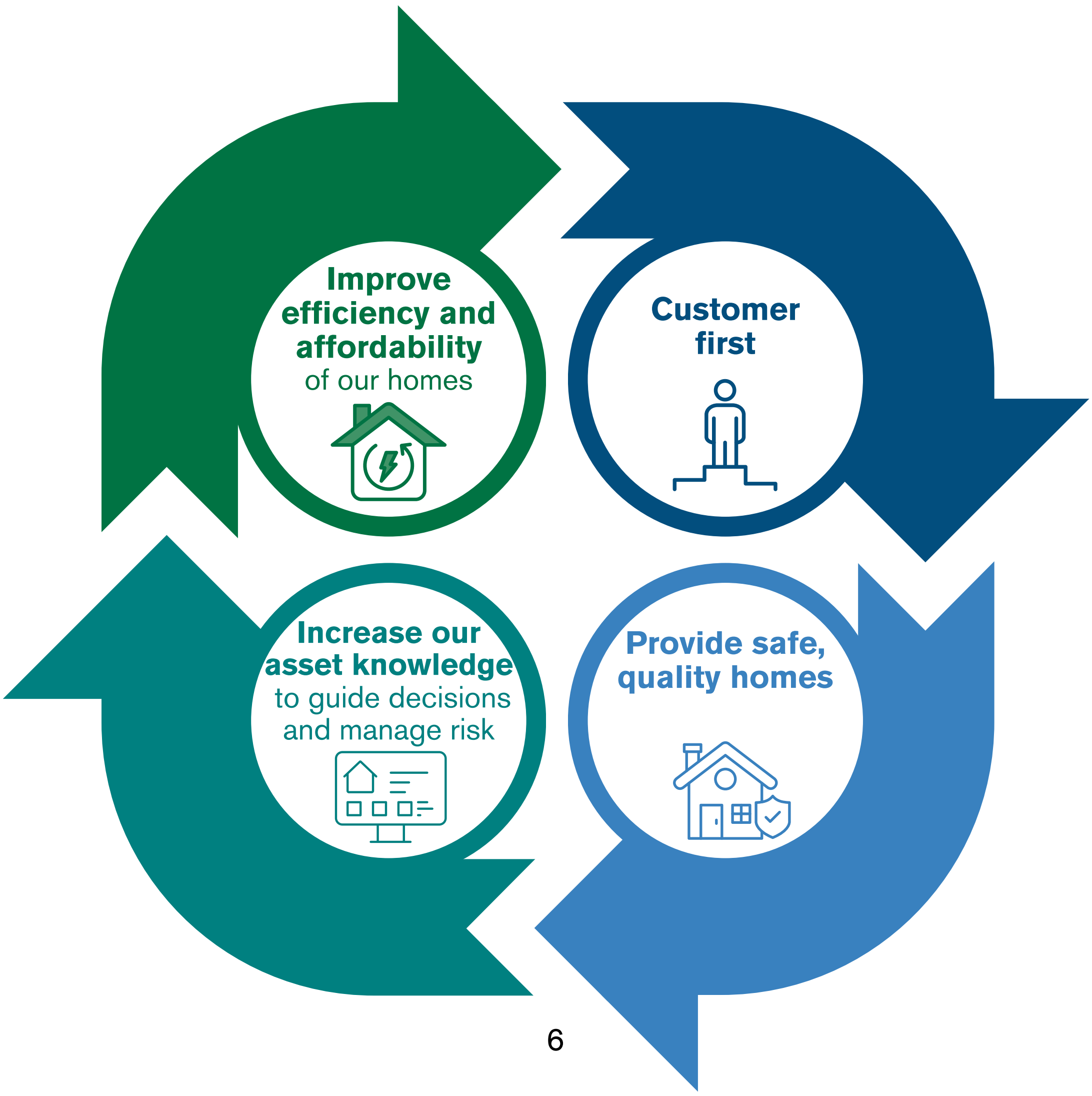
Our vision

All our homes meet our residents' needs and are safe, financially viable, and sustainable for the future.

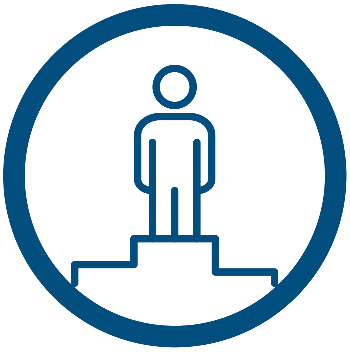
Our objectives

We've listened to **what our residents want and need**, listened to **what the regulator requires us to do,** looked at the **external environment** and at our **existing values and organisational objectives**. We've used this feedback and information to define four objectives for how we'll deliver our work in this critical area of our service.

The strategy is accompanied by an action plan, which sets out how we'll deliver our aspirations to ensure our homes meet residents' needs and are safe, financially viable, and sustainable for the future.



Customer first



Our residents are at the heart of everything we do; they're the reason we're here.

Through our Customer Experience Strategy we're striving to create a customer-first culture across the association, and we know that getting our repairs and maintenance services right and keeping our residents informed about their homes are key to achieving this.

Customer voice will be central to the successful delivery of this strategy. We need to ensure that we listen to our residents, learn from them, and act on what they're telling us.

By listening to residents and reviewing the decisions we make over the life of the strategy, we will be able to continuously improve and refine our approach to managing our assets.

To ensure all our residents always come first, we will:

- Embed resident engagement as an integral part of how we plan and deliver all our asset management services, ensuring all staff and contractors provide a customer-focussed service, to all customers, all of the time.
- Provide opportunities for our residents to help shape our services and to hold us to account for our performance and the delivery of this strategy.
- Ensure that residents are informed about the things that matter to them regarding our repairs and maintenance service, and raising safety concerns.
- Give residents choice (as much as we can) on planned maintenance works.
- Consult with residents before planned works to provide assurance and manage expectations.

Provide safe, quality homes

Keeping our residentss safe is our absolute priority.

We have a strong culture of safety across the association, with robust, well-established procedures to ensure the safety of our homes. We'll continue to manage, deliver and review these to drive zero-failure performance and ensure we comply with all statutory, policy and regulatory requirements.

We're mindful that we have an ageing stock and need to carefully balance our investment and resources between responsive maintenance and planned programmes of work.

As well as being safe in their homes, we also want all our residents to feel comfortable in their homes and satisfied with our repairs and maintenance service.

To ensure all our homes are safe, secure, and comfortable we will:

- Make the right intervention at the right time, by identifying timely programmes of work to maintain the condition and performance of our assets.
- Ensure our responsive, void, cyclical and planned maintenance services provide value for money, whilst ensuring all homes are maintained in good condition.
- Analyse repair and void costs and trends, as well as residents' views, to inform short and long-term maintenance decisions.
- Continue to enhance our robust approach to meeting all health and safety, compliance, regulatory and governance requirements.
- Continue to prioritise a positive safety culture, where all staff and contractors take responsibility to address issues about the safety and condition of our homes.
- Continue to enhance our proactive, holistic approach to preventing damp and mould issues and, if they do occur, deal with them consistently, promptly and effectively.
- Embed a culture of innovation that maximises the use of technology and supports new ways of working.
- Work with residents to ensure our Relet Standard meets their needs.
- Respond to identified needs for major adaptations, and work in partnership with residents and local authorities to achieve the best solution.
- Set and monitor challenging timescales and targets for:
  - completing repairs and planned works
  - for reletting empty homes quickly and at the right standard
  - resident satisfaction
- Provide transparent reporting on our asset compliance to ensure strong governance on all asset compliance areas.

Increase our asset knowledge
to guide decisions and manage risk

Our homes are our assets. We need to have a full understanding of each home to make well-informed investment decisions to ensure they're decent, safe, and energy efficient.

We need asset and financial data that is complete, reliable, detailed and well structured, so that we can plan and invest our resources in a data-driven, intelligent way. This will enable us to:

- evaluate the success maintenance programs
- plan a proactive maintenance programme to minimise responsive maintenance
- forecast capital and revenue requirements
- support capital funding applications.

We need to continue to assess and evaluate our homes as on ongoing process, to ensure they're performing to their potential and supporting our residents' needs.

We also need to ensure that all available data and business intelligence, beyond stock condition, such as resident feedback, is used to identify trends and issues and influence decisions.

This includes using data to make better whole life decisions. By considering how assets will be used and maintained before they are built, we will be better placed to influence costs in use.

We will be open and transparent, ensuring plans and programmes are readily available to all staff, customers and stakeholders.

To increase the value of our asset knowledge we will:

- Continue to improve our business intelligence by collecting stock condition and energy performance data on a rolling cycle.
- Develop processes and procedures to update stock condition data in real-time.
- Incorporate satisfaction data, complaints and reletting performance data into all decision making.
- Work with IT and other departments to develop a single version of data.
- Develop processes and procedures to update stock condition data in real-time.
- Use data to conduct robust option appraisals that explore all options.
- Use data to inform a new disposal strategy to ensure our oldest homes continue to align with our overall strategy, provide value for money and meet the needs of our residents. This will take into account factors such as grant, S106 restrictions, land covenant and planning requirements.
- Make data-driven decisions to develop a detailed 3-to-5-year investment programme that aims to future-proof homes to meet residents' future needs and remain sustainable longer-term.

Improve energy efficiency and affordability

One of the biggest challenges we face is to improve the energy efficiency and thermal insulation in our homes. We need to do this to:

- meet the stretching targets set by government - for all homes to be at least EPC Band C by 2030 and net zero by 2050
- help reduce fuel poverty for our residents and ensure they're warm and comfortable in their homes, with lower energy costs.

To improve energy efficency and affordability of our homes we will:

- Develop a long-term decarbonisation plan setting out how we'll:
  - deliver our 'worst first' and 'fabric first' approaches to retrofit investment
  - maximise the benefits of pilot schemes
  - complete works while properties are empty
  - ensure all properties achieve EPC Band C by 2030
  - seek out opportunities to maximise external funding of these works.
- Continue to build on our energy performance knowledge of our homes and the retrofit options available.
- Take every opportunity to integrate retrofit work into our investment programme, and coordinate with scheduled component replacement programmes wherever possible.
- Demonstrate value for money through collaborative procurement and partnerships to support the delivery of our plans.
- Build our capacity through the personal development of our team including upskilling in retrofit technical and data management skills (where needed).
- Promote the success of retrofit and renewable technologies to encourage resident buy-in.

Measure and impact

The impact and success of the strategy will be measured through the tenant satisfaction measures (TSM) survey every two years, transactional surveys and regulatory compliance.

TSM satisfaction area	**2023 TSM** Homes owned by PDRHA	**2025 TSM aim*** All PDRHA homes
TSM TP04: Our homes are well maintained	**75%**	**77%**
TSM TP05: Our homes are safe	**92%**	**92%****

Regulatory compliance Homes owned by PDRHA	**Target**	**Target date**
EPC up to date	**100%**	**2025**
Homes meeting Decent Homes Standard	**100%**	**2025**
Homes meet EPC band C	**100%**	**2030**
Annual gas safety check compliance	**100%**	**2025**
EICR compliance (Electrical Installation Condition Report)	**100%**	**2025**
Asbestos management survey compliance	**100%**	**2025**
Radon testing compliance	**100%**	**2025**

Knowing our homes Homes owned by PDRHA	**Target**	**Target date**
Homes with stock condition survey within 5 years	**100%**	**2025**

*TSM 2025 target is the 23/24 TSM Acuity benchmark median for associations with less than 1000 homes

** Maintain satisfaction as already exceeded Acuity upper percentile