Asset Management Strategy

2026–2031

newlon
HOUSING TRUST

Executive summary

Newlon's Asset Management and Investment Strategy sets out how we will look after and invest in our homes over the next five years. Our aim is to ensure every resident has a safe, comfortable and sustainable place to live, both now and in the future.

The strategy has been shaped with residents and reflects the things that matter most to them: well-maintained homes, reliable services, strong communities and clear communication. It also helps us plan ahead, so we can keep homes in good condition, meet national standards and make the best use of our resources.

We are continuing to take a data-led approach to better understand the condition and performance of our homes and our long-term investment requirements. By taking this approach, we can continue to prioritise investment where it is needed most, reduce backlogs and improve the way we plan repairs and long-term works. It also ensures we continue to meet important building safety standards and prepare for new requirements, such as the next stage of the Decent Homes Standard and future energy efficiency regulations.

Over the next five years, we will focus on:

- Keeping homes safe, warm and well-maintained
- Further enhance the quality of our information so we can make better decisions
- Reducing delays in Cyclical works
- Completing building safety improvements more quickly
- Reducing backlog of planned investment and work with residents who are less satisfied
- Preparing homes for a greener, more sustainable future

This strategy is centered on delivering homes that residents are proud to live in. Through continuous service improvements and targeted investment, we will ensure our homes remain affordable, energy efficient, secure and fit for the future.

Over the next five years, we plan to invest £61.5m (an average of £12.3m per year) in improving our rented stock. This represents a significant increase on historic investment levels and includes £3m allocated for beyond decency works.

To support delivery of our warmer homes targets and to help as many properties currently rated RdSAP D or below reach RdSAP C by 2030, we will also invest a further £10.4m in energy efficiency improvements.

Contents

Introduction

Our Asset Management Strategy sets out how Newlon will invest in, manage and safeguard its homes over the next five years. Developed in partnership with residents, it reflects their priorities and aspirations for high-quality, safe and sustainable homes, ensuring that our investment decisions are driven by robust data and the lived experience of those who call our properties home.

Newlon Housing Trust is a not-for-profit Community Benefit Society and charitable housing association, owning or managing around 8,500 affordable homes across nine boroughs in north and east London, with many more in development. Our portfolio includes a diverse mix of affordable tenures: homes for people nominated from local authority waiting lists, specialised accommodation for key workers and Shared Ownership properties helping first-time buyers onto the housing ladder. Through our partnership with Outward, we also provide homes for residents with a wide range of support and care needs. Above all, we remain committed to offering every resident a safe, warm and secure place to call home.

This strategy adopts a robust, data-led approach underpinned by comprehensive stock condition information. It sets out a clear, evidence-based framework for managing our housing portfolio effectively, ensuring our homes meet customer expectations, comply with evolving regulatory requirements and contribute to long-term organisational and financial resilience.

Aligned with our 30-Year Business Plan, the strategy takes a long-term view of asset stewardship, safeguarding homes so they continue to meet local housing needs, remain fit for purpose and reflect residents' priorities. Over the next five years, we plan to invest £61.5m in improving our rented stock, in addition to this, Newlon are committed to spending an additional £10.4m towards energy efficiency. This funding will be used further to support the delivery of our warmer homes targets and help us to improve as many homes where possible to reach an RdSAP rating of C by 2030. Asset management will also play a central role in achieving our wider corporate objectives, including improved community outcomes, with investment decisions shaped to maximise both social impact and organisational value.

The strategy also addresses the key challenges facing the organisation and the wider housing sector. These include improving the quality and reliability of asset data; reducing backlog investment; accelerating building safety remediation; strengthening alignment between investment requirements and the business plan; improving the prioritisation of resources; addressing poor-performing assets; tackling drivers of dissatisfaction; and preparing for emerging regulatory requirements, including Decent Homes 2 and the Minimum Energy Efficiency Standards (MEES).

External Environment Changes

Since the publication of our previous Asset Strategy January 2022, the external operating environment for social housing has shifted significantly. A series of major legislative and regulatory reforms now set a higher and more prescriptive standard for how landlords must manage their homes, ensure resident safety and demonstrate accountability. Together, these changes have created a new strategic landscape one in which compliance, transparency and proactive asset stewardship must be central to organisational priorities.

Building Safety Act 2022

The Building Safety Act 2022 marks a fundamental shift in how building safety risks are regulated and managed. The Act introduced stringent requirements for high-risk residential buildings, including:

- Mandatory registration of all high-risk buildings where Newlon is the Principal Accountable Person
- Mandatory occurrence reporting
- Submission of detailed building cases to the Building Safety Regulator
- Development and delivery of customer engagement strategies
- Digital creation, maintenance and assurance of building safety case files and safety case reports

The Social Housing (Regulation) Act 2023

The Social Housing (Regulation) Act 2023 represented the most significant overhaul of social housing regulation in more than a decade. The purpose of the Act is to hold landlords to account for the safety and quality of their homes and by doing so, will help prevent future tragedies occurring.

The Act not only strengthens the powers of both the Regulator of Social Housing and the Housing Ombudsman but also introduces the need for housing managers to hold mandatory professional qualifications, ensuring that they are qualified and competent to deliver services that focus on:

- Safety
- Quality Homes
- Treating Residents with respect and fair treatment
- Delivering services with Transparency and accountability

Tenant Satisfaction Measures 2023

Introduced in April 2023, Tenant Satisfaction Measures provide a nationally consistent framework for assessing and reporting landlord performance. Through a combination of resident perception surveys and operational performance data, TSMs generate clear and comparable insight into key areas including repairs, building safety, complaints handling, communication and overall satisfaction.

These measures now form a central component of the Regulator’s consumer oversight approach and are a critical driver of service improvement within the organisation.

Awaab’s Law - October 2025

Awaab’s Law came into effect in October 2025, placing strict legal duties on landlords to investigate and remedy reported damp and mould hazards within defined timescales or rehouse residents where conditions cannot be made safe. The government is currently consulting on the statutory timeframes, which may extend beyond damp and mould to include all Housing Health and Safety Rating System (HHSRS) hazards.

This places a renewed emphasis on prompt, effective damp and mould response processes and robust property condition data.

Decent Homes Standard (currently under consultation)

The Decent Homes Standard is undergoing a comprehensive review, with proposed updates expected to modernise and strengthen the definition of a “decent” home. Areas under consideration include:

- Revised damp and mould standards
- Updated Housing Health and Safety Rating System requirements
- Expanded physical decency criteria
- Revised disrepair thresholds, including the removal of age based exemptions
- New expectations around ventilation, home security and essential facilities
- Updated requirements for thermal comfort, insulation and energy efficiency

The review signals a future shift towards higher property condition standards and aligns with national ambitions for improved health, safety and environmental performance in homes.

OFGEM 2026

A new regulatory regime for heat networks came into force from 27 January 2026. From this date, housing associations that operate heat networks are treated as regulated energy suppliers. Ofgem is now the regulator for heat networks and consumers have access to the Energy Ombudsman to resolve disputes. There are three areas of regulation that heat network operators will need to comply with. Consumer

Protection Regulations / Heat Network Technical Assurance Scheme (HNTAS), Heatwork Zoning Energy Act 2023

Resident engagement

During the development of the Strategy, Newlon undertook structured engagement with a broad range of resident groups, representing different tenures and property types across the organisation's portfolio.

This approach ensured that residents' priorities and aspirations were systematically captured and embedded within policy development, service design and investment planning.

As part of the engagement programme:

- 200 Think Tank members were invited to participate in an investment priorities questionnaire.
- 49 residents responded, representing eight boroughs.
- A focus group of 10 residents was convened to test and discuss the core principles of the new Asset Management Strategy, providing assurance that resident priorities had been accurately reflected.

In addition, five targeted focus groups were conducted to better understand the factors contributing to the 45% dissatisfaction rate reported by Hackney households in 2024/25.

The insights gained through these discussions have directly informed the development of the Strategy, shaping our ambition to move beyond basic Decency standards. Our primary focus is to establish a clear framework for service enhancement, address the drivers of dissatisfaction, and identify both regulatory and non-regulatory investment priorities for homes and the wider local community.

Resident engagement outcome

Following consultation with residents, several consistent themes emerged as priorities for further improvement:

- Clearer communication around repairs and planned works programmes, including improved visibility of timescales, scope of works and progress updates.
- Greater choice for residents receiving kitchen and bathroom upgrades, enabling more personalised options within agreed specifications.
- Increased investment in external decorations and communal areas, particularly external painting and the condition of common parts.
- Enhanced security measures for residential blocks, including upgraded security gates, improved door entry systems and expanded CCTV provision.
- Targeted energy efficiency improvements for older Victorian street properties, addressing insulation, heating performance and overall thermal comfort.

These priorities have been incorporated into the Strategy to ensure that our investment decisions are directly informed by resident feedback and focused on delivering practical, visible improvements to homes and neighbourhoods.

RESIDENT think tank APPROVED

Our Strategic Objective

Our strategic objective is to provide and maintain homes and neighbourhoods that are **safe, decent and energy efficient**, placing residents at the heart of everything we do.

We will ensure our investment decisions and asset management practices, meet all regulatory requirements and deliver sustainable, long-term improvements to our homes.

Over the next five years, this strategy will focus on three strategic core objectives:

Strategic Objective 1

Deliver Safe, Compliant and Well-Maintained Homes

Homes that are safe, warm, compliant, energy efficient and future proofed, aiming for long term quality rather than minimum compliance.

Objective 1A - Improving quality, comfort and decency

Objective 1B - Improving energy efficiency and reducing carbon emissions

Objective 1C - Taking a proactive, risk-based approach to asset performance

Strategic Objective 2

Strengthen Trust, Transparency and Engagement with Residents

Increased openness, accountability and genuine partnership with residents so they feel heard, informed and confident.

Objective 2A - Strengthening resident engagement, communication and trust

Objective 2B - Improving organisational assurance, transparency and governance

Objective 2C - Ensuring residents and leaseholders have a say in how money is spent on their homes

Strategic Objective 3

Build a Data-Driven, Long-Term Investment Approach that Maximises Social Value

Using robust data to make evidence-based decisions to ensure homes are safe, warm and meet resident expectations.

Objective 3A - Building high-quality, complete and actionable asset data

Objective 3B - Delivering a long-term, sustainable investment programme

Objective 3C – Value for Money and optimising buying power.

Together, these objectives will ensure our homes remain fit for purpose, environmentally responsible, and responsive to the evolving needs of residents and communities.

Strategic Objective 1 - Deliver Safe, Compliant and Well-Maintained Homes

Deliver Safe, High-Quality and Sustainable Homes

Our priority is to ensure that every home we manage is safe, compliant with all statutory and regulatory requirements and maintained to a high standard that promotes comfort, security and wellbeing.

We will achieve this through a proactive and risk-based approach to asset management, placing health and safety at the forefront of all investment decisions. This includes maintaining full compliance across all statutory obligations, systematically identifying and addressing hazards (HHSRS) and ensuring prompt resolution of repairs and building safety issues.

Using robust stock condition data and performance monitoring, we will move from reactive responses to preventative maintenance, reducing risk and improving long-term asset performance. Planned investment programmes will prioritise component replacement, building safety measures, energy efficiency improvements and enhancements to communal areas where they deliver the greatest impact.

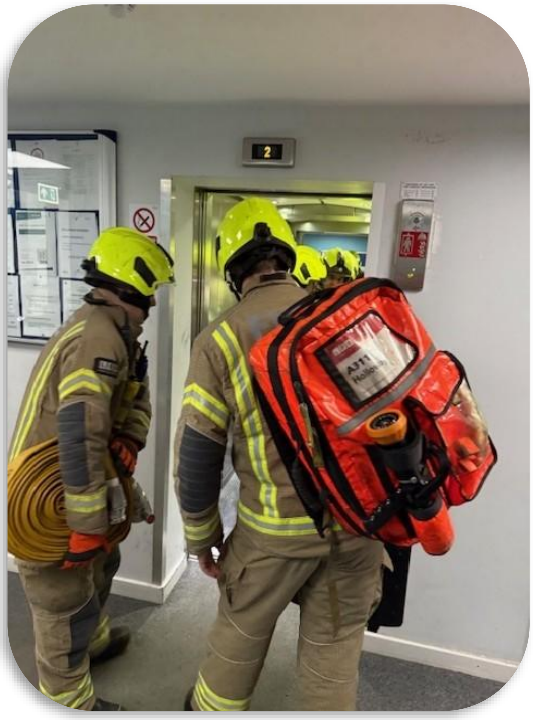
We will also strengthen quality assurance processes, monitor contractor performance and track repairs outcomes to ensure services meet agreed standards and resident expectations.

Through strong governance, clear accountability and continuous performance review, we will ensure our homes remain safe, warm, secure and fit for purpose now and into the future.

Building Safety

Newlon has a number of tall buildings that require full Building Safety Cases to be submitted to the Building Safety Regulator.

As a key part of our everyday work, we will continue to ensure that our homes are safe and comply with all relevant standards and requirements. We will make certain that we have validated and accurate data on the compliance and safety of our homes. To provide added reassurance, this information will be reviewed regularly by our Executive Team and Group Board and shared with our residents.



For all properties that are classed as higher-risk buildings under the Building Safety Act, we will adopt safety reports to identify and manage risk, and any additional management actions that may be required. Ensuring that the golden thread is always updated.

In addition to this, we will be undertaking:

- Black Out Testing on all our tall buildings.
- Type 4 intrusive FRA’s
- Structural Risk Assessments

Tackling damp and mould

We are taking a proactive, data-driven approach to tackling damp and mould across our homes. By strengthening our IT systems and improving how we track, assess and manage cases, we are ensuring residents receive a faster, fairer and more effective service.

We do this by:

- Using KPI dashboards and a strengthened case-management system to provide clear, real-time oversight of all damp and mould cases.
- Ensuring residents receive regular updates on the progress of their case.
- Triaging and prioritising cases based on risk and customer impact.
- Actively identifying resident vulnerabilities to ensure fair and responsive support.
- Using data from repairs, stock condition surveys and remote sensors to identify high-risk property types.
- Carrying out targeted preventative works where needed to reduce future damp and mould risks.

How success will be measured:

- 100% completion of statutory compliance checks
- Full delivery of Building Safety Case reports for all higher-risk buildings
- Completion of Type 4 FRAs, blackout testing and structural risk assessments
- Reduction in safety-related repairs and hazards (including damp and mould)
- Reduction in reoccurring/repeat repairs
- Clear resident communication strategies for all high-risk buildings

Objective 1A: Improving Quality Comfort & Decency

Our aim is to ensure that all our homes are decent, modern, comfortable and where possible go beyond minimum standards.

Across the full 30-year period, the Business Plan includes £400 million of committed capital investment into our rented homes, with an additional £57 million allocated for works that currently exceed the Decent Homes Standard.

Our Barnsbury Regeneration programme and Building Remediation works are covered under a separate Business Plan.

Over the next five years, we will invest £61.5 million (an average of £12.3 million per year) into our rented housing stock. This represents an increase of £3 million per year compared with investment levels under the previous strategy. We will also invest a further £10.4m into energy efficiency works to help us acheive our warmer homes targets and ensure that as many of our homes where possible meet RdSAP C.

What our 5-year plan looks like	
Planned Lifts	£6m
Property Cyclical Works	£10m
Decent Homes	£25 + £3m For Beyond Decency
Door Entry/Security Upgrades	£3m
Fire Safety Works	£10m
Reactive/Planned Works	£4.5m
Total 5yr Investment	**£61.5m**
+ Energy Efficiency Works	**£10.4m**

The £61.5 million programme includes £3 million for beyond decency works. These short-term enhancements are fully aligned with our 30-Year Business Plan and are designed to deliver targeted improvements that increase resident satisfaction by ensuring that future investment programmes not only reflect residents' priorities, but also offer residents greater choice including preferred materials, colours and specifications when planned works are carried out in their homes.

We also intend to embed this principle into our commitment to delivering beyond decency improvements. Wherever possible, we will enhance property specifications at void stage, reducing the need for disruptive works after residents move in and ensuring homes are better presented, more comfortable and closer to modern standards from day one.

What Beyond Decency Looks like:

- **Enhanced Resident Choices**
- **Enhanced specifications – including more choices in finishes such as colour options.**
- **AQUA boarding as opposed to tiles.**
- **Hob splashbacks**
- **Residents provided with layout plans for kitchen upgrades.**
- **Shower Screens and mixer taps.**
- **Choices with communal carpet and wall colours**

- **Re-vamped Void & Property Specifications**
- **Anti-vibration mats installed – for machine spaces**
- **Planned works undertaken as part of void works Communal areas upgraded at the time of void**
- **IR properties will be decorated and new floor & window coverings provided**
- **Light fittings will be upgraded to LED's**
- **Leak detection monitors will be installed in high-risk buildings**
- **Electric meters will be upgraded to smart meters**
- **Where possible we will undertake Internal Wall Insulation (IWI) where properties have RdSAP D or below**
- **We will undertake acoustic testing undertaken at void stage and where possible undertake necessary remedial works**
- **We will ensure that our homes have adequate ventilation & modern energy consumption units**
- **We will install moisture detection monitors to high-risk properties**

Our 5 year Major Works Investment Programme

Over the next 5yrs our investment plan ensures that a minimum of 1400 homes will receive planned, cyclical works or energy efficiency works each year.

We aim to deliver:

576 new bathrooms and a further 191 separate WC's	1855 New kitchens	472 Homes will receive new windows
200 New roofs	1012 Heating upgrades	1694 Homes will receive cyclical works
	Minimum of 500 homes to be improved to a RDSAP C	

How success will be measured

- 100% of all properties to have a stock survey of <5yrs.
- Delivery of the £61.5m investment programme
- Minium of 500 homes to be improved to RdSAP C by 2030.
- 1300 homes to receive planned works per year
- Reduction in backlog investment ensuring that all homes meet DHS standards
- Improved satisfaction with home quality (especially in Hackney)
- Delivery of enhanced specifications (AQUA boarding, LED lighting, moisture monitors, improved void standards)
- Repeat and large repair costs will be tracked and monitored and investigated to establish root cause.

Objective 1B: Improving Energy Efficiency & Reducing Carbon Emissions

Improving Energy Efficiency and Reducing Carbon Emissions

As it currently stands, Newlon has known RdSAP data for 98.4% of our 5646 tenanted Homes.

Our aim is to have 100% stock condition data and known RdSAP for all of our rented homes by 31st March 2026.

As it currently stands, we have a total of 982 known properties that do not currently meet the proposed target of RdSAP of C.

Of the 982 with RdSAP of D and below 263 properties are either listed or located within a conservation area and will require further in-depth asset appraisal to determine the risk of fuel poverty for residents and determine the overall viability of the asset.

We will invest an additional £10.4 million in energy efficiency works to support our ambition for as many homes as possible to achieve EPC / RdSAP C by 2030. This targeted investment will improve thermal performance, reduce carbon emissions, and enhance resident comfort while supporting long-term sustainability objectives.

Newlon will ensure effective cross-departmental collaboration to maintain clarity of responsibility and deliver a coordinated action plan that supports ongoing compliance with evolving Ofgem requirements. The organisation is committed to maintaining full compliance with Ofgem regulations and all associated statutory obligations. This includes providing energy-efficient homes, ensuring transparent and timely communication with residents, and operating robust, well-managed heat networks.

How success will be measured:

- 100% of rented stock to have a valid EPC by end of 2026/27
- 100% of rented stock to have Retrofit Assessments carried out on all properties with a known RdSAP D and below by 2028/2029
- Minimum of 500 properties to be improved to RdSAP C by 2030
- Regular reporting to Board on compliance, safety, investment and performance
- Transparent resident and leaseholder facing engagement and reporting

Objective 1C: Taking A Proactive, Risk-Based Approach to Asset Performance

This Strategy is underpinned by a robust understanding of the performance of our homes. We have worked with Savills to develop a financial model that evaluates asset performance based on the Net Present Value (NPV) of operating cashflows over a 30-year period. This provides a clear measure of the financial contribution of our properties within the current Business Plan.

The model identifies:

- Total portfolio NPV: £165.9m
- 5,646 rented homes
- Average NPV per unit: £29,396

However, performance varies significantly across the portfolio:

- 45.5% of homes (2,569 properties) show a negative NPV over 30 years, representing a liability of over £68m to the Business Plan.
- 13.71% of homes (774 properties) show a marginal NPV (defined as between £0 and £15,000), presenting additional financial risk.
- 40.79% of homes demonstrate strong positive cashflows above £15,000 per unit. These properties provide the financial capacity to support investment across the wider portfolio.

Poor performance is primarily driven by:

- High capital expenditure requirements, particularly building safety costs
- High operating costs associated with our London base and organisational scale
- Lower rental income in certain tenures

Stronger performance is typically associated with:

- Higher rental income from affordable and intermediate rented properties
- Lower capital expenditure requirements
- More efficient asset profiles

Stock Rationalisation

We will use the asset modelling results to categorise our stock based on the financial performance assessment into red/amber/green categorisation.

In addition to this and as set out within Newlon's Divestment Policy, each Asset has a social objective score which ranges from 0-10 (with 10 being the highest).

Divestment is not our preferred option and will only be considered when an asset has:

- Negative Net Present Value (NPV) and social objective of <5
- High latent value enabling reinvestment
- Investment needs exceeding £40k over five years
- Structural or building safety issues
- Design limitations (e.g., bedsits)
- Energy rating below SAP 69 (or subsequent standards)
- High carbon-reduction costs
- High repairs (>£10k over 2 years)
- Persistent damp/condensation
- Poor resident satisfaction linked to property quality
- Listed/conservation properties with unsustainable maintenance

How success will be measured

- Clear RAG rating of all stock
- Annual review of NPV and social value scores
- Reduction in the number of poor-performing assets
- Delivery of stock rationalisation actions where criteria are met (e.g., NPV <0 and social score <5)

Objective 2A - Strengthening Resident Engagement, Communication and Trust

This strategy was developed in partnership with our residents and emphasises putting customers first communicating effectively with them and involving them in the design and improvement of our services.

Through resident consultation, we identified a strong correlation between dissatisfaction and the quality of homes. Residents acknowledged that Newlon's primary focus since Grenfell has been to prioritise investment in safety and compliance works. While necessary, this has inadvertently reduced investment in cyclical maintenance across some homes, contributing to a backlog of improvement works, including external decorations. Residents also expressed a clear desire to have greater input into how Newlon prioritise noncompliance and regulatory works.

A consistent theme raised by residents was the need for greater transparency around how investment decisions are made. Residents told us they want clearer explanations of why some works progress and others do not, alongside opportunities to influence priorities particularly where there are options around materials, specifications, or types of improvements. Equally, residents stressed the importance of having reliable information about when works will take place and a commitment to avoiding cancellations, which have undermined confidence in the past. Rebuilding trust will require clearer communication, shared decision making where possible and delivering on the commitments we make.

Our leaseholders have also raised the need to invest in cyclical works but are dissatisfied with receiving large unwelcomed bills.

Residents in Hackney, in particular, report the highest levels of dissatisfaction across our stock. The majority of our Hackney properties are converted Victorian street homes, many located within conservation areas. These homes typically achieve an RdSAP rating of D or below, which limits improvement options and results in higher than average investment costs. In addition, the focus on fire safety and compliance works in recent years has further constrained our ability to invest in planned and aesthetic improvements.

To address resident and leaseholder dissatisfaction, deliver targeted catch-up programmes and meet our commitment to go beyond the Decent Homes Standard, we will undertake a focused investment programme for Hackney properties. We will continue to use TSM survey data and stock condition information to identify where investment needs to be prioritised. We will also ensure regular engagement with resident and leaseholder groups so that investment plans are consulted on, trade-

Our 2026/27 Investment Hackney Plan will deliver		
Kitchens	196	£ 1,794,000.00
Bathrooms	199	£ 1,326,000.00
Windows	101	£ 1,604,400.00
Roofs	18	£ 890,400.00
30nr blocks Door entry systems	30	£ 223,200.00
boilers	49	£ 188,640.00
19nr blocks Fire stopping works	19	£ 208,800.00
AOV	12	£ 342,000.00
External painting/cyclical works	119	£ 1,000,000.00
Street properties Internal decs and new flooring	50	£ 600,000.00
	793	**£ 8,177,440.00**

offs are understood and any emerging drivers of dissatisfaction are addressed at the earliest possible stage.

Our commitment going forward is to ensure that both our residents and leaseholders are clearly informed, meaningfully involved and consistently heard, strengthening trust as we deliver our long-term investment plans.

In 2026/27, we plan to deliver improvement works to 793 homes in Hackney alone. On completion of these works we will then reassess our resident satisfaction, taking lessons learnt and develop this into further focused strategies across our wider portfolio.

Throughout the life of this strategy, we will continue to gather data and resident feedback through Tenant Satisfaction Measures (TSMs), focus groups and engagement forums to identify recurring themes and trends relating to property dissatisfaction.

We will actively promote resident engagement to ensure concerns are understood and addressed in a timely and transparent manner.

We will provide residents with regular updates on lessons learned and clearly communicate how we have adapted policies, processes and service delivery in response to feedback.

How success will be measured:

- Annual publication of the planned works programme, clearly defined, communicated and delivered.
- Delivery of a clear annual communication strategy for all planned investment programmes.
- 5yr, 10yr planned works programmes v Sinking funds are to be shared and consulted on with Leaseholders.
- Continuous improvement in TSM survey results, particularly overall satisfaction with the quality of the home.
- Reduction in property condition related complaints, specifically those linked to planned works and communication.
- Reduction in the backlog of planned and cyclical works, supported by transparent reporting and resident updates.

Objective 2B - Improve Organisational Assurance, Transparency and Governance

A key objective of this strategy is to strengthen oversight, assurance and transparency across all asset related activities. This will ensure that our Board, residents and regulators have confidence in how we manage our homes, prioritise investment and maintain resident safety.

We will do this through a structured assurance framework that combines a clear delivery plan, strengthened governance arrangements, improved data quality and transparent reporting to both the Board and residents.

Strengthening Board Assurance and Oversight

We will continue to maintain a comprehensive Asset Management Delivery Plan, setting out annual investment priorities, risks, dependencies and resource requirements. This plan will be reviewed quarterly by the Executive Team and progress will be reported to the Board via Development and Asset Management Committee.

Where the commitee will receive quarterly performance dashboards, compliance updates, risk assessments and programme level reporting to ensure that progress, risks and mitigations are clearly understood.

We will continue to provide Board assurance by reporting:

- A consistent RAG rated reporting structure for investment and compliance activity
- Undertaking regular deep dives into high risk themes such as damp and mould, building safety, repeat repairs and cyclical backlog
- Provide an annual review of stock condition, portfolio performance and long term investment requirements
- Independent verification where appropriate (e.g., external audit of Stock Condition Survey, compliance audits)
- Deliver and annually refresh the Asset Management Delivery Plan

Transparency and Reporting to Residents

We will adopt a parallel approach to provide clear, understandable reporting to residents, including:

- Annual publication of our Planned Works and Investment Programme
- Easy to read summaries explaining why and how investment decisions were made

Regular updates through:

- Newsletters
- Resident Forum
- Newlon's Thinktank
- Estate level engagement sessions to investment into our blocks and communal spaces
- Digital updates and dashboards (where possible)

We will also report back to residents on:

- Progress against planned works
- Issues identified and resolved
- Lessons learned from resident feedback and complaints
- Changes made to policy or practice as a direct result of resident insight

Data Led Risk Management and Asset Performance Monitoring

We will continue to strengthen our data driven approach to risk identification and mitigation. Our delivery plan will incorporate:

- Implement systematic quarterly reviews of all assets that have received major repair investment to verify that root causes have been effectively addressed, repeat repair orders have not reoccurred, household satisfaction has improved, and related complaints have been fully resolved. We will use our findings to identify remaining issues and to inform targeted interventions.
- Clear tracking of the impact of investment to evidence improvement in property condition and resident wellbeing
- Ensure 100% of rented stock has a stock condition survey of <5yrs, externally validated.

Compliance and Building Safety Governance

We will continue to maintain and continuously update all building safety case files to ensure ongoing compliance with:

- The Building Safety Act 2022
- All subsequent regulatory and legislative requirements

This ensures building safety remains central to our governance framework and operational delivery.

Resident Insight, Complaints Learning and Performance Monitoring

Resident insight will be systematically gathered and analysed through:

- TSMs (annual satisfaction metrics)
- Transactional surveys
- Complaints data
- Repairs and maintenance performance data
- Resident engagement forums

Recurring themes and trends will be used to identify where performance improvements are required and to shape service design. All feedback loops will be clearly evidenced to demonstrate how resident insight has influenced decision making and incorporated and reflected in the annual refresh of the Asset Management Delivery Plan .

Integrated IT Systems

By 2030, we aim to migrate our core IT infrastructure to a fully cloud based platform. This transition will allow us to move away from standalone systems such as Integrator+ and True Compliance and instead implement a single, integrated cloud-based Customer, Repairs and Asset Management platform.

This enhanced system will:

- Consolidate asset, repairs and compliance data into one accurate, real-time source of truth
- Facilitate predictive analysis, enabling early identification of emerging risks
- Strengthen governance and auditability, with clear data trails and improved compliance tracking
- Improve reporting accuracy for both Board oversight and resident-facing updates
- Support more effective risk management, including early intervention and targeted investment

By unifying our systems in this way, we will significantly enhance our ability to monitor performance, plan investment and provide transparent, real time assurance to the Board, the Executive and our residents.

How Success Will Be Measured:

- Improved resident satisfaction with the quality of homes and communication, as evidenced through TSMs
- Reduction in repeat repairs, persistent defects, and unresolved issues experienced by residents

- Fewer complaints relating to planned works, repairs, and communication, alongside improved resolution times
- Increased resident confidence that feedback is listened to and leads to visible service improvements
- Measurable improvement in stock condition, including a reduction in properties classified as Red or Amber risk
- Reduced damp and mould prevalence through early identification and effective intervention
- Improved energy efficiency and thermal comfort across the stock
- Reduction in the planned and cyclical maintenance backlog
- Increased proportion of investment delivered through planned, lifecycle led programmes rather than reactive spend
- Improved value for money through reduced repeat works and lower whole life costs

Objective 2C - Ensuring residents have a say in how money is spent on their homes

A central commitment of this Strategy is to ensure residents have a meaningful and influential role in shaping how we invest in their homes and neighbourhoods. Residents have been clear that they want greater transparency, more opportunities to influence decisions and clearer explanations of how investment priorities are set.

To achieve this, we will introduce a structured approach to resident involvement in investment planning. Our aim is to consult with residents on our planned investment programmes and ensure that they are part of our procurement process so that our specifications and spending decisions reflect what matters most to the communities we serve.

Each year we will ensure that we publish and consult on our planned investment programme. We will provide updates on why certain works are prioritised, what constraints exist such as costs, regulation, buildings safety). What are plan is to ensure that we are bridging the gap in terms of backlog and trade offs and options are available. We will also expand localised investment priority plans to beyond Hackney Residents to ensure that all our residents receive continuous investment into their homes.

Wherever possible, we will offer residents more control and choice, including:

- Options for kitchen and bathroom finishes
- Specifications for communal area upgrades
- Preferences for external decorations, colours and materials
- Input into energy efficiency measures for older homes
- Block level choice on security enhancements (e.g., CCTV, gates, entry systems)

We will consult with residents via our Think Tank Platform to undertake focus sessions on resident investment priorities, what beyond decency looks like, feedback on proposed specifications and design standards.

We will provide residents with an annual report that sets out:

- How much and What we have invested in
- Where we have invested
- How residents shaped and inputted on this
- Any changes that have been made to the programme

How success will be measured:

- Residents report increased confidence that their views directly influence how money is spent of their homes.
- Clear evidence that residents and leaseholders have engaged and shaped investment priorities, specifications and programme changes.
- Improved resident understanding of how investment decisions, constraints, and trade offs are made
- Improved resident satisfaction with the quality of homes and planned works
- Reduced dissatisfaction related to investment decisions, specifications, and delivery
- Investment better aligned to resident priorities, including “beyond decency” improvements that matter most to local communities
- Reduced complaints relating to lack of information or feeling excluded from decisions
- Annual reporting to residents and feedback

Strategic Objective 3A - Building high quality, complete and actionable asset data

High-quality asset data is fundamental to delivering a safe, efficient and financially sustainable housing service. Our ambition is to maintain a complete, accurate and continually validated set of asset records that enables informed decision-making, targeted investment where it is most needed and full transparency for our Board, regulators and residents.

Newlon undertakes comprehensive Stock Condition Surveys (SCS) on a five-year rolling cycle, ensuring that every home has a validated stock condition survey less than five years old. Survey data is assessed not only by age but by the actual condition of components, enabling a more accurate understanding of lifecycle needs and future investment requirements. To maintain strong third-line assurance and ensure our 30year Business Plan reflects current market costs and sector benchmarks, all Stock Condition Surveys are independently outsourced. This provides objective validation of data quality, cost assumptions and lifecycle modelling.

Following each Stock Condition Survey, we provide residents with a summary of findings and indicative timescales for when planned works may take place. This supports transparency and helps residents understand how survey outcomes inform investment decisions.

We actively use data trends from complaints, stock condition information, TSM results and repairs history to assess investment priorities, identify underperforming assets and detect emerging risks. In line with the recent Housemark report, we will also track our 500 properties with the highest repairs costs to ensure that investment already made is reducing repeat repairs and preventing deterioration.

In parallel by 2030 Newlon will modernise its asset intelligence infrastructure by consolidating all property, repairs and compliance platforms into a single cloud based system. This integrated solution will provide enhanced oversight of asset performance, compliance status, investment needs and risk exposure supporting more efficient reporting, greater data accuracy and stronger strategic decision making.

Together, these measures will strengthen governance, enhance financial planning and support a proactive, data driven approach to asset management that delivers long term value for both residents and the organisation.

How success will be measured

- Homes are safer, better maintained, and fit for purpose, with fewer high risk or poorly performing properties .
- Investment interventions result in fewer repeat repairs and reduced reactive maintenance, particularly in historically high-cost homes

- Residents experience improved satisfaction with the quality of their homes, as reflected in TSMs
- Long-term deterioration of the stock is reduced through timely, lifecycle-led investment
- Energy performance and thermal comfort improve, supporting lower fuel costs and healthier homes

Objective 3B - Delivering a long-term, sustainable investment programme

Our long-term investment programme will ensure that Newlon's homes remain safe, compliant, energy efficient and financially sustainable, while delivering measurable social value for residents and communities.

Aligned with our 30-Year Business Plan, we will adopt a disciplined, evidence-based approach to capital investment, ensuring that resources are prioritised where they deliver the greatest impact in terms of safety, quality, resident satisfaction and long-term asset performance.

Over the next five years, we will invest £61.5 million in our rented homes, supported by a further £10.4 million of Warmer Homes funding to help, where possible, upgrade properties to EPC/RdSAP Band C by 2030. This short-term programme forms part of our wider £400 million, 30-year capital investment plan, ensuring our homes remain high-quality, energy-efficient and able to meet future housing needs.

Our programme will directly respond to the evolving regulatory and policy landscape, including:

Compliance with the Building Safety Act 2022
Preparation for the updated Decent Homes Standard (Decent Homes 2)
Meeting the requirements of Awaab's Law
Achieving the Minimum Energy Efficiency Standards (MEES)

Investment decisions will be shaped by:

- Robust stock condition and lifecycle data
- Net Present Value (NPV) and social value assessments
- Backlog investment requirements
- Building safety and compliance priorities
- Resident feedback, satisfaction trends and localised performance issues
- Carbon reduction and fuel poverty risk

We will actively reduce backlog investment by prioritising catch-up works in historically under-invested areas, including complex neighbourhoods and older Victorian street properties. Targeted programmes, such as the focused Hackney investment plan, will address quality concerns and improve satisfaction outcomes.

Where assets demonstrate sustained poor financial and social performance, we will apply our divestment and stock rationalisation criteria to ensure that capital is recycled into homes and neighbourhoods that better meet long-term strategic objectives. This ensures that investment is both financially responsible and socially purposeful.

Through strong governance, regular Board oversight and transparent performance reporting, we will ensure that our investment programme remains affordable, sustainable and aligned with organisational resilience.

How success will be measured

- Residents experience safer, warmer and better quality homes
- Increased resident satisfaction with the quality of homes, as reflected in TSMs
- Reduction in complaints and repeat repairs, particularly in previously under performing homes
- Fewer homes causing repeated disruption due to poor condition or reactive maintenance
- Reduction in the backlog of planned and cyclical maintenance year-on-year
- Investment increasingly delivered through planned, lifecycle-led programmes rather than reactive works
- Measurable improvement in energy efficiency and thermal comfort, reducing fuel poverty risk
- Reduction in the proportion of poor performing or negative NPV assets

Objective 3C – Value for Money and Optimising buying power

By Summer 2027, we will implement a 5 year + 5-year whole-house refurbishment framework to maximise value for money, optimise buying power, and support the long term sustainability of the housing stock.

What we will do:

- Establish a long term refurbishment framework that aggregates demand across the housing portfolio
- Align investment decisions to asset lifecycle evidence, ensuring timely and cost effective intervention
- Standardise specifications and adopt outcome based approaches to improve quality and consistency
- Use the scale and duration of the framework to strengthen procurement leverage, market resilience, and supplier performance
- Enable more effective capital programming, with improved cost certainty and deliverability

Our Aim is to:

- Reduce whole life costs and reliance on reactive spending
- Improve affordability and predictability of the capital programme
- Deliver consistent, high quality homes that support service outcomes
- Demonstrate strong stewardship of public resources and purchasing power

How success will be measured

- Framework in place and operational by Summer 2027
- Improved cost certainty and reduced average unit costs
- Increased proportion of planned, lifecycle led investment
- Improved delivery performance across time, cost, and quality

Timeline for Asset Strategy

	2026/27	2027/28	2028/29	2029/30	2030/31
Objective 1 - Deliver Safe, Compliant and Well Maintained Homes					
We will continue to track our investment requirements via stock condition surveys					
We aim to have completed our building safety works by 2029					
We will continue to identify root causes of damp and mould and ensure that these are mitigated					
By 2030 we aim to improve all homes where possible to RdSAP C					
Objective 2 - Strengthen Trust, Transparency and Engagement with Residents					
We will continue to provide resident communication strategies and regular updates on improvement works					
We will provide residents with tailored energy saving advice and ways to reduce energy costs					
We will actively consult with residents and leaseholders to improve our services and provide feedback on lessons learnt.					
We will actively consult with residents and leaseholders to improve our services and provide feedback on lessons learnt.					

Objective 3 - Build a Data-Driven, Long-Term Investment Approach that Maximises Social Value										
We will ensure that 100% of our rented homes has a stock survey of less than 5yrs										
We will ensure that 100% of our rented homes has a valid EPC										
End to end Review and Options appraisals on the 502 properties identified in House Mark Report										
Review of End to End Development Appraisals, life cycles and management costs ensuring that these are reflected within the 30yr business plan and bad debt is apportioned correctly.										
We will continue to use data to mitigate risk of damp and mould in our homes.										
We will continue to update our building cases files ensuring that the golden thread is maintained & compliant										
We will aim to have moved our IT systems to cloud based system										
Procure Whole House Planned Works Framework										