



Homes Strategy 2025 – 2028

Document Control

Valid from	Valid to	Version	Status	Author	Owner	Approval	Description of Change
Sept 2018	Mar 2021	1	Approved	Head of Asset Management	Group Exec Director of Customer Experience and Assets	Co-Terminus Board	New Strategy
April 2021	Mar 2024	2	Approved	Head of Asset Management	Group Exec Director of Customer Experience and Assets	Co-Terminus Board	Incorporated into Homes Strategy
May 2023	Mar 2025	3	Approved	Director of Assets and Repairs	Group Finance and Resource Director	Asset Investment Committee	Revised Strategy
May 2025	May 2026	4	Approved	Director of Assets and Repairs	Group Director of Homes and Communities	Asset Investment Committee	Revised Homes Strategy
October 2025	October 2028	5	DRAFT	Director of Assets and Repairs	Group Director of Homes and Communities	Asset Investment Committee	Revised Homes Strategy

Distribution:
Other Relevant Documents:

Future Housing Group Corporate Plan (CP24)
 Customer Experience Strategy
 Digital Strategy
 Sustainability Strategy
 Growth Strategy
 Development Strategy
 Asset Maximisation Strategy
 Tenancy Policy
 Property Asset Disposals Policy
 Voids Framework

	Consumer Standards Code of Practice 2024 – Safety and Quality Standard.	
Comments:	The Homes Strategy will support the Group in implementing a place-based approach, by optimising physical assets working with our partners to deliver services where the greatest number of people can access them without exception or exclusion.	
Please indicate that the following issues have been considered during the production/review of this policy	New legislation, regulation and best practice has been considered	✓
	Equity, diversity and inclusion	✓
	Health, safety and welfare	✓
	Data protection	✓
	Risk management	✓
	Sustainability	✓
	Value for money	✓

HOMES STRATEGY 2025–2028

This strategy sets the direction for Futures Housing Group’s asset management for 2025–2028. It underpins **CP24, the Corporate Plan**, by ensuring our homes are safe, sustainable, and high quality—creating places people are proud to live in, while delivering value to customers and communities.

“Providing homes is our core purpose. So we will ensure that all our customers have a well maintained, safe and secure home and support strong communities.”

Strategic Objectives

Futures Housing Group will:

- Ensure that all homes meet the Decent Homes Plus Standard anticipating expected changes to the Decent Homes Standard (2026).
- Continually improve services in response to customer feedback.
- Make customers’ homes well insulated, warm and affordable to heat while reducing our carbon footprint.
- Invest in public spaces around our customers’ homes.
- Meet all health, safety, and environmental obligations, with a particular focus on damp, mould, and fire safety.
- Meet the demands and the spirit of Awaab’s Law – taking a proactive approach to preventing non-compliance.
- Maximise the value of our housing portfolio through strategic investment, regeneration, or disposal of underperforming assets.
- Survey all our homes at least every five years and using technology, home visits and inspections to better understand their condition so that we can plan future investment more effectively.
- Achieve minimum expectations for thermal comfort - Minimum Energy Efficiency Standards (MEES) having a valid energy performance certificate (EPC) for every home by the end of 2029.
- Tackle condensation, damp and mould in customers’ homes through treatment, prevention and awareness-raising.
- Using technology to give us better oversight of repairs and planned work and first-time fix performance.
- Expand and strengthen our in-house repairs service, aiming for a 50:50 balance with external partners.
- The Homes Strategy is reviewed annually as part of the Safety and Quality section of the Consumer Standards statement to ensure alignment.

Stock Profile & Data

- Futures Housing Group manages over 10,100 social and market rent homes, excluding shared ownership and leasehold properties (30th September 2025).
- We are committed to having 100% up to date (less than 5 years old) condition data by 2030, enabling more accurate forecasting, lifecycle planning, and investment prioritisation.
 - Acceleration of the stock condition surveys can be implemented when required via appointed consultants or additional in-house surveyors.
 - Savills are engaged to undertake a 5-year validation review of surveys completed to ensure data is accurate and provides a true reflection of investment requirements contained within the 30-year business plan.
 - Validation is timetabled for 2027.
- We will strengthen our inspection and monitoring processes, ensuring every property is assessed and risks are identified early.
- A single view of asset data will be delivered through the replacement of Keystone with an MRI-based system in April 2026, enhancing digital integration and service delivery.
- The MRI platform will integrate condition surveys, repairs history, and customer feedback to provide accurate and real-time oversight.

Decent Homes & Energy Strategy

- Futures Housing Group will continue to proactively manage compliance with the current and future Decent Homes Standards, ensuring components are replaced in advance of failure.
- Investment plans align with both the financial restraints of the Group and are balanced with the business delivery model to ensure the best Value for Money is achieved.
- Ongoing monitoring ensures that properties at risk of becoming non-decent are addressed promptly.
- The introduction of MRI will allow the organisation to model future business plans and adapt strategies accordingly whilst maintaining the principle of identifying investment levels to ensure decency compliance.
- The EPC Roadmap commits to:
 - EPC D across all social and affordable rent homes by 2025.
 - EPC C across market rent homes by 2029, and across all social and affordable rent homes by 2030.
 - The roadmap excludes investment required to achieve net zero carbon standards by 2050.
 - Further assessments and objective targets will be completed upon all properties having valid EPC certification (2029).
- Homes identified as non-compliant with EPC C, and where it is either impractical and/or cost prohibitive to undertake measure (such as non-traditional builds, planning restrictions) will be considered for disposal or regeneration options. Property portfolio is reviewed annually updating the current position for each, additions and removals to the disposal list are amended at this time.

Asset Data

Futures Housing Group's Digital Strategy aims to obtain the best out of our current technology and exploring how new technology and ways of working can add more value.

Replacement of the existing asset management database (Keystone) with an integrated MRI solution (supporting the management of stock data, budget forecasting, energy data, compliance management) is expected go-live April 2026.

Data across assets and repairs will be unified, enabling faster fault diagnosis, self-help options, and improved first-time fixes. This ensures clearer communication for customers and staff, eliminates duplication, and supports smarter decision-making.

Ongoing monthly analysis of homes data continues to identify trends and target properties requiring visits, strengthening service efficiency, damp and mould prevention, compliance, and customer satisfaction. The Group continues to develop its data knowledge to enable the delivery of a consistent, customer-friendly repair service through a single, accurate view of each property.

The assets team will continuously review systems and processes to reduce customer effort, improve the experience of our employees and deliver cost effective services, working in partnership with the digital services team to develop our customer relationship management (CRM) system to give all colleagues a single view of our customers and increase first point of contact resolution.

Core Services & Delivery

A high-quality, customer-focused repair and maintenance service remains central to the Group's operating model with the focus on repairs maintenance to be carried out in accordance with our landlord duties and responsibilities including adherence to Awaab's Law (in all three phases 2025, 2026 and 2027) and the additional obligations that have been placed on the landlord.

- i. the law is to be implemented in a 'test and learn' approach.
- ii. complaint management is seen as a key factor in ascertaining an organisations compliance
- iii. the guidance in its current form provides landlords the ability to act with discretion and that it is within the landlord's judgement as to whether the law applies in any given circumstance
- iv. the law introduces the concept of 'significant hazard' which requires the landlord to understand the customers (household) circumstances – both previously known and those because of recent change, as such these circumstances may escalate the severity of a repair

The Group will continue to:

- invest in planned, programmed component replacement and cyclical works (e.g., kitchens, bathrooms, roofing) to reduce reliance on reactive repairs.
- engage a range of contracts and services that provide adherence to legislative requirements including servicing and maintenance of gas, electrical, fire risks, asbestos risks, water risks, lift installations, and health and safety needs.
- renew asset contractor frameworks as per the Procurement Act 2023 (August 2025), balancing cost efficiency with support for local SMEs and social value commitments, these will commence in October 2025 with an initial four-year contract period (four-year extension applicable if desirable)
- deliver empty properties (voids) to be
 - timely and cost effective
 - to let them as quickly as possible minimising rent loss
 - achieving the lettable standard which reflects and meets the business need and phase two and three obligations of Awaab's Law
 - In line with our Void Framework (June 2025) properties which are to exceed investment thresholds will be subject to an option appraisal to decide if we invest and continue with the void process or consider disposing of the property.
 - Additionally, properties which are difficult to let, have a high market sale value, are situated in a low demand area due to geographical location will also be subject to an appraisal
- invest in estate-wide external environmental maintenance (garage and hardstanding areas, paths, lighting, and fencing) that support safer, more attractive neighbourhoods.
- an effective annual programme for grounds maintenance and cleaning communal areas.

Customer Engagement & Feedback

Communication and liaising with our customers is key to gaining access and making them aware of the importance of undertaking repair, maintenance and compliance activities.

Correspondence with customers outlines the benefits of this work as well as providing a customer focussed and flexible approach to our service delivery.

Ensuring we can undertake activities at suitable and convenient times, acknowledging that by not taking a 'one size fits all' approach pays dividends in the long term and leads to reduced issues. The understanding of the needs of the household is becoming increasingly more important and underpins the principle of Awaab's Law and the concept of 'significant hazard'.

The Group currently measures customer satisfaction of our entire asset service including repairs, planned, cyclical and programmed works. This survey is undertaken

independently and includes the Tenant Satisfaction Measures as recommended by the Regulator of Social Housing.

The information gathered is used to drive improvements in our overall service offering, both at an individual operative level and at a more aggregated, strategic level through new transformation activity.

Where a customer expresses dissatisfaction following completion of the improvement works, the customer will be contacted so we fully understand the reasons why and use this feedback to improve the level of service being provided.

The Group recognises that complaints (including Ombudsman reports and feedback) provide a valuable source of information to help improve and evolve services. The Group will record and analyse complaints and identify themes and trends to share with the business, stakeholders, and customers. We will use the themes, trends, and learnings from individual complaints to drive service improvement.

Financial Planning

Asset investment planning is fully aligned with the Group's 30-year Business Plan to deliver.

- core repairs service
- component replacement
- compliance
- voids
- external estate maintenance

Annual reviews will balance extending component lifecycles where safe and appropriate against the need for timely renewal.

A further £21m is separately allocated for sustainability and energy improvements to achieve EPC C by 2030.

Fire safety remediation projects are included within the fire safety roadmap (10-year programme), which outlines estimates for works to be undertaken these are included within the 30-year business plan. The plan is reviewed annually to ensure that additional safety and remediation works, investment need and resource allocation is sufficient to deliver changes identified.

Budget provision has been made for remediation fire safety works to be completed at the nine tier one properties identified in the Fire Safety Strategy forming the initial three year works programme of the fire safety roadmap. The roadmap ensures properties compliance with the Remediation Acceleration Plan 2025 where appropriate.

It is imperative that our stock remains in good condition, not only to enable the Group to borrow money against existing assets and to retain and attract new customers. We need

to compete with other social and private landlords operating within the local market, demonstrate we can manage our stock effectively, avoid rent loss where possible and maximise the use and demand for our properties.

Asset Maximisation

The Group's Asset Maximisation Strategy 2022–2027 sets out our approach to maximising the social and financial benefits of its residential and community assets over the next five years. Its purpose is to provide a framework to guide how we will evaluate and improve the performance of our homes and facilities. This is to ensure they continue to meet the diverse needs of our customers and communities, both now and in the future, and that our asset base remains aligned to Futures' corporate goals and objectives.

It aims to enable decision making regarding the continued investment in, or on-going ownership of individual properties, asset groups or localities based on their social, economic and environmental performance

Compliance & Risk Management

The Group will continue to meet its statutory obligations, comply with legislation, and incorporate industry best practice procedures. The key drivers being to meet our duties as a landlord, provide safe and 'fit for purpose' homes and meet health and safety obligations - compliance remains non-negotiable, covering;

- gas, oil, solid fuel, and 'other' heating systems.
- asbestos.
- legionella and water testing.
- lifts servicing and maintenance.
- emergency lighting.
- fire safety and fire risk assessments (including fire compartmentation and external cladding)
- electrical systems and appliances (5-year periodic testing programme).
- smoke detectors and carbon monoxide detectors
- Housing Health & Safety Rating System (HHSRS) - (as part of the stock condition process),
- damp, mould, cases (including disrepair cases & compliance with Awaab's Law October 2025).
- reporting injuries, diseases, and dangerous occurrences at work (RIDDOR's)
- Consumer Standards Code of Practice 2024 – Safety and Quality Standard.
- maintaining a horizon scan of emerging risks and future legislation (DHS 2)

Regular inspections, testing, servicing and monitoring across the stock portfolio ensure that the Group not only meets statutory duties and requirements but proactively manages / mitigates future risk, safeguarding both customers and the organisation.

Awaab's Law (October 2025) requires strengthened action on damp and mould and 'severe risk emergencies' from October 2025 with broader hazard coverage from 2026 onwards.

Futures Housing Group is committed to full compliance with Awaab's Law ensuring that all homes are safe, healthy, and free from hazards such as damp, mould, and excess cold. Our strategy is built on a proactive, data-driven approach that prioritises customer wellbeing and regulatory assurance.

Asset data relating to damp and mould will continue to be monitored to identify patterns and trend analysis for individual homes as well as looking at adjoining and neighbouring homes and those in other geographical area but having similar property characteristics (age, construction, heating systems, repair history,) as well as looking customer diversity, segmentation, and occupancy levels to allow our approach to be reviewed to meet the needs of the individual.

Where issues are identified, the Group will;

- implement a rapid response protocol
- adhere to the timescales for investigation as defined by Awaab's Law
- undertake remedial works in line with required timescales
- communicate with customers throughout
- identify the need for decant if required

Pre-emptive inspections at properties with a repeated repairs history are being undertaken by an in-house, dedicated team with the responsibility of identifying potential outstanding remedial actions and to work in partnership with the customer to achieve a home which is free from serious hazard.

Awareness campaigns have been introduced to reduce recurrence and empower customers to report concerns quickly.

Training for staff and contractors will ensure a consistent, safety-first culture. Board-level oversight will monitor performance through clear KPIs, with quarterly reporting on compliance, response times, and customer outcomes.