



**Golden Lane
Housing**

Asset Management Strategy

2026-2029

March 2026

Contents page

1. Purpose of the Asset Management Strategy	2
2. Strategic Context	4
3. Governance and Accountability	5
4. Risk Management	7
5. Implementation Approach	8
6. Communications	9
7. Monitoring, Reporting, Key Performance Indicators	10
8. Review	11
9. Detailed Implementation Plan	12

1. Purpose of the Asset Management Strategy

Golden Lane Housing is a vision, mission and values-focused housing association, placing tenants at the heart of everything we do. This Asset Management Strategy supports the goals of Our Plan — Quality Tenant Experience, Future Ready, and Impact and Growth — and sets out how we will manage, invest in and improve our homes from April 2026 to March 2029.

OUR VISION

Our vision is a world where everyone with a learning disability has opportunities to access good quality housing that meets their needs

OUR MISSION

Help people with a learning disability and autistic people find and enjoy a suitable, safe home.

OUR VALUES



We support our tenants and colleagues and help them to achieve goals.



We involve tenants in the review and design of housing services.



We build trust with tenants and families with fairness.



We are dependable and trusted to keep our standards and commitments.



We work together in many different ways for great results.



OUR GOALS

- **Quality Tenant Experience**
- **Future Ready**
- **Impact and Growth**

Our strategy ensures we provide safe, suitable and sustainable homes for people with a learning disability and autistic people. It strengthens the way we maintain our homes, use data, plan investment and work with tenants.

By Year 3, this strategy will deliver:

- Full integration of the Modern Homes Standard into all investment and compliance work.
- A data-driven and proactive investment programme supported by 100% complete and validated stock data (achieved April 2026).
- A refined stock optimisation approach to focus investment on homes with long-term value, suitability and sustainability.
- A mature Property Health Check programme covering all owned and leased homes.
- Clearer and more accessible compliance information for tenants.
- Delivery of efficient, targeted adaptations to meet tenants' current and future needs.
- Full implementation of necessary works and/or exemption for Private Rent Leases providing assurance that all homes with previous EPC ratings below C now meet the required standard, by adopting year 1 approach of being "Retrofit Ready".
- We will use high-quality data, modern digital platforms, and innovative technology to transform asset management and deliver safer, more sustainable, and better performing homes.

Benefits for tenants include:

- Safer homes with stronger compliance controls.
- Better quality homes through proactive investment and modern standards.

- Fewer intrusive repairs and a healthier, structured stock investment programme as we shift the balance from reactive to planned maintenance.
- Warmer, more energy-efficient homes with lower energy costs.
- Detailed information about their home, including Health Check outcomes linked to planned investment works.
- More opportunities to influence decisions about investment, standards and service design.
- More suitable homes to ensure tenants can remain in their homes as their needs change.

This strategy is designed to ensure GLH remains a trusted landlord that listens, responds and delivers real improvements for tenants.

2. Strategic Context

This strategy ensures GLH continues to meet all required legislation and regulatory standards, including the Regulator of Social Housing's Consumer Standards, the Decent Homes Standard, HHSRS and all statutory safety regimes.

Tenants consistently tell us that repairs, home safety, damp and mould prevention and clear communication are their highest priorities. Through tenant panels, surveys, Housing Officer visits and Quality & Assurance inspections, we have based this strategy on what matters most to tenants.

This strategy directly responds to these challenges by prioritising data completeness, proactive investment, strong compliance frameworks and clear tenant involvement. It has been developed alongside the Sustainability Strategy and the Development Strategy to ensure we have aligned objectives and targets for the next 3 years.

Stock optimisation activity will explicitly support the organisational goal to reduce Private Rent Leases to below 5% of total units by 2029. Optimisation and investment decisions will prioritise homes with leases of 5 years or more, supporting the target for 90% of new leases to be 5+ years in length.

Challenges shaping delivery include:

- Rising cost of repairs and materials.
- Ageing components in parts of the stock.
- Greater regulatory scrutiny on DHS compliance, data quality and transparency.
- Decarbonisation and sustainability requirements.
- Repairs and labour market pressures.
- Demand for more accessible, flexible and long-term supported housing.

3. Governance and Accountability

Lead Director: Director of Property & Sustainability

The Director of Property & Sustainability holds overall accountability for the delivery of this strategy, ensuring that asset management activity is aligned with regulatory requirements, GLH's Sustainability Strategy and the organisation's strategic objectives.

Formal asset handover and joint KPI ownership will be embedded between the Director of Property & Sustainability and Director of Development & Growth, supported by a shared handover protocol.

Delivery Teams:

- **Asset Management** – responsible for stock condition data, lifecycle planning, investment programming and stock optimisation.
- **Repairs and Maintenance** – responsible for responsive and planned repairs delivery, contractor performance and service quality.
- **Housing Services** – responsible for tenant engagement, communication, vulnerability awareness and supporting access to services.
- **Quality & Assurance** – responsible for Property Health Checks, compliance assurance, performance auditing and tenant experience monitoring.
- **Finance** – responsible for financial planning, value for money assessment and budget control.
- **Communications and Marketing** – We will strengthen engagement and trust by delivering clear, timely, and purposeful communication that connects people to our work, our progress, and our shared goals.
- **Digital and Data** - We will position technology as a core enabler across the organisation — ensuring reliable day-to-day operations while driving innovation, efficiency, and future-focused capability.
- **People and culture** - We will build a high-performing, future-ready workforce by ensuring we have the right people, with the right skills, in the right roles — supported by a culture that empowers collaboration, learning, and accountability

- **Governance and Risk** - We will embed robust, proactive governance and procurement practices that manage risk effectively, ensure value for money, and support confident, well-informed decision-making.

Executive responsibilities:

- Provide strategic oversight of all safety, compliance and investment activity to ensure regulatory standards are consistently met.
- Review a comprehensive suite of KPIs each month covering Decent Homes Standard compliance, repairs performance, stock condition data integrity, sustainability progress and emerging risks, enabling early intervention where performance is off-track.

Governance:

- The **Board & Tenants Working Together Committee** review key areas of performance and delivery impacting the tenants and provide feedback.
- The **Housing & Property Committee** oversees delivery of the Asset Management Strategy and receives regular updates on compliance, performance and investment priorities.
- The **Risk & Audit Committee** oversees asset-related risks, internal controls and assurance frameworks.
- The **Board** receives quarterly assurance reports providing oversight of safety, compliance, performance trends and strategic risks.
- The **Executive Leadership Team** monitors monthly performance and agrees corrective actions where required, ensuring strong operational grip across the organisation.

Working with tenants

We know our tenants and understand the need to provide additional support and time to consult, ensuring that every tenant can engage meaningfully with decisions about their home and the services they receive.

- Tenants will be engaged through panels, surveys and joint review groups.
- The Q&A visit programme will capture tenant wellbeing, concerns and feedback.

- Tenants will be involved in design choices for refurbishments (e.g. kitchens, bathrooms, accessibility features).
- We will provide clear communication before, during and after works.
- Easy-read information will be available for safety checks, Health Checks and planned investment works.

4. Risk Management

Asset investment and cost optimisation decisions will operate within the Board-approved 'Cautiously Opportunistic' risk appetite.

Key risks

The delivery of this strategy is subject to a range of operational, financial and regulatory risks, including:

- **Compliance breaches** across gas, electrical, fire, water hygiene and asbestos regimes, with the potential to impact tenant safety and GLH's regulatory standing.
- **Incorrect, outdated or incomplete stock condition data**, which could lead to poor investment decisions, ineffective planning or failure to meet Decent Homes and HHSRS requirements. This risk is mitigated through achieving a 100% validated dataset and ongoing external verification.
- **Value for money risks** arising from rising costs of materials, labour and contractor services, increasing pressure on budgets and reducing capacity for investment.
- **Contractor delivery risks**, including supply chain disruption, labour shortages, performance failures, or insolvency, which may affect the quality and timeliness of repairs and planned works.
- **Sustainability and climate-related risks**, including the ability to meet decarbonisation targets, exposure to extreme weather events and the financial implications of meeting environmental obligations.

Mitigation includes

- Monthly performance, compliance, and assurance reporting to the Executive Leadership Team and relevant Committees to identify emerging risks early.
- External validation of stock condition and compliance data to ensure accuracy, reliability and regulatory assurance.
- Robust procurement frameworks, performance monitoring and contract management arrangements to maintain service quality and value for money.
- Routine root-cause analysis of high-cost, repeat and reactive repairs to identify trends and inform preventative action.

- Clear escalation pathways to the Executive and Board for any material compliance, safety or delivery risks.

Contingency planning

Contingency arrangements include flexible procurement routes, access to alternative contractors, and the ability to reprioritise work based on safety, risk, and tenant need, ensuring that essential services and compliance obligations are always maintained.

5. Implementation Approach

Resources

To support the delivery of this strategy, GLH will retain additional surveyors and an Asset Coordinator, originally appointed as part of the leased stock review, to strengthen capacity for stock condition surveying, data validation, lifecycle planning and programme delivery.

Our digital approach will improve service efficiency, strengthen tenant engagement, and support delivery of regulatory requirements, building safety obligations, and our net zero ambitions. Technology will act as a strategic enabler, helping us maximise value, reduce risk, and ensure our homes remain resilient for the future.

Colleagues across Property, Repairs, Housing and Quality & Assurance teams will receive targeted training on the Modern Homes Standard, Decent Homes Standard and HHSRS, damp and mould management, and effective tenant engagement to ensure a consistent and high-quality approach to service delivery.

We will align with other departmental strategies to ensure key asks can be supported and delivered

Key milestones

Year 1: Investigate and implement stock optimisation / disposal strategy, embed the Modern Homes Standard across all planned works, complete validation of the core stock dataset and improve compliance visibility for tenants.

Year 2: Deliver targeted planned investment informed by optimisation outcomes, accelerate retrofit and fabric improvements to improve energy efficiency, and reduce reliance on reactive repairs.

Year 3: Complete the full cycle of Property Health Checks across all owned and leased homes and review the decarbonisation pathway in line with regulatory expectations and the GLH Sustainability Strategy.

SMART priorities

- Adopt target that 50% of all new capital acquisitions will achieve EPC B or above by the end of Year 2, and that all new developments will meet at least EPC C or EPC B where new build.
- Achieve and maintain 100% compliance across all statutory safety areas, including gas, electrical, fire, water and asbestos.
- Reduce the volume and cost of reactive repairs through a structured programme of planned and lifecycle investment.
- Improve EPC ratings across the portfolio to deliver warmer, more energy-efficient homes for tenants.
- Maintain 100% accuracy and external validation of stock condition data to underpin robust investment planning and regulatory assurance.

6. Communications

We will maintain continuous communication within the organisation through regular updates using our existing communication channels. Key stakeholders, including Executive and Board groups will receive regular briefings to ensure ongoing engagement and transparency. We are also proposing the implementation of this strategy is a standing item agenda for bi-monthly performance, scrutiny and challenge meetings with the Executive and Heads of Service Teams.

7. Monitoring, Reporting, Key Performance Indicators

Tenant feedback on property quality, repairs and planned works will be formally reviewed monthly and used to shape investment and compliance priorities.

Monitoring of this strategy will be undertaken through a robust performance and assurance framework. This will include monthly reporting to the Executive Leadership Team through a comprehensive suite of Key Performance Indicators (KPIs), quarterly performance and compliance reports to the Board and its Committees, annual asset management assurance reviews, and targeted exception reporting where performance or compliance thresholds are not met.

KPIs will cover all core areas of asset management performance, including 100% compliance across all statutory safety regimes, repairs completion times and repeat repair rates, stock condition and data accuracy, Decent Homes Standard and HHSRS compliance, application of the Modern Homes Standard to all planned investment works, progress against sustainability and decarbonisation objectives, and tenant satisfaction with repairs, communication and overall home quality. This framework will enable GLH to identify emerging risks early, drive continuous improvement and maintain clear oversight of service delivery and regulatory compliance.

Prior to commitment and delivery of planned investment works all works will be linked and sense checked against capacity of business plan ensuring affordability.

8. Review

APPROVAL AND REVIEW	
Lead / Author	Melissa O'Donnell
Version No./Date	V3 26/2/2026
Version Notes	
Consultation with	Exec/H&P Committee
Equality Analysis	
Approved by/Date	
Review Date	
Electronic File Location	
Copy available from	

9. Detailed Implementation Plan

Year 1 - (2026-2027)

Lead	What we are doing	When will it be done	What does good look like – and how will we know it is done?
Asset Investment, Planned Works, and Voids Manager	Investigate and implement data driven analysis tools to enable stock optimisation, identification of homes with long-term strategic value and homes which require alternative management approaches. Links to the disposal strategy	September 2026	Full IT solution to enable swift informed decisions for presentation to Board / Exec quarterly.
Asset Investment, Planned Works, and Voids Manager	Embed the Modern Homes Standard across all planned works and ensure all colleagues and contractors understand the standard.	September 2026	Internal and externally forward-facing document with clear established guidelines
Asset Investment, Planned Works, and Voids Manager	Achieve and maintain a 100% externally validated stock condition dataset to underpin all investment decisions	May 2026	Complete Dataset in housing management system with clear processes for assurance
Quality and Assurance Manager	Improve compliance visibility for tenants by providing accessible Health Check outcomes, safety information, and clear explanations of planned works	September 2026	Full suite of Power Bi Dashboards allowing “touch of button” reporting
Sustainability Business Partner and Funding Lead	Establish a sustainability baseline by mapping EPC ratings, heating systems and opportunities for renewable energy and decarbonisation. Essentially become “Retrofit Ready”	March 2027	Clear direction utilising full suite of retrofit assessments for all properties incl. measures
Asset Investment, Planned Works, and Voids Manager	Begin delivery of efficient, targeted adaptations to meet tenants’ current and future needs.	May 2026	Data driven target adaptations to enable tenant sustainment

Year 2 – (2027-2028)

Lead	What we are doing	When will it be done	What does good look like – and how will we know it is done?
Asset Investment, Planned Works, and Voids Manager	Deliver targeted planned investment based on optimisation and stock condition outcomes.	April 2027	Full refresh of planned components mapped against optimisation and stock condition outcomes.
Sustainability Business Partner and Funding Lead	Accelerate retrofit improvements including insulation, ventilation and fabric works to improve EPC ratings	July 2027	Following the successful implementation of being “Retrofit Ready” programme of ventilation and fabric measures commencement
Sustainability Business Partner and Funding Lead	Pilot low-carbon heating solutions and renewable energy measures in suitable homes, aligned to replacement cycles and funding availability.	April 2027	Start of the low carbon heating solutions pilot in readiness for no new gas boilers in 2029
Repairs Strategy and Cost Optimisation Manager	Reduce high-cost reactive repairs through planned lifecycle replacement programmes.	September 2027	Fully utilised cost trends for repairs linked to replacement programmes
Repairs Strategy and Cost Optimisation Manager	Expand tenant involvement in standards reviews, post works evaluations, and service design.	September 2027	Full process led approach to tenant involvement.
Sustainability Business Partner and Funding Lead	Full review of all Private Rent Leases and any capital purchase homes below EPC C, jointly with Development.	April 2027	Complete dataset available following “Retrofit Ready” exercise

Year 3 – (2028-2029)

Lead	What we are doing	When will it be done	What does good look like – and how will we know it is done?
Asset Investment, Planned Works, and Voids Manager	Complete validation of leased stock and integrate findings into the long-term investment programme	March 2029	Completion of the 3 yearly cycle of Property Health Checks including Owned and Leased
Asset Investment, Planned Works, and Voids Manager	Implement a rolling programme to transition homes away from gas boilers where feasible, aligned with decarbonisation targets and tenant affordability considerations.	March 2029	Full dataset of all heat systems and a fully established costed programme for transition
Sustainability Business Partner and Funding Lead	Increase the installation of solar PV across suitable homes to support additional electrical demand and reduce tenant energy costs	September 2028	Funding dependent, full dataset of properties requiring solar PV measure plus roof condition.
Sustainability Business Partner and Funding Lead	Review and refine the decarbonisation pathway to ensure alignment with regulatory requirements and GLH's Sustainability Strategy.	September 2028	Fully presented plan and cost model for all properties in how we can achieve "Net Zero"
Asset Investment, Planned Works, and Voids Manager	Refresh the long-term investment plan using validated data, tenant feedback, and performance trends.	April 2028	Using the full mapped approach to tenant involvement. Full data refresh on investment plans
Asset Investment, Planned Works, and Voids Manager	Complete the full cycle of Property Health Checks and embed learning into the next Asset Management Strategy period	March 2029	Completion of the 3 yearly cycle of Property Health Checks including Owned and Leased
Sustainability Business Partner and Funding Lead	Develop a two-track plan to dispose of homes at EPC D or below where not viable for retrofit and deliver a targeted retrofit programme for viable homes to raise EPC to C or above.	April 2028	Following planned components mapping a fully costed solution for dispose / retain strategy

