



Asset Management Strategy 2025-2030



Introduction

This Asset Management Strategy aligns with the objectives and performance measures outlined in our 2025 - 2030 Strategic Plan. It provides clear direction to ensure we have the right homes in the right locations to meet the needs of our customers. Our focus is on delivering safe, warm, high-quality homes that are affordable for residents and financially sustainable for Orwell. We will assess asset performance based on whole-life cost, value for money, and long-term viability. Investment decisions will be guided by customer impact, evolving local needs, demographic trends, and sustainability: ensuring our homes remain fit for the future.

This strategy will guide our decision-making to ensure our assets remain sustainable, efficient, and fit for the future, supporting our long-term goals and operational resilience.

Our property assets play a vital role in delivering our vision:



Everyone deserves a safe place to call home, with the care and support they need to live their best life.

To achieve this, we will adopt an innovative and forward-thinking approach to asset management; one that responds to evolving needs, embraces new opportunities, and ensures our homes and facilities continue to meet the highest standards. In this strategy, the term “asset” refers to all properties owned or managed by Orwell Housing, including General Needs housing, Shared Ownership homes, Market-rented properties, Supported Housing schemes, offices and depots. When we refer to “customers”, we mean the full range of individuals and groups who engage with Orwell and this includes residents across all tenures, as well as those receiving care and support services.



Operating Environment

The housing sector is undergoing significant transformation, driven by a range of external pressures and regulatory reforms.

Key challenges include:

- **Rising cost of living and property-related expenditure**
- **Recruitment and retention difficulties across the sector**
- **Increasing regulatory requirements, particularly around building and fire safety**
- **The Government's commitment to achieving net zero carbon emissions by 2050**
- **Enhanced expectations under the Consumer Standards introduced by the Regulator for Social Housing (RSH), including the Tenant Satisfaction Measures**

As a social landlord, Orwell will balance the need for efficiency and cost-effectiveness with the growing demand for high-quality services and safe, well-maintained homes.

The RSH's Safety and Quality Standard requires landlords to provide homes that are not only safe and of good quality but also supported by excellent landlord services.

This strategy outlines how we will ensure compliance with these standards and other relevant legislation, while continuing to deliver on our commitment to customer satisfaction and asset sustainability.



Our Homes



Our homes are dispersed across Suffolk, Norfolk, North Essex, and Cambridge, forming a diverse and regionally significant property portfolio.

We provide housing to a wide range of people, including:

- **Families and young people**
- **Older adults**
- **Survivors of domestic abuse**
- **Individuals experiencing mental health challenges**
- **People with physical and learning disabilities**
- **Those who are, or have been, homeless**

Our homes span 12 local authority areas, which presents both opportunities and challenges in managing our assets effectively and consistently across varied local contexts.

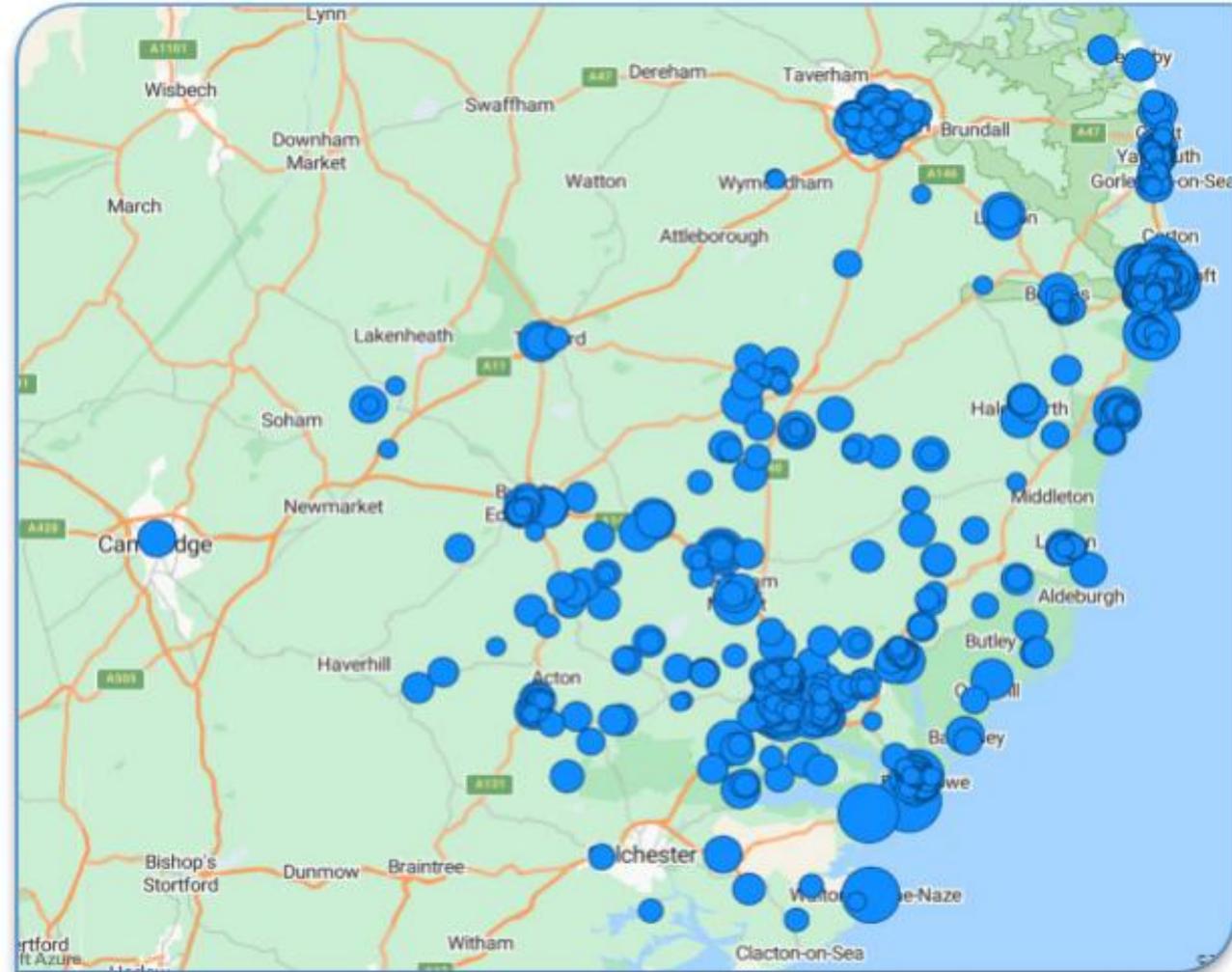
We currently own and manage approximately 4,240 homes, reflecting our continued growth and commitment to meeting the housing and support needs of our communities.



Our Homes



Property Categories	Number of Homes
General Needs	3002
Extra Care	203
Temporary Supported Housing	200
Supported Housing for Older Persons	193
Supported Housing	177
Shared Ownership	164
Market Rented Extra Care	130
Market Rented General Needs	47
Alms-Houses	44
Leasehold for Older Persons	26
Registered Care Home	24
General Needs Temporary Housing	18
Staff Accommodation	7
Children's Home	4
Market Rented Supported	1
Total	4240



Our Asset Management and Repairs Service



Repairs and Property Improvements

Our repairs and improvement service will be customer-focused, efficient, and high quality. We remain committed to delivering services in-house and will regularly review their effectiveness to ensure they meet customer needs and offer best value. Our goal is to provide a seamless experience, from first contact to completion of the repair, ensuring every interaction is positive and professional.



Community

We aim to create safer, more welcoming communities through targeted estate and environmental improvements. By working closely with local authorities and neighbourhoods, we will develop joined-up solutions to address shared challenges across housing, health, and social care.



Building Safety and Compliance

Although we do not own any buildings over 18 metres high, we will comply with all relevant building and fire safety legislation. This includes the Building Safety Act, the Fire Safety (England) Regulations 2022, and the phased implementation of Awaab's Law. We will ensure our homes meet the highest safety standards, adopting best practice wherever reasonably practicable: even where legislation does not directly apply. Our approach prioritises resident safety, regulatory compliance, and proactive risk management across our entire portfolio.



Energy Efficiency

Improving the energy performance of our homes is a key priority. Our current average SAP score is 67, slightly below the national social housing average of 69, and our carbon emissions per home are 2.997 tCO₂/year, above the national average of 2.5 tCO₂/year. We recognise the need for targeted investment to achieve an average EPC C rating by 2030 and to support the national goal of net zero carbon by 2050.

Putting People at the heart of what we do



We will...

Achieve 95% customer satisfaction with our repairs and homes by getting it right first time in 90% of cases, offering more flexible ways to report repairs, and involving customers in shaping our services.



We will achieve this by:

Maximising efficiency and minimising disruption for our customers by combining home visits where effective to do so

Being driven and guided by customer insight and engagement, including learning from complaints, to influence how we operate our repairs, estates and property improvement services

Using our Tenant Satisfaction Measures (TSMs), customer feedback and transactional data to ensure our customer voice is heard and shapes our future activity

Rolling out our customer portal and app, incorporating repairs reporting and tracking functions, so customers can log a repair 24/7/365 and have visibility of compliance documentation and property improvements as well as accessing real time data

Using data and insight relating to our customers and their homes to lead our decision making. Using the internet of things and other technologies to help improve customer service and repair diagnosis, increasing the number of repairs completed right first time

Being ambitious for our Homes and our Communities



We will...

Invest in our homes to ensure they are safe, well maintained, energy efficient, meet the Decent Homes Standard and achieve EPC C or better by 2030.
Invest in our roadmap to meet Net zero carbon requirements by 2050.



We will achieve this by:

Appraising data and analytics to identify properties for investment or divestment, working with customers to achieve timely improvements or moves into better quality housing

Planning our procurement activity to ensure a compliant, sustainable and efficient supply chain, reducing costs and improving quality

Investing £55m over the next 5 years to improve the quality of our homes and utilise government funding to assist with the investment needed to decarbonize our homes

Ensuring 100% of our data is up to date on the condition of our homes based on a physical assessment and utilising smart technologies to enhance efficiency and accuracy

Exploring opportunities to grow our stock by considering stock acquisition or transfers from other providers or charitable groups

Collaborating with others to achieve more



We will...

Empower customers to shape and improve our repairs and estate services through meaningful engagement and collaboration. By working closely with customers, partners, and stakeholders, we will deliver high-quality, value-driven property services and maximise social value across all our activities.



We will achieve this by:

Consulting our customers on our investment plans, especially on the journey to Carbon Net Zero and how we plan to do this

Fostering a listening culture by partnering with the Orwell Residents' Group and others to scrutinise services and share insights with our Board and Customer Insight Committee

Collaborating with other landlords to explore the opportunity for shared services

Exploring joint procurement with other partners including Independent East, ensuring customers are involved in the process and embedding social value commitments into all contracts

Being an effective team and organisation



We will...

Drive progress towards net zero carbon across our homes and services by 2050, while improving the efficiency of our repairs and estate services, reducing wait times and repeat visits.



We will achieve this by:

Publishing an environmental strategy, including our Carbon Net Zero plans, setting out how we will move forward between now and 2050, taking a fabric first approach

Creating a fully costed 10-year property improvement plan which informs the 30-year business plan and ensures that resources are allocated appropriately

Utilising our repairs management system to enable us to better plan, deliver and analyse day-to-day repairs and look to expand this to all our estates and property processes

Considering quality and value for money, particularly in relation to the whole life cost of a home, maximising the life cycle of components and assets

Continuing to benchmark the proportion of our property budget spent on responsive repairs as compared to planned maintenance

Metrics of Success



1

Invest £55m over the next 5 years to improve and maintain our housing stock by 2030

2

90% of relevant repairs completed 'right first time by 2030'

3

95% customer satisfaction with repairs, programmed works and the condition of their home improvements by 2030

4

100% of homes to receive an EPC rating of C or above by end of 2030

5

100% of homes to have had a full stock condition survey within the last 5 years

6

By 2030, reduce our carbon emissions by 40%





Asset Management

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please email comms@orwell-housing.co.uk or call **0345 60 100 30**

