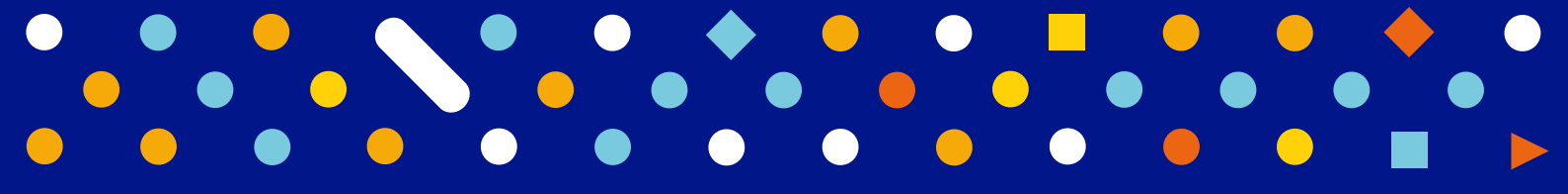




Asset Strategy

2026 to 2029



Summary

The Asset Strategy 2026-2029 will build on what has been achieved over the life of the previous strategy so that we continue to provide high-quality and well-maintained homes that customers are proud to live in.

Safety and compliance must and will continue to be a priority for us, ensuring we maintain the highest levels of performance against our current statutory & regulatory compliance and decent homes obligations, whilst also proactively preparing for future requirements and standards that will come into force during the life of this strategy and beyond.

Through this Asset Strategy we do, however, aspire to go beyond safety and compliance and continue to invest in improving the standard and quality of our homes and shared spaces. In doing so, we will make data-led investment choices to ensure we achieve value for money and benefit and invest in what matters most to our customers.

Our investment choices will also need to consider the performance and longer-term viability of our homes to ensure we maximise the return on our investments and consider the requirements of modern day living for our customers.

This Asset Strategy will continue to support our Net Zero Strategy and the carbon neutral agenda, ensuring we are best prepared and positioned to deliver the next steps of our journey to Net Zero.



1. Our vision

Our vision is to provide high-quality and well-maintained homes that are safe and affordable. Places where our customers are proud to live, that support their health and wellbeing and a place where they can plan their future. Effective asset management is fundamental to achieving this.

Through this Asset Strategy we will continue to meet our statutory and regulatory obligations and ensure all essential building safety works, and compliance activities are carried out as a priority. We will also continue to invest in improving the standard and quality of our homes, as we know this is important to our customers. To achieve this, delivering value for money in maintaining and improving our homes is key. So, making decisions based on data, insight and trend analysis will be at the forefront of our investment planning, aiming to strike an appropriate balance of financial spend between investment and reactive maintenance.

We will seek opportunities to use customer feedback to shape our approach, aiming to adapt our service offer to meet the evolving needs of our customers and strive to maintain high levels of customer satisfaction. We will aim to invest in creating brighter and better shared spaces both inside and out, to give a new lease of life to areas that need it the most. We will endeavour to involve customers in the procurement of products and services, where appropriate, ensuring they have a say in our approach to investing in their homes.

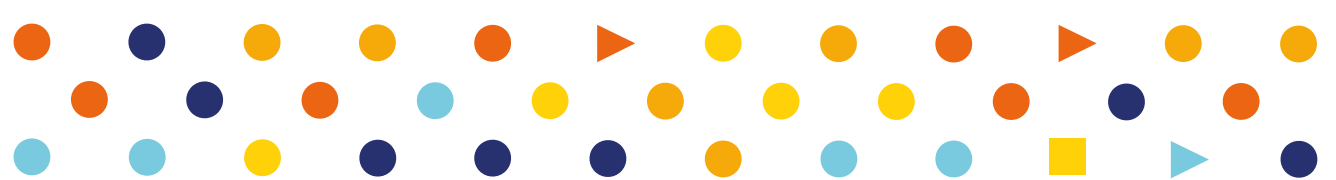
We will continue to review the socio and economic performance and viability of our homes and spaces, developing plans where we recognise they may be approaching end of life.

At a time of an acute cost of living and energy crisis, our focus on improving the thermal efficiency of our homes will continue as we plan for the next part of our journey to Net Zero.

The objectives of this strategy are aligned to our financial capacity and the financial investment set out in years 1-3 of our updated 30-year investment plan. Our investment plan has been developed based on stock condition data, economic assumptions and current investment priorities. It is recognised, however, that our investment plans will need to remain agile to evolving regulatory demands and customer aspirations, and this may require us to make careful choices.

This strategy will support the delivery of our new Corporate Plan for 2026-2029 and aligns to other Group strategies and policies, including the Development & Regeneration and Net Zero strategies and the Landlord Compliance, Property Hazard Management and Repairs policies.

To achieve our vision, we will continue to maintain strong partnerships with our customers but also our delivery partners, local authorities and other key stakeholders.





2. Where we are now

Over the life of the Asset Strategy 2023-2026 we continued to make substantial investment in our homes, most notably on repairs, empty homes, energy efficiency and safety & compliance works.

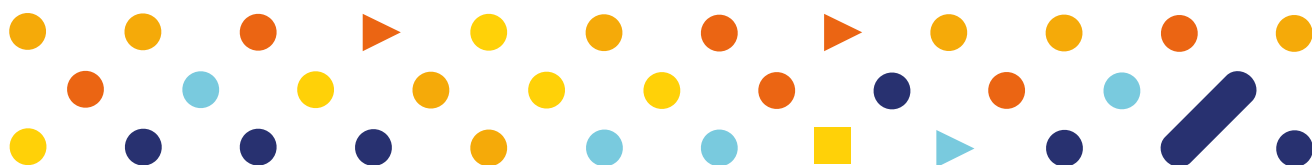
We have seen the demand for, and the cost of repairs increase, and in response to this we recognised improvements were needed to the efficiency of our repairs service. We are now well on our way with this, with strong levels of customer satisfaction and improving response times, but it will continue to be an area of focus for us.

The time taken to refurbish and re-let empty homes has notably reduced, meaning we are providing much-needed homes to customers more quickly. We now have greater control over refurbishment costs, and recent customer feedback confirms strong satisfaction with the quality of their new home.

We have continued to lead the way in the sector in improving the energy efficiency of our customers' homes, with over 95% of homes now at an energy rating of EPC C or above. We have also continued to support customers to live comfortably and independently in their homes through the provision of adaptations.

We have implemented our approach to Awaab's Law and can demonstrate our compliance with Phase 1. We have further strengthened our approach to building and fire safety with the introduction of a building safety case regime, customer engagement plan and mandatory occurrence reporting and building safety complaints processes.

All of this has, however, placed increased demand on our resources and required us to adjust our investment plans. We know from customer feedback that safe, secure and inviting shared spaces, that they can feel proud of, are important to our customers, but we recognise this is an area we've not been able to invest in as much as we would have liked. Repairs demand has also led to a largely reactive rather than proactive approach to component replacement (e.g. roofs, windows, kitchens, bathrooms). During the life of this strategy, we will be clear on how we could deliver a more proactive and scaled-up approach to our component replacement programmes, and ensure we are ready to deliver on this.



3. Where we want to be

Based on our vision and where we are now, the objectives for this strategy have been defined around 3 key themes:



Safety & Compliance

We will:

- Maintain the highest levels of performance against our statutory & regulatory compliance, building safety and decent homes obligations, ensuring the safety and comfort of customers in our homes.
- Maintain a robust reporting framework that ensures strong oversight and assurance of safety and compliance performance.
- Prioritise the delivery of all necessary safety and compliance remediation works.
- Proactively prepare for future requirements and standards that will come into force during the life of this strategy and beyond (e.g. Awaab's Law Phase 2 and 3, new Decent Homes Standard, Minimum Energy Efficiency Standards - MEES), to ensure we have suitable resource, skills and expertise within the team and across our supply chains to be able to respond.



Data & Customer Led Delivery

We will:

- Maintain up to date stock condition survey data, providing a base line for component replacement programme planning and to evidence Decent Homes compliance.
- Make data-led investment choices, through proactive interrogation of property and customer data (e.g. repairs, stock condition surveys, energy performance, disrepair cases, complaints, customer feedback), ensuring we are investing in the right things that will have the maximum impact for us and our customers, and allowing us to plan investment before problems happen.
- Consider customer feedback and customer demographics to ensure we invest in what is important to customers and create safe, secure, affordable, age-friendly homes and communal spaces that are adaptable to their evolving needs.
- Continue to proactively engage with customers in relation to our compliance and building safety activities, through customer focus groups and regular engagement events. We will also consider how we can better communicate our future investment plans to customers, as well as ensuring they are informed of how works is delivered and maximise opportunities for customer choice.

Planning for the Future

We will:

- Proactively assess the performance and long-term viability of our homes, undertaking options appraisals where homes are underperforming or may be reaching the end of their socio and economic life. This strategic approach to asset management will support us in planning for the longer term, maximising the return on our investments and optimising our property portfolio.
- Continue to consider opportunities to re-purpose and/or dispose of our non-residential assets, e.g. garage sites, and where they are retained, ensure they are to a good standard and fit for the future, (e.g. secure, capable of electric vehicle charging).
- Continue to support the Net Zero Strategy and the carbon neutral agenda, through further understanding of the energy and carbon performance of our existing homes and evaluating the best routes to Net Zero, ensuring any proposed solutions consider both cost effectiveness and customer usability.



4. How we'll get there

Our expected plans for each year of this strategy are summarised below.

● Year one (2026-2027)

- Prepare for and roll out our response to Awaab's Law Phase 2, including a review of the resources, skills and expertise required within the team and across our supply chains to deliver.
- Roll out a stock condition survey programme that ensures the completion of surveys to 20% of our stock each year.
- Enhance visibility and reporting of Decent Homes and Stock Condition Survey performance to strengthen investment decision making.
- Undertake a communal and external works pilot scheme that will help inform and shape future programmes.
- Set up and embed Building Safety Customer Groups, empowering customers living in our high-rise building to have their voices heard and actively participate in fire and building safety discussions and decision-making.
- Review the delivery model and specifications for planned works for the next 5 years, including how we will communicate with customers on the delivery of works (including customer choice), but also our future investment plans.
- Undertake a strategic review of all garage sites and the opportunities available to retain, re-purpose or dispose.
- Trial the use of an intelligent data led energy modelling system to support further understanding of the energy and carbon performance of our existing homes and MEES & Net Zero modelling.
- Review low carbon heating solutions and agree our ongoing heating strategy for new build properties, considering customer usability and our skills and expertise within the team and supply chain to support ongoing maintenance.

● Year two (2027-2028)

- Prepare for and roll out our response to Awaab's Law Phase 3, including a review of the resources, skills and expertise required within the team and across our supply chains to deliver.
- Develop and roll out methods for proactive interrogation of property and customer data to support data led investment choices.
- Review the outcomes of the communal and external works pilot scheme and supported by the interrogation of property and customer data, identify priority schemes and works for full programme roll out in year 3.
- Refine and roll out a strategic asset management modelling tool and options appraisal framework that will inform investment planning and allow us to proactively assess the performance and long-term viability of our homes.
- Undertake options appraisals of our remaining six high rise blocks so that we can clearly plan for the future.
- Following on from the year 1 strategic review, develop a 10-year plan for garage sites.

● Year three (2028-2029)

- Full roll out of a planned communal and external works programme.
- Commence delivery of the 10-year plan for garage sites.
- Undertake feasibility studies on the removal of gas heating to a sample of blocks, ensuring that as well as cost and ongoing service and maintenance, that any proposed alternative solutions consider customer usability.
- Explore funding opportunities to support the next steps of our journey to Net Zero.
- Develop a low carbon heating roll out strategy for existing homes, considering customer usability and our skills and expertise within the team and supply chain to support ongoing maintenance.
- Develop the Asset Strategy for the next 3 years with consideration to the impact of the new Decent Homes Standard.

5. How we'll measure success

Our measures of success are:

- High levels of statutory and regulatory compliance performance maintained.
- Compliance with the current Decent Homes Standard and evidence of forward planning for the new standard.
- Evidence that our safety and compliance reporting framework provides appropriate early warning and oversight of any performance or compliance risks.
- Our response to all 3 phases of Awaab's Law is fully embedded, compliance demonstrated and proactive monitoring of hazard trends is in place.
- Stock Condition Surveys completed to 20% of stock each year and a minimum of 90% of stock surveyed in the last 5 years
- Evidence of property and customer data shaping service design and delivery.
- Increases in customer satisfaction with the safety and quality of their home.
- Evidence of increased engagement with customers on our compliance, building safety and investment plans.
- An embedded strategic asset management modelling tool.
- Evidence of options appraisal activity being undertaken to support long-term investment planning.
- A 10-year plan for garage sites developed and commenced.
- Increased clarity and accuracy on the potential future costs of achieving MEES and Net Zero and the funding opportunities available.



Document control

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Review due	March 2029
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Author	Director – Assets
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Circulation	Intranet, Livv Housing Group website

Version control		
1	March 2026	New Strategy following three-year review.

