

FAIROAK HOUSING ASSOCIATION ASSET MANAGEMENT STRATEGY

2026-2030



Supporting sustainable, safe, and high-quality homes



Fairoak

Providing the Keys
to Happy Healthy Homes



Purpose & Scope

for this strategy



Purpose

This Asset Management Strategy sets out how we will invest in, maintain and improve our homes between 2026 and 2030 to ensure they remain safe, sustainable, financially viable and aligned to the needs of our tenants now and in the future.

It supports the Strategic Plan themes: Tenants, Home, Team and Growth.

Scope

The Asset Management Strategy covers all FairOak properties including, owned, shared ownership and leased.



Current Position



All owned and shared ownership properties have had a stock condition survey within the last 5 years, and this information and cost assumptions were externally validated in 2025. All properties had a roof drone survey and Intrusive Energy Assessments in 2024. This gives us confidence in our stock condition data and financial assumptions.

Based on our stock condition information, we have budgeted to spend £390k on planned maintenance and £415k on decarbonisation works over the next 5 years. The latter does not include any grant that may be available to offset the cost of this work or exemptions that may apply.

Our budget for planned maintenance over 30 years is around £4.5m.

In addition to our annual responsive repairs budget, we also make provision for major revenue funding.

We will continue to keep our financial forecasting under review in response to new legislation particularly around Decent Homes 2, Awaab's Law, the Warm Homes Plan and Minimum Energy Efficiency Standards.





Safe and Compliant Homes

We will maintain all homes to the highest safety standards and meet all regulatory requirements. This includes:



- ✔ Repairs completed within agreed timescales.
- ✔ Damp and mould responsibilities and other HHSRS hazards under Awaab's Law.
- ✔ Gas, electrical, fire, water, LOLER, asbestos and CO compliance at 100%.
- ✔ The Regulatory Reform (Fire Safety) Order 2005
- ✔ Working with head landlords of leased properties to ensure safe, decent homes.
- ✔ The Decent Homes Standard and forthcoming DHS2 updates.



Outcome: Every home is safe, healthy and well-managed.





Positive Tenant Experience

Our tenants' needs and views shape how we invest in and maintain homes. We will:

- ✔ Take account of individual needs when designing and planning improvements to our homes
- ✔ Consult and communicate clearly with all tenants, having regard to communication preferences and provide easy-read information where appropriate
- ✔ Minimise disruption during repairs and planned works.
- ✔ Wherever possible offer choice on decoration, floor coverings and finishes.
- ✔ Use tenant and support-provider feedback to inform priorities.
- ✔ Host property forums consulting on planned and future works, wants, repairs, performance and tenant experience.



Outcome: Tenants feel safe, included, respected, and satisfied with their home environment

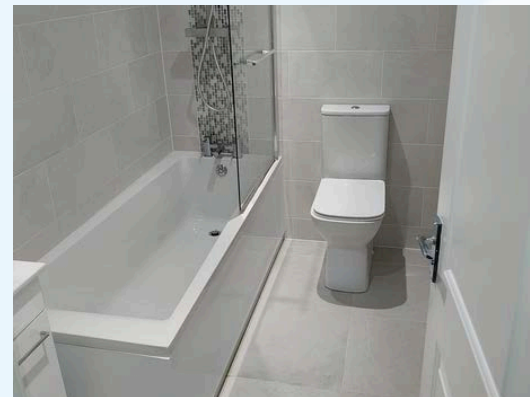
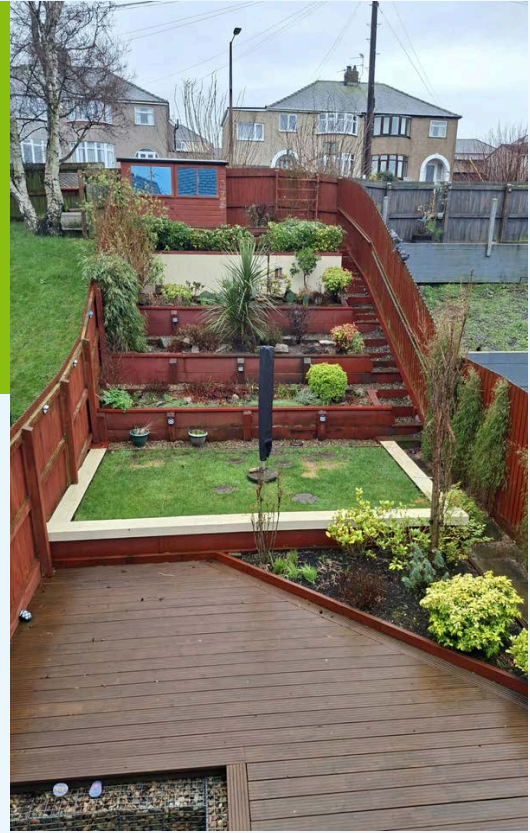




Well-Planned, Long-Term Investment

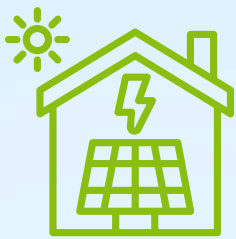
We will use asset data, stock condition surveys and lifecycle modelling to:

- ✔️ Prioritise planned investment to reduce reactive repairs.
- ✔️ Rolling stock condition surveys (each property at least every 5 years)
- ✔️ Replace key components in line with lifecycle and condition informed decision making.
- ✔️ Maintain homes that are fit for purpose now and in the future.
- ✔️ Continue to explore alternate funding opportunities to support investment ambitions



Outcome: Homes are maintained proactively, efficiently and cost-effectively.





Sustainable, Energy-Efficient Homes (Net Zero Pathway)

We will improve the environmental performance of our homes by:



- ✔ Exploring suitable technology giving tenants more control of their home environment.
- ✔ Aiming for EPC band C for all properties by 2030 and wherever appropriate following a fabric-first approach to insulation and ventilation.
- ✔ Transitioning to low-carbon heating where viable (including heat network compliance).
- ✔ Supporting the objectives of the Warm Homes Plan
- ✔ Aligning our objectives with the Minimum Energy Efficiency Standards (MEES)
- ✔ Developing our longer-term pathway toward Net Zero 2050.
- ✔ Working with head landlords of leased properties to ensure EPC band C by 2030



Outcome: Lower carbon homes, reduced running costs and improved comfort.





Effective & Accessible Repairs Services

We will maintain a repairs service that:



- ✔ Focuses on maintaining excellent tenant satisfaction and responds within agreed timescales and meets Awaab's Law requirements.
- ✔ Provides predictable appointments and reasonable adjustments and is flexible to meet the needs of our tenants.
- ✔ Delivers on value for money and continues to grow in-house capabilities and skills.
- ✔ Adopts AI solutions to reduce repairs and impact on tenants
- ✔ Monitors satisfaction, complaints and learning to improve performance.



Outcome: A repairs service that is responsive, reliable and tenant focused.





Asset Performance & Optimisation

We will regularly assess the performance and sustainability of each home, considering:

- ✔ Financial performance.
- ✔ Demand and long-term suitability for our specialism.
- ✔ Energy performance.
- ✔ Compliance risk.
- ✔ Condition and future liabilities.
- ✔ Voids

Decisions on investment, remodelling, or disposal will be evidence-based and utilise financial and social performance data to focus on the areas where we can make most impact, driving value for money whilst ensuring compliance with standards and improvements to our overall stock performance.



Outcome: A sustainable, high-quality portfolio designed for long-term needs.





Strong Delivery Capacity (Fairoak Team)



To deliver this strategy, we will:

- ✔ Strengthen data and asset management systems.
- ✔ Reduce data handling and zero value tasks and transactions.
- ✔ Invest in our people to maintain a visible, accountable, skilled and informed workforce.
- ✔ Build strong contractor relationships.
- ✔ Report clearly to the Board on risks, compliance and performance.



Outcome: Robust asset management supported by strong governance and capability.





Supporting Growth

Asset management will help deliver our ambitions for growth by:

- ✔ Informing the type and quality of new homes we invest in.
- ✔ Ensuring new homes meet sustainability, accessibility and Learning Disability/autism-friendly design standards.
- ✔ Reinvesting savings from asset optimisation into new supported living.



Outcome: Growth aligned to quality, safety and long-term sustainability.



Delivery Framework (2026–2030)

We will deliver this strategy through a planned, risk-led approach embedded into day-to-day asset management activity.

Delivery will be driven by:

- ✔ A rolling five-year investment programme refreshed annually using asset data, compliance intelligence, financial forecasts and tenant feedback
- ✔ Clear prioritisation of safety, compliance and condition
- ✔ Targeted and programmed investment to reduce repeat repairs, minimise disruption and improve long-term sustainability
- ✔ Active management of delivery throughout the year, responding to new hazards, global and economic challenges, supply constraints and new legislation
- ✔ Continuous learning from repairs performance, hazards, complaints, voids and tenant experience to refine future programmes and specifications



This approach ensures that delivery remains responsive, evidence-based and focused on improving homes and outcomes for tenants.

Progress against this delivery approach is reviewed regularly by the Board to ensure the strategy remains on track, adapts to changing requirements and delivers value for money.



Strategic Outcomes by 2030



- ✔ 100% compliance across all safety areas.
- ✔ 100% of repairs completed within timescales.
- ✔ All homes at EPC C or better where possible.
- ✔ Excellent tenant satisfaction, particularly around repairs and communication.
- ✔ Homes increasingly designed to support independence, comfort and reduced sensory stress.
- ✔ Pathway to Net Zero outlined within the next asset management strategy.
- ✔ A more sustainable and better-performing asset portfolio.
- ✔ Reinvestment opportunities identified to support future growth.

