



Asset Management Strategy

2026-2031

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01

INTRODUCTION

Despite pressures from the external operating environment, including high inflation, heightened building safety expectations and the drive towards net zero emissions, Pine Court Housing Association's (PCHA) asset management functions continue to perform well.

This is evidenced by the latest full year of Tenant Satisfaction Measures, which show PCHA as delivering top quartile performance across the range of indicators, including:



Our position in meeting all property compliance and landlord health and safety measures is also strong and this is allied to a good understanding of stock condition and investment requirements through comprehensive stock condition data and sound business planning.

Over the course of this Strategy, the challenges will continue to come, bringing increased financial pressure to deliver 'more for less' as a number of significant pieces of legislation come into effect and there will be more stringent requirements put on the social housing sector. This includes:

- Revised Decent Homes Standard - which was confirmed in January 2026 with full compliance required by 2035. An essential part of the revised Standard includes Minimum Energy Efficiency Standards (MEES) for the social rented sector with an earlier timeline for compliance of 2030 (some metrics that will underpin delivery of MEES are yet to be confirmed [expected 2026] by the Department for Energy Security and Net Zero – DESNZ)
- Awaabs Law - having being first introduced in October 2025 (requiring a fixed timeframe for response to emergency hazards in properties, including damp and mould) the second phase

of Awaabs law will commence over the latter part of 2026, requiring a rapid response for an extended range of hazards that present a significant risk of harm, with the remaining Housing Health and Safety Rating System hazards set to come within scope in 2027

Whilst our internal supply chain partners are not immune to the pressures of the tough operating environment, the collective strength of The Sovini Group model means we are in a strong position to rise to the challenges to come, through guaranteed workstreams and surety of supply and close collaborative ways of working.

When many other companies have struggled under these economic pressures, The Sovini Group's commercial companies involved in the delivery of the Term Partnering Agreement (TPA) have continued to perform well.

This strategy and the detailed Service Delivery Plans that support it will help us achieve these goals and through our performance management system / approach we will also ensure asset management contributes to the wider aims and objectives outlined in other PCHA / Sovini strategies including 'Value for Money', 'Procurement' and 'Development'.

02 SUMMARY OF AIMS AND OBJECTIVES



PCHA Asset Management Strategy 2026-31

PCHA Asset Management Strategy 2026-31						
Main aim	Provide effective Asset Management Services for PCHA's property portfolio					
What we want to achieve	Provide asset services that are flexible, innovative and responsive to internal and external change	Meet all legal, regulatory and compliance standards	Ensure investment decisions are informed, data driven, deliver value for money and achieve long term sustainability	Support on-going viability, maintain competitive advantage and drive continuous improvement	Meet identified housing needs and provide effective mechanisms for customer engagement	Reduce carbon emissions associated with existing housing stock
What we will do	<ul style="list-style-type: none"> Ensure asset management staff skillsets are commensurate with future thinking and continuous improvement Implement system improvements and invest in new technology Facilitate opportunities for 'in-house' delivery / innovation of asset management services with Sovini Group partners 	<ul style="list-style-type: none"> Horizon scan for new legislation and plan for implementation Ensure specifications for existing and new build properties meet required standards Automate processes to drive efficiency in compliance checking and auditing regimes Collaborative working with internal and external service providers to assist with achieving continued compliance 	<ul style="list-style-type: none"> Keep stock condition data up to date Collecting additional property data, in line with the revised Decent Homes Standard and MEEs requirements Continue analysis of property performance information to inform options appraisals and decision making Monitor component lifecycles and condition for impacts on whole life costing Consult with customers and consider feedback in service delivery plans Ensure investment decisions can achieve long term returns and improve environmental performance 	<ul style="list-style-type: none"> Maintain high performance outputs across all service areas, including repairs, voids and property compliance Collaborative working with service providers to continuously improve overall performance using customer feedback, benchmarking and other key indicators Commission independent reviews of service delivery Showcase our successes 	<ul style="list-style-type: none"> Ensure intelligence on all aspects of property performance incorporating tenancy management Co-design / review policies and service delivery plans / performance with customers Meet all consultation requirements for investment decisions (inc. Section 20 for service charging) Establish formal customer engagement forums to obtain valuable information on customer needs and expectations 	<ul style="list-style-type: none"> Obtain and maintain accurate and up-to-date property information, including energy performance Delivery of the Carbon Reduction and Environmental Management Strategy Identify and maximise funding opportunities Consider cost implications on achieving net zero carbon goals as part of business planning Support and advise customers on positive environmental actions
Key Outcomes	<ul style="list-style-type: none"> Modern and future-proofed services Better collaborative working and elimination of duplication Profits retained within The Sovini Group to enable additional investment in property portfolio 	<ul style="list-style-type: none"> Keep customers safe in their homes Keep staff and other persons safe as a result of PCHA's undertakings Retain existing and attract new customer base Prevent legal challenges and negative reputation 	<ul style="list-style-type: none"> Intelligent investment decision making Reduction in reactive repair expenditure 	<ul style="list-style-type: none"> Improve service delivery performance Obtain external validation Maintain high demand for properties 	<ul style="list-style-type: none"> Property offer matching needs of housing market Customer assurance / input into service delivery 	<ul style="list-style-type: none"> Reduce overall carbon footprint from all aspects of asset management functions Reduce energy consumption from properties resulting in lower energy bills for customers Increase value of housing stock
Monitoring and measuring	Board / Risk Assurance Committee / Executive Management Team assurance reporting, Risk Register compliance, KPIs and Service Delivery Plan Monitoring, Survey of Tenants and Residents (STAR) and transactional survey performance including all Tenant Satisfaction Measures collection / reporting requirements, Benchmarking, Attainment of Quality Standards and other accreditations.					

03

STRATEGY REVIEW AND FINANCIAL MONITORING

The PCHA Asset Management Strategy 2026-31 sets out the medium term aims and objectives for the service and is subject to an annual refresh.

This refresh takes account of revised budgetary considerations, current and future legislative / regulatory requirements and other factors from the external operating environment that impact on asset management practice.

Financial planning over the course of this Strategy and over the next five years on the delivery of asset management functions is as follows:

Categories	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)	2030/31 (£000)
Responsive and Planned Maintenance	791	803	825	846	867
Investment Programme	597	627	551	896	809
Net Zero Carbon	175	-	-	-	-
New Build Allowances	7	14	17	18	18
Total Asset Management Allocation	1,570	1,444	1,393	1,760	1,694

2026/27 Base Business Plan (including inflation)

*New Build Allowances will be reviewed and released annually to the budget on completion of new build handovers.

Using up to date stock condition data and 'in-year' information, the Data and Strategy Team will prepare reports for consideration by the Asset Management Steering Group / Executive Management Team (EMT) for potential investment, disinvestment or repurposing of properties.

PCHA's programme will be subject to restatement in June and reforecasting at the midyear point.

A key component of the annual budget setting process and priority for PCHA is the ongoing work to improve the energy efficiency of properties and reduce overall carbon emissions (including the need to

meet MEES requirements by 2030 and the commencement of The Heat Networks (Market Framework) (Great Britain) Regulations 2025, in January 2026. PCHA will also factor in additional spending that will be required to achieve the revised Decent Homes Standard, the Future Homes Standard in new build properties and the next phases of Awaab's Law.

To support PCHA's financial planning processes, the Group Procurement Team will continue to benchmark and validate costs associated with the delivery of PCHA's programmes and the overall Term Partnering Agreement (TPA), to ensure value for money.

04

STRATEGIC AIMS

The PCHA Asset Management Strategy Contributes to shared Vision, Mission and Values of the Sovini Group, as follows:

OUR VISION:



OUR MISSION:

creating opportunities
&
changing lives

OUR VALUES:



Success

We Will Be The Best



Courage

We Dare To Be Different



Authenticity

We Do What We Say We Will Do



Enterprise

We Never Stand Still



Passion

We Love What We Do

The PCHA Asset Management Strategy is also closely linked to the overall PCHA Strategic Plan and contributes to the following high-level aims:

- Deliver specialist housing services
- Deliver strong performance and financial viability
- Continued development and growth
- Seek new and improved partnership opportunities

The PCHA Asset Management Strategic Plan 2026-31 is built around the following six key strategic aims:

- Provide asset services that are flexible, innovative and responsive to internal and external change
- Meet all relevant legal, regulatory and compliance standards
- Ensure investment decisions are informed, data driven, deliver value for money and achieve long term sustainability
- Support on-going viability, maintain competitive advantage and drive continuous improvement
- Meet identified housing needs and provide effective mechanisms for customer engagement
- Reduce carbon emissions associated with existing housing stock

In this version of the Strategic Plan, a key focus is on demonstrating continued compliance with the Safety and Quality Standard of the Regulatory Framework for Social Housing. The following section details how PCHA is meeting this standard and its plans for improvement actions in this area, including:

- Stock Quality
- Health and Safety (i.e. Property compliance and landlord health and safety)
- Repairs, Maintenance and Planned Improvements
- Adaptations

05 SAFETY AND QUALITY STANDARD COMPLIANCE

Pine Court Housing Association meeting the Safety and Quality Standard of the Regulatory Framework

REQUIRED OUTCOME - STOCK QUALITY

SPECIFIC EXPECTATION

Registered providers must have an accurate record at an individual property level of the condition of their homes, based on a physical assessment of all homes and keep this up to date.

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

PCHA has robust processes in place to ensure all our homes and communal spaces receive a physical stock condition survey at least once, every five years (99.35% as at 05/03/26 for domestic properties and 100% blocks / communal areas have had a full stock condition survey undertaken in the last five years).

Stock condition surveys are undertaken by our dedicated team of competent and qualified Surveyors, with support and oversight by the Repairs and Maintenance Manager and the Data and Strategy Team – who regularly carry out quality audits to ensure survey data is accurate and supported with photographic evidence.

To ensure the stock condition survey programme is as efficient as possible, it is underpinned by a comprehensive 'no access' procedure and use of customer data, including demographic characteristics, health and accessibility needs, household and tenure information. This includes multiple attempts to schedule and attend

appointments, collaborative working with the PCHA Team and as a last resort tenancy enforcement / legal actions to gain entry. Analysis of multiple no access cases has been cross referenced with customers with known vulnerabilities to identify hotspots and joint action to improve successful appointments, including use of multi lingual staff to confirm appointments.

Detailed analysis of stock condition data will continue in 2026 utilising a data and repairs dashboard, to identify trends when overlaid with responsive repairs information for components that are not meeting expected lifecycles that may need replacing sooner or a revised specification to achieve value for money.

In addition to stock condition surveys completed on the planned programme, we also collate and update property data in the following ways, e.g.:

- Detailed pre-entry surveys for investment / improvement works and also updating when works are completed



- As part of the void survey process on every property that becomes available to let
- As part of ongoing service and maintenance programmes, such as fixed electrical testing or annual gas safety checks (i.e. boiler condition)
- Via property M.O.T.'s (which involve annual contact with tenants to assess for any outstanding repairs, any damp and mould issues, any potential safety hazards - this can trigger an inspection or remedial works if any issues are identified)
- Analysis of repairs requests and observations recorded during repairs visits

Validation of our stock condition data is obtained by employing an external consultant to carry out a 10% random sample of surveys. This exercise is completed once every five years, and includes checking data accuracy, lifecycle review and cost assumptions. This exercise was last completed in April 2025 with all data

being correct and matching cost assumptions and is due to be completed again in 2030.

Stock condition data is input directly into our asset management system (Promaster) to ensure live updating / reporting capabilities and this in turn feeds into our business plan to determine future investment programmes.

Stock condition data also feeds into our Sustainability Index and Options Appraisal process which informs intelligent investment, disposal decisions or repurposing of an asset (taking into account average maintenance costs, future investment costs for replacement lifecycles / retrofitting to meet carbon reduction targets and to meet prevailing property standards against rental income potential).

SPECIFIC EXPECTATION

Registered providers must use data from across their records on stock condition to inform their provision of good quality, well maintained and safe homes for tenants including:

- a. compliance with health and safety legal requirements
- b. compliance with the Decent Homes Standard
- c. delivery of repairs, maintenance and planned improvements to homes, and allocating homes that are designed or adapted to meet specific needs appropriately.

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

PCHA have developed comprehensive and effective systems for managing all aspects of property compliance and landlord health and safety ensuring all safety checks, certification and validation requirements are completed as required.

The automated internal processes have adequate timescales built in to ensure there is scope for customer choice over appointments and additional support can be provided for those that need it.

This has resulted in an excellent track record of maintaining compliance performance across all the key compliance areas, including gas safety, asbestos management, fire safety, legionella control, lift inspections and electrical safety.

Maintaining the prevailing Decent Homes Standard is also system driven, with component lifecycles factored into the 30-year business plan and annual investment programmes with completed works updated on the asset management system.

Progress on maintaining the Decent Homes Standard is subject to monthly key performance indicator reporting to the Executive Management Team. Over the course of this Strategy reports will be prepared for the Asset Management Steering Group and Executive Management Team on how PCHA intends to meet the revised Decent Homes Standard (that was confirmed in January 2026) by the 2035 compliance date or before, including future resource planning.

Similar monitoring is in place for any potential Housing Health and Safety Rating System (HHSRS) hazards that are raised and disrepair claims, which are tracked in the repairs ordering system through to completion by the Repairs and Maintenance Team and the Data and Strategy Team.

Over recent times we have been able to use stock condition data to drive proactive work programmes. A prime example of this is the 'heatmap-plotting' of property types that, due their age and construction type, may be more prone to issues of damp and mould.

This information was used to drive a proactive and prioritised programme of inspections and remedial works and also the installation of moisture devices in selected homes – with further monitoring arrangements put in place.

Similarly, our comprehensive data held on our stock ensures we are able to direct match for management lets on pre-adapted properties when they become vacant or by putting additional letting criteria in place when they are advertised to ensure the best match with customer's needs.

STOCK QUALITY IMPROVEMENT ACTIONS

The following improvement actions have been identified by the Asset Management Team and will be progressed over the course of the strategy:

- Upgrade systems to ensure there is better connectivity across all areas and visibility of stock condition information (including ability for our internal repairs and maintenance contractor to view / add information at the individual property level)
- Improve the automation of processes to create efficiencies and remove the potential for human error
- Complete procurement and implementation of new software to further enhance automation / functionality of all aspects of compliance checking in 2026
- Develop new reports to provide greater predictability and forecasting to assist with the budget setting process and future financial planning
- Review opportunity for auto scheduling of stock condition jobs, when the due date is flagged in the asset management system
- Continued roll out of Localz 'text messaging service' for stock condition appointments with customers
- Continue to invest in data analytics skills and Power BI reporting
- Continue to facilitate a range of cross-discipline meetings bringing together asset management functions, housing management services, customer access services and customer experience teams alongside IT (linking property and customer information datasets)
- Take an active part in all relevant consultations and maintain a close watching brief for the introduction of new legislation that have an impact on asset management functions
- Work collaboratively with housing management services to improve no access for stock condition surveys, including pre-emptive actions where there is a history of no access / missed appointments

REQUIRED OUTCOME – HEALTH AND SAFETY

SPECIFIC EXPECTATION

Registered providers must identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

A register of PCHA's legal requirements is maintained by the Building Safety and Compliance Team. The Register is reviewed at least twice a year in line with any Health and Safety Executive (HSE) updates, to ensure it remains up-to-date and includes applicable and current legislation.

A robust programme is in place which includes automated scheduling of the various property compliance and landlord health and safety requirements (including disrepairs and any HHSRS hazards). The programme includes the required inspections, testing and assessments for the following key areas:

- Gas safety
- Building and fire safety
- Asbestos management
- Legionella control
- Electrical safety
- Lifting equipment safety

The programme is managed on a daily basis by our dedicated Building Safety and Compliance Team, backed by comprehensive policies, procedures and systems.

Where any potential Housing Health and Safety Rating System (HHSRS) hazards are identified through customer reports, stock condition surveys, systemic checks, or observations during routine repairs either an immediate repair job will be raised or a further property inspection will be arranged. Where a further inspection is required, any necessary remedial works will be raised following that visit. All stock condition surveys include an assessment for HHSRS hazards.

Robust and comprehensive policies and procedures are in place to oversee the management and monitoring of damp, mould and condensation (DMC) cases in our homes. To ensure front line staff understand and respond accordingly to reported cases of DMC, training and information has been provided and is refreshed annually and new procedures / policy amendments have been introduced to

ensure compliance with the phased introduction of Awaab's Law, including wider HHSRS hazards.

Where DMC works have been completed, the Repairs and Maintenance Team will contact the customer 10-12 weeks later to ensure the issues have been resolved, with additional inspections where the issue has not been resolved to the customer's satisfaction.

An assessment of customers' needs and those of household members is made at the point of reporting (via telephone) and works are prioritised where any potential vulnerabilities are identified, that could be impacted by DMC in the home and the timescales for completing certain types of DMC works, including mould washes has been increased to 'urgent'.

Working collaboratively with the PCHA Team and in-house contractors, block inspections and the property M.O.T checks also provide a route for risk identification with any HHSRS jobs tracked through to completion by the Repairs and Maintenance Team / Data and Strategy Team.

Regular cross-team meetings involving the Asset Management Team, the PCHA Team, Customer Access / Customer Experience Team and intra-Group contractors are held as part of a proactive culture for managing all aspects of property compliance, landlord health and safety and promotion of sound health and safety practice.

Examples of collaborative working groups include the 'Awaab's Law and DMC Working Group' and the 'Knowing our Homes and Customers Working Group'.

All aspects of property compliance and landlord health and safety are kept under review by internal and customer groups, considering Tenant Satisfaction Measures, specific KPI performance and information provided by specialist contractors and consultants.

SPECIFIC EXPECTATION

Registered providers must ensure that all required actions arising from legally required health and safety assessments are carried out within appropriate timescales

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

Required actions arising from property compliance and landlord health and safety programmes are logged and tracked through to completion by the Building Safety and Compliance Team, with daily trackers and automated reports to provide status updates on programmed works and required timescales.

Our Repairs and Maintenance Team and Data and Strategy Team monitor progress on the

status and completion of HHSRS jobs raised and will direct additional resources if any works could be delayed for any reason, or larger programmes of work are required.

The Building Safety and Compliance Team and the Asset Management Team work in close collaboration with our intra-Group contractors to ensure all programmed works stay on track and to also drive process improvement where

identified, with similar meetings and forums held with any external consultants or contractors.

In addition to the internal resources, a number of specialist contractors / consultants have been procured for certain aspects of compliance delivery and monitoring, for example, water hygiene checks, passenger lift maintenance, and asbestos surveys (Note: all asbestos remediation works are carried by our

intra-Group partner, Amianto Services).

Any works arising from building safety inspections, audits or other formal checks (e.g. fire door checks) are logged by the Building Safety and Compliance Team and tracked through to completion.



SPECIFIC EXPECTATION

Registered providers must ensure that the safety of tenants is considered in the design and delivery of landlord services and take reasonable steps to mitigate any identified risks to tenants

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

Following best practice and recommendations from the Housing Ombudsman for the social housing sector, PCHA have established a 'Vulnerable Persons and Reasonable Adjustment's Policy'. The aim of the Policy is to assess if any changes or additional support is required for customers at the point of service request, in line with their individual needs and circumstances.

This includes any additional health and safety risks that may be present or are exacerbated

by individual circumstances or any barriers to accessing services. The Policy also aims to identify any changes to the design and delivery of services that can be introduced that would benefit a wide range of customers as well as meeting individual needs.

Through various forums in PCHA's Customer Empowerment framework, regular meetings are held with customers on all aspects of the design and delivery of front-line services, including

the Assets and Repairs customer meetings and review of relevant asset management Policies.

This incorporates information of current performance in meeting all stated delivery targets e.g. repairs response times, intelligence from complaints analysis and detailed 'customer journey-mapping' exercises.

Customers have also been involved in the production of a number of information

leaflets and website information resources specifically designed to promote good health and safety practice / awareness in the home and in keeping these under review.

When carrying out any form of planned works, PCHA will always consult with customers and ensure their needs are taken into account on programme delivery and where possible design aspects.

HEALTH AND SAFETY IMPROVEMENT ACTIONS

The following improvement actions have been identified by the Asset Management Team and the Building Safety and Compliance Team and will be progressed over the course of this strategy:

- Plan and prepare for the second and third phases of Awaab's Law, on the wider HHSRS requirements, to go live in 2026 and 2027
- Improve no access across the various property compliance and landlord health and safety areas, taking legal action where required
- Continue to work with customer groups within the customer voice framework to identify areas of service improvement that may impact on customer health and safety and improve customer input into strategy development and review
- Explore available IT software to strengthen current arrangements for managing compliance related follow up actions
- Ensure all residents in Chung Hok House are contacted to assess if a Residential Personal Emergency Evacuation Plans (RPEEPs) are required and to keep these plans under review



REQUIRED OUTCOME - REPAIRS, MAINTENANCE AND PLANNED IMPROVEMENTS

SPECIFIC EXPECTATION

Registered providers must enable repairs and maintenance issues to be reported easily

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

PCHA has a number of accessible channels for customers to raise repairs and maintenance requests including:

- Via telephone on 0151 709 6878 - Available 24 hours, 7 days a week (including all Bank Holidays)
- Via the 'My Account' customer portal available via the PCHA website – (including interactive repairs diagnostics tool for accurate reporting)
- Via email to: contactus@pinecourt-housing.co.uk
- Via contact with any PCHA member of staff during normal working hours
- Via post to: Pine Court Housing Association, PO Box 891, Orpington, BR6 1LY

These methods were reviewed and agreed as being appropriate by involved customers as part of the implementation of the Better Social Housing Review recommendations.

SPECIFIC EXPECTATION

Registered providers must set timescales for the completion of repairs, maintenance and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver to them

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

PCHA have set out the expected timescales for completing different categories of repair and maintenance works, as per the following extract from the PCHA Repairs, Maintenance and Planned Works Policy:

- **Emergency Repairs**
PCHA will complete works or make safe within 24 hours
- **Urgent Repairs**
For urgent repairs, PCHA will respond and complete works within 5 working days (7 calendar days)
- **Routine Repairs**
PCHA will respond to and complete all routine repairs within 20 working days (28 calendar days), of the date of the notification
- **Manufactured Items and Small Projects**
Where manufactured parts are required or for any other reason repairs cannot be completed within 28 days these will be classified as 'priority X'. In these circumstances PCHA will endeavour

to resolve issues as expediently as possible, keeping customers informed of expected timescales to restore to full working order/

- In addition to the above (which are in line with National Housing Federation schedules), PCHA will complete certain repairs, such as damp and mould on a faster timescale e.g. mould washes within five days of reporting and any hazards that fall within the scope of Awaab's Law requirements will be investigated and make safe within 24 hours and significant cases of damp and mould will be investigated within 10 days of reporting

PCHA will also prioritise responses based on assessment of each customer's needs e.g. where the customer may be classed as vulnerable in any way and require a more expedient response than would normally be provided.

Working closely with customers, a Repairs Standard has been developed which sets out the expected levels of service and customer care in line with the

Better Social Housing Review recommendations. PCHA provide regular performance reports against this standard and will work with customers on keeping the standard under review.

Where PCHA intend to carry out investment / planned improvement works, all customers impacted will be contacted prior to works commencing and they will be advised of:

- The nature of the works to be completed
- The anticipated start and end dates
- Any likely disturbance that may result from the works
- Any alternative or temporary arrangements that may be put in place

PCHA will also provide full contact details if there are any issues with the works, ensure there is an assessment / provision for any additional support needs and will take account of any customer choice elements to the proposed works.

To ensure there is constant assessment of customer satisfaction with the delivery of repairs, maintenance and improvement works, PCHA has in place a dedicated outbound survey team as part of its customer empowerment function.

This ensures responses on completed works are consistently high and allows for early identification of any issues and the implementation of contingency plans and mitigation measures.

Performance in meeting all repairs, maintenance and planned / improvement work timescales is monitored daily by the Asset Management Team and collated reports are provided to EMT, Board, involved customers via the Customer Voice engagement mechanisms and all customers via the PCHA website on a periodic basis.

SPECIFIC EXPECTATION

Registered providers must keep tenants informed about repairs, maintenance and planned improvements to their homes with clear and timely communication

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

With the vast majority of repairs being reported via telephone, PCHA is able to agree with the customer at the point of first contact a convenient date and timeslot for the works to be completed. If for any reason there is a need to change this agreed timeslot, contact will be made with the customer and an alternative time and date agreed, with as much advance notice as is possible.

As part of improved processes associated with the operation of the Vulnerable Persons and Reasonable Adjustments Policy, PCHA will determine if any alterations to service are required to suit individual customer needs and this information is considered during job scheduling e.g. avoiding school run periods or medical appointments.

Information is also passed onto operatives that are due to attend a property and informs how they approach the job e.g. allowing additional time to answer doors when there are known mobility problems.

To improve the advance notification / customer reminders of when repairs appointments are due and in line with customer suggestions for service improvement, PCHA have invested in a digital customer engagement platform (Localz).

The Localz system allows customers to track the location of the operatives that are due to attend their property and sends automated SMS (Text) messages when they are on their way, improving customer satisfaction and

reducing the number of no-access visits which in turn delivers better value for money.

In addition to texts raised by Localz the Oneserve system is used for sending SMS reminders when a job is raised and at 48 hours / 24 hours before the appointment date and time.

For all investment works and some planned works where there is a longer lead-in period than on reactive repairs and maintenance, PCHA will conduct pre-entry surveys (assessing customer needs, choice elements and providing a full programme of works) and this will be followed up with reminder letters (or in preferred format) at specified intervals before works are due to commence.

To prevent any hold-ups in programme delivery on planned works, PCHA will, as with all property maintenance workstreams deploy its 'no access' procedure. This involves multiple attempts to arrange appointments, offers of support and collaboration with advocacy agencies and tenancy enforcement measures, only used when all other reasonable attempts to gain access have failed.

SPECIFIC EXPECTATION

Registered providers must understand and fulfil their maintenance responsibilities in respect of communal areas

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

As outlined in the 'Stock Quality' section above, PCHA has robust processes in place to ensure all communal areas receive a physical stock condition survey at least once every five years. Surveys are undertaken by our dedicated team of Surveyors, with support and oversight by the Repairs and Maintenance Manager and the Data and Strategy Team – who carry out quality audits to ensure survey data is accurate and supported with photographic evidence.

Stock condition data of communal areas is input directly into our asset management system (Promaster) to ensure live updating / reporting capabilities and this in turn feeds into our Business Plan to determine future investment programmes.

Where any potential HHSRS hazards are identified, either through customer reporting, a stock condition survey, via systemic checking

or an observation whilst carrying out other routine repairs, a property inspection will be carried out and remedial works ordered, if required (in line with Awaab's Law requirements). An assessment for any HHSRS hazards is included in all stock condition surveys.

Additionally, our property compliance and landlord health and safety programme include specific inspections, testing and assessments of communal areas, including asbestos re-inspections, electrical testing, lift inspections (where present) and fire risk assessments.

Visual reports on condition for any issues in our communal areas is also provided by the PCHA Team and our intra-Group repairs and maintenance contractor through ad-hoc or planned visits to our residential blocks.

We have conducted several 'toolbox talks' sessions to ensure our contractors are aware of the types of communal area issues to report.

PCHA has revised its Communal Areas Policy to confirm its commitment to managing not only communal areas it has direct responsibility for but also shared spaces in the built and natural environments near to its properties in partnership with other agencies. This commitment extends to developing joint improvement projects and reporting of issues to relevant agencies e.g. local authorities for issues with highways and public pathways.

Any repairs, maintenance or planned improvement works raised for communal areas is tracked through to completion by the Repairs and Maintenance and Investment Teams.

PCHA have a robust grounds maintenance and communal cleaning service which is provided by our intra-Group contractor. The service is managed by the Repairs and Maintenance Team and performance is monitored through collaborative meetings, supported by a suite of KPI's / TSM's, with improvement actions implemented using customer feedback and internal scrutiny.

SPECIFIC EXPECTATION

Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs of tenants and provides value for money

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

PCHA works closely with a number different customer led forums within its Customer Empowerment mechanisms to determine service standards and performance issues to ensure the service meets expectations and delivers value for money.

Where PCHA intends to carry out planned works or property improvements, it will consult with customers to ensure their needs are taken into consideration when carrying out works and in any choice of product that that may be available, where applicable.

To further understand customers' needs and ensure value for money is being achieved PCHA have analysed TSM data for key drivers of any repairs dissatisfaction performance not meeting expectations and identified key drivers of 'no access', 'availability of materials' and 'repairs misdiagnosis'.

To resolve these issues an action plan has then been implemented, which has:

- Changed the process to improve communication regarding follow on works with appointments made on site with customer (reducing number of no access jobs)

- Improved availability of materials with full van stock review of repairs contractor and tailored the review by operative (improving first time fix performance and reducing total time taken to complete jobs)
- Improved Active Housing diagnostic tool for raising repairs and reviewed schedule of rates codes used to ensure appropriate time allocations (improving right first-time performance)
- Implemented daily review of out of target orders, unappointed jobs and orders within 3 days of target date (reducing the number of out-of-target jobs)

When PCHA intends to introduce new services that will be subject to service charges, as part of the Section 20 consultation process, consideration will always be given to the value for money aspect and affordability for customers.

The central Procurement Team within The Sovini Group undertake regular benchmarking and have commissioned external consultants to provide an independent assessment of the Term Partnering Agreement (TPA) that PCHA has with intra-Group partners, which will be repeated every three years. This ensures the TPA provides value for money both to PCHA and its customers in the delivery of repairs, maintenance and planned works.

REPAIRS, MAINTENANCE AND PLANNED IMPROVEMENTS

The following improvement actions have been identified by the Asset Management Team and will be progressed over the course of this strategy:

- PCHA will keep its customer access methodology under review and will work with customer representatives on maintaining and improving customer service standards
- Improve analysis and reporting of repairs data to inform proactive targeting of poor performing properties, property components or properties that may have reduced product lifecycles due to the number of occupants (causing natural additional wear and tear) e.g., kitchens, bathrooms, wet rooms, electrical heating systems and 5+ person households which may result amending replacement lifecycles on a case-by-case basis
- Explore options for use of artificial intelligence to aid future planned improvements based on current and historic trend / probability analysis and taking into account revised Decent Homes Standard requirements
- Ensure the effective use of customer information to improve understanding of individual household needs and provide tailored services, where possible / required
- Expand the Localz platform to all operatives on the repairs and maintenance contract and explore options for increasing system functionality
- Explore options for developing 'video repairs diagnostics service' to allow real-time viewing of customer issues, in order to offer support / advice and diagnose repairs
- Improved planning of programmed works to achieve efficiencies through batched works on estates / distinct geographical areas with earlier customer contact to ensure smooth project delivery
- Improve communication with customers throughout the life cycle of complex repairs, ensuring they are kept informed at each stage of the process
- Further develop the analytical / predictive / probability capabilities of dashboard reporting systems linking property and customer datasets in key areas of asset management including repairs / maintenance, investment, 'damp, mould and condensation trends' and investment requirements
- Continue to learn from recall repairs and put improvement plans in place with appointed contractors to eliminate quality issues
- Continue to work with the Customer Service Centre Team and other front-line staff to help improve repairs diagnosis at first point of contact
- Conduct a review of the Active Housing diagnostic arrangements
- Strengthen our approach to customer responsibilities on repairs



REQUIRED OUTCOME - AIDS AND ADAPTATIONS

SPECIFIC EXPECTATION

Registered providers must clearly communicate to tenants and relevant organisations how they will assist tenants seeking housing adaptations services

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

Working within the Independent Living Team, PCHA has a dedicated Aids and Adaptations Officer, trained to Trusted Assessor Level 4, established policy and procedures and a range of information available on its website, to assist customers in accessing aids and adaptations services.

PCHA's aids and adaptations service is aligned to best practice, as set out in the 'Minor adaptations without delay – A practical guide and technical specifications for housing associations' produced by the College of Occupational Therapists.

This ensures customers will be able to self-refer for minor adaptations below £1000 in total value and this will be dealt with under the repairs and maintenance services and job timescales.

Adaptations costing between £500 and £1000 will be subject to overview by the PCHA Aids and Adaptations Officer and any over £1000 (classed as major adaptations) will require an Occupational Therapist report and recommendation.

Any customer that thinks that may benefit from aids and adaptations can contact the PCHA Aids and Adaptations Officer for initial advice and signposting for next steps.

SPECIFIC EXPECTATION

Registered providers must co-operate with tenants, appropriate local authority departments and other relevant organisations so that a housing adaptations service is available to tenants where appropriate

CURRENT ACTIVITY - HOW WE ARE MEETING THE REQUIREMENTS

PCHA has excellent working relations and established protocols for the funding of aids and adaptations services with Occupational Therapists in each of the local authority areas in which it operates.

This includes PCHA's own budgetary provisions and process for accessing Disabled Facility Grants held by local authorities for major and more substantial adaptations, where required.

PCHA works closely with all its customers that are attempting to secure major adaptations to ensure they are well informed, including securing appropriate funding (which may include their own resources), receive appropriate referral to support agencies and if necessary, discuss options for moving to alternative properties that may be more suited to their needs.

PCHA have implemented service improvement actions that were indemnified from a detailed customer journey assessment of the aids and adaptations service.

AIDS AND ADAPTATIONS IMPROVEMENT ACTIONS

- Improve consistency of aids and adaptations panel decision making process and policy amendment to reduce the number of customer appeals



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PERFORMANCE MANAGEMENT AND INTERNAL / EXTERNAL ASSURANCE

To ensure PCHA is meeting the Quality and Safety Standard requirements and that it is delivering meaningful outcomes for customers, it has in place a number of external and internal forms of assurance. Outlined below is a, non-exhaustive, list of examples of how this assurance is achieved and maintained:



INTERNAL MANAGEMENT ASSURANCE

- PCHA produce an annual Asset Management Repairs and Maintenance Outturn report to Board to provide assurance on the performance, outcomes and improvement actions of PCHA's repairs, maintenance, voids and damp and mould services
 - The Board receive six-monthly property compliance and landlord health and safety update reports and the Risk and Assurance Committee receive a comprehensive annual general health and safety report
 - PCHA adhere to a Customer Care Charter developed with customers and provide quarterly performance reports via the website,
- with consistently excellent performance against challenging targets in a range of measures
- Status of stock condition surveying programme / decent homes position tracked via internal performance management system with weekly review by asset management leadership team
 - Comprehensive / interlinked systems in place to record all compliance / health and safety risks and produce automated workflows, real time monitoring and reporting to EMT and Board
 - Expert health and safety advice and design of control measures available to PCHA via internal Health and Safety Team / steering groups and external specialist consultants
- PCHA has a suite of performance measures in place in regards the delivery of repairs, maintenance and planned improvements and performance is monitored by responsible managers / teams and reported to EMT and the Board
 - KPIs and TSMs relating to repairs service (tenant satisfaction) tracked via performance monitoring system and reported to EMT and Board regularly
 - Frequent block inspections completed by the PCHA Team
- The central Procurement Team and the use of the Intra-Group Sovini Trade Supplies ensure the purchasing of goods to support delivery of the repairs, maintenance and improvement works achieves value for money for PCHA and its customers
 - Aids and adaptations is managed by the Independent Living Team and the PCHA Board is provided with an annual Aids and Adaptations Assurance Report
 - All decisions on major adaptations are reviewed by an expert internal panel ensuring they meet customers' needs and represent good value for money for the business

EXTERNAL ASSURANCE:

- Retained ISO 9001 accreditation (process control and management), ISO 45001 accreditation (occupational health and safety), ISO 14001 (environmental management system) and ISO 27001 (information security management systems)
- PCHA have retained the independently verified Customer Service Excellence accreditation since 2010 – which includes listening to and acting on customers views in service delivery as part of the assessment criteria
- Sovini have retained the Customer Contact Association (Global Standard) since 2010 – demonstrating excellence in the handling of customer service requests
- PCHA have achieved 11 consecutive Royal Society for the Prevention of Accidents (RoSPA) gold awards (demonstrating a very high level of performance, well developed occupational health and safety management systems and culture, outstanding control of risk and very low levels of error, harm and loss) with several commendations and sector awards throughout the same period
- PCHA commission an external consultant to undertake a 10% sample of stock condition surveys
- PCHA Are part of benchmarking group (Vantage) for assessing progress with net zero carbon actions
- Internal audit plan and business critical control reviews include key property compliance and landlord health and safety provisions, the repairs service, stock condition and damp and mould (positive assurance achieved on most recent audits). In addition, audits are carried out on voids, TSM results and customer complaints information
- PCHA benchmark performance across a range of measures with peer providers of similar size across the North and Northwest regions. The full year results for 2024/25 show PCHA achieved top of the benchmarking group for performance in a range of asset management related metrics
- PCHA have commissioned an external consultant (Echelon) to review the value for money (VFM) of the Term Partnering Agreement (TPA) it has with the intra-Group partners (Sovini Property Services and Amianto Services), which has been reported to Board. The report, which will be repeated every three years, indicates PCHA VFM for materials, repairs, labour, margins and costs when compared with the market
- Sustainability Index and methodology externally verified by Savills to ensure future investment programmes achieve value for money

07

ASSET SYSTEMS AND PROPERTY PERFORMANCE

PCHA recognise that the collection, ease of access, interpretation and analysis of reliable and up-to-date property data is essential to the operation of a modern and effective asset management service.

Over the course of this Strategy PCHA will improve the approach to the collection and manipulation of data relating to property attributes, performance and connectivity of systems / automation of processes, improving data analytics, predictive / probability capabilities and delivering efficiency savings.

ASSET MANAGEMENT SYSTEMS

PCHA has carried out a procurement exercise and has awarded a contract extension for the Asset Management System provider (Promaster). This extension includes upgrades to latest software and will be accompanied by a 'health check' exercise to ensure modules including stock condition, compliance servicing and energy are working efficiently as possible.

PCHA also utilises the cloud-based Oneserve workflow management and job scheduling system to support delivery of all aspects the asset management function. With clear data transfer to the asset management system and full mobile working capabilities, Oneserve has several key features to manage the internal repairs and maintenance contract and provide excellent customer services, including:

- Updates of job status including any non-access or carded visits
- Summary and individual job costing and variation control
- Uploading and sharing of on-site photographs
- Review invoicing and payments for completed jobs
- Receiving real time customer satisfaction data
- Identify and optimise resource utilisation levels and co-ordination of workstreams e.g. combining reactive repairs with compliance checking visits

PROPERTY PERFORMANCE

PCHA has recently carried out a review of the Sustainability Index following the Savills critical friend review over the course of 2025. Following this review and over the course of this strategy, the Asset Management Team will work to create action plans for poor performing properties, identifying any trends so they can be managed in a proactive manner.

The team will also conduct option appraisals which will establish root cause analysis and will seek to deliver change in the property performance. This information is detailed in the Sustainability Index

Framework and updates will be reported regularly to the Asset Management Steering Group.

PCHA will use improved asset data analysis (including linking property performance / area investment requirements with aspects relating to demand and tenancy management) and will identify properties with highest / lowest frequency of repairs visits to prioritise for 'whole property health checks' or to inform property option appraisals (based on sustainability index / return on investment considerations).



08

LINKS TO WIDER STRATEGIES

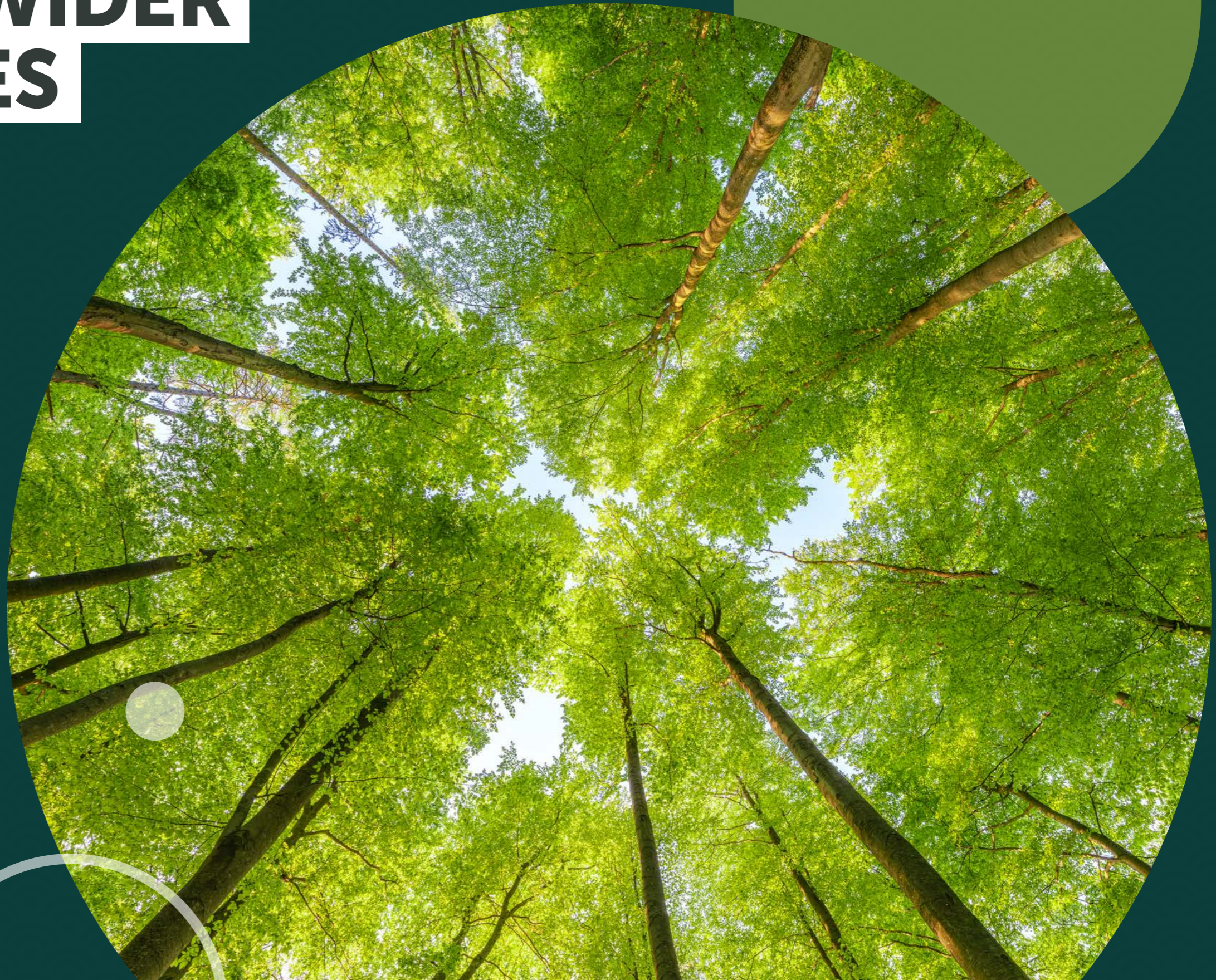
CARBON REDUCTION AND ENVIRONMENTAL MANAGEMENT

Alongside all Sovini Group partners, PCHA have developed and keep under review a detailed Group-wide 'Carbon Reduction and Environmental Management Strategy' which contains full details of PCHA's ambitions and targets to improve the energy efficiency of its properties.

In summary, the Sovini Carbon Reduction and Environmental Management Strategy outlines plans to ensure all properties reach EPC band C or above by 2030, in line with MEES requirements and that all retrofitting works are funded as part of 30-year business planning, with support from external grant funding, where possible.

Over the course of this Strategy PCHA will ensure it is compliant with changes in methodology for calculating EPC's that are expected to be confirmed by Department for Energy Security and Net Zero in 2026.

All actions on property energy efficiency improvement are guided by the 'fabric first but not only fabric approach', which involves prioritising investment on maximising the performance of the components and materials that make up building itself but also, where feasible (based on property type and value for money assessments), considering the introduction of additional measures, such as solar photovoltaics (Solar PV).





DEVELOPMENT

PCHA has an ambitious development programme to deliver much needed new homes which in turn leads to an expansion of the asset management function. A detailed Development Strategy is maintained which includes the following core aims:

- Deliver high-quality, affordable homes in both new and existing communities to meet the needs of our customers
- Increase and maximise social value delivery to its communities and society relevant to the development and surrounding area
- Strengthen our Business Plan by increasing the number of assets and maximising income generation
- Design and build exceptional homes and places, accelerating delivery in areas of highest demand while maintaining efficiency and quality
- Secure a long-term pipeline of development land in targeted locations that meet or exceed our financial hurdle rates and address identified housing needs
- Optimise our resources and borrowing capacity to boost housing delivery, including reinvesting profits from self-built homes
- Promote diverse and innovative developments, encouraging a mix of tenure types and modern construction methods
- Collaborate with other Group companies to ensure maximum value for money and social outcomes across all development activities.
- Expand our market intelligence across the Northwest to better understand customer demand and local market conditions
- Support the Group's Environmental Strategy by contributing to its sustainability and environmental objectives

Maximising the benefits of The Sovini Group structure, PCHA's Asset Management Team and Development Teams have developed closer collaborative ways of working for input on standard house type designs and ensuring delivery of the Future Homes Standard requirements throughout the development programme.



STAKEHOLDER ENGAGEMENT

In line with the requirements of the Transparency, Influence and Accountability standard of the Regulatory Framework, PCHA maintains a detailed Customer Voice Strategy, which outlines its commitment to putting customers at the heart of everything we do.

PCHA appreciates that work to maintain, improve, expand or reconfigure its asset base has impacts on residents but also the communities in which our buildings are located. There are also potential impacts on wider stakeholders that go beyond the built environment e.g. impacts on the strategic objectives of statutory partners such as local authorities.

To ensure all stakeholders are engaged in the delivery of PCHA asset management functions, PCHA will deliver the following objectives and key actions:

OBJECTIVE

Ensure effective consultation on repairs, maintenance and planned improvements

ACTIONS AND OUTCOMES

- Where PCHA intends to carry out planned works / property improvements it will consult with customers via preferred method of contact, to ensure their needs are taken into consideration when carrying out works and in any choice of product that may be available, where applicable. For works or new services that will be subject to service charges, as part of the Section 20 consultation process, consideration will always be given to the value for money aspect and affordability for customers
- PCHA works closely with its customers on keeping its policies and processes that are relevant to repairs, maintenance and improvement works under review and on constantly improving standards of service delivery

OBJECTIVE

Ensure effective customer engagement for aids and adaptations

ACTIONS AND OUTCOMES

- PCHA have conducted a detailed 'customer journey mapping exercise' with customers who had recent firsthand experience of the aids and adaptations service. Overall, the feedback and customer experience was extremely positive and an action plan to implement any minor process improvements has been instigated.



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RISK MANAGEMENT

The Asset Management Strategy is supported by a robust and comprehensive risk management framework that ensures the PCHA Board has ultimate accountability for the control and management of risks.

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The process for identifying risks that impact on the delivery of effective asset management services is dynamic as PCHA recognise risks are often multi-faceted and can crystallise at any time. This allows for the inclusion of risks that are reasonably foreseeable as well as emerging risks that occur without warning.

Risks are reviewed regularly and are independently audited and tested. The Executive Management Team, Risk Assurance Committee and PCHA Board receive regular risk update reports which capture the key actions and interventions put in place to manage and mitigate risks and the impacts to PCHA.

Within the Risk Register, PCHA have identified the following high-level risks that are specific to the successful delivery of asset management functions and services:

- Failure to maintain and utilise robust, accurate and reliable stock condition data, resulting in inefficient / ineffective asset management decision making and poor ROI
- Poor and ineffective repairs and maintenance services
- Inadvertently place customers at undue risk, due to failing to achieve full statutory property compliance
- Failure to respond appropriately and evidence progress in meeting the requirements of the Zero Carbon agenda
- Weak physical security access to PCHA void properties and empty offices
- Inadvertently place customers at undue risk, due to failing to manage damp and mould problems identified within tenanted homes

- Failure to manage and mitigate the operational business interruption arising from the loss of a major repair's contractor and / or supply chain provider
- Non-compliance or a breach of health and safety (employees and customers)
- Heightened building and fire safety risk exposure to PCHA dwellings as a result of the Grenfell disaster
- Failure to maintain compliance with the Decent Homes Standard

In addition to the specific risks that have impacts for the successful delivery of asset management services there are also a number of cross functional risks that the asset management service will contribute to mitigating / controlling e.g. those associated with value for money, incident management, insurance, procurement etc.

If you need assistance understanding the information in this document, please contact us on **0300 365 1111**.

Chinese – 如果您需要幫助了解本文檔中的信息，請致電 **0300 365 1111** 與我們聯繫。

Lithuanian – Jei norite, kad Jums kas nors padėtų suprasti šiame dokumente pateiktą informaciją, prašome su mumis susisiekti tel 0300 365 1111.

Polish – Jeśli potrzebujesz pomocy, by zrozumieć informacje zawarte w tym dokumencie, skontaktuj się z nami pod numerem 0300 365 1111.

Portuguese – Caso necessite de assistência para compreender a informação constante neste documento,

deverá contactar-nos através do 0300 365 1111.

Russian – Если вам требуется разъяснение информации, содержащейся в данном документе, пожалуйста, свяжитесь с нами по телефону 0300 365 1111.

Turkish – Bu belgede verilen bilgileri anlama konusunda desteğe ihtiyaciniz olursa lütfen bize ulaşın 0300 365 1111.

Ukrainian – Якщо вам потрібна допомога в розумінні інформації у цьому документі, зв'яжіться з нами за номером **0300 365 1111**.

