

DRAFT Asset Management Strategy 2024-2027

1. Introduction

Welcome to Town & Country Housing's (TCH's) asset management strategy. This strategy sets out how we will manage our homes and deliver our corporate objectives of providing great homes and services up until 2027.

We are strategically committed to ensuring the safety of our properties and investing in our assets. One of our priorities within our local strategy is: 'We are focused on getting the basics right'. This strategy will deliver on getting the basics of building safety and investing in our assets right. We will go beyond this by improving services and making processes more efficient.

The Better Social Housing Review published its recommendations in 2022. Its core recommendation, that housing associations 'test their performance against their core purpose – to provide decent, safe homes for those who can't afford the market', provides a call to housing associations to refocus on fulfilling their commitment to providing decent and safe affordable housing. This strategy sets out our vision for meeting this challenge.

Over the course of our previous strategy, from 2020 to 2024, we have made steady progress towards improving how we manage our homes. We are in the final stage of upgrading our current property system to Integrator Plus, have delivered our repairs service delivery plan, and have made significant progress in responding to resident feedback.

However, over the course of the previous strategy, we have faced significant changes, both internally and externally. In 2020, we paused all planned repair and improvement programmes during the Covid-19 lockdown, and we are still catching up on stock condition surveys and our internal improvements programme. We are making good progress towards this target, and a priority within this strategy is to restore minimum service levels.

In November 2022, we mobilised a new joint venture for our responsive repairs service with Fortem, Town and Country Housing Repairs (TCHR). Increased government scrutiny and media focus on the quality of social housing and in particular, damp and mould issues, have quite rightly raised resident expectations to deliver more pro-active and timely interventions. While we welcome this challenge, in the first 12 months of the new joint venture, we have experienced unprecedented demand for services. But we are absolutely determined to succeed and improving the performance of our responsive repairs service is therefore a key priority within this strategy.

We continue to make good progress on fire remediation works, including for buildings over 18 metres. We have prioritised Fire Risk Assessments for buildings over 11 metres to ensure that there is no outstanding critical remediation work needed. Furthermore, we have replaced timber balcony decking regardless of height. These activities have now become regular and a routine aspect of routine compliancy activities.

In April 2023 we merged with Rosebery Housing Association Ltd (Rosebery), bringing together our two organisations to form an exciting new partnership as the southern counties region of the Peabody Group. We also completed the transfer of properties from Rapport Housing & Care to TCH in June 2023. We now manage over 13,000 homes. Our new partnership will

enable us to improve the way we manage the condition of our homes through sharing resources and expertise.

We continue to live through an extended period of national economic turbulence, specifically high inflation and interest rates, along with uncertainty about the ongoing strength of the housing market. When combined with increased government scrutiny and media focus on social housing, this has created a hugely testing operating environment. Furthermore, there is likely to be a general election in late 2024 or early 2025, which may result in further regulatory changes. Regardless, TCH remains resilient and nimble enough to respond to all external challenges.

We are also a lean, flexible organisation that consistently delivers results for residents and local communities. As such, we welcome opportunities to be at the forefront of innovation by acting as a pilot for new and emerging technologies, including with Peabody Group where regional testing may be required before wider feasibility assessment and roll out.

Residents have been consulted to inform the development of this strategy and it has been guided by Peabody Group's interim asset management strategy 2023-2026. TCH adopts the Peabody Group objectives and will deliver these locally:

- Customers are safe, feel safe, are comfortable and experience high quality services.
- We are legally and regulatory compliant and prepared for new regulation.
- We have sufficiently robust data to inform accurate asset investment.
- We optimise the value of our assets.

2. Context

National policy context

National policy has shaped the environment in which social housing providers maintain and invest in their homes. The new regulatory regime will rightfully have a significant impact on the sector. The Social Housing Regulation Act has introduced a new set of measures to strengthen the powers of the Regulator of Social Housing (RSH), including provisions for regulator inspections of social housing properties to ensure landlords are providing high-quality services and accommodation. The Act also establishes strict time limits for social landlords to address hazards and empowers social housing tenants to request information from their landlords.

Under the Act, social landlords are required to collect and publish Tenant Satisfaction Measures. Landlords must report on 22 measures, 12 of which must be collected through tenant-perception surveys and 10 through landlord data. Landlords must publish performance information on building safety and repairs. Our performance on these issues will therefore be under a new level of scrutiny.

The Building Safety Act 2022 introduced a more stringent regulatory regime for higher-risk buildings, created a new regulator in the Health and Safety Executive, protects leaseholders from the costs of building safety remedial works, and extends the Defective Premises Act so that building owners have more routes to pursue those who constructed defective buildings. The Fire Safety Act 2021 also amended the Fire Safety Order 2005 for buildings containing more than one residential unit so that the fire risk assessment must cover the external walls of the buildings and front doors of individual premises within it.

New Building Regulations introduced in 2023 also introduced further regulations on ventilation, fuel power, overheating, and electrical vehicle guidance. This places more stringent expectations on some of our asset investment programmes.

The sector is also preparing for further regulatory change. The government announced it would review the Decent Homes Standard review in the Social Housing White Paper published in 2022. The review is still underway, with consultation expected in early 2024. Initial rounds of the review suggest that the new standard will provide an updated definition of items and facilities that must be kept 'decent'. This will provide a welcome improvement in standards in the sector, and we are confident we already exceed the standards.

The RSH's Consumer Regulation Review 2022-2023 shows that 58% of all referrals to the regulator were made under the Home Standard. In the review, the regulator set out its expectations that landlords must have an accurate and up to date understanding of the quality of the homes that they manage, underpinned by reliable stock condition survey data.

In the Consumer Regulation Review, the regulator highlighted its expectations of landlords in relation to damp and mould following the inquest into the tragic death of Awaab Ishak. It set the expectation for thorough and timely investigation into the causes of damp in tenants' homes must be carried out and quickly remedied.

The Housing Ombudsman's remit and activity has increased significantly. The ombudsman has made use of its powers to order landlords to pay significant compensation and under the Social Housing (Regulation) Act can order landlords to review its policies and procedures. The ombudsman's activity has undoubtedly impacted the sector's reputation and political attention on the condition of social housing is at an all-time high.

Furthermore, the Housing Ombudsman published a report in 2023 on Knowledge and Information Management, finding that approximately two thirds of the cases upheld have an issue with the data and information to assess. It is important that landlords have quality data and information to better understand their homes and plan investment.

We constantly review our programmes to ensure we are compliant and are prepared to comply with new legislation.

Market conditions

The construction maintenance sector continues to experience high labour and material costs driven by inflation and an imbalance between supply and demand.

Analysis from [Inside Housing](#) shows that in the year to March 2022, social landlords collectively spent 20% more on repairs and maintenance than during the previous 12 months. Landlords spent a total of £6.5bn, citing building safety programmes, damp and mould, inflationary pressures, supply chain issues and labour shortages as increased cost drivers.

Financial pressures

External operating conditions has had a significant impact on our asset management activities. For example, the urgency of building safety work has diverted funds and resources away from our planned programmes. However, we are a financially resilient organisation and will continue to adapt to change.

Residents

Delivering quality services and listening to our residents are key strategic priorities for TCH. Our residents are currently dealing with pressures from the ongoing cost-of-living crisis. We know that the cost of heating homes has increased and that residents regularly experience fuel poverty and are heating their homes less, leading to an increase in damp and mould. We will continue to deliver timely interventions to address these issues and direct vital funding to households who are struggling to tackle condensation. We are constantly improving our data and intelligence about residents and the homes in which they live and where appropriate, we may help with household heating costs in the form of vouchers, or by signposting to potential external funding sources to further reduce fuel poverty and improve lives.

Residents rightly expect high quality landlord services and have been empowered to complain about the condition of their homes. In the past few years, the press and government have increasingly highlighted social housing landlords' poor performance. Across the sector and within TCH, residents have higher expectations of their landlords. While residents feeling more empowered to report issues is a positive trend, landlords are facing various challenges and have limited resources to deal with increasing complaints.

In the current climate, our partners are also facing pressure. For example, local authorities and charities supporting our residents are also experiencing an increased demand for services with fewer resources to deliver them. This creates an even higher demand for the diverse range of services we offer.

Sustainability

Sustainability is a key priority for TCH. We published our first sustainability strategy in 2023, setting out how we will reach net zero carbon emissions in our homes by 2050. The sustainability strategy sits under the asset management strategy and this strategy recognises that sustainability must be aligned with 'business as usual' asset management activities. This strategy does not, however, seek to duplicate the sustainability strategy and therefore will only summarise our approach.

As most of our carbon comes from our existing homes, reaching net zero will require significant investment to improve energy efficiency. We are committed to taking a 'fabric first' approach, improving the insulation of buildings first, followed by replacing heating systems. The objective is to lower fuel costs and utility bills for residents meaning the ultimate outcome is to further reduce fuel poverty. To achieve these commitments, we must also improve the data we hold about the sustainability of our homes and align sustainability interventions with established planned programmes. The asset management strategy will therefore form a key part of delivering on our sustainability objectives.

Integration

In April 2023, TCH and Rosebery joined together. Then in June 2023, Rapport Housing & Care properties were transferred to TCH to form an exciting new partnership in the southern region of the Peabody Group. This partnership will facilitate resource and expertise sharing. As we continue to bring the organisations together, we will continue to prioritise delivering high quality services for residents. An initial priority within the lifetime of this strategy will therefore be to

align the services to ensure residents across our operating region access consistent, quality services. Once we have established a consistent service and we are confident about getting the basics right, we will focus on improving our services.

Resident communication

We consulted residents and used customer feedback to inform the development of this strategy. A consistent theme in both the resident consultation and routine customer feedback is that dissatisfaction with services is driven largely by a lack of communication, as well as the quality of the work carried out. Communication is a large driver of satisfaction, and it is therefore important to have consistent procedures in place and to prioritise the customer journey in the delivery of services. We will consult residents on a final version of this strategy.

Strategic objectives

Aim 1 – Customers are safe, feel safe, are comfortable and experience high quality services.

In line with the Building Safety Act 2022, our number one priority is keeping residents and homes safe through continued regulatory compliance. We are working to improve transparency by providing building safety data to residents that is accessible, easy to understand and scrutinise.

Integration

At the end of 2023, we completed a restructure of the asset investment and contracts and compliance teams across our legacy operating regions. We are committed to a 'best of both' approach and will do this by learning from each other. Delivering excellent local services is important to us and we recognise that there may be instances where it is appropriate to deliver local variations of a service, for example through a direct labour organisation in the Epsom region and through the joint venture in the Tunbridge Wells region. Where local variances do arise, residents can be confident they will receive the same outstanding standard of service. This joined up approach enables greater oversight of compliance across our entire operating region. We now have the resources and infrastructure in place to meet all compliance demands and in line with the team's wider responsibility for health and safety, we have moved responsibility for asbestos management to contracts and compliance. Furthermore, from September 2023, we have been collating the full suite of compliance metrics to submit every month to the Peabody Building Safety Board.

To further improve consistency, we are in the process of aligning our key performance indicators, including satisfaction measures, service standards, systems and processes. We will also align policies and procedures by the end of March 2025.

Customer experience

Excellent customer experience underpins all the services we deliver. Our core purpose is to provide affordable, decent homes that people want to live in. To do this we must deliver quality services to invest and repair our homes. Responsive repairs represent the most frequent direct contact we have with our customers and therefore one of the key markers of satisfaction. In 2022-2023, satisfaction with the responsive repairs service and with planned maintenance were both below target, at 91.5% out of 95%, and 84.8% out of 90% respectively.

Responsive repairs service

Since its launch in late 2022, the new repairs joint venture TCHR has been through a transition period and like many of the other services we offer to residents, has been impacted by several external factors. Specifically, increased government scrutiny and media focus on the quality of social housing and with damp and mould issues, following the tragic death of Awaab Ishak, this has resulted in unprecedented demand for services. In response, we are delivering an action plan which prioritises improvement in the following areas:

- Reducing the amount of Works in Progress outside of target
- Investing in resource
- Cross-management of complex cases
- Improving culture and behaviours
- Deal effectively with disrepair and complaints
- Recruitment and development of a specialist team to address damp and mould issues.

Once we are satisfied that we are 'getting the basics right', we will focus on delivering against the strategic objectives within the joint venture contract. There are 10 objectives of which the first is to realise 'service excellence' in the delivery of the programme. The remaining objectives reflect our ambition to have a successful joint venture, able to operate efficiently, flexibly and with care for our residents. We will seek to improve the digital customer experience to support residents to self-serve and to access information about the progress of their repair.

Planned maintenance

It is important that we get the balance right between planned maintenance and responsive repairs. Our approach is guided by the 'just in time' principle, which aims to replace components nearing the end of their lifecycle rather than repairing and then replacing them. We have adopted Peabody's target for planned maintenance spend versus responsive repairs. We have also brought our planned maintenance and responsive service teams together in the same directorate to enable more joined-up working. We will continue to collaborate, for example working together on a proactive approach to damp and mould.

We have a backlog of stock condition surveys and on our internal improvements programme, both of which are due to the Covid-19 pandemic. However, in response, we have recruited additional resources and will continue to implement our stock condition survey service delivery plan, with a particular focus on improving data quality.

The different component lifecycles present additional complexity when merging asset investment plans. To deliver consistency, we will align all component lifecycles by 2027. If feasible and subject to the reconciliation of any significant differences, we will also explore the possibility of adopting Peabody Group's equivalent, although any alignment will have to consider the viability of reducing component lifecycles which may lead to higher repairs costs.

As stated previously, we have brought the teams together across our legacy operating regions and are committed to a 'best of both' approach. Where possible, we will align our sustainability interventions with planned programmes so that we minimise disruption and integrate features, particularly through void works. We will align legacy Rosebery and TCH's internal

improvements programmes to ensure residents in all areas can expect to receive the same quality and standard of service.

Damp and mould

In the year since the inquest into the tragic death of Awaab Ishak, we have made significant improvements in our handling of damp and mould and have a robust system for dealing with cases. We have recruited a dedicated team of specialists with exceptional skills and introduced ambitious performance targets. We have also developed a new approach, including an innovative reporting tool, designed to understand the root cause. In addition, we are engaging residents and offering a faster and more efficient remedial service. We will be fully compliant with legal requirements and are committed to continuously reviewing and adapting our approach to damp and mould to deliver the best possible service.

Customer experience

We are committed to listening to resident feedback to improve services. Feedback from transactional surveys and the consultation for this strategy shows the following priorities for the repairs and maintenance services:

- Providing clear and timely information about when planned maintenance is due,
- Residents are updated about the progress of their repair or planned maintenance.

Once we are confident that we are delivering the basics right, these themes will drive forward our plans for service improvement.

We will develop the online portal 'MyHomeOnline' which allows residents to report and book repairs. In 2023, we delivered an update to the portal with the opportunity for future enhancements. Throughout the lifetime of this strategy, we will promote the portal and promote it to residents, allowing them to self-serve. We are also committed to delivering excellent customer service across non-digital channels.

We recognise that homeowners have consistently had lower levels of satisfaction with services. This is a sector-wide trend. Homeowner dissatisfaction is primarily driven by the costs of communal works being recharged under the terms of a lease agreement. Resident feedback highlights that a lack of visibility of communal repairs reinforces residents' perception that communal services are not value for money. We aim to use a self-serve portal to increase visibility of communal work to provide evidence of works completed and to improve understanding of how we manage work in communal areas. We will improve the information we provide to homeowners about their responsibilities as owners and demonstrate we are providing value for money to improve satisfaction with this tenure group.

Satisfaction with planned maintenance work carried out by tenure in 2022-2023

Tenure	Satisfied	Dissatisfied
General needs	84%	16%
Private rent	89%	11%
Sheltered	90%	10%
Total satisfaction for rent tenures	85%	15%

Shared owners and leasehold	74%	26%
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Leaseholders and shared owners as a tenure group are increasing and we consider their satisfaction with planned maintenance services to be a true barometer of our overall organisational performance. We expect the ongoing alignment of services to further improve satisfaction

We are committed to strong customer feedback principles and have robust customer feedback and 'lessons learned' systems in place to drive service improvements and influence organisational cultural change. For example, we carry out transactional surveys and use commentary from residents in contract management meetings. We will improve our methods of collecting customer feedback across our entire operating region and will continue to use the feedback to deliver positive change. Where possible, we will also share with residents how their feedback has shaped and tangibly improved services.

In line with our resident engagement strategy, we are committed to ensuring our repairs and maintenance services are shaped by residents. We will establish a resident panel for building safety and maintenance that will be underpinned by the principles of co-creation. We will ensure that we meaningfully engage with all tenures, including shared owners and leaseholders to ensure we deliver quality services across all tenures.

Success measures

- Continue to deliver regulatory compliance.
- Maintain exemplary building safety standards and improve transparency by providing building safety data to residents that is accessible, easy to understand and scrutinise.
- Align our key performance indicators including satisfaction measures, service standards, systems, and processes by April 2025.
- Stabilise our responsive repairs KPIs by April 2025 and then continue our journey to service excellence in 2026 and 2027.
- Develop a plan to recover the internal improvement programme within the lifetime of this strategy.
- Further develop 'MyHomeOnline' and increase the number of transactions through the portal. Explore options for a communal works portal.
- Establish a resident panel for building safety and maintenance.
- Improve shared owner and leaseholder satisfaction to upper quartile performance by April 2027.
- Reduce the frequency of disrepair cases through better management.
- Using better building intelligence, transition the damp and mould service from reactive to proactive and preventative.

Aim 2 – We are legally and regulatory compliant and prepared for new regulation

We are committed to ensuring the safety of our residents and buildings. We are prepared for the new regulatory regime, and we will provide services beyond the minimum legal requirements to ensure the safety of our residents.

We will develop our 'golden thread', holistic approach to the compliancy of our buildings. We comply with our responsibilities under the Building Safety Act 2022 to prepare safety cases for high-risk buildings. We will adapt the approach to building safety cases to take a whole-

building approach to the compliancy of all our buildings, to consider construction, maintenance, our provision of services, and the needs of residents in managing the compliancy of our buildings.

It is important that we have a comprehensive compliancy management system to support a whole-building approach to compliancy. We will assess the options for a new compliancy management system to bring our compliancy activities into one place. We will use one system to manage compliancy throughout the legacy Rosebery and TCH areas to ensure that we have oversight of compliancy throughout our region.

Under the Building Safety Act, landlords are required to share core information about building safety with residents. We have already taken steps to ensure residents can access information about the safety of their homes. We have produced our first Building Safety Newsletter for all our buildings that are over 18 meters. We will produce and distribute these on an annual basis.

We have also formulated a strategy to distribute details about fire doors and evacuation procedures to all buildings. This information, covering stay put or evacuation protocols, is dispatched annually alongside the service charge letter, is available on our website, and featured in resident newsletters to ensure widespread awareness.

Where possible, we will identify technologies to improve the accessibility of building safety information, for example using QR codes on features such as fire doors so operatives and colleagues can check compliancy history on site.

We will make Fire Risk Assessments (FRA) more accessible for residents. Residents can currently submit a form on the website to request the FRA for their building and a copy will be provided within 48 hours. We will aim to build FRAs into a resident portal and consider the viability of using QR codes to FRAs in communal areas. We will use this project as a pilot to align where FRAs are stored across Kent and Epsom. We will also explore this as an opportunity to introduce a portal for communal repairs and support our whole-building approach to compliancy.

As an organisation, we are committed to ensuring the safety of our buildings and we will go above and beyond the minimum standards required by legislation. We already embed a 'safety-first' culture with operatives and throughout the wider organisation, where everyone takes individual and collective responsibility for ensuring safety. We will further embed this through working by the Public Relations and Communications Team to raise the profile of building safety work with all colleagues. Our ultimate ambition is to also embed a 'don't walk by' mindset with residents by encouraging them to report and refer a potential safety concern using an easy-to-use app.

Success measures

- Develop a plan to roll out building safety newsletters across our stock This is also part of the welcome pack for all new tenancies.
- We will assess options for using technology to support our compliance activities by 2025.
- We will make FRAs more accessible for residents.
- Delivery against the targets within the Building Safety Cultural Change Action Plan.
- Develop a communication plan to raise the profile of building safety across the organisation and explore the use of an app.

Aim 3 – We have sufficiently robust data to inform accurate asset investment

It is important that we have robust data to understand the condition of our stock and identify the investment needed in our portfolio. We will use information from our responsive repairs programme to inform our approach to planned maintenance.

Stock condition

As stated previously, we have recruited additional resources and will continue to implement our stock condition survey delivery plan, with a particular focus on improving data and access to homes, given the number of aborted surveys and resource implications. Improved data will enable us to better understand where investment is most needed. We will also collect additional SAP data to improve our understanding of the investment needed to improve sustainability in our homes.

This analysis will inform how we profile the delivery of services and support our review of component lifecycles. We will use this analysis to inform decisions about other investment other than replacement within component lifecycles, for example, the viability of kitchen ‘makeovers’.

Systems

It is important that we align TCH and Rosebery systems. We also recognise the corporate objective to align with Peabody Group systems and will consider the viability of doing so within the lifetime of this strategy. Furthermore, our current system Integrator provides poor data security as it is a server-based system. From March 2024, we will upgrade to Integrator Plus which is a cloud-based system and has the capability to model energy interventions using existing attribute data. We aim to improve our SAP data so we can assess and monitor the energy efficiency of our stock and develop retrofit plans and forecast costs. This will inform the decisions we make about the disposal of our assets where appropriate.

Success measures

- Achieve a rolling stock condition survey programme, with a particular emphasis on data quality, ensuring that 100% of our stock has been surveyed within the past five years.
- Based on improved data, review planned maintenance programme across both regions.
- Align legacy Rosebery and TCH systems and develop a plan for full integration with Group within the lifetime of this strategy.

Aim 4 - We optimise the value of our assets

It is important that we deliver optimum value through our assets. Our assets are our residents’ homes, generate our income, and represent a significant investment liability. This strategy therefore aims to optimise the value that our assets offer.

Stock options appraisals

We have a duty to preserve social housing. However, we recognise that some of our housing does not perform as well as originally intended. For example, some of our older person's housing schemes are not fit for purpose by modern standards and are incredibly challenging to let. We continually assess the feasibility of all our housing stock. Our older person's housing strategy 2023-2025 sets out the specification we use to appraise older person's housing schemes. We will work with the Operations Directorate to understand demand. We will use this to inform any future decisions by asset management group and/or subsequent recommendations to Board to dispose of or repurpose existing stock for alternative uses. Furthermore we will develop a new suite of key performance indicators for disposals to measure value for money, for example on the progress of sales and prices achieved.

Improving the efficiency of our services

We will continue to develop our use of dynamic scheduling within the repairs service. This will allow us to maximise the resources we have and provide a roadmap to service excellence.

We recognise the benefits that technology can deliver. We will explore opportunities to use smart technologies, for example exploring opportunities to support gas compliance and detecting emergency lighting support. Where we introduce smart technologies, we aim to develop technology strategies for each building to align technologies and support an integrated IT approach. We will balance the benefits of introducing technology with the costs, prioritising smart technology solutions for building safety and servicing. Smart technologies will also support our sustainability monitoring and towards the end of this strategy we will explore the feasibility of introducing smart technologies across the range of our asset management functions.

Furthermore, we are committed to identifying efficiencies for our residents. In 2023, we developed a plan to reduce running and utility costs by 2025. Reducing utility costs was factored into the specification for the new internal improvements contract. We will continue to prioritise the reduction of running and utility costs across our procurement and sustainability activities.

Resources

By bringing teams and systems together across our legacy operating regions, we will maximise our skills and resources. We are committed to a 'best of both' approach and have restructured our asset investment and contracts and compliance departments, allowing us to combine and optimise our shared expertise across the entire region.

We will also consider the possibility of bringing the surveyors from our Home Improvement Agency into our Asset Investment Team. By aligning our surveying resources, we could introduce patches for surveyors, developing local knowledge and providing a more local response. Through developing a more structured technical team, we could offer more opportunities such as apprenticeships to increase our skill-base and improve workforce diversity.

Value for money (VfM)

As a registered provider, VfM is one of the economic regulatory standards that we are required to comply with and examines whether we are making best use of resources to meet our stated objectives. Our board have overall responsibility for VfM which means it is a key focus in

everything we do. We will continue to identify and drive efficiencies, then demonstrate and evidence this to residents, especially for those who pay separate service charges such as shared owners and leaseholders.

Sustainability

We are committed to reducing the greenhouse gas emissions from our operations and homes. We published our first sustainability strategy in 2023. Sustainability will be prioritised in existing planned maintenance programmes and void works, specifically more joined up contractor scheduling to cause the least possible disruption to residents and deliver better VfM.

We will undertake pilot projects to retrofitting homes to identify what does and does not work. We will take a 'no regrets' retrofit approach to retrofitting our wider portfolio. This means that when we improve the energy efficiency rating of our properties to EPC band C, we will ensure we take a low-risk approach and only select technologies that are tried and tested and have a clear benefit to residents. We also recognise that it will not be value for money to improve some properties beyond EPC band C. We will develop a plan to consider options for these properties, including disposal.

We want to be brave and innovative with sustainability practices and will explore the use and suitability of remote monitoring technologies for services such as lighting and some compliance activities. Both have the potential to deliver resource efficiencies and VfM. As stated previously, we welcome opportunities to act as a pilot for new and emerging technologies, including with Peabody Group where regional testing may be required before wider feasibility assessment and roll out.

We will also adopt a 'fabric first' approach, ensuring that we improve insulation before replacing heating systems. This approach ensures building maintenance is lowered, and the energy needed to power the building reduced, thereby reducing energy bills and carbon emissions. We will ensure that adequate ventilation is in place when we improve insulation to reduce the risk of damp and mould.

We will seek to maximise all sources of funding from government, energy suppliers, and investor funded schemes to support our decarbonisation plans.

Success measures

- Deliver and evidence improved VfM, especially for those residents who pay separate service charges such as shared owners and leaseholders.
- Develop and deliver a plan for using smart technologies within homes.
- Deliver our plan to reduce running and utility costs by 2025.
- Deliver our sustainability strategy.