



Asset Management Strategy

2025-2030

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01

Introduction

Despite pressures from the external operating environment, including high inflation, One Vision Housing's (OVH) asset management functions continue to perform well.

This is evidenced by the first full year of Tenant Satisfaction Measures, which report OVH as delivering top quartile performance across the range of indicators, including:

- keeping properties in a good state of repair
- maintaining building safety

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 the planned introduction of a revised Decent Homes Standard, the introduction of Awaab's Law, continued roll out of building

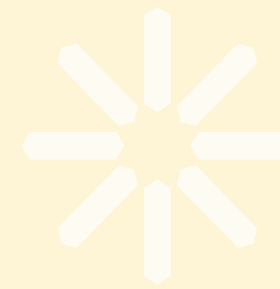
safety measures and potentially tougher targets for reaching net zero carbon emissions.

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 folded in face of 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 OVH strategies including 'Value for Money', 'Procurement' and 'Development'.

02 Summary of Aims and Objectives



OVH Asset Management Strategy 2025-30						
Main aim	Provide effective Asset Management Services for OVH'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 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 Consider additional property data for collection Improve analysis of property performance information to inform options appraisals and decision making Monitor component lifecycles and 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 overall property performance 	<ul style="list-style-type: none"> Maintain high performance outputs across key 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 OVH's property portfolio 	<ul style="list-style-type: none"> Keep customers safe in their homes Keep staff and other persons safe as a result of OVH'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 (EMT) 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 OVH Asset Management Strategy 2025-30 sets out the medium term aims and objectives for the service and going forward will be 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 30 years of the OVH Business plan that impacts on the delivery of asset management functions is as follows:

	2025/26	2026/27	2027/28	2028/29	2029/30	5 year total	30 year total
	£000	£000	£000	£000	£000	£000	£000
Business Plan Allocation*	38,087	37,964	40,262	42,708	44,679	203,695	1,637,092

**Inclusive of inflation and subject to update following the 2025 stock condition validation review*

Stock condition data will continue to inform OVH’s 5 year investment programme and 30 year business plan, alongside repairs, planned maintenance and other property spend / data - this information will also be used to set parameters in the Sustainability Index and the Options Appraisal Process.

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 (AMSG) / EMT for potential investment, disinvestment or repurposing of properties, with final recommendations provided to OVH Board for review and approval.

OVH’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 OVH is the ongoing work to improve the energy efficiency of properties and reduce overall carbon emissions (including the target for all properties to reach EPC band C or above by 2030).

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

04

Strategic Aims

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

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- To provide the environment to deliver business success
- To provide excellent services that meet or exceed customer and Stakeholder expectations
- To provide homes that meet demand in safe secure and sustainable neighbourhoods
- To make a positive impact in the communities in which we operate

The OVH Asset Management Strategy 2025-30 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 iteration of the Strategy a key focus is on demonstrating continued compliance with the Safety and Quality Standard of the Regulatory Framework for Social Housing and preparedness for issues on the horizon that will impact asset management functions. The following section details how OVH is meeting this standard and its plans for improvement actions across the following areas:

- 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

One Vision Housing 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

OVH 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 (as at 13-02-25 = 96.7% 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. This includes multiple attempts to schedule and attend appointments, collaborative working with our

Neighbourhood Services Team, and as a last resort tenancy enforcement / legal actions to gain entry.

We have also established a cross-team 'No Access Working Group' which looks at known customer vulnerabilities or safeguarding information and where there have been historic problems in arranging appointments, to offer additional support / alternative means of contact to ensure the stock condition survey programme remains on track.

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

- 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 involves an annual assessment for any outstanding repairs, any damp and mould issues, any potential safety hazards)
- 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 reviews and cost assumptions. This exercise was last completed in 2020/21 with no issues raised and is due to be completed again by 31st March 2025.

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.



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

OVH have developed comprehensive and effective systems for managing all aspects of property compliance and landlord health and safety ensuring all safety checks, certifications 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 AMSG and EMT and quarterly to OVH Board.

Timescales and the likely requirements of a revised Decent Homes Standard are also being closely monitored and considered for future resource planning.

Similar monitoring is in place for any potential Housing Health and Safety Rating System (HHSRS) hazards that are raised, 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, overlaid with known customer vulnerabilities to prioritise workstreams.

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, the 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 intra-Group 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
- Develop new or existing reports to provide greater predictability and forecasting to assist with budget setting and financial planning

• Review opportunity for auto scheduling of stock condition jobs

• Review opportunity to introduce 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
- Take an active part in all consultations and keep a close watching brief on the implementation of a revised Decent Homes Standard

• Work collaboratively with housing management services to improve no access for stock condition surveys

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 OVH’s legal requirements is maintained. 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. 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 a dedicated Building Safety and Compliance Team, backed by comprehensive policies, procedures and bespoke BI reports.

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. An assessment for any HHSRS hazards is included in all stock condition surveys.

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.

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

An assessment of customers’ needs is made at the point of reporting a DMC matter and works are prioritised where any potential vulnerabilities are identified / advised that could be impacted by DMC in the home. Timescales for completing certain types of DMC works, including mould washes has been increased to ‘urgent’.



Working collaboratively with Neighbourhood Services Teams and intra-Group contractors, block inspections and the property M.O.T checks also provide a route for risk identification with any HHSRS jobs, which are tracked through to completion by the Repairs and Maintenance Team and Data and Strategy Team.

Regular cross-team meetings involving the Asset Management Team, Neighbourhood Services 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 and landlord health and safety and promotion of sound health and safety practice.

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.

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

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, including water hygiene checks, passenger lift maintenance, and asbestos surveys (Note: all asbestos remediation works are carried by our intra-Group partner, Amianto Services).

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, OVH 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.	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	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.	This includes input into the High-Rise Building and Fire Safety Residents Engagement Strategy which provides essential safety information and commitments to and keep residents informed of any significant issues or changes impacting block safety.
This includes any additional health and safety risks that may be present or are exacerbated by individual circumstances or any barriers to accessing services.	Through various forums in OVH’s Customer Voice 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.	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, OVH will always consult with customers and ensure their needs are taken into account on programme delivery and where possible design aspects.

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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 the strategy:

- | | | | |
|---|---|---|---|
| <ul style="list-style-type: none">Have appropriate plans and resources in place to ensure the smooth implementation of the first phase of Awaab’s Law, in October 2025 – specific to damp and mould and emergency repairs / works | <ul style="list-style-type: none">Plan and prepare for the second and third phases of Awaab’s Law, on the wider HHSRS requirements, to go live in 2026 and 2027Improve no access across the various property compliance and landlord health and safety areas, taking legal action where required | <ul style="list-style-type: none">Continue to work with customer groups within the customer voice framework to identify areas of service improvement that may impact on customer health and safetyExplore available IT software to strengthen current arrangements for managing compliance related follow up actions | <ul style="list-style-type: none">Maximise the full potential of the Twinnedit BIM system to generate up to date Building Safety Case ReportsLaunch the Twinnedit BIM system as the primary system for managing the golden thread of building safety information |
|---|---|---|---|

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

OVH has a number of accessible channels for customer to raise repairs and maintenance requests including:

- Via telephone on 0300 365 1111 - Available between 8am and 6pm on weekdays (excluding Bank Holidays)
- Customers can report emergency repairs to this number 24 hours, 7 days a week (including all Bank Holidays)
- Via the 'My Account' customer portal available via the OVH website – (including interactive repairs diagnostics tool for accurate reporting)
- Via email to: enquiries@ovh.org.uk
- Via post to: One Vision Housing, PO Box 891, Orpington, BR6 1LY
- Via contact with any OVH member of staff during normal working hours

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

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

- **Emergency Repairs**
OVH will complete works or make safe within 24 hours
- **Urgent Repairs**
For urgent repairs, OVH will respond and complete works within 5 working days (7 calendar days)
- **Routine Repairs**
OVH 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 OVH will endeavour to resolve issues as expediently as is 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), OVH will complete certain routine repairs, such as damp and mould on a faster timescale e.g. mould washes within five days of reporting.

OVH will also prioritise works 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, OVH's Repairs Standard has been reviewed which sets out the expected levels of service and customer care in line with the Better Social Housing Review recommendations. OVH will work with customers on keeping the standard under review.

Where OVH intends 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

OVH 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, OVH has in place a dedicated outbound survey team as part of its customer experience function.

These surveys also allow for early identification of any issues and the implementation of contingency plans and mitigation measures.

Performance in meeting all repairs, maintenance and planned work timescales is monitored daily by the Asset Management Team and reports are provided to EMT, Board, involved customers via the Customer Voice engagement mechanisms and all customers via the OVH 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, OVH is able to agree with the customer at the point of first contact a convenient date and timeslot for the works to be completed.	is considered during job scheduling e.g. avoiding school run periods or medical appointments.	This 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.	customer needs 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.
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.	The information is also passed onto operatives / teams 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.	The same system is used for sending SMS reminders when a job is raised and at 48 hours / 24 hours before the appointment date and time.	To prevent any hold-ups in programme delivery on planned works, OVH will, as with all property maintenance workstreams deploy its 'no access' procedures. 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.
As part of improved processes associated with the operation of the Vulnerable Persons and Reasonable Adjustments Policy, OVH will determine if any alterations to service are required to suit individual customer needs and this information	To improve the advance notification / customer reminders of when repairs appointments are due and in line with customer suggestions for service improvement, OVH have invested in a digital customer engagement platform.	For all planned improvements and some programmed works where there is a longer lead-in period than on reactive repairs and maintenance, OVH will conduct pre-entry surveys (assessing	

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, OVH 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.	inspection will be carried out and remedial works ordered, if required. An assessment for any HHSRS hazards is included in all stock condition surveys.	Neighbourhood Services Team and our intra-Group repairs and maintenance contractor through ah-hoc or planned visits to our residential blocks.	Any repairs, maintenance or planned improvement works raised for communal areas is tracked through to completion by the Repairs and Maintenance Team, unless raised through a property compliance or landlord health and safety visit, which will be managed by the Building Safety and Compliance Team.
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.	A comprehensive programme of block inspections is also in place, these inspections are undertaken by the Neighbourhood Services Team on a quarterly basis, with any matters arising dealt with through raising a job or tenancy management support / action.	We have conducted several 'toolbox talks' sessions to ensure our contractors operatives are aware of the types of communal area / property condition issues to report, this is in addition to other reporting requests, such as safeguarding concerns.	OVH 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.
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	Additionally, our property compliance and landlord health and safety programme includes specific inspections, testing and assessments of communal areas, including asbestos re-inspections, electrical testing, lift inspections (where present) and fire risk assessments.	OVH 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.	
	Visual reports on condition for any issues in our communal areas is also provided by the		

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

OVH works closely with a number different customer led forums within its Customer Voice engagement mechanisms to determine service standards and performance issues to ensure the service meets expectations and delivers value for money.	Where OVH 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.	When OVH 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 commission external consultants to provide independent assessments of the Term Partnering Agreement (TPA) that OVH has with its intra-Group partners. This ensures the TPA provides value for money both to OVH and its customers in the delivery of repairs, maintenance and planned works.
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Repairs, Maintenance and Planned Improvement Actions

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

- OVH 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
- Prior to phase one implementation of Awaab’s Law, OVH will review repairs timescales to reflect the required targets
- 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 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
- 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 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, OVH 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.

OVH'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 OVH Aids and Adaptations Officer and any over £1000 (classed as major adaptations) will require an Occupational Therapist report and recommendation.

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

OVH 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.

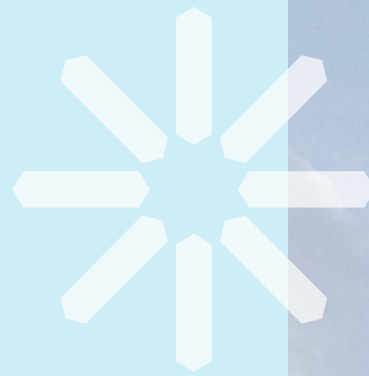
This includes OVH's own budgetary provisions and process for accessing Disabled Facility Grants held by local authorities for major and more substantial adaptations, where required.

OVH 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.

Aids and Adaptations Improvement Actions

The following improvement action has been identified by the Independent Living Team and will be progressed over the course of the strategy:

- Increase the range of minor adaptations available to include sensory aids, where required



06 Performance Quality Standard Compliance

To ensure OVH is doing all that is required to meet the Safety and Quality 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:






Key External Assurances:

- Retained accreditations, including ISO 9001 (process control and management), ISO 45001 (occupational health and safety), Customer Service Excellence (includes listening to and acting on customers views in service delivery as part of the assessment criteria), Customer Contact Association (demonstrating excellence in handling customer service requests)
- Achieved ten consecutive Royal Society for the Prevention of Accidents (RoSPA) gold awards since 2015 and several commendations throughout the same period – for demonstrating very high levels of performance, a well-developed occupational health and safety management system and culture, outstanding controls of risk and very low levels of error, harm and loss
- Internal audit plan includes key property compliance and landlord health and safety provisions, and other key asset management functions and services, including the repairs service
- Internal audits and business critical control (BCC) reviews completed in 2023-24 and 2024-25 covering property compliance, the repairs service (including disrepairs), stock condition surveys, net zero carbon, and damp and mould all received positive assurance outcomes
- KPIs and TSMs are tracked via a performance monitoring system and reported to EMT and Board regularly
- Deep dive audit completed annually by an external independent consultant on all key property compliance and landlord health and safety areas, with the most recent audit completed in February 2025 providing a mix of ‘full’ and ‘substantial’ audit outcomes.
- Sustainability Index and methodology externally verified by Savills
- Benchmarked performance across a range of measures with peer providers of similar size across the Northwest and also nationally. The full year results for 2023/24 show OVH as very strong performers across all asset management and property compliance service areas.
- Regular benchmarking and VfM reviews on the TPA by the central Procurement Team, with Phase One completed and reported to Board in December 2024 and Phase Two due for completion in March 2025. Findings to date indicate the TPA provides good VfM for OVH and its customers
- Ahead of the ‘Competency and Conduct Standard’ of the Regulatory Framework commencing, OVH have assessed which job roles within the asset management function will be required to undertake housing management professional qualifications and will keep this under review until final details are confirmed

Key Internal Management Assurances:

- Dedicated resources in place to manage the day to day service delivery of all asset management functions and provisions
 - Status of stock condition surveying programme and OVH’s decent homes position tracked via internal performance management system with weekly review by the asset management leadership team
 - The Risk and Assurance Committee receive a comprehensive annual general health and safety update alongside any internal audit / BCC review reports that have been completed on the asset management service
 - Robust and comprehensive systems in place, supported by bespoke BI reports to record all property compliance and landlord health and safety requirements, recording of results and outcomes, including raising and tracking works with real time monitoring
 - In addition to regular performance reports, risk and financial updates covering the asset management service, the Board also receive comprehensive update reports for property compliance / landlord health and safety, investment outturn and sustainability, aids and adaptations, and repairs and maintenance
 - Customer Care Charter developed with customers and quarterly performance reports provided via the website, with consistently excellent performance against challenging targets in a range of measures including percentage of calls resolved at first point of contact
 - Support by The Sovini Group Health and Safety Team, who provide regular advice and training to the Asset Management Team and assist in the design of control measures for staff safety / on-site working practices
 - A suite of performance measures in place to oversee the delivery of repairs, maintenance and planned improvements service which is monitored by responsible managers / teams and reported to EMT and the Board
 - Quarterly block inspections completed by the Neighbourhood Services Team supporting by internal processes and feedback by intra-Group contractors
 - Decisions on major adaptations reviewed by an expert internal panel ensuring they meet customers’ needs and represent good value for money for the business
- 

07 Asset Systems and Property Performance

OVH 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 OVH will improve the approach to the collection and manipulation of data relating to property attributes, performance and connectivity of systems / automation of processes.

Asset Management Systems

In 2024-25, OVH carried out a procurement exercise and awarded a contract extension for the Asset Management System provider (Promaster). This extension includes upgrades to current software and will be accompanied by a 'health check' to ensure modules, including stock condition, compliance servicing and energy are working as efficiently as possible. The health check is planned to commence in April 2025.

OVH also utilises the Oneserve workflow management and job scheduling system to support delivery of all aspects of the asset management function. With clear data

transfer to the asset management system and full mobile working capabilities.

OVH have introduced a BIM system (Twinnedit) to ensure that the 'golden thread' of building information is held digitally and is available to all relevant users throughout the building's design, construction and occupation.

The BIM system is equipped with safety-specific data, including information about construction materials, equipment and access points. This information forms part of our Building Safety Case reports for high rise buildings.

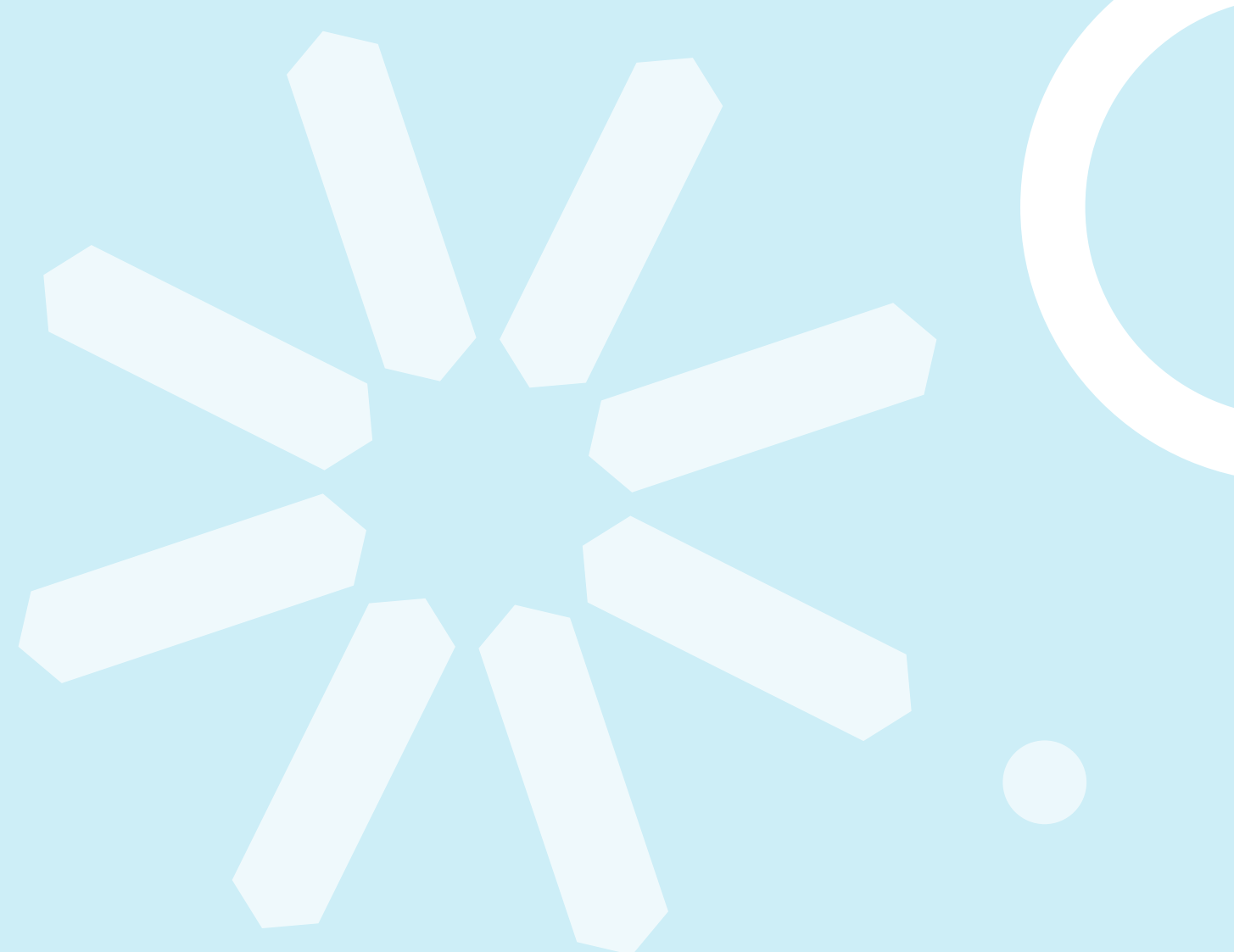
Property Performance

OVH has recently carried out a review of the Sustainability Index following the Savills critical friend review over the course of 2024-25. 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 AMSG, with any decisions taken to EMT and the Board.

OVH 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).



09

Links to wider Strategies

Carbon Reduction and Environmental Management

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

In summary, the Strategy outlines plans to ensure all properties reach EPC band C or above by 2030 with support from external grant funding, where possible.

All actions on property energy efficiency improvement are guided by the 'fabric first approach' and customers who are at risk of fuel poverty.

In essence this involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical building services systems. This can help to control capital and operational costs, improve energy efficiency and lower carbon emissions whilst reducing ongoing maintenance costs.





Development

OVH 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:

- Delivering high quality and affordable homes for customers in both new and existing neighbourhoods
- Strengthening our business plan through increasing asset numbers and maximising income
- Build and design outstanding homes and places for our customers, building homes faster and efficiently in those areas of greatest demand
- Facilitate a long-term pipeline of development land, in targeted locations which enables us to satisfy housing need
- Contribute to the Group Environment Strategy objectives
- Maximise our resource and borrowing capacity to increase housing delivery, including the re-investment of the profits generated in self-building our own homes
- Encouraging site development with a mix of tenure types and innovations in construction
- Working alongside other Group Companies to achieve the maximum value for money
- Increase our knowledge base across the North-West in relation to customer demand and market conditions



Stakeholder Engagement

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

OVH 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 OVH asset management functions, OVH will deliver the following objectives and key actions:

Objective

Ensure effective consultation on repairs, maintenance and planned improvements

Actions and Outcomes

- Where OVH intends to carry out planned works / property improvements it will consult with customers via an appropriate and preferred method of contact, where appropriate to do so, 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
- OVH will continue to work closely with its customers on keeping its policies and processes that are relevant to repairs, maintenance and planned improvements under review and on constantly improving standards of service delivery

Objective

Ensure effective customer engagement for health and safety, including high rise building safety

Actions and Outcomes

- Via the established customer engagement mechanisms including Customer Scrutiny and Service Review Groups, OVH will continue to engage with its customers on all aspects of property compliance and landlord health and safety provisions
- OVH continues to meet and discuss building safety matters with customers living in our high-rise buildings, at the quarterly High-Rise Living and Building Safety Group and works with them on maintaining a High-Rise Building & Fire Safety Resident Engagement Strategy

Objective

Ensure effective customer engagement for aids and adaptations

Actions and Outcomes

- Over 2024 we 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.

10

Risk Management

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

The process for identifying risks that impact on the delivery of effective asset management services is dynamic as OVH 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 OVH 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 OVH.

Within the Risk Register, OVH 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 OVH 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 OVH dwellings as a result of the Grenfell disaster
- Heightened risk exposure to the structure of two OVH blocks due to Unstrengthened Large Panel Systems

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.

The OVH Board are responsible for defining the risk appetite and this responsibility is outlined within the Corporate Governance Framework. The OVH Risk appetite statement confirms:

- 100% compliance for Gas Servicing, Fire Risk Assessments, Asbestos Reinspection, Legionella Assessments, Electrical Assessments and Lift Inspections
- 100% Decent Homes Standard

Risk Grouping and Assurance Ranking

OVH Risk Owners consistently and effectively review the key controls assigned to their risks and they manage and maintain levels of assurance within the thresholds set out below.

Property Compliance, Landlord Health and Safety, Repairs, Maintenance and Planned Improvements
- In exercising our duty of care to users of our services and the buildings under our control, we will maintain high standards of Landlord Health and Safety and repairs related services, with the management of safety and repairs risk focused on prevention and mitigation of harm. A high to very high assurance ranking is required.

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.

