orbit

Asset Management

Strategy



orbit.org.uk

Introduction

At Orbit, we recognise that every property we own is someone's home. Our role is not just to maintain buildings, but to ensure our customers live in homes that are safe, warm, high-quality and affordable, and places they are proud of.

This Asset Management Strategy is a core component of our 2030 Strategy, translating our corporate ambitions into a clear plan for how we manage, invest in and improve our homes.
It provides the delivery framework for achieving our commitments to:

- Providing amongst the best customer experience of any housing association in the country
- Maintaining good quality, safe and affordable homes that our customers love
- Delivering new and regenerated homes to improve our portfolio and tackle the housing crisis
- Continuing our 2030 and 2050 decarbonisation plan and supporting customers in the transition to net zero
- Building our strong relationships with government and Homes England to support future plans for new and regenerated affordable homes delivery
- Optimising our geography and creating an efficient structure, so we can help more customers

We are a data-led organisation. We know our homes, we understand our risks, and we are clear about where we need to improve. This strategy sets out how we will act on that over the next five years.



Our 2030 Strategy Overview



Our Operating Environment

We operate in a changing and increasingly demanding environment.

Expectations of housing providers have risen significantly through the introduction of the revised Consumer Standards, Awaab's Law, the Building Safety Act and the forthcoming Decent Homes Standard review. At the same time, the transition to Net Zero is reshaping how we invest in and manage our homes.

This means we must:

- Understand our homes in detail
- Maintain full compliance with safety requirements
- Show how customer feedback shapes our decisions
- Deliver more energy-efficient homes
- Plan for the long-term future of our homes

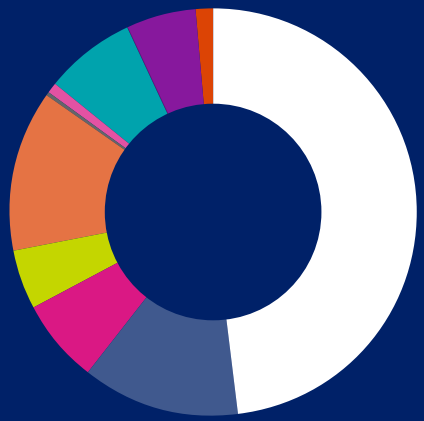
We monitor these changes closely and adapt our approach to ensure we remain compliant, customer-focused and forward-looking.



Understanding Our Homes

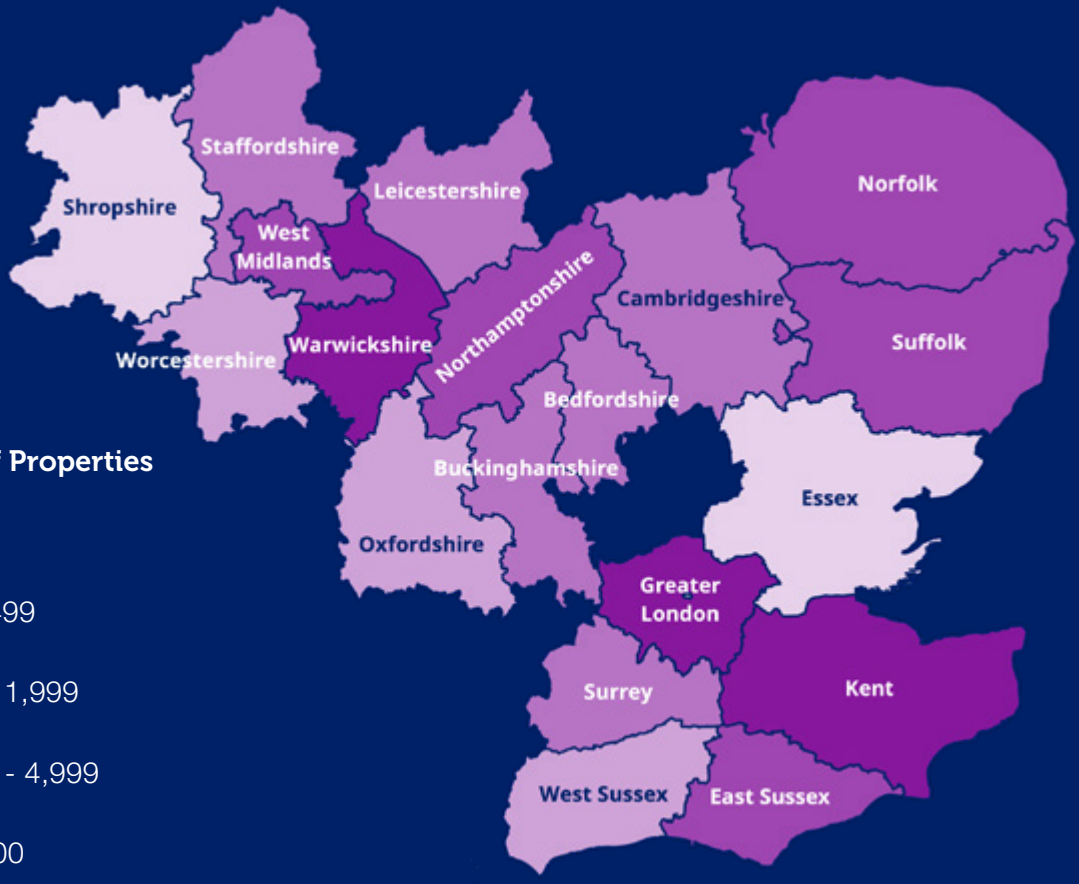
We manage around 47,000 homes and assets across England, spanning a diverse portfolio of general needs, shared ownership, supported housing and leasehold properties.

Our Portfolio



- Social Rent General Needs **24,352**
- Affordable Rent **6,398**
- Supported Housing **3,434**
- Leasehold **2,391**
- Low Cost Home Ownership **6,369**
- Market Rent **195**
- Non Social Leasehold **451**
- Retained Freehold **3,556**
- Commercial Units **12**
- Garages **2,829**
- Other **659**

Orbit Homes by County



Number of Properties

- 1 - 49
- 50 - 499
- 500 - 1,999
- 2,000 - 4,999
- > 5,000

Data-Led Asset Management

We use data to drive all major asset decisions.

Our bespoke Thriving Communities Scorecard (TCS) helps us understand how our homes and neighbourhoods perform. It uses a range of weighted indicators, including asset condition, repairs, complaints, energy performance, customer satisfaction and neighbourhood factors to identify where outcomes are poorest and where investment is most needed.

Alongside this, we use the Savills Asset Performance Evaluation (APE) tool to assess the financial and strategic performance of our assets. This supports structured decisions on whether to invest, improve, regenerate or dispose of assets.

Damp, Mould and Condensation (DMC) data is used to monitor our performance, identify emerging damp, mould and condensation risks, and target investment by area or property archetype. This supports a proactive approach to reducing customer exposure to hazards, strengthening compliance with Awaab's Law requirements, and ensuring that risks are identified, prioritised and addressed within required timescales. We bring this data together through Power BI dashboards, which provide a single, real-time view of performance across our homes. These dashboards are used by operational teams, management and senior leaders to monitor performance, identify risks and support decision-making.

To ensure confidence in our decisions, we operate a structured approach to data quality and assurance. Asset data is validated through a combination of stock condition surveys, compliance inspections, EPC assessments and operational data reviews. We regularly undertake data quality checks, exception reporting and reconciliation exercises to identify gaps, inaccuracies and emerging risks. Independent validation is used where appropriate, and data quality performance is monitored through our governance framework.

This means our data is not just reported - it is actively used to manage performance and drive improvement and investment. However, we recognise there is room for improvement; improving the quality of our homes, using robust and accurate data, to make well informed decisions is our priority. As part of our Everyday Excellence transformation and Data Strategy, we will continue to strengthen data integrity and improve system controls.



Densification and Portfolio Optimisation

We are reshaping our portfolio to improve performance and efficiency.

Our densification strategy focuses on increasing the number of homes we manage within defined areas, reducing isolated assets and improving service delivery.

We've introduced a new neighbourhood model, with officers responsible for patches of around 650 homes. This improves accountability, strengthens local knowledge and enables a more proactive service.



Alongside this, we actively manage disposals and acquisitions. Homes that no longer meet our long-term objectives are considered for disposal, with proceeds reinvested into existing homes and regeneration. These decisions are informed by both the TCS and APE tool, ensuring that we balance efficiency with customer outcomes and community impact.

We use to inform acquisition, disposal and investment decisions. The maps illustrate areas target portfolio shape and where we have identified opportunities to strengthen our presence in defined areas and reduce isolated assets.



Melville House,
Stratford-upon-Avon

Customer Experience and Insight

Customers are central to how we manage our homes.

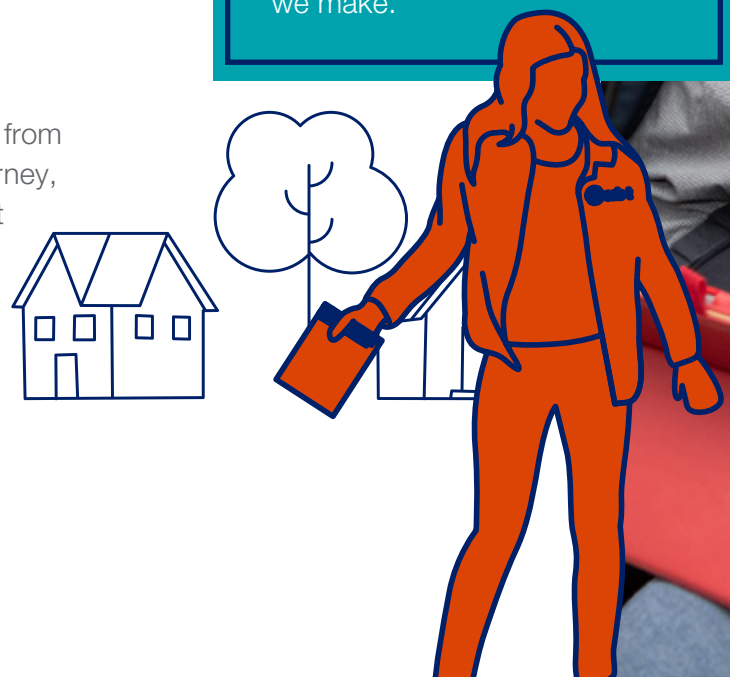
Our repairs satisfaction is currently 71%, with real-time satisfaction at 90.8%. While improving, we know this is not yet where it needs to be.

Our use of customer insight and segmentation is being strengthened to better understand and respond to the diverse needs of our customers. This includes the development of customer personas, which enable us to tailor our services and investment decisions to reflect different customer groups, support needs and preferences.

Alongside this, our Voice of the Customer (VoC) approach brings together feedback from multiple sources across the customer journey, including surveys, real-time service insight and thematic analysis of complaints and service requests.

Our aim is clear: to improve satisfaction, respond faster and ensure customer feedback directly shapes what we do.

We're committed to improving overall customer satisfaction to above 80% and ensuring that customer feedback is clearly reflected in the decisions we make.







Case Study **Walsgrave Gardens**
– Using Data and Insight to Inform Investment

Walsgrave Gardens is a 98-home estate in Coventry. Triangulation of asset data, repairs history and customer insight identified a clear misalignment between recorded performance and the lived experience of customers.

Customer feedback highlighted concerns relating to safety, parking and antisocial behaviour, while a targeted analysis of repairs data identified systemic issues, with 50% of homes reporting door defects and 60 of 67 homes reporting roof leaks over a five-year period.

This evidence demonstrated that key building components were not performing as intended in practice, with factors such as insulation limitations, ill-fitting doors and obsolete roofing materials contributing to reduced thermal comfort.

A detailed review was undertaken and investment plans refocused to a place-based model, shifting from primarily environmental improvements to a more balanced approach combining property-led interventions alongside targeted public realm works, including roof replacement and door upgrades.

This approach strengthens the targeting of investment and is expected to reduce repeat repairs demand over time, while ensuring that decisions are aligned to both asset need and customer experience.

Customer consultation generated 26 formal responses, providing valuable qualitative insight, although not fully representative of the wider customer base. Further targeted engagement is planned to strengthen the evidence base and support final decision-making and the outcomes will be measured and used to inform our strategy.

This case demonstrates how we use data to challenge assumptions, identify performance gaps and maintain a clear line of sight from insight to investment decisions.

Supply Chain

Our supply chain will be fundamental to delivering the homes, services and customer experience we need for the future. We're not simply refreshing existing arrangements; we're undertaking a full rebuild of our supply chain strategy from first principles. How we design, procure, manage and partner across repairs, compliance, planned investment, regeneration, decarbonisation and future service delivery.

This means designing a supply chain around the needs of the future rather than the constraints of the past. We're developing a dedicated property supply chain strategy that gives us the right balance of scale, resilience, specialist capability, local knowledge and flexibility, with stronger routes for SMEs and specialist providers to contribute alongside larger strategic partners.

Our ambition is to create a high-performing, future-ready and customer-centred supply chain that is built on true partnership, clear accountability and service excellence. We will set clearer expectations for quality, safety, responsiveness, customer care, social value, innovation and value for money, supported by stronger contract management and performance insight.

This approach will help us improve consistency, respond more effectively to changing demand, build capacity in the market, support local economic participation through SMEs, and ensure our supply chain can deliver excellent services for customers and long-term asset outcomes.



Investing in Our Homes

A long-term, data-driven investment programme is in place, that ensures our homes remain safe, compliant and fit for the future, while delivering value for money and improved outcomes for our customers.

Our approach to investment is underpinned by a clear 30-year asset investment plan, aligned to our business plan and informed by robust stock condition data, lifecycle modelling and financial planning. This enables us to understand current and future investment requirements, plan interventions at the right time and ensure the long-term sustainability of our portfolio.

We invest over £100m annually in maintaining and improving our homes, with investment prioritised based on risk, condition and customer need. This includes addressing statutory compliance requirements and safety risks, maintaining Decent Homes compliance and preparing for future standards, delivering energy efficiency improvements aligned to our EPC and Net Zero commitments, and improving the overall quality and performance of our homes.



Our investment strategy is continually reviewed to ensure it provides a sustainable and deliverable plan that balances investment need, risk and affordability. In 2026 our review will ensure it reflects our compliance obligations, emerging regulatory standards including energy efficiency and the Decent Homes 2 Standard alongside our continuing commitment to value for money.

Our investment decisions are driven by a combination of stock condition data and lifecycle modelling, the Thriving Communities Scorecard (TCS), which prioritises homes and neighbourhoods where customer outcomes are poorest, and the Savills Asset Performance Evaluation (APE) tool, which assesses long-term financial viability and supports structured options appraisal.

Decent Homes and HHSRS

We're working towards 100% stock condition coverage by 2027 through a structured survey programme that is managed across a rolling 5-year survey cycle. Any homes that are outside the 5-year cycle will be reviewed as part of a risk-based approach to prioritising stock condition surveys.

Customers are informed about what to expect from a home condition survey to ensure a positive and well managed experience. This supports improved access rates, reduces disruption and strengthens customer confidence in how we manage and invest in our homes.

Our stock condition surveys capture the current condition of homes and compare it to our existing data which informs our investment plans. All surveys include a Housing Health and Safety Rating System Assessment and, where appropriate, an Energy Performance Certificate. External validation ensures that the data we are collecting is comprehensive and accurate. This data ensures that our homes either meet or better the requirements of the Decent Homes Standard. Any homes that do not meet the required standard have works orders raised and actions are tracked.

Investment delivery is closely integrated with our wider programmes, including sustainability, compliance and regeneration, enabling us to coordinate works, reduce disruption to customers and maximise efficiency. We continuously review and refine our plans through ongoing performance monitoring, updated stock condition data and scenario modelling, ensuring that our approach remains responsive to changing requirements, emerging risks and customer needs.



Cherry Orchard,
Henley in Arden

Empty Homes

We're strengthening our approach to reduce turnaround times of empty homes and to improve the quality of homes for our customers.

Our ambition is not only to return homes into rent quickly, but to ensure customers receive a home they are proud of, with an enhanced lettable standard focused on quality, safety and energy performance.

This includes an improved specification, stronger contractor performance and better integration with planned investment programmes.

Structured options appraisal are completed to determine whether homes should be invested in, improved or regenerated, ensuring that resources are directed to where they deliver the greatest long-term value.



Segrave Close,
Kineton

Regeneration and Long-Term Renewal

We recognise that a proportion of our housing stock is ageing and, in some cases, reaching the end of its viable economic and technical life. Continuing to invest in these homes will not always deliver the outcomes our customers need or represent value for money.

We use a 60-year threshold to help identify homes that may no longer be viable. Homes above this age are reviewed in detail to understand whether they should continue to be invested in or considered for regeneration.

Our decisions are based on a combination of data and insight. Our Thriving Communities Scorecard (TCS) is used to identify where customer and neighbourhood outcomes are poorest, the Savills APE tool to assess long-term financial performance, and detailed condition and asset data to understand investment need.

Where investment is high, outcomes are poor, or homes cannot be brought up to modern standards, we will prioritise regeneration over continued investment. Regeneration allows us to replace older homes with safer, higher-quality and more energy-efficient homes, while improving neighbourhoods and maintaining long-term housing supply for future generations.

Alongside regeneration, we will work closely with our Development teams to ensure that asset management priorities inform future investment and growth decisions. This includes supporting the delivery of new affordable homes within our existing communities and, where aligned to our strategic objectives, in selected growth locations. By combining long-term asset intelligence with development planning, we can improve portfolio quality, strengthen our geographic presence and create sustainable communities for the future. This approach directly supports Orbit's 2030 Strategy ambition to build and regenerate around 7,000 homes sustainably by 2030.

Asset management, regeneration and development each play a distinct but complementary role in delivering this objective by ensuring we invest in existing homes, renew places where required and support the delivery of high-quality new homes that meet current and future housing need. Regeneration is a significant challenge across the housing sector.

We are working with government, Homes England and other partners to secure the funding and policy changes needed to support long-term renewal. Our Regeneration Strategy is under development and will set out how we will respond to these challenges, prioritise investment and maintain a rolling regeneration pipeline.



Repairs and Maintenance

Repairs are a key part of customer experience. We're improving our service through our Everyday Excellence transformation programme, which is strengthening systems, processes and performance management.

Our repairs and maintenance contracts are being reviewed to ensure they support the service we want to deliver in the future. This will strengthen our supply chain, set clearer expectations on performance and help us deliver a more consistent service for customers. Alongside this, we are creating an in-house repairs service in the Midlands to give us more control over quality, cost and responsiveness. We know that having more work delivered in-house can improve tenant satisfaction, through a more reliable and accountable service. The in-house team will work alongside our contractors, giving us a more balanced and flexible delivery model that can respond to demand, future legislative and regulatory requirements and support better outcomes for our customers.

Damp and Mould

We take a zero-tolerance approach to damp and mould, recognising that issues such as damp and mould have a direct impact on our customers' health and wellbeing.

We have strengthened our response through improved triage, dedicated teams and better data.

Through our Everyday Excellence programme, we're further improving our systems and processes to support a more consistent, transparent and accountable service, including better workflow management, tracking and reporting. We are also strengthening our data capture and insight, enabling us to identify trends, proactively manage risk and intervene earlier.

Looking ahead, we're continuing to build capacity and capability to meet the full requirements of Awaab's Law, including staff training, clearer escalation routes and improved customer communication.



Safety and Compliance

Keeping our customers safe is our highest priority, and we maintain a comprehensive and robust approach to managing health and safety across our homes.

We operate a structured compliance framework covering all statutory requirements, including gas safety, electrical safety, fire safety, asbestos management, water hygiene and lift safety. Performance is actively monitored through our compliance systems and reported through our CPRO framework, providing clear visibility of performance, risk and emerging issues.

Our approach for our buildings is systematic and risk-based.

Within our portfolio, we own and manage 71 high and medium rise buildings. We are rigorous in our approach to building safety, and we maintain a clear programme of assessment, mitigation and remediation where required across these homes. We have an expert panel in place to advise us on safety and technical matters and ensure customers remain safe while longer-term solutions are progressed.

Our remediation programme is aligned to current government expectations. Our current plans are to complete remediation of buildings over 18 metres by December 2029 and buildings between 11 and 18 metres by December 2031. Alongside this, we continue to review open fire risk assessment actions and the suitability of mitigation measures, ensuring that customer safety remains effectively managed throughout delivery.

This approach gives us clear line of sight from risk identification to delivery, strengthens assurance over a complex area of compliance, and supports our wider commitment to safe, well-managed homes. Developer engagement, internal delivery planning and access to external funding are all being actively progressed to support delivery of the programme.

Our current position demonstrates strong control in higher-risk areas, with 100% compliance in higher-risk buildings and 99.9% across our landlord compliance. Being 100% compliant is really important because it helps us keep our customers safe and make sure their homes are well maintained. To do this, we need to get into customers' homes to carry out safety checks, servicing and any follow-up work. We will work with customers to secure access to their homes where this is needed to meet our legal duties and keep people safe. Our approach will be clear, respectful and proportionate, recognising individual needs and reasonable adjustments, with appropriate records maintained and escalation or legal action used only where necessary.

We are improving data quality, increasing validation and strengthening oversight to ensure we maintain full compliance going forward.

Sustainability, EPC and Net Zero

We are committed to achieving EPC C across all homes by 2030 and Net Zero carbon by 2050.

Over 89% of our homes are already EPC C or above. Our route to full compliance is fully modelled in line with government targets, allowing us to understand cost, delivery and risk.

Our route to EPC C is fully modelled, enabling us to understand the cost, scale and phasing of interventions across our portfolio, align delivery with long-term financial planning, and manage risks associated with regulatory and technical change.

When planning energy efficiency improvements we align a property's route to EPC with planned investment which considers embodied carbon and minimise component write off - supporting a value for money approach.

We deliver a 'no regrets' approach which prioritises customer affordability, bleeding fabric measures with mechanical technology to ensure great outcomes for our customers.



Funding has been successfully applied for, and invested alongside co-funding, through the Social Housing Decarbonisation Fund (SHDF) Demonstrator and subsequent SHDF programmes, alongside Warm Homes funding, to accelerate delivery and build capability, providing valuable insight into effective retrofit approaches and cost optimisation.

We have been early adopters of the Heat Network Energy Scheme (HNES) funding which supports improvement works on communal heating systems. This will ensure Orbit is compliant with incoming regulations whilst prioritising customer affordability.

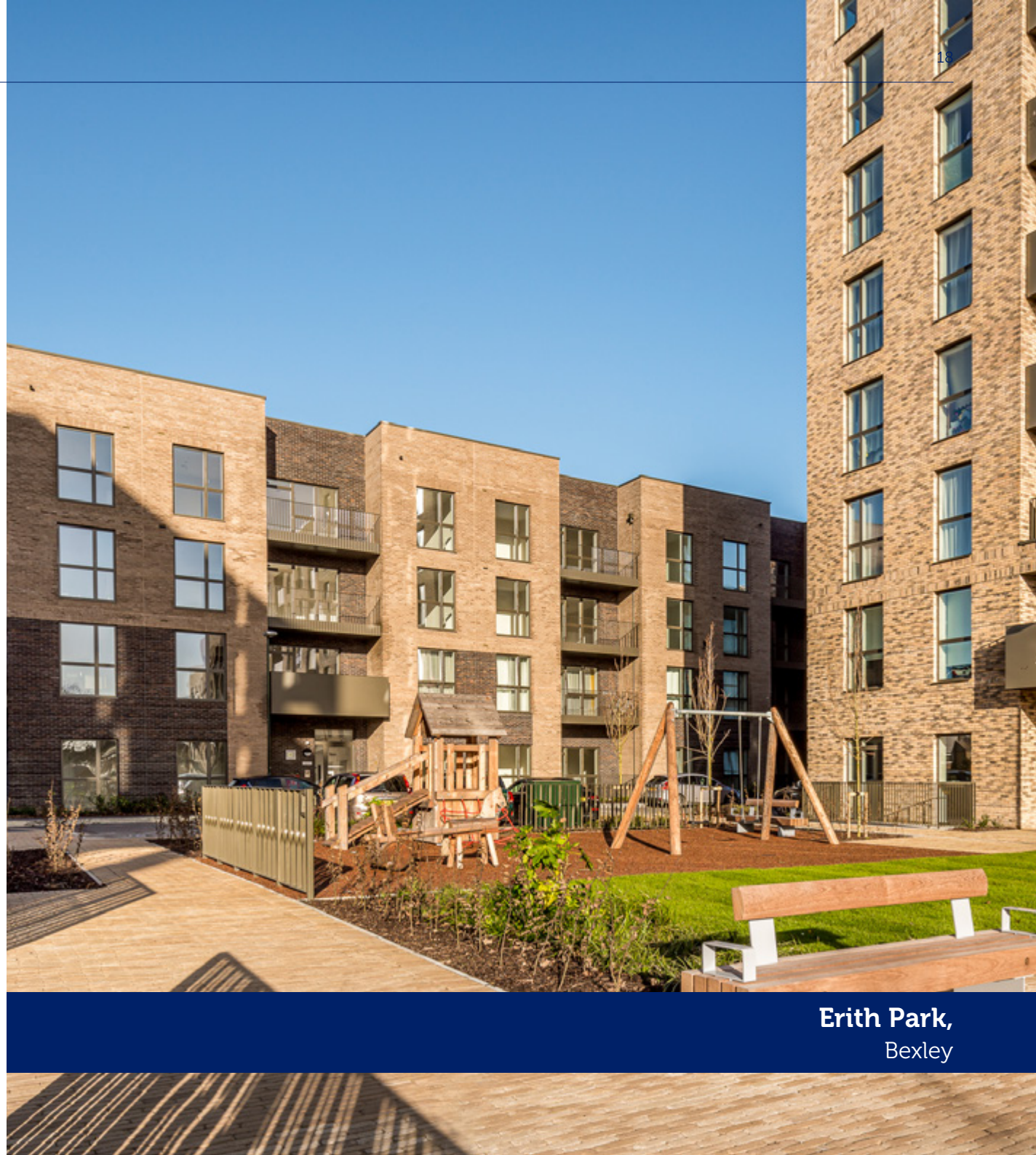
We understand the cost of achieving net zero, the improvements required to our homes and will continue to seek external funding opportunities.

Our property passports bring together energy, condition and financial data for each home. This helps us plan and deliver improvements in a more joined-up way. Over time, decarbonisation will be built into our planned investment as part of day-to-day business.

We know that delivering Net Zero will be challenging. This includes changes in regulation, evolving EPC requirements, funding pressures and the limitations of some of our homes. We manage these risks through ongoing modelling, scenario planning and working closely with government and sector partners.

The climate is changing, climate adaptation is a crucial element to ensuring our homes are comfortable for our customers now and in the future - providing homes that are warmer in the winter and cooler in the summer months.

Sustainability is built into how we manage our homes, ensuring that our investment delivers long-term benefits for our customers, our organisation and the environment.



Erith Park,
Bexley

Managing Risk and Governance

We take a structured and proactive approach to identifying, managing and mitigating risks across our asset base. Asset-related risks are embedded within our corporate risk framework and are regularly reviewed through our governance processes, ensuring clear oversight at Executive and Board level.



Key risks include:

- Regulatory and Policy
- Changes including EPC, Awaab's Law and Decent Homes
- Compliance backlogs
- Increasing demand for repairs
- Cost and supply chain pressures
- Regulatory change

Risks are managed through planning, modelling, investment and strong governance which underpins our approach.

Performance is reviewed monthly by the Executive Team and quarterly by the Board.

Assurance is being strengthened through improved data validation, external validation and audit and reporting, ensuring we have confidence in our performance.

Delivery of this strategy will be monitored through Orbit's governance framework. The Asset Management strategy will be formally reviewed annually to ensure it remains relevant, deliverable and aligned with changes in regulation, customer expectations and business priorities.

Conclusion

At Orbit, our focus is on making sure our homes are safe, well maintained and fit for the future, and that our customers are happy with the quality of their homes and the services we provide.

We are clear about how we are performing today and where we need to improve. We monitor performance and risk through our governance framework, with regular reporting to Executive and Board and clear visibility through our data and dashboards. We have plans in place to address compliance backlogs, improve our data and deliver our investment and sustainability programmes, with progress tracked over time. This means we are not just setting out what we want to do, but showing how we will deliver it, with clear accountability and a focus on continuous improvement. This strategy sets out how we will do that.

We will continue to use our data and insight to target investment where it is most needed and to make informed decisions about our homes. We will strengthen our delivery through programmes such as Everyday Excellence and the development of our in-house repairs service, while continuing to improve how we deliver services for our customers and meet regulatory requirements.

We also recognise the longer-term challenges facing our homes, including the need for regeneration, decarbonisation and ongoing investment. Over the life of this strategy, we will develop our approach further, including the development of a regeneration strategy and continued progress towards EPC C and Net Zero.



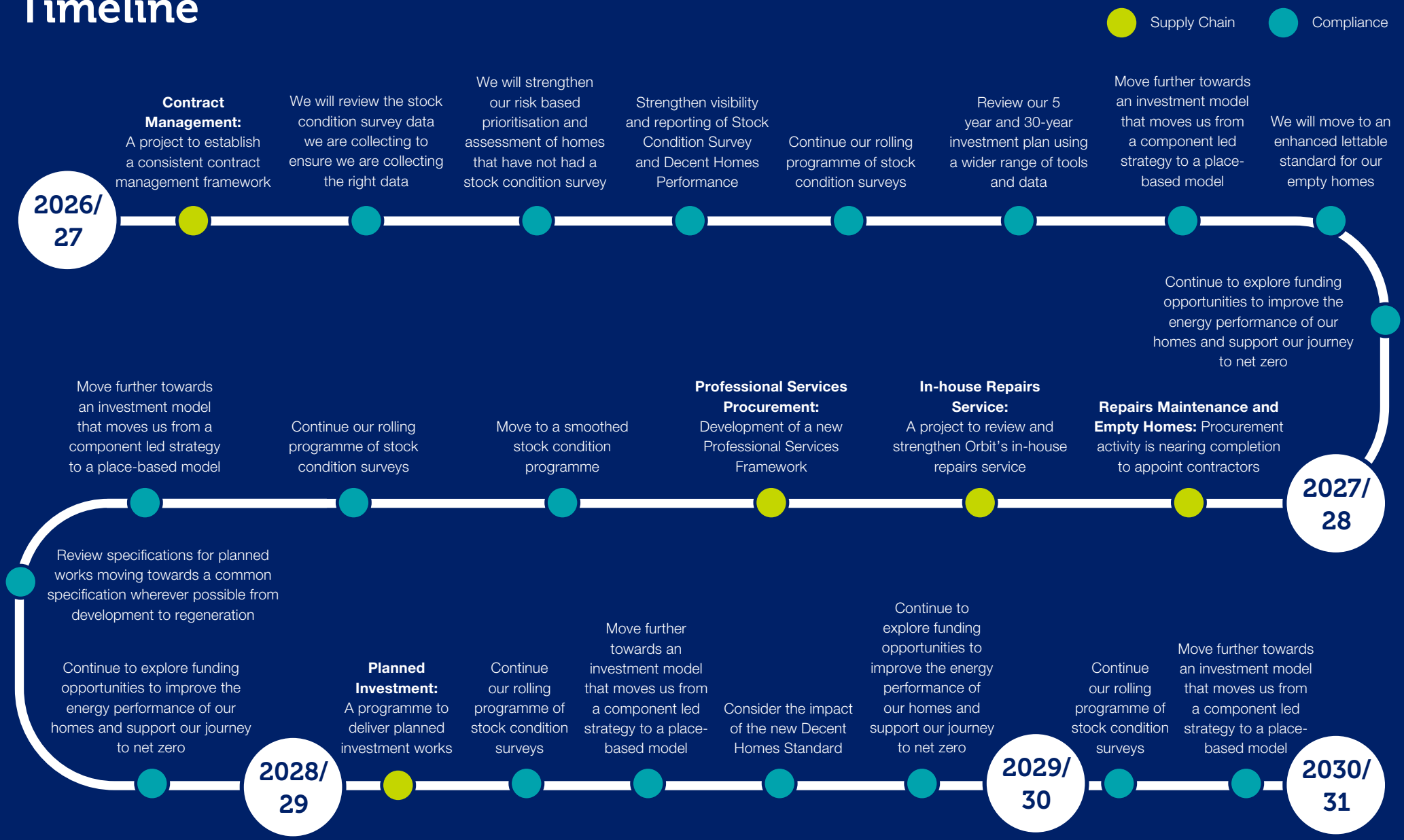
Strategy Bridge

How our strategic actions, organised around five core themes, deliver the outcomes we want for our customers and communities.

Theme	Actions	Desired Outcomes
Maintaining good quality, safe, warm and affordable homes	• Implement the Asset Data Management Strategy to strengthen decisions • Prioritise the 30-year investment plan by risk, condition and customer need • Achieve 100% stock condition survey coverage by 2027 and apply risk prioritisation to inform programmes • Reduce isolated assets through densification • Align decarbonisation with planned investment through property passports and EPC C modelling • Maintain a structured compliance framework • Apply risk-based oversight across our high and medium-rise buildings, supported by expert advice • Deliver remediation by Dec 2029 for buildings over 18m and Dec 2031 for 11–18m buildings • Improve data quality, validation and oversight to sustain compliance	• Good quality, safe, affordable homes • 100% homes meet the Decent Homes Standard • EPC C by 2030, NZC by 2050, alongside delivery of our building safety commitments by 2031 • Robust, data-led decisions • 100% compliance in higher-risk buildings, Ensuring our customers live in safe homes

Theme	Actions	Desired Outcomes
Supply Chain	• Supply chain strategy rebuilt from first principles across repairs, compliance, investment and regeneration • Clearer expectations set for quality, safety, responsiveness and value for money	• A high-performing, future-ready, customer-centred supply chain
Repairs, Maintenance and Empty Homes	• Repairs and maintenance and empty homes contracts under review; • New in-house repairs service created in the Midlands • Zero-tolerance approach to damp and mould, with dedicated triage teams and better data • Enhanced lettable standard for empty homes • Customer personas & Voice of the Customer insight shapes repairs priorities	• A high-performing, future-ready, customer-centred supply chain
Regeneration	• Thriving Community Score, Net Present Value sit alongside key criteria to inform our asset strategy decisions • Regeneration Strategy developed and potential pipeline identified • Field based assessments completed on schemes and places that are identified as potential regeneration sites • Orbit to be leading the conversation on regeneration and lobbying for funding support	• Around 7,000 homes built or regenerated sustainably by 2030

Timeline


Supply Chain
Compliance
2026/27
Contract Management: A project to establish a consistent contract management framework
We will review the stock condition survey data we are collecting to ensure we are collecting the right data
We will strengthen our risk based prioritisation and assessment of homes that have not had a stock condition survey
Strengthen visibility and reporting of Stock Condition Survey and Decent Homes Performance
Continue our rolling programme of stock condition surveys
Review our 5 year and 30-year investment plan using a wider range of tools and data
Move further towards an investment model that moves us from a component led strategy to a place-based model
We will move to an enhanced lettable standard for our empty homes
2027/28
Continue to explore funding opportunities to improve the energy performance of our homes and support our journey to net zero
Repairs Maintenance and Empty Homes: Procurement activity is nearing completion to appoint contractors
In-house Repairs Service: A project to review and strengthen Orbit's in-house repairs service
Professional Services Procurement: Development of a new Professional Services Framework
Move to a smoothed stock condition programme
Continue our rolling programme of stock condition surveys
Move further towards an investment model that moves us from a component led strategy to a place-based model
2028/29
Review specifications for planned works moving towards a common specification wherever possible from development to regeneration
Continue to explore funding opportunities to improve the energy performance of our homes and support our journey to net zero
Planned Investment: A programme to deliver planned investment works
Continue our rolling programme of stock condition surveys
Move further towards an investment model that moves us from a component led strategy to a place-based model
Consider the impact of the new Decent Homes Standard
Continue to explore funding opportunities to improve the energy performance of our homes and support our journey to net zero
2029/30
Continue our rolling programme of stock condition surveys
Move further towards an investment model that moves us from a component led strategy to a place-based model
2030/31



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