

# Asset Management Strategy

2025 - 2030



Connexus

# ASSET MANAGEMENT STRATEGY (AMS) 2025-30

## Purpose and Strategic context

Connexus exists to deliver good quality, safe, and affordable homes that enable people to build secure and fulfilling lives. This Asset Management Strategy (AMS) sets out the strategic framework for managing our property portfolio over the next five years, ensuring alignment with our Corporate Plan and compliance with emerging regulatory standards, including the Social Housing Regulation Act 2023.

## Strategic Objectives

The AMS is designed to:

- Ensure the long-term sustainability, safety, and efficiency of our housing assets.
- Embed Tenant Satisfaction Measures (TSMs) and Consumer Standards into asset planning and delivery.
- Optimise asset performance to support customer wellbeing and organisational resilience.

## Alignment with Corporate Plan

This strategy supports the four commitments of the Connexus Corporate Plan:

- committing to better affordable homes
- driving efficiency and improving services for customers
- Investing in communities, opportunities and skills
- Being a leading voice in rural affordable housing

## Asset Management Priorities

The AMS focuses on delivering the following strategic priorities:

- **Safety and Compliance:** ensuring all homes meet statutory and regulatory standards.
- **Vision and Standards:** defining and delivering good quality benchmarks for our homes.
- **Carbon Management:** reducing environmental impact and improving energy efficiency.
- **Data and Insight:** strengthening data quality to inform investment decisions.

## Strategic Metrics and Targets

Progress will be measured against key performance indicators linked to the Corporate Plan, including (further detail is provided in Appendix 1):

- 100% compliance with the Decent Homes Standard.
- Ensure all homes achieve an EPC rating of A to C within the timeframe mandated by regulation over the course of the strategy.
- Full implementation of Awaab's Law by October 2025.
- 100% of stock condition surveys completed within a 3-year cycle by March 2027.
- 100% survey coverage of non-housing assets by March 2027.
- 75% first-time fix and call resolution rate by March 2026.

- Deployment of handheld technology to internal trades team by November 2025.
- Launch of a customer portal for repairs and safety information by March 2026.
- Delivery of a modern property service with a trial of extended appointment hours by March 2026.

## Governance and Review

This strategy will be reviewed annually and progress reported to:

- Connexus Board (annually)
- Finance and Investment Committee (biannually)

Appendix 2 outlines the detailed action plan, including timeframes and success measures.

## Risk Management

Given the scale, complexity, and long-term impact of our AMS, it plays a critical role in mitigating key strategic risks identified in the Connexus Corporate Risk Register. Specifically, this strategy directly addresses four of the eight current principal risks:

- **Risk 1: Asset Management** — mitigating risks associated with ageing stock, regulatory compliance, and the investment required to meet energy efficiency and net zero targets.
- **Risk 2: Data Quality** — strengthening data integrity to support evidence-based decision-making and accurate reporting.
- **Risk 4: Customer Service** — enhancing service delivery in line with the Corporate Plan and Consumer Standards.
- **Risk 7: Landlord Safety and Quality** — ensuring homes meet health, safety, and quality standards through proactive compliance and investment.

In addition, the AMS contributes indirectly to the mitigation of other strategic risks by supporting:

- **Risk 3: Financial Sustainability** — through efficient asset investment planning and alignment with regulatory expectations (e.g., G&V Standard).
- **Risk 5: Data and Cyber Security** — by improving data governance and system integration.
- **Risk 6: Workforce Capability** — by enabling modern service delivery that supports staff effectiveness and engagement.
- **Risk 8: Development Delivery** — by informing strategic asset decisions that underpin sustainable growth.

This integrated approach ensures that the AMS is not only a delivery mechanism for our organisation's objectives but also a key component of our wider risk management framework.

## Context

Connexus Homes Limited manages approximately 10,500 homes across Shropshire, Herefordshire, and Telford & Wrekin. Our portfolio includes general needs, supported housing, and a growing

number of shared ownership properties. We continue to deliver new homes for rent and shared ownership in partnership with local authorities.

Our stock ranges from modern developments to older homes, with a significant proportion built before 1982. This presents both strategic investment challenges and opportunities, particularly in relation to energy efficiency, compliance, and long-term sustainability.

Operating across both rural and urban areas, Connexus serves diverse communities. This strategy is designed to optimise asset performance, support customer needs, align with our Corporate Plan and regulatory obligations.

## Legal and Regulatory Framework

Connexus's Asset Management Strategy is governed by the following statutory and regulatory frameworks:

- **Social Housing Regulation Act 2023:** Establishes proactive consumer regulation and mandates compliance with updated Consumer Standards and Tenant Satisfaction Measures (TSMs), including safety, quality, and transparency.
- **Regulator of Social Housing – Consumer Standards:** Requires landlords to maintain homes in good repair, conduct safety checks, and ensure safe living environments.
- **Procurement Act 2023:** requires landlords to maintain full compliance, embedding best value and transparency in all procurement activities.
- **Decent Homes Standard (DHS):** Current compliance maintained; strategy will be reviewed upon implementation of DHS reforms.
- **Supported Housing (Regulatory Oversight) Act 2023:** Applies to Connexus's supported housing portfolio, mandating adherence to national standards and local oversight.
- **Building Safety and Fire Safety Legislation:** Compliance with the Building Safety Act, Fire Safety (England) Regulations 2022, and Awaab's Law. Best practice adopted where legislation does not apply.
- **Environmental Legislation:** Strategy aligns with the Climate Change Act 2008, Net Zero Strategy, and Heat and Buildings Strategy to support carbon reduction and energy efficiency targets.

## Asset Management Strategy Vision

To support Connexus's organisational vision of providing *homes you can build a life in*, the Asset Management Strategy aims to:

*"Enable safe, secure, and well-maintained homes through targeted asset investment, supporting thriving rural communities and long-term portfolio sustainability."*



The four pillars underpinning the asset management strategy are: 'Safety and Compliance; Vision and standards; Carbon footprint; Data and Insight'. The four pillars outline how the strategy vision will be achieved as follows:

### 1. Safety and Compliance

#### Objective:

Ensure all homes meet statutory requirements, the Decent Homes Standard, and relevant safety legislation. This includes proactive risk management, regulatory compliance, and safeguarding customer health and wellbeing through robust asset oversight.

#### Key Activities:

**Data-led compliance and lifecycle planning:** Connexus aims to achieve and maintain 100% compliance with the Decent Homes Standard through a data-led asset management approach. Using predictive lifecycle modelling within our asset database, we proactively schedule inspections and interventions to ensure timely replacement of components before end-of-life, minimising risk and maximising value.

**Prioritised investment:** Connexus prioritises asset investment based on statutory compliance, risk mitigation, and lifecycle optimisation. Programming is led by data intelligence and aligned with regulatory standards and customer expectations.

## Strategic investment planning



**Data integrity:** We will enhance data integrity by surveying 33% of our homes annually to ensure our asset data remains accurate, current, and decision ready. Reliable data underpins strategic planning, investment prioritisation, and regulatory compliance.

**Viability framework:** Achieving 100% compliance with the Decent Homes Standard requires a clear framework for assessing asset viability. Disposal is considered only as a last resort, recognising the acute shortage of affordable housing in rural areas. Connexus asset modelling tool supports evidence-based decisions by evaluating financial performance, social value, and environmental sustainability.

**Customer safety** is central to our asset strategy. We maintain rigorous inspection and compliance maintenance regimes, supported by robust reporting mechanisms that ensure oversight and accountability.

**Regulatory readiness:** Anticipating further regulatory tightening, we have established a dedicated teams and implemented a suite of policies to strengthen our compliance position.

**Fire safety programme:** includes reviewing completed risk assessments, developing planned works to address outstanding actions, and delivering a comprehensive fire door upgrade programme.

**Legacy Remediation:** We continue to progress our cladding remediation programme, ensuring affected homes meet safety standards and regulatory expectations.

Detailed actions to deliver this strategic pillar are set out in the five-year action plan (Appendix 2), providing a clear roadmap for implementation, monitoring, and assurance.

## 2. Vision and Standards

### **Objective:**

We will ensure all homes meet the Decent Homes Standard and safety requirements, while embedding proactive compliance and customer wellbeing. Our approach will be inclusive, with customer input shaping investment decisions and services—adapting where needed to support vulnerable customers and reflect lived priorities.

### **Key Activities:**

**Connexus Standard:** We have aligned with the Decent Homes Standard to inform component replacement cycles, ensuring consistency and transparency across our portfolio. As regulations change, we will work with customers and stakeholders to develop this further clearly setting out what customers can expect from their homes.

**Vision for non-general needs:** Connexus will establish a long-term vision for non-general needs homes, supported by a new set of standards and a fully costed investment plan. This will ensure these vital homes remain sustainable, desirable, and responsive to changing needs.

**Customer voice:** We will embed the views of our customers throughout the strategy, enabling scrutiny and input investment decisions and service standards. This inclusive approach ensures homes and neighbourhoods reflect both regulatory requirements and the lived experience of our customers.

All key actions under this pillar are detailed in the five-year action plan (Appendix 2), providing a clear framework for delivery, monitoring, and assurance.

## 3. Carbon Footprint

### **Objective:**

To reduce the environmental impact on our homes and operation we are developing an ESG strategy which will sit alongside the AMS. We aim to embed sustainability into all asset management activities. We will achieve EPC C for all rented homes in line with regulation mandated during the life of this strategy and net zero carbon by 2050, through targeted energy efficiency upgrades, embedding carbon reduction in all our activities climate resilience measures, and customer-centred solutions that support wellbeing and long-term affordability.

### **Key Activities:**

**Sustainable procurement:** All contracts will be designed to minimise environmental impact, prioritising low-carbon materials, efficient delivery models, and local supply chains to reduce emissions and support the regional economy.

**Funding readiness:** We will maintain a pipeline of project-ready schemes to maximise access to external funding, including ECO4 and the Social Housing Decarbonisation Fund (SHDF), accelerating delivery without over-reliance on internal capital.

**Fabric-first retrofit strategy:** We will prioritise insulation and thermal performance upgrades before introducing low-carbon technologies, ensuring long-term energy efficiency and cost-effectiveness.

**Customer empowerment:** We will collaborate with customers to deliver energy-efficiency solutions and offer tailored advice that helps reduce energy consumption and lower household bills—supporting both environmental sustainability and financial wellbeing

**Partnership and collaboration:** We will work with strategic partners to secure funding, share best practice, and scale impact—ensuring our sustainability ambitions are delivered collectively and efficiently.

**Climate resilience planning:** We will assess flood risk across our portfolio, review our development pipeline and implement protection measures where needed, preparing homes and communities for the increasing impacts of climate change.

**Maximising social and environmental value:** Through procurement and partnerships, we will deliver broader benefits supporting employment, digital inclusion, and safe communities while ensuring all investment contributes to Connexus's environmental, social, and economic objectives.

**Trialing innovative technologies:** We will pilot emerging technologies such as smart heating controls, low-carbon heating systems, and advanced insulation materials to support our journey to EPC C and beyond. These trials will inform future investment decisions and help scale effective solutions across the portfolio.

**Fleet transition to low carbon-technologies:** Connexus will begin a phased migration to greener, more reliable vehicle technologies during this strategy. This will involve infrastructure upgrades, operational changes, and fleet renewal to support sustainable service delivery and align with our environmental objectives.

All key actions under this pillar are detailed in the five-year action plan (Appendix 2), providing a clear framework for delivery, monitoring, and assurance.

## 4. Data and Insight

### Objective:

To embed a data-led approach to asset management by harnessing robust property and customer intelligence to drive strategic decision-making, optimise investment planning, and improve service delivery. This includes strengthening stock condition data, modelling asset performance, and ensuring customer insight actively shapes future priorities and interventions.

### Key Activities:

**Embedding data-driven decision-making:** Connexus will ensure that all property and customer data whether collected through surveys, inspections, or feedback is actively used to inform strategic decisions, prioritise investment, and improve service delivery.

**Strengthening stock intelligence:** Connexus will enhance the quality, consistency, and coverage of our stock condition data through a structured programme of surveys and digital updates. This will support whole-life costing, enable accurate forecasting, and inform decisions on investment, disinvestment, or regeneration.

**Asset performance modelling:** Using advanced asset profiling tools, we will model the performance of our homes based on key metrics such as rental income, void loss, maintenance costs, and future liabilities. Net Present Value (NPV) analysis will guide targeted interventions whether reinvestment, conversion, or disposal.

**Customer insight:** We will embed customer voice into our asset strategy through structured engagement and a rolling programme of satisfaction and perception surveys. Insights will be used to shape priorities, improve services, and ensure our homes meet the needs and expectations of residents.

**Harnessing technology and innovation:** Connexus will explore and adopt emerging technologies to enhance data capture, automate analysis, and improve decision-making. This includes digital tools for real-time asset monitoring, predictive maintenance, and scenario modelling.

**Long-term viability reviews:** Alongside routine maintenance, we will undertake strategic reviews of stock viability to ensure our homes remain sustainable, desirable, and aligned with future housing needs.

Detailed actions to deliver this strategic pillar are set out in the five-year action plan (Appendix 2), providing a clear roadmap for implementation, monitoring, and assurance.

## Funding the Strategy

Over the next 30 years, we are committing £992m to asset investment, with £222m allocated within this strategy period to 2030 (including an allowance for Net Zero). With an average stock age of 55 years and 66% over 50 years our homes require sustained, targeted investment to remain safe, compliant, and fit for the future.

We face significant pressures: rising costs of materials and labour, competition for skilled contractors, and increasing regulatory and environmental demands. At the same time, income constraints mean every decision must be underpinned by robust data and a clear framework for resource allocation.

A key early outcome of this strategy is to accelerate the stock condition survey cycle, ensuring our data is reliable and our investment assumptions are sound. This will enable us to:

- Quantify the scale of any catch-up investment required;
- Validate our 30-year maintenance and replacement programme;
- Ensure funding is aligned with strategic priorities, including development and decarbonisation.

Based solely on the age of the asset, the notional lifecycle replacement backlog is estimated at a maximum of £102m. However, we anticipate this estimate will reduce as accelerated stock condition survey programmes and disposal programmes bring clarity on the true need for assets to be replaced based on condition. While our business plan includes funding for existing homes, we will also explore opportunities to secure additional investment such as retrofit grants or sustainability-linked loans where it strengthens delivery and protects long-term value.

## Efficiency and Value for Money

To maximise return on investment, through the life of the strategy, we are delivering a streamlined, digitally enabled asset management service focused on value for money and customer outcomes. With growing pressures from fire safety, decarbonisation, and evolving regulations, we are prioritising spend where it delivers the greatest impact.

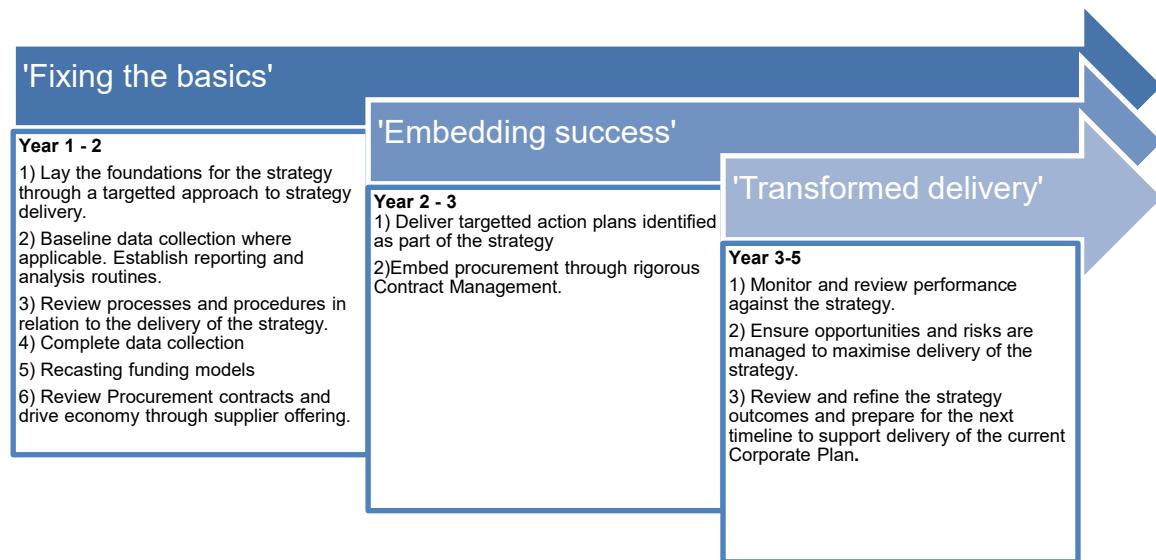
We are re-procuring key contracts through long-term partnerships that reduce mobilisation costs, unlock economies of scale, and support local employment and supply chain —strengthening both delivery and community impact. Our approach is underpinned by robust asset intelligence, enabling us to:

- Target investment where it adds most value;
- Identify and address early signs of obsolescence;
- Plan for regeneration and future-proof our homes.

This ensures we meet the Regulator's Value for Money Standard while maintaining a resilient, high-performing housing portfolio that meets the needs of our customers now and in the future.

## Strategy implementation approach

The asset management strategy will be implemented using the following approach:



## Review of the strategy

The asset management strategy will be continuously reviewed to ensure validity using the following approach:



## Links to other strategies/policies

Adaptations Policy	Investment standard	Disposals Policy
Development Strategy	Planned Maintenance Policy	Tree Risk Management Policy
Waste Policy	Asbestos Policy	Contract Management Policy
Damp Mould and Condensation Policy	Electrical Testing and Inspection Policy	Fire Safety Management Plan
Fire Safety Policy	Gas and Heating Policy	Lift Safety Policy
Lifting Operations and Lifting Equipment Policy	Ventilation Policy	Water Hygiene Policy
Empty Homes (Voids) Policy	Repairs and Maintenance Policy	Procurement Strategy
People Strategy	Vfm Strategy	ESG Strategy
Customer Strategy		

## Version Control

Version	Author	Date Published	Next Review	Comments
1.0	Damian Cassidy / Fleur Whittingham	01 November 2025	31 July 2030	Replaces Homes Strategy 2023 – 2026 to align with revised Corporate Plan

## Appendix 1: Asset Management Strategy Key Metrics

KPI	Y1	Y2	Y3	Y4	Y5
Compliance with the Decent Homes Standard.	100%	100%	100%	100%	100%
Capture of energy (SAP) data on all homes	75%	100%	100%	100%	100%
Ensure all homes achieve an EPC rating of A–C, in line with regulatory requirements, with exemptions applied only where legally permitted. Targets applied assume a 2030 implementation date	45%	55%	65%	75%	80% (less exemptions)
Awaabs Law Compliance	100%	100%	100%	100%	100%
Stock Condition Surveys – Residential (completed within 3 years)	60%	100%	100%	100%	100%
Stock Condition Surveys – Non-residential (5 year cycle)	n/a	50%	75%	100%	100%
First Time Fix Rate	75%	75%	80%	80%	80%
Sustained Customer Satisfaction Levels with Repairs Service	89%	90%	92%	92%	92%
We will have disposed of uneconomic homes (defined by business plan)	100%	100%	100%	100%	100%

Maintained statutory compliance on all of our homes	100%	100%	100%	100%	100%
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