



**Look Ahead**  
CARE, SUPPORT AND HOUSING

**Asset Management**

**Strategy**

**2025 - 2030**

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# Introduction

**This Asset Management Strategy (AMS) sets out Look Ahead's approach to managing, maintaining, investing in, and strengthening our property portfolio over the next five years. It is designed to ensure our assets continue to support the delivery of high-quality, safe, and homely accommodation that meets the needs of our customers across London and the Southeast, while also supporting our commercial ambitions of both financial resilience and sustainable growth.**

**The strategy should be read alongside the organisation's overarching Corporate Plan (2024-2027), which outlines our vision, mission, and strategic priorities. The AMS aligns with Look Ahead's Business Plan, and both supports, and is supported by, other key Look Ahead strategies including the Business Development Strategy (2025-2028) and Disposals Strategy (2024-2027).**

Together, these documents form a coherent strategic framework that guides our decision-making and investment across the organisation. The AMS plays an important role in this framework by:

- **Supporting growth and service development:** Through targeted acquisitions and investment in existing stock, the strategy enables the expansion of services in priority areas identified in the Business Development Strategy.
- **Driving financial sustainability:** By identifying underperforming assets for disposal and reinvesting proceeds into higher-performing stock, the strategy contributes to the financial goals set out in the Business Plan and Disposals Strategy.
- **Ensuring compliance and safety:** The strategy embeds regulatory compliance and health and safety standards across our housing portfolio, in line with our corporate commitments and legal requirements.
- **Enhancing customer outcomes and satisfaction:** Through planned maintenance, responsive repairs, and stakeholder engagement, the strategy ensures our properties remain fit for purpose and aligned with customer needs.

This strategy has been developed in consultation with internal stakeholders and reflects the priorities of the Senior Leadership Team and Board. It is underpinned by performance metrics, risk management protocols, and governance arrangements as outlined in the ARC Internal Controls and Board and Committee Standing Orders.



# Executive summary

Look Ahead manages a diverse portfolio of properties encompassing a range of ages, construction types, specialisms, and tenures, including purpose-built flats and maisonettes, rooms, street properties, and converted homes.

Every landlord has a legal duty to keep their properties safe, well-maintained, and fit to live in (Landlord and Tenant Act 1985). For Registered Providers (RPs), there is an extra layer of responsibility: making sure every home meets the Decent Homes Standard.

To be considered "decent," a home must tick four key boxes:

- **Safe to live in** – No serious hazards like structural risks, fire dangers, or unsafe electrics.
- **In good repair** – Key features like the roof, windows, and heating systems must be sound and working properly.
- **Modern and functional** – Homes should have up-to-date kitchens and bathrooms, with enough space and proper layout.
- **Warm and energy-efficient** – There must be effective heating and insulation to keep the home comfortable year-round.

These standards are designed to ensure tenants live in homes that are not just habitable, but genuinely safe, comfortable, and well-equipped for everyday life.

Under the Safety and Quality Standard effective from 1 April 2024, RPs must maintain an accurate, up-to-date, and evidenced understanding of property conditions to ensure homes are safe, well-maintained, and of good quality. This requires:

- A physical assessment of each home to record its condition at the individual property level.
- Use of this data, alongside housing management and repairs records, to inform service delivery.

Effective asset management is central to Look Ahead's business. Our Asset Management Strategy (AMS) is a key part of our business planning, guiding how Look Ahead maintains and manages the property assets in line with sector changes and our organisational values.

The strategy sets out our approach to maintaining Decent Homes standards, integrating all maintenance activities – including capital projects, planned and cyclical works, responsive repairs, and voids – to support preventative maintenance and long-term value for money. It also informs decisions on which homes to retain or dispose of, based on viability.

Growth is another strategic aim, pursued in a way that aligns with our broader corporate goals.

## AMS Core Themes:

- **Stock investment:** Maintain and improve homes to meet regulatory, resident, and environmental standards.
- **Active asset management:** Optimise or repurpose underperforming assets to support financial sustainability.
- **Supporting wider objectives:** Ensure asset decisions align with our mission and service delivery goals.

## Delivery framework:

The AMS is delivered through a plan underpinning implementation and accountability, ensuring our homes remain viable, sustainable, and aligned with resident needs and our long-term strategy by undertaking the following actions:

- 1. Data analysis:** 30-year forecast based on full asset data
- 2. Sustainability assessment:** Understand stock by financial and social performance
- 3. Investment planning:** Prioritised five-year plan reflecting service and growth needs
- 4. Business integration:** Aligns with compliance, repairs, housing and growth
- 5. Delivery framework:** Implementation and monitoring of works
- 6. Performance review:** Track delivery against cost and strategic targets

This plan applies to all housing stock owned by Look Ahead, which is central to achieving our vision and strategic goals. Understanding asset performance is therefore essential to ensure sustainable investment that meets legal, regulatory, and supported housing objectives.



# Mission, vision, values and strategic objectives

## Mission

Building better lives through social care and housing in local communities.

## Vision

We co-design and deliver services that offer innovative social care solutions and support people to thrive.

## Values

- We are **caring** and **compassionate**.
- We are **inclusive** and **trusted**.
- We focus on **excellence** and **innovation**.
- We work in **partnership** and are **one-team**.

## Strategic Objectives to deliver the vision:

- We will co-design and deliver high-quality, innovative services that deliver positive outcomes for our customers.
- We will maximise opportunities for planned and sustainable growth in priority service areas.
- We will be financially strong, enabling sustainable investment in our services, properties, and people.
- We will deliver and maintain high-quality, safe, and homely accommodation, that meets customers' needs and maximises use of our assets.

# Asset management objectives

## Strategic priorities

Effective asset management offers benefits such as improved financial performance, risk management, service quality, compliance, social responsibility, reputation, sustainability, and efficiency.

This strategy outlines our key priorities for managing our asset portfolio.

The AMS outlines how each objective will be delivered in practice.



**Stock data and investment need** Develop a clear understanding of our assets and required investment through scenario modelling to meet strategic, legal, and regulatory requirements.

**Active asset management** Assess financial and non-financial performance to manage assets efficiently and effectively.

**Investment planning** Plan asset investment that is predictable, affordable, and aligned with standards and priorities.

**Maximise returns** Adopt an integrated approach to optimise both financial and social returns from the portfolio.

**Delivery** Implement the investment plan to ensure value for money.

**Affordability** Demonstrate the plan's long-term affordability and viability.

# Stock condition and performance

Our goal is to understand investment needs across our asset base to support strategic aims, ensure compliance, maintain income, and guide long-term planning. This includes maintaining accurate asset data, forecasting future needs, and aligning funding accordingly.

## Asset data

Asset data is managed in the Asprey system, which records all major building components, when major repairs and component renewals are required and the estimated costs.

Linked to Asprey, Look Ahead uses Sava Intelligent Energy to support zero-carbon planning, as it calculates energy performance and improvement measures using minimal input data, based on our EPC data and the national RdSAP methodology. It also enables setting carbon or cost-based targets, assessing resident impact, and avoiding unnecessary spend through precise improvement planning.

## Stock condition data

Stock condition data underpins business planning and asset decisions, enabling accurate resource planning, efficient procurement, and value for money. Look Ahead operates a five-year survey cycle, with 87% of stock surveyed by the end of 2024/25 (90% excluding non-residential areas).

Data quality is ensured through automated updates, health checks, and third-party validation. Survey results are uploaded within seven days, and planned works are recorded at completion. Pre-works surveys help refine component lifecycles, maintaining accurate, current asset data.

## Legal and regulatory standards

Look Ahead reports on the stock data to evidence compliance with:

- Decent Homes Standard (DHS), including HHSRS Category 1-rated hazards and monitoring to removal, which is an automatic DHS failure.
- Safety and Quality Standard: Safety, Quality and maintenance obligations
- Key Compliance Areas: gas, water hygiene, fire, electrical, asbestos and lifts

Our investment and maintenance plans ensure continued compliance, in tandem with our day-to-day management of unforeseen concerns. An area of focus would be the improvements introduced to effectively manage HHSRS concerns, by implementing a robust inspection and reporting regime via stock condition and planned works surveys, home visits and repair callouts. Look Ahead maintains detailed records of assessments and prioritise the swift resolution of any identified Category 1 hazards within statutory timelines.

The Government published its policy statement on the reformed Decent Homes Standard (DHS) in January 2026, representing the first major update since 2006. The revised standard moves away from age-based measures, replacing them with an assessment based on condition, safety and performance, reflecting modern expectations of housing quality and resident wellbeing.

The reformed DHS introduces five core criteria, including requirements for homes to be free from the most serious health and safety hazards; for key components such as kitchens and bathrooms to be maintained in a reasonable state of repair based on condition rather than age; for safe and functional core facilities, including window restrictors where there is a risk of falls; for reasonable thermal comfort through controllable and efficient heating systems; and for a standalone requirement to prevent and address damp and mould. The standard also aligns with the Government's Minimum Energy Efficiency Standards (MEES).

# Stock condition and performance

The reformed Decent Homes Standard will become a regulatory requirement for social housing by 2035 at the latest. Look Ahead responded to the Government's consultation and will continue to align its asset management, compliance and long-term investment planning with the direction set out in the policy statement, taking account of further guidance as it is issued.

Proactive maintenance, clear escalation procedures, and regular staff training are critical to ensuring compliance and protecting tenant safety, as are the Property Performance KPIs – shown below – which are actively managed and monitored to ensure strict targets are met.

The aim is to exceed minimum standards where possible.

## Forecasting major works

Utilising the stock condition data, a 5- and 30-year investment plan is built on recorded lifecycles for internal and external components. Data is reviewed annually against market and delivery trends, with adjustments for component life-extension during void inspections, especially in high-turnover schemes, i.e. giving components an additional 5 years where applicable.

KPI	Description	Target
<b>Gas compliance</b>	% of properties with valid gas safety checks	100%
<b>Electrical compliance</b>	% of properties with valid electrical checks	100%
<b>Fire safety compliance</b>	% of properties meeting fire safety standards	100%
<b>Fire drills</b>	% of scheduled fire drills completed	100%
<b>Asbestos checks</b>	% of properties with up-to-date asbestos surveys	100%
<b>Water safety checks</b>	% of properties with compliant water safety	100%
<b>Responsive repairs completion</b>	% of repairs completed within target time	≥ 90%
<b>Damp and mould cases</b>	Number of open cases	Reduce year-on-year
<b>Out-of-hours emergency repairs</b>	% responded and made safe	100%
<b>Customer satisfaction</b>	% satisfied with housing and repairs	≥ 85%

# Investment and maintenance plans

It is a strategic priority to invest in assets in a way that is predictable, affordable, and aligned with our standards and priorities.

Key objectives:

- Develop and maintain affordable, approved investment plans.
- Apply investment rules to ensure spend is on sustainable stock.
- Prioritise works in line with business plan constraints.
- Define clear, affordable delivery standards.
- Plan for energy efficiency and retrofit works to meet Government targets.

## Investment planning process

Look Ahead develops a rolling five-year asset investment programme, reviewed annually, using stock condition data and strategic priorities. The process identifies:

- Required works and affected properties
- Work packages and timelines
- Budget alignment with the business plan

Programmes are grouped for delivery efficiency, minimising disruption, and ensuring value for money. Investment is limited on unsustainable stock pending appraisal. All programmes follow agreed standards and investment rules.

## Investment programmes

**1. Internal works** – Kitchens (20+ yrs), bathrooms (30+ yrs), boilers, rewires. Voids include checks for lifecycle and Decent Homes compliance

**2. External elements** – Roofs, windows, doors, external walls. Grouped into 5-year packages

**3. Environmental works** – Fencing, footpaths, boundary walls. Local programmes shaped by consultation with operational colleagues

**4. Communal areas** – Lifts, boilers, fire systems, lighting, doors, entry systems

**5. Cyclical decoration** – 7-year cycle, with works aligned to avoid overlap

**6. Heating** – Boiler and heating system replacement

**7. Building safety** – Compliance with the Building Safety Act and all current legislation and standards. As of 2025, Look Ahead is of the view that the organisation has remediated all properties with external wall cladding deficiencies, which is reported quarterly to the regulator.

## Energy efficiency and decarbonisation –

Planning for the future, including the search for grant-funding opportunities through partnering agencies.

Clear communication and annual staff briefings support delivery. Operational and Property staff are trained to manage customer expectations. Aside from using stock condition data, Look Ahead also forecasts investment needs beyond physical condition, including:

- Major Repairs: 5% of major works budget reserved for unforeseen issues.
- Compliance: Fully costed, aligned to legal obligations (e.g. gas, fire, asbestos).
- Cyclical Maintenance: 7-year decoration/repair cycle, with expected cost reductions due to low-maintenance materials.
- Responsive/Void Repairs: Based on service type and average unit rates. Includes provision for discretionary aids and adaptations, such as wet rooms or early replacements to meet service needs.
- Communal Spaces: Includes exploring funding opportunities for investment to maintain and enhance shared areas.

# Investment and maintenance plans

- Retrofit/Energy Efficiency – the most effective way to provide affordable, comfortable and low-carbon homes is by reducing energy demand at source. Our lead action focuses on a ‘fabric first’ approach to carbon reduction, prioritising the design and retrofit of homes that are well insulated, airtight, but equipped with appropriate ventilation. Where feasible, this will be complemented by the integration of renewable energy technologies. This approach not only drives down energy consumption but also plays a critical role in alleviating fuel poverty, ensuring long-term affordability and resilience for residents.
- Other maintenance responsibilities not included above (e.g. commercial units, land)
- Assumptions behind these forecasts are risk-rated and refined over time

## Investment standards and performance

Monitoring Our Investment Standards define the scope and specification of investment works, aligned with cost assumptions. They ensure consistency and value for money but may be adapted where improved returns are identified.

Look Ahead will track asset performance through annual income and expenditure reports via our Aspire programme, using these to monitor progress and target improvements. Finance Plans will be reported annually, with commentary on, and actions for, underperforming groups.

## Investment priorities

Prioritisation ensures resources are directed to:

1. Statutory compliance (e.g. gas, fire)
2. Health and safety / disrepair
3. Urgent structural issues
4. Regulatory obligations
5. Works sustaining income or service contracts
6. Replacements reducing RandM costs
7. Lifecycle maintenance (e.g. redecoration)
8. Kitchens/bathrooms (oldest first)
9. Energy efficiency
10. Environmental improvements
11. Customer-driven enhancements
12. New service implementations

Lower-priority works are deferred if funding is limited. Tenant damage may result in recharges.

## The 30-year forecast

The developed 30-year expenditure forecast informs long-term planning, updated annually or after material changes, with a minimum spend scenario for stress testing.

The strategy aligns with the Business Plan and requires CFO approval to confirm affordability before implementation or updates.

Scenario modelling enables flexible planning, with the strategy structured into key elements – maintenance, acquisition, and risk – allowing targeted revisions while maintaining compliance and meeting customer needs.

The process begins with the Property team providing budget data and a 30-year maintenance plan to Finance, who compile the draft budget for CFO review with the Executive Director of Asset and Property, discussing priorities, affordability, and the 5-year forecast. Once agreed, the draft is shared with the SLT for approval and submitted to the Board.

Finance then sends the approved budget, forecast, and maintenance plan to Altair for 30-year Business Plan modelling. If changes occur in the first five years, Altair adjusts the later years to maintain overall alignment. Before presenting the full draft plan to the SLT, Finance shares the major repairs element with the Executive Director of Asset and Property for review.

# Investment and maintenance plans

## Climate responsibility and net zero commitment

The government expects landlords to take meaningful action in response to the climate emergency and to comply with the Climate Change Act 2008, which sets a legally binding target of achieving net zero carbon emissions by 2050.

Look Ahead is committed to supporting this national goal and will collaborate with highly qualified and experienced experts to develop a clear, pragmatic, and step-by-step roadmap to reach net zero carbon by 2050.

## Energy performance monitoring

Look Ahead uses Standard Assessment Procedure (SAP) ratings to evaluate the energy performance of all residents' homes. These ratings are updated following refurbishment works that enhance energy efficiency. SAP provides a consistent framework for assessing and comparing the energy and environmental performance of properties.

## Energy Performance Certificates (EPCs)

EPCs are legally required for all new builds, properties being sold, and those available for rent. They serve as a key indicator of a property's energy efficiency and environmental impact. Look Ahead will continue to work to improve the overall performance of our stock to ensure we meet the targets set by Government.

## Resident engagement

While Look Ahead is committed to improving the energy efficiency of its properties, it is recognised that residents play a vital role in helping their homes meet the net zero carbon target. Look Ahead will continue to engage and support residents in adopting energy-conscious behaviours and practices.

## Sustainability and decarbonisation strategy

LACS is committed to achieving sustainability and decarbonisation targets by understanding its assets and resident needs. This strategy aligns with government policy and the National Housing Federation's (NHF) decarbonisation guidance. An appropriate budget is allocated for energy efficiency and retrofit works, using a three-phase approach:

### *Phase 1: Planning and scoping*

- Asset Assessment: Completed EPC and stock condition surveys to target SAP 71/EPC C or better by 2030.
- Skills and Partnerships: Engaged consultants to build internal expertise; joined joint forums; procured maintenance contracts with sustainability elements.
- Resident Engagement: Using resident forums to discuss energy efficiency and heating systems aligned with actions to alleviate fuel poverty.
- Early Action: Adopting a fabric first approach; improved insulation; paused removal of hot water cylinders; implemented SMET2 smart meters.
- Monitoring: Annual reporting of decarbonisation progress; ongoing search for grant funding.
- Collaboration: Working with partners and local authorities on procurement and funding

### *Phase 2: Trialling and testing*

- Pilot Projects: Began insulation upgrades; evaluating heat pump suitability, especially for off-gas properties.

# Investment and maintenance plans

- Resident and Staff Support: Helping residents understand new technology and tariffs; training staff to assist vulnerable residents.
- Performance Evaluation: Developing processes for post-occupancy evaluations and smart monitoring.

## *Phase 3: Implementation*

- Delivery Start: Retrofit works across remaining stock.
- Integrated Upgrades: Energy improvements to be merged with regular maintenance (e.g. solar during roofing).
- Energy Contracts: Exploring bulk buying gas/electricity procurement evaluating battery storage options.

## **Heat network regulations**

As part of our asset management strategy, we confirm that none of our current building assets or operations fall within the scope of the Heat Network (Metering and Billing) Regulations or the Heat Networks (Market Framework) Regulations 2025.

We do not operate any communal or district heating systems that distribute heat to multiple final customers via a shared network. Furthermore, we have no strategic ambition to develop or invest in heat network infrastructure as part of our future asset management plans.

## **New build sustainability objectives**

Where Look Ahead is reviewing new build proposals this will include thermal modelling as part of our decision making.

- High Standards: Aiming for minimum EPC A; fabric-first design; airtight, well-insulated homes with proper ventilation.
- Environmental Responsibility: Encouraging modular/off-site construction to cut waste and emissions.
- Biodiversity and Transport: Promoting green spaces and sustainable transport, especially for less accessible sites.
- Overall, LACS's strategy is structured, resident-focused, and committed to long-term sustainability through efficient planning, community engagement, and responsible investment and Look Ahead will continue to ensure our Environmental Social Governance (ESG) annual report aligns with the Sustainability Reporting Standard for Social Housing (SRS).

## **Working together to maximise return**

A cross-departmental approach is taken to optimise both financial and non-financial returns from assets.

## **Key objectives:**

1. Invest based on sustainability, rules, and priorities
2. Plan works to optimise Repairs and Maintenance (RandM) spend
3. Manage compliance works efficiently and cost-effectively
4. Support specialist housing and acquisitions
5. Address income risks and opportunities
6. Create Asset Group Plans
7. Develop Finance Plans to track income by portfolio/group
8. Create sinking funds on all subsidiary and commercial contracts

## **Repairs and maintenance:**

- RandM aligned with investment rules and asset categories
- Assets requiring an options appraisal receive emergency and/or compliance-only maintenance
- Full RandM for other categories per guidance manual

# Investment and maintenance plans

- Planning aims to reduce reactive repairs and prioritise high-cost items
- Maintenance teams use Investment Plan data to avoid waste and manage expectations

## **Compliance:**

- Comprehensive plans are in place for the management of water, asbestos, gas, electrics, fire safety, and lifts
- Utilisation of True Compliance database to manage and monitor all the above
- Look Ahead uses a risk-based, cross-functional strategy to meet regulatory obligations built on thorough assessments, setting out clear actions and mitigation measures
- Compliance work is mandatory unless a formal risk assessment deems otherwise



# Health and safety and regulatory compliance

## CDM

All asset management works are undertaken in accordance with Construction (Design and Management) Regulations 2015 (CDM), where applicable, and in line with all relevant Hands regulations.

## HHSRS

The Property Services team will continue to adapt processes to meet regulatory changes, including the phased introduction of Awaab's Law from October 2025. Phase 1 will require landlords to remedy serious damp and mould, and other emergency hazards, within strict timeframes (e.g. 24 hours for emergencies). The scope will broaden in **2026** to cover additional risks such as excess cold/heat, fire and electrical issues, and by **2027** will extend to nearly all remaining HHSRS hazards (excluding overcrowding).

Annual training will be delivered to ensure staff competency in managing the process.

## IT integration

The next phase of IT integration will bring together data from the organisation's databases so that repairs (Cx), asset management (Asprey), and compliance (True Compliance) are truly integrated to avoid manual adjustment and reconciliation actions enhance data accuracy and enable more efficient cross-functional collaboration across Look Ahead systems.

## True Compliance

The use of True Compliance database brings multiple benefits (summarised below) to the team to meet our obligations of managing health, safety and compliance on all our assets.

- Centralised Data: Consolidates compliance information across all asset types in one accessible system
- Real-Time Visibility: Enables up-to-date monitoring of compliance status and outstanding actions
- Automated Alerts: Triggers notifications for renewals, inspections, and overdue tasks
- Improved Accountability: Assigns clear responsibilities and tracks action completion
- Risk Reduction: Supports proactive management, reducing non-compliance and associated risks

- Audit Readiness: Maintains a clear, auditable trail for regulatory inspections and internal reviews
- Efficiency Gains: Minimises duplication, streamlines workflows, and improves decision-making.



# Consultation with customers and stakeholders

## Our customers and stakeholders

Look Ahead has identified our key stakeholders and their key interests as follows:

### *Our customers*

Our customers, many of whom are in housing need, expect warm, safe, and affordable homes within well-managed neighbourhoods. We respond through regular consultation, targeted and affordable investment, and rigorous health and safety management.

Look Ahead protects and invests in affordable homes to meet local needs, ensure long-term asset sustainability, and generate value that can be reinvested into new housing supply.

### *Communities*

Residents have a stake in how we manage and maintain homes, through engagement with community stakeholders where possible.

### *Operational teams*

Our Look Ahead colleagues in the various Operational Teams delivering services on the ground.

### *Subsidiaries*

Kingswood Care Services Ltd and Blythson Ltd (trading as Proactive Development), who provide residential and home support for people with learning disabilities.

### *Local Authorities (LAs)*

Partner with Look Ahead to:

- Commission specialist supported housing and care services.
- Support vulnerable groups through accommodation and floating support.
- Promote community development, public health, and welfare.
- Meet local housing needs through new and existing stock.

### *Health Trusts/ Integrated Care Boards (ICBs)*

Look Ahead works increasingly across housing, health, and care, including:

- Clinical partnerships in service models.
- Forensic, recovery, and rehab services.
- Hospital discharge and medication administration services.

### *The Regulator of Social Housing (RSH)*

The formal regulator of registered providers, setting and enforcing economic and consumer standards. It has powers to intervene where providers fall short, including issuing enforcement notices, requiring improvements, appointing managers, or deregistering providers in severe cases.

### *Central Government*

Particularly in reference to welfare, housing and value for money from any public investment.

### *Greater London Authority (GLA)*

Providing financial support, through capital and revenue grant-funding schemes, to provide new homes, redevelopments and service provisions.

## Consultation

Look Ahead offers a range of engagement opportunities for customers, including our Tenant and Landlord Panel (TALP) that helps shape and monitor key services. Members of TALP worked directly with the Asset Management Team on this strategy and support procurement activities.

Customers also have opportunities to influence asset management at the local level, particularly during neighbourhood reinvestment projects. Engagement is tailored to local needs, ensuring meaningful involvement.

## Consultation with customers and stakeholders

Look Ahead tracks customer satisfaction through surveys, focusing on the quality of the works delivery and using feedback to inform local investment decisions. Look Ahead has set the benchmark return rate of 60% to be truly reflective of service delivery and will investigate poor satisfaction returns to ensure we work towards continuous improvement.

Asset and Property colleagues work closely with operational colleagues to specify works for individual services, including bespoke requirements, design features, and colour selections.



# Risk management

## Identification and mitigation of risks

Assets managed ineffectively can become liabilities, threaten organisational viability and impact customers and communities.

Key risks – such as data integrity, poor stock condition, safety non-compliance, environmental damage, rent reductions, and commissioner cuts – are monitored through risk registers and KPIs, and reported to the Audit and Risk Committee and Board.

Mitigation measures include a fully funded Business Plan, enhanced team structures, improved data systems, a Board-approved Investment Plan, strengthened repairs services, robust health and safety procedures, and strong financial management.

## Contingency planning

Contingency planning ensures organisational resilience in the face of critical asset-related risks. If primary controls fail or unforeseen events occur, the following measures should be considered:

KPI	Target
<b>All reactive repairs - % within target times all completed</b>	90%
<b>% of customers satisfied with last repair</b>	90%
<b>No open HHSRS severe cases</b>	info
<b>% HHSRS severe cases in remediation</b>	100%
<b>No open HHSRS DandM cases</b>	info
<b>% HHSRS DandM cases in remediation</b>	100%
<b>Landlord Gas Safety Records</b>	100%
<b>Gas safety certificates for other installations</b>	100%
<b>FRA's (Owned with landlord responsibility) - % complete</b>	100%
<b>% of FRA remedials - % within date of those due to be done</b>	100%
<b>Fire Alarm Systems - % serviced and tested</b>	100%
<b>Third Party Fire - FRA</b>	100%
<b>Asbestos Management Surveys and Re-inspections</b>	100%
<b>Water risk assessment and scheme of control</b>	100%

# Risk management

- **Emergency capital allocation:** A contingency budget within the Business Plan allowing for urgent health and safety or compliance works.
- **Alternative delivery models:** Pre-identified contractor frameworks and internal resource flexibility enable rapid response to service disruption or contractor failure.
- **Data recovery protocols:** Regular asset data backups and system redundancies protect against data loss or integrity breaches.
- **Service continuity plans:** Business continuity plans cover essential services (e.g., heating, fire safety), ensuring minimal disruption to customers during major failures.
- **Temporary decant protocols:** Short-term accommodation arrangements are identified for scenarios involving major building failure or uninhabitable conditions.
- **Commissioner risk response:** In the event of funding withdrawal or policy changes, scenario modelling and interim investment strategies support service continuity while longer-term solutions are explored.
- **Governance escalation routes:** Material risks trigger immediate reporting to Executive Leadership, with rapid escalation to the Board and Audit and Risk Committee if thresholds are breached.

These contingency plans complement existing controls and are reviewed annually to ensure ongoing fitness for purpose.

KPI	Target
Passenger lift inspections	100%
No. of overdue lift actions	0
Communal electrical inspection condition report (EICR)	100%
Domestic EICR	100%
No. of fire safety enforcement notices received	0
No. of overdue fire safety enforcement notice actions	0
EPCs for properties with Assured Tenancies and ASTs	100%
Decent homes - % of properties meeting standard	100%
Number of properties with Aids and Adaptations (AandA)	info
Percentage of portfolio Stock Condition Surveyed in the last 5 years	%

# Growth and disposal

## Housing need and growth

The asset management strategy will support Look Ahead's Business Development strategy, which has been realigned to meet rising demand for complex mental health services, shifting focus from prevention to statutory responsibilities and closer NHS integration.

While continuing to support mental health (MH), learning disabilities (LD), young people/OFSTED (YP), and homelessness and complex needs, we will prioritise high-need MH services and explore growth in and around London and the Southeast.

The strategy includes enhancing existing services through stock reconfiguration, capitalising on our housing association status to unlock asset-based growth and expanding research to strengthen our impact.

Homelessness and youth services will adapt to increasing complexity; LD services will initially stabilise before resuming modest growth through subsidiaries and eventually align with our MH growth. Strategic expansion will be driven by proven models, strong partnerships, and effective use of assets and funding.

The BD strategy has been informed by external trends, internal analysis, and competitor positioning, identifying the following priorities for the next three years:

- Continue operating across four client groups.
- Prioritise mental health, where Look Ahead is strongest both operationally and financially.
- Renew focus on learning disabilities post-stabilisation, delivered via Look Ahead and subsidiaries.
- Integrate homelessness and young people services more closely, with a focus on health and mental health.

Domestic abuse services are excluded from this review, with a separate strategy to be considered by SLT/Board.

For each client group, Look Ahead has identified three service categories:

- Opportunities for development and expansion
- Services to maintain without growth
- Services out of scope for future delivery

The AMS supports specialist housing needs while balancing social impact and financial viability by:

- Aligning assets with local needs via the New Business Team
- Flagging asset groups for early appraisal

- Reviewing stock for development or disposal potential
- Assessing rents, values, and tenure change opportunities
- Efficiently integrating new assets to meet income and cost goals

New homes or contracts must meet housing needs and offer long-term value. Design and costs should be agreed with New Business and Operations, with financial impacts reflected in the Finance Plan.

Property Services will support New Business in setting target costs for new homes, acquisitions, or contracts. This includes providing estimated annual Repair and Void costs by taking average expenditure and repair run rates on similar sized buildings in each service specialism. These run rates are based on the NHF schedules of rates within the contractual pricing framework.

Improvements on Look Ahead's IDT (Implementation, De-implementation and Transformation) process has enabled earlier cross-departmental engagement from inception to completion of each process, providing better insight to inform Business Partner meetings with Finance.

# Growth and disposal

## Income

Maintaining income while supporting care and housing goals requires:

- Understanding income and investment needs by asset type
- Tracking rents, values, and tenure/disposal options
- Separating rental and care/support income clearly
- Conducting cash flow and Net Present Value (NPV) analysis during appraisals
- Monitoring income performance post-approval
- Obtaining grant funding towards new service implementations, e.g. GLA, ELFT, NELFT, etc.

## Disposals

The Asset Management Strategy works in conjunction with Look Ahead's Disposal Strategy, which sets out a formal framework for identifying and disposing of surplus or underperforming property assets, in support of the organisation's Business Plan, by generating capital for growth, improving financial health, and maintaining the safety and quality of our housing stock.

Properties will be considered for disposal if they are surplus – having no clear use or requiring disproportionate investment – or underperforming, such as having low returns or high compliance risks. A classification system prioritises disposals based on value, location, or operational relevance. Options appraisals, internal staff flags, and third-party approaches will inform decisions.

The 2024-28 programme has been implemented in two phases: initial disposals through 2024, followed by a full stock analysis and phased programme until March 2028. The programme is overseen by the CFO and progress is reported to AMG, SLT and the Board.



# Procurement and value for money

## Procurement of contractors

Our procurement focuses on governance, risk, compliance, and value for money. Look Ahead procures contractors through competitive open tenders and longer-term arrangements, such as compliant frameworks that ensure quality, efficiency, and accountability.

All appointments follow robust procurement procedures aligned with public procurement regulations, ensuring transparency and fairness, and are recorded within a centralised contracts register and repository.

Current contracts procured:

- JCT Measured Term Contracts (MTC) for Planned Works
- JCT Measured Term Contracts (MTC) for Repairs and Voids
- JCT Measured Term Contracts (MTC) for Legionella, Gas and Fire Alarm Servicing and Works
- FAC-1 Small Works Framework with call-off JCT Intermediate and Minor Works
- NEC4 – Facilities Management Short Form for Groundworks, Cleaning and Security

Contracts are performance-managed with clear KPIs, service level expectations, and regular reviews to maintain delivery standards and mitigate risk.

We ensure customer engagement at procurement level to help shape asset management activity at the local level, including involvement at contractor interview stage.

## Value for money

Look Ahead aims to deliver value for money by aligning investment with strategic priorities, lifecycle planning, and cost benchmarking. Works are efficiently packaged, with delivery monitored against budgets, outcomes, and customer satisfaction.

Through data-driven decisions, continuous improvement, and contractor performance management, we maximise the impact of limited resources, ensuring all customers receive high-quality repairs and improvements at the best possible cost.

This extends to how we procure contracts, following the new MAT (Most Advantageous Tender) standards within the Procurement Act 2023, allowing Look Ahead to focus not just on price but with greater focus on quality, social value, and other project-specific outcomes.

This gives Look Ahead greater flexibility, enabling procurement decisions that align more closely with wider governmental and organisational priorities around sustainability, innovation, and community benefit.

Additionally, we undertake third party audits of our contracts to provide Look Ahead with greater transparency, compliance, and cost efficiency in our contractual arrangements.



# Business and financial planning

## Objective:

To assess and improve asset performance and sustainability, ensuring the portfolio is managed actively and efficiently, in line with Look Ahead's Business Plan.

## Key aims:

- Provide an annual snapshot of financial performance (NPV)
- Highlight non-financial performance via social value indicators
- Categorise assets based on financial and non-financial performance
- Appraise options for stock transformation, new acquisitions and underperforming or unsustainable stock
- Review geographic footprint and investment strategy

## Financial performance

### How Aspire BI will be utilised to deliver the Asset Management Strategy:

Aspire BI will be utilised as the central asset appraisal tool. It integrates income and expenditure data to evaluate financial and strategic value across asset levels, enabling data-led decision making.

The module is updated annually with the 15 data sets shown in the table on page 22, enabling property ratings based on financial and social value. Once updated, modelling can assess buildings, schemes, and services to identify underperforming areas, potentially leading to service transitions or disposals.

Areas included for evaluation and decision-making would be:

- Providing an annual NPV snapshot of the property portfolio (offering both a housing only and support included view of the asset)
- Supporting investment/de-investment decisions
- Appraisal of major works programmes
- Identifying underperforming assets
- Serving as a centralised data source for annual asset reviews
- Providing a transparent appraisal framework
- Reducing subjectivity in decision-making
- Offering clear investment priorities

- Appraising potential new acquisitions against existing stock/models
- Improving asset visibility and portfolio performance
- Supporting identification of stock for the annual disposal programme or stock transfer
- Asset Categorisation
- Options appraisals for alternative uses of stock
- Highlighting stock density and growth potential

Data	Data details/source	Data owner
Full property list	CX	Performance
Asset register	Asprey Assets	Property Services
Planned maintenance	Asprey Assets	Property Services
Responsive repairs	CX (HM system)/spreadsheet	Property Services
Cyclical maintenance	Asprey Assets	Property Services
Void repairs	CX (HM system)/spreadsheet	Property Services
Management cost/accounts	SUN/spreadsheet	Finance
Servicing costs	CX (HM system)/spreadsheet	Housing and Support
Rents	CX (HM system)/spreadsheet	Housing and Support
Void losses	CX and SUN	Finance
WACC (discount rate)	Finance spreadsheet	Finance
Bad debts	Finance spreadsheet	Finance
Costs and rent inflation	Finance spreadsheet	Finance
Grant	Finance spreadsheet	Finance
NBV	Finance spreadsheet	Finance

# Business and financial planning

## Non-financial performance

Assets must also support strategic and social goals, as follows:

### Neighbourhood 20% weighting

- Close to public transport
- Close to park and shops (local amenities)
- Community (safety, neighbourhood)/locality
- Education and Employment Opportunities

### Location 30% weighting

- Close to other properties
- Density of stock types (HMOs)
- Proximity to office

### Asset characteristics 10% weighting

- Garden/balcony (access to outside space)
- Parking
- Energy performance
- Asset type and beds

### Demand 40% weighting

- Relationship with local authority/commissioning partner
- Support Services provision (support types)

## System benefits:

- Transparent appraisal framework
- Reduced subjectivity in decision-making
- Clear investment priorities
- Improved asset visibility and portfolio performance

## Potential options:

- Refurbishment or redevelopment
- Limited life planning
- Alternative use
- Management change
- Disposal or stock swap

## Geographic footprint

Efficient service delivery requires focus on areas with sufficient stock density and growth potential. Look Ahead will:

- Consolidate assets in London and the Southeast
- Expand where strategic alignment and funding allow
- Dispose of or externally manage assets in low-growth areas

Decisions will align with Aspire BI insights and the Business Development Strategy.

# Review and monitoring

This strategy covers a five-year period from 2025 to 2030. An initial version of this document was approved in September 2025 following a review of the document, in line with the business planning cycle, and subsequently will be reviewed on an annual basis.

Portfolio plans and investment plans will also be reviewed annually.

