SHAL asset management strategy 2026-29

Our Asset Management Strategy sets out how we will invest in our properties, to deliver high-quality homes and take a data-driven approach to asset management. This will ensure our homes are great places to live for our tenants – both now and in the future.

It is derived from feedback from tenant surveys undertaken in November 2025 along with feedback from the SHAL Board and employees.

All these groups recognise the need to continue investing in our homes, to make sure that they remain fit for modern living. This was listed as our tenants' number 1 priority.

Furthermore, the government has committed to driving improvements to the condition of social housing – further iterations of **Awaab's Law** will go live later this year, and a revised version of the **Decent Homes Standard** to be launched in 2035.

SHAL will ensure we meet any changes in legislation while also improving the energy performance of our homes as we work towards the goal of net zero carbon emissions.

Service Excellence

SHAL prides itself on giving its tenants a great service. The results of our recent Tenant Satisfaction Survey (TSMs) told us that **79%** of tenants feel their **home is well maintained** and **87% that their home is safe**.

But we can always improve. When asked what SHAL's priorities should be, our tenants overwhelmingly said our focus should be ***'Invest in maintaining and improving the standard of our homes'***

We are committed to giving tenants a voice. In year 1 of this strategy we will engage with them to define a 'SHAL standard' for our homes, ensuring they are fit for the present day but also the future. This will help shape our investment plans and priorities and make the best long-term decisions for our stock, while achieving value for money.

Repairing and improving our homes is vital to our success. Over the course of this strategy, we will **enhance the offer to our tenants**, offering them greater options to self-serve, book appointments and have visibility and transparency of how we will invest in their homes. Not only will this modernise and enhance our service, it will ensure compliance with the forthcoming Social Tenant Access to Information Requirements (STAIRs).

We will also look to **install new technology** that can be remotely controlled by our customers, so that they can have more control over the running costs of their homes

High-quality Homes

We are averse to taking any risks in relation to the safety of our tenants. We will continue to ensure that our homes are safe and comply with all relevant standards and requirements.

We will make certain that we have validated, accurate data on the compliance and safety of our homes and will invest in digital solutions that **improve the quality and efficiency** of our data. Reduced manual data entry, will not only reduce risk, but enable colleagues to spend more of their time on activities that add value to our tenants.

SHAL has a **clear plan for ensuring al its properties meet EPC C** (or above by 20230). We will explore all opportunities to apply for any new funding streams to assist with improving the carbon performance of our homes, and we will assist our customers to access any assistance they can with utility costs

Aside from EPC compliance, we will identify strategies and plans to continue to reduce the environmental impact of our homes and improve their energy efficiency, working towards the UK's goal to achieve net zero carbon emissions from housing by 2050.

We will develop a **clear roadmap to achieving net zero** carbon homes by 2050. This will be central to our approach to improving the environmental and sustainability credentials of our homes, which will recognise wider impacts and challenges including water usage, green spaces, biodiversity, flood risk, climate resilience and the goal of a circular economy. To meet these challenges, we understand that we will need to continue building our capacity, strengthening our use of data and embracing best practice.

We will ensure every home has an **in-date stock condition survey** (within the last five years). These surveys will include additional datasets to cover the likely requirements of the new Decent Homes Standard.

A great place to work

We take pride in delivering the vast majority of repairs and planned works ourselves. We are great at it and our tenants agree. We've even won an award.

We will invest in our people, building our capacity by enhancing their skills, knowledge and expertise across asset management, investment planning, sustainability, and building safety and compliance. We will enable our teams to do more for our customers and communities, reducing the burden of manual data entry and ensuring for example they are all trained to complete stock condition surveys.

We will continue to review our needs in line with the latest standards and practices, ensuring we have the right blend of skills within our teams. To help our teams develop further and achieve more, we will embrace opportunities for partnership working and co-creation with our delivery and supply chain partners.

Long-term sustainability

We will ensure that the decisions we take about the future of our homes offer the best value. We will model the relative and absolute performance of our homes on multiple levels – looking at the portfolio as a whole.

We will use this modelling to establish how our homes are performing across four key areas:

- the customer experience
- financial performance
- operational performance
- environmental performance and energy efficiency

When homes are found to be performing poorly, we will use our disposals framework to carry out options appraisals to get the best outcome for our tenants and SHAL. We will develop bespoke interventions for homes or areas that are identified as failing, or at risk of failing. These could include **redevelopment or disposal** where further investment does not offer good value.

For stock we wish to retain we will formulate **a data driven planned investment programme**, which will be developed and procured in conjunction with our tenants and partners. This will include using data on the condition and performance of our homes, repairs trends and feedback from tenants and our teams.

We recognise we cannot overcome all the challenges we face ourselves and we will **procure competent supply chains** with the capacity to deliver investment to the highest standards, safely and efficiently. We will **work collaboratively with our partners** to ensure they are delivering for tenants and achieving value for money, and we will use customer feedback to shape the way we carry out improvement works.

We have already started reviewing the software colleagues use and in year 1 of this strategy we will have defined and implemented a plan to modernise and streamline our ways of working. We will provide a **single version of the truth** of our property and customer data, **automating processes** where possible and identifying where services and decision making could be enhanced through the **use of smart technology**.

Strategic plan-

Year 1- (building the foundations)

Define a SHAL standard for our homes

Undertake an appraisal of all our assets, identifying properties for potential disposal and update 30-year business plan

Review digital offer to colleagues and tenants, ensuring we are maximising use of technology and data to inform decision making and offer an exceptional service.

Year 2- (brilliant basics)

Develop and procure a 5-year planned investment programme

Undertake a trial of carpeting to empty homes prior to re-letting in preparation for potential legislation changes

Develop approach to the procurement, selection and use of smart property tech

Year 3- (good to great)

Pilot installations of smart property tech into specified customers' home

Ensure compliance with changes to Decent Homes legislation and carry out additional works where required.

Develop a clear roadmap to achieving net zero carbon homes by 2050