

# Asset Management Strategy.

2024-2027

ASTER  
GROUP





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We know how fundamental home and place are to empowering our customers to thrive and providing safe, well maintained homes and modern reliable customer services is our priority.

Our customers' expectations alongside regulatory expectations are also changing. As well as challenge, we recognise the opportunity this brings and how important a contemporary and innovative asset management strategy is to ensuring customers' homes continue to meet good quality standards now and into the future.

In this asset management strategy, we've set out our plans up to 2027. These ambitious plans build on our excellent track record and support the delivery of our corporate objectives.



# Our Ambition ●

**By 2027, our aim is that more of our customers are satisfied with their homes as well as their shared and communal areas. Homes will be safer, more sustainable and continuing to improve in standard.**

During the life of this strategy, we will increase the amount of investment work we carry out to customers' homes. Our comprehensive stock condition survey project has provided valuable insight into how customers' homes perform and where investment should be directed in the future. This information has been used to update the living business plan and secure £680m to invest in customers' homes by 2030. To enable this increased investment into existing homes we have rebalanced the level of investment for the supply of new homes.

Safety remains our top priority and we will continue to invest in upgrades to homes and blocks. As well as being safe, we recognise the importance of customers feeling safe and being able to hold us to account. We will make information that shows the safety of homes and blocks more transparent and available more easily.

We will accelerate our programmes to make customers' homes more sustainable. Recognising the challenge of the ongoing cost of living crisis, we will explore ways that customers can choose to prioritise energy efficiency works over other non-essential work to their homes. We know that some homes will be difficult to decarbonise and are of lesser quality in other ways too. We will work with customers to explore the full range of options including offering higher quality alternative homes to unlock the disposal or regeneration of homes that will be impractical to improve to the standards customers want in the future.





We will improve our understanding of the performance of every Aster home and will measure this against a comprehensive Comfort Rating co-designed with customers. The Comfort Rating will draw together a wide range of data focused on what's most important to our customers and will be built on top of three ambitious new; Home, Block and Estate standards, clearly setting out what customers can expect from their home and the built environment beyond. These standards will be tailored for some of Aster's larger localities, recognising that local needs will sometimes differ.

We will drive value for money by optimising the supply chain that delivers works and services for customers. Strengthening the blend of direct delivery, contractors, and our use of emerging ways to access the supply chain, like marketplace solutions, will provide us with a highly flexible and agile mixed economy focused on quality, value, and choice.

We will modernise the way we deliver repairs, maintenance, and improvements to customers' homes. By co-designing services with customers, we will make sure these are easier to use, more efficient and transparent. Customers will find our self-service options reliable and will favour using these because of this. The information we hold about our customers' homes will grow in quantity and quality to help drive increased automation in service delivery. We will be able to make the right decisions to improve quality and increase right first-time, lasting outcomes across our full range of services.

Aster's active asset management approach will remain a core part of decision making and our approach to value for money. The long term financial and non-financial performance of homes will continue to underpin our investment and divestment decision making. This will support the overall standard of customers' homes continues to improve over the life of this strategy.

# Four Strategic objectives •

The four strategic objectives that underpin this strategy are:



**Safer, improved  
and more  
sustainable  
homes**



**Great customer  
experience**



**Digitally driven  
transformation**



**Commercially  
informed  
decisions**



# Objective 1

## Safer, Improved And More Sustainable Homes ●



### Our commitments

- ✓ We will publish our new block and estate investment plans by the end of this strategy
- ✓ Our customers' satisfaction that their home is safe will improve throughout the life of this strategy
- ✓ Our customers' satisfaction that their home is well maintained will improve throughout the life of this strategy
- ✓ We will complete all of our building safety remediation objectives within 2025/26
- ✓ We will be on target to deliver EPC C by 2030 & SHDF Wave 2 commitments
- ✓ We will strengthen our approaches to compliance and assurance, including compliance with the Heat Networks Regulations by the deadline of 2025.

# Safer, Improved And More Sustainable Homes ●

**The standard and condition of our customers' homes and localities plays a key part in people thriving. We recognise that customer expectation and the regulatory landscape around the standard of homes is changing and will continue to change during the life of this strategy. We will keep pace as both evolve and seek to exceed customer expectations.**

Safety will remain the top priority and our investment into building remediation and upgrades will continue. We recognise the importance of customers both being and feeling safe in their homes and will continue to strengthen the transparency of how customers' homes and buildings perform in terms of their safety and compliance. We will strengthen our approaches to compliance assurance to include greater emphasis on risks including the presence of damp and mould, to ensure customers are safe in their homes.

Customer feedback has underlined how important the energy efficiency and environmental impact of their homes and localities is. 84% of Aster customer's homes are already EPC C or better, but the requirement to have all homes level C or better by 2030 and net carbon zero by 2050 will require significant investment and in some cases will be challenging. We will adopt a no-regrets approach to decarbonisation and this, allied to our active asset management approach, will help Aster make the optimum decisions when considering hard to decarbonise homes.



# Safer, Improved And More Sustainable Homes ●

## To achieve this objective, we will:





## Objective 2

### Great Customer Experience •



#### Our commitments

- 👍 Our customers satisfaction with repairs will improve throughout the life of this strategy
- 👍 More customers will choose to self-serve repair requests through the MyAster portal
- 👍 We will engage with our customers and colleagues in order to co-design future repairs and maintenance services
- 👍 We will engage with customers and colleagues to co-create a new Aster Comfort Ratings criteria, related to Home, Block, and Estate Standards by 2027.

# Great Customer Experience ●

**How our customers access and experience our services is a key factor in defining their relationship with Aster. We know that customer expectation is increasing nationally across all service sectors and understand that our customers rightly expect us to offer a range of easy to access, reliable services and to do this consistently.**

Aster's Customer Service Modernisation Programme sets out the roadmap for us to modernise the way we deliver repairs, maintenance and improvements ensuring these are effortless for customers and dovetail with the Asset Management Strategy.

More than half of Aster customers are already users of our established MyAster digital customer platform. By further developing the range and depth of services and information available through MyAster, customers will be able to manage their home more flexibly, simply and with less effort

We are committed to the continued co-creation of our services with customers and to increasing our use of customer and asset data to deliver a higher level of automated, right first-time results.



# Great Customer Experience ●



## To achieve this objective, we will:

Deliver on our Customer Services Modernisation Programme roadmap to engage with customers and colleagues to co-design and improve future repairs, maintenance services and outcomes.

Work with colleagues to simplify our repairs and maintenance processes, increasing our use of data and technology to provide effortless and more effective customer journeys.

Enable our customers to have better visibility of maintenance services including better tracking of repairs and improvements.

Through the development of our range of workforce options introduce additional customer choice into repairs and maintenance service delivery.

Use our asset information to drive increased automation in service delivery. Making the right decisions, improving the quality of services delivered and increasing right first-time.

Continue to develop the functionality and depth of service available through MyAster so that this channel is favoured by customers due to its ease of use and efficacy.

Use our established customer voice and feedback channels to co-create our services and evolve these throughout the life of this strategy.

Align the customer experience across our whole supply chain ensuring consistency of offer regardless of the delivery method.

# Objective 3

## Digitally Driven Transformation •



### Our commitments

- ⚙️ We will implement an asset data quality standard and agile data harvesting approach by 2026
- ⚙️ We will utilise our asset information and use our data science to develop repairs and maintenance predictive analytics, enabling more proactive intervention by 2027
- ⚙️ We will have designed and implemented our Asset Information Model (AIM) as a single version of the truth, by 2026
- ⚙️ We will mindfully review and embrace emerging PropTech and IoT technology throughout the life of the strategy.

# Digitally Driven Transformation ●

**We recognise how important knowing our customers' homes and localities well is to delivering good homes and services. Many of the recent cases of poor accommodation and standards highlighted in the sector by activists, investigative journalists, the Housing Ombudsman Service, and the Regulator of Social Housing have pointed to poor information and systems being a key contributing factor.**

Aster has invested heavily to collect more accurate and up to date information about customers' homes through the stock condition survey. The project has achieved the milestone of 93% of in scope homes and blocks surveyed.

The stock condition survey provides a great foundation to having a clear and accurate picture of our customers' homes, and it is essential now that this data is kept up to date and built on so that our asset information becomes one of the cornerstones that helps us to deliver our corporate objectives.

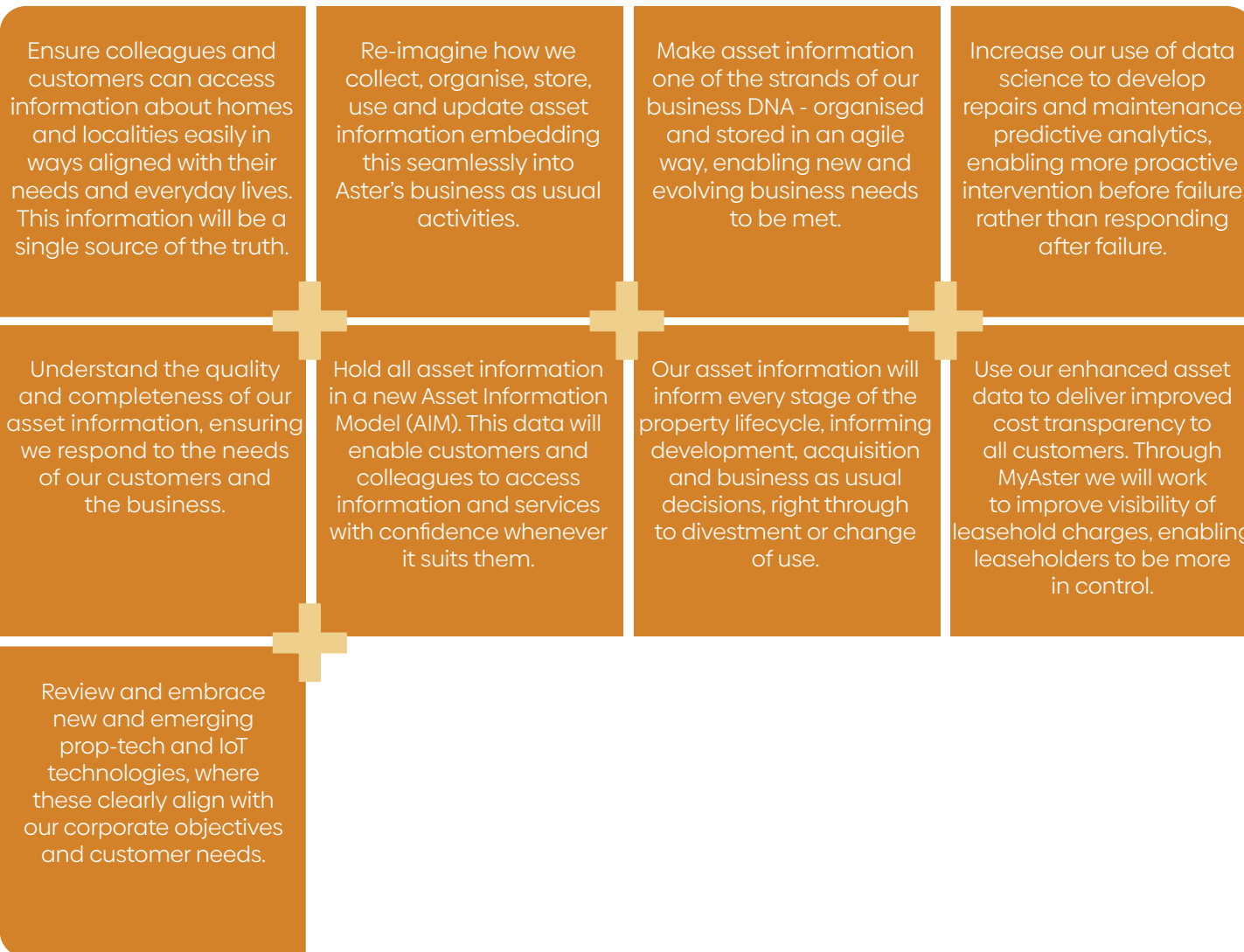
We recognise that to really understand quality and how customers' homes perform requires a much broader view than that provided by stock condition survey data alone. By blending our stock condition survey data with a range of more dynamic operational data we will be able to gain improved, deeper and up to date insight about how customers' homes are performing and use this to inform everything from day-to-day repairs through to the most strategic investment and divestment decisions.

How Aster uses this data in the delivery of services to customers is a primary focus for the Customer Service Modernisation Programme.



# Digitally Driven Transformation ●

## To achieve this objective, we will:



# Objective 4

## Commercially Informed Decisions •



### Our commitments

- 📈 We will mature our asset appraisal approach & methodology to reflect our new standards by 2027
- 📈 We will deliver on our programme of rationalisation to release homes which perform least well, and invest into our existing stock and development programme, in line with our business plan and strategic priorities
- 📈 We will develop our ambitious new Aster Property Workforce Strategy and streamline our contractor supplier base to build additional capacity and flexibility by 2027.

# Commercially Informed Decisions ●

**The current operating environment is placing unprecedented commercial challenge on the sector. Enhanced standards for homes and communal areas, building safety and the cost of decarbonising customers' homes alongside the urgent need to build more homes all create resource pressure and tension. This is set in front of the backdrop of economic uncertainty, increased inflation, and pressures right across the material and human supply chain creating the perfect storm for the sector.**

More than ever, it is essential that our asset management strategic approaches are founded on good business sense. Aster's established active asset management approach is based on the principles of understanding the financial and non-financial contribution homes make and using this intelligence to ensure sound investment/divestment decision making.

By 2030 we will have invested £680m in existing customers' homes and localities. Assuring good value for money in the way we provide all aspects of our maintenance services is a cornerstone of our plan to deliver our ambitions in these most challenging of economic times.

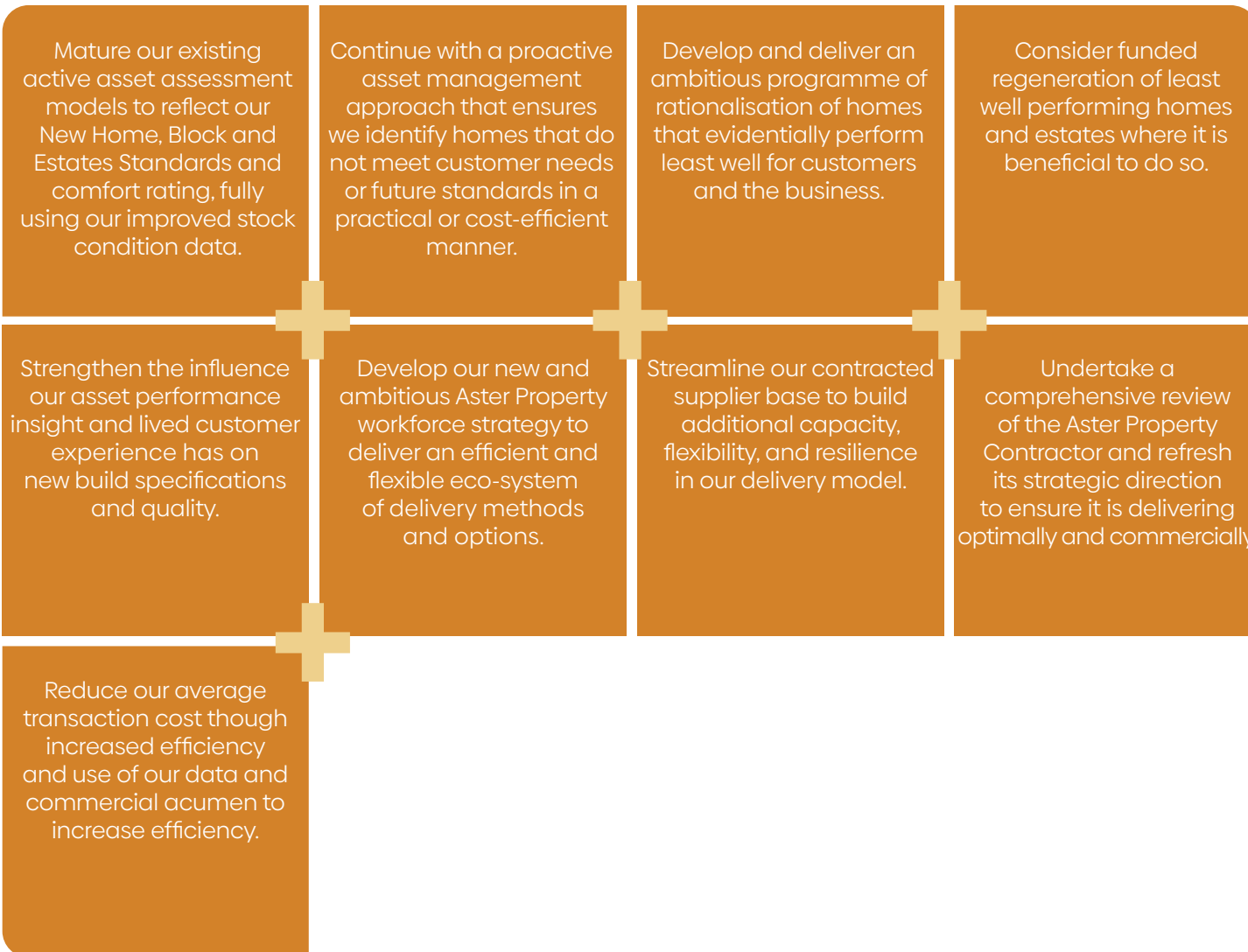
We recognise the opportunity to enhance both value for money and service delivery through our direct trade and supply chain workforce, Aster Property. Our direct workforce delivers most of our repair services, some compliance and component replacement work with most investment and component replacement work delivered through our range of supply chain. Our new Aster Property workforce strategy will provide the opportunity to create a more agile and flexible resource pool from which to deliver the best outcomes for customers alongside the best results for the business.





# Commercially Informed Decisions ●

## To achieve this objective, we will:





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