



Alliance Homes
Asset Strategy
2026-2028



Front cover: Airoh End, Weston-super-Mare

Inside cover: Waterloo House, Pill

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Introduction

We exist to provide high quality homes and great places to live, ensuring customers feel proud of where they call home.

This strategy sets the direction for how we will continue to invest in our existing homes and neighbourhoods while further strengthening the customer experience.

Aligned with the ambitions of Plan A 2.0, this Asset Strategy provides a clear framework for:

- Developing a deep, evidence based understanding of our homes and what customers need from them
- Targeting capital investment at the priorities that deliver the greatest impact
- Optimising the performance, value and long term viability of our asset portfolio
- Delivering meaningful, sustainable outcomes for customers and communities.

The strategy also informs the ongoing development of our 30 year financial plan, guiding how, where and when we invest to ensure homes remain safe, compliant and fit for purpose.

Our approach is grounded in robust data and customer insight, enabling informed, timely and efficient investment decisions. This ensures we can balance competing priorities effectively to deliver the strongest possible outcomes for both customers and the organisation.

We are at a defining point where every investment decision must deliver more – maximising Value for Money while reinforcing the foundations of thriving communities.

By managing our assets strategically and proactively, we can ensure every home in our portfolio, whether newly built or long established, continues to offer high quality, sustainable living, and contributes meaningfully to the wellbeing of our customers and the resilience of our neighbourhoods.

A handwritten signature in black ink, appearing to read 'Iain Lock'.

Iain Lock

Chief Operating Officer

Operating context

Our operating environment is increasingly complex, requiring the sector to remain agile and responsive to ongoing change. To navigate this effectively, strong internal controls and robust governance are essential to ensure safe, compliant and financially sound decision making.

1. Building safety and post Grenfell reform

The tragic fire at Grenfell Tower fundamentally changed the landscape for building safety in the UK. For housing providers, it remains a defining moment that continues to reshape policy, professional expectations and regulatory scrutiny. The sector is now operating under a far more rigorous safety regime, with significantly higher standards for accountability, data quality, risk management and resident assurance.

Key legislative and policy drivers include:

- Hackitt Report (2018)
- Fire Safety Act (2021)
- Building Safety Act (2022)
- Social Housing (Regulation) Act 2023
- Awaab's Law (2025)

The post Grenfell reforms demand a step change in how buildings are managed and maintained. Compliance now requires stronger oversight, clearer lines of responsibility, more robust evidence of safety assurance and deeper engagement with residents.

These expectations will have lasting implications for investment decisions, operational delivery and governance at Board level. Ensuring ongoing compliance is not merely a statutory requirement – it is a fundamental commitment to protecting customer safety and maintaining trust.

2. Climate change and energy

The national response to the climate emergency continues to accelerate, with major policy commitments shaping the expectations placed on housing providers, including the Clean Growth Strategy (2017), the UK's 2019 climate emergency declaration, the legally binding 2050 net zero target, and MEES requirements for socially rented homes.

For our sector, decarbonisation represents both a challenge and an opportunity. Achieving EPC C by 2030 will require significant investment, but it will also deliver important customer benefits: warmer, more efficient homes with lower running costs.

The scale of this challenge reinforces the need for long term planning, data driven investment decisions and sustained financial commitment.

3. Regulatory compliance

Requirements relating to consumer standards, health and safety, heat networks and the Decent Homes Standard (including HHSRS) continue to tighten. This remains a key area of regulatory interest, and we are committed to meeting and, where possible, exceeding these standards to protect customers and maintain strong organisational assurance.

4. Socio economic and demographic trends

Our customer base is changing. Households are becoming more diverse, more people are working from home, and demand for homes that support ageing and increasingly complex needs is growing. These social and demographic shifts require a more adaptive, flexible and customer responsive approach to how we design, invest in and manage our homes.

5. Competing investment demands

Maintaining our existing homes to a high standard is fundamental – it is the backbone of customer trust, safety and satisfaction. But our investment capacity is finite. Every pound we commit to new homes, regeneration or compliance reduces what is available for maintaining the homes we already have.

These competing priorities require bold, informed trade offs. To make the right choices, we must apply rigorous governance, clear strategic intent and uncompromising focus on the outcomes that deliver the greatest long term value for our customers and communities.

6. Skills, knowledge and experience

A rapidly changing external environment demands that we keep pace, and this requires the right balance of skills and capacity across our teams. Yet it is becoming increasingly difficult to attract and retain the specialist talent needed to deliver complex, multi disciplinary priorities.

The skills, knowledge and experience required to meet rising regulatory, technical and customer expectations are in high demand across the sector. This creates a growing strategic risk: without the right people in the right roles, our ability to maintain safe, compliant and high performing homes is directly constrained.



Alliance home in Pill

Understanding our assets and operating area

We manage a substantial and highly diverse asset base, spanning:

Multiple housing types across a range of tenures and construction forms



Offices, commercial buildings and garages



Land assets including footpaths, roads, car parks and play parks



Heat networks



A significant solar PV portfolio



This breadth brings both opportunity and complexity. Our operating area stretches across five local authority areas and includes coastal, rural, urban and suburban communities, each with its own investment pressures, risk profile and long term sustainability considerations. This variability means a “one size fits all” approach is neither efficient nor viable.

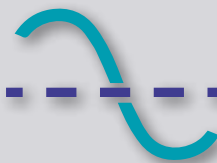
In addition to the wider challenges facing the sector, our geography presents distinctive strategic risks, including a high exposure to flooding and constraints created by protected landscapes and heritage assets. These factors directly influence cost, feasibility, prioritisation and long term asset viability.

Given this level of diversity and complexity, deep insight is non negotiable. Our asset strategy must be grounded in a precise, data driven understanding of the condition, performance and future potential of every asset and place we operate in. Only with this clarity can we target investment where it has the greatest impact, protect the long term value of our portfolio and ensure our homes remain safe, sustainable and resilient for the future.

A snapshot of our homes at 31 March 2026



Number of
homes owned
7,284

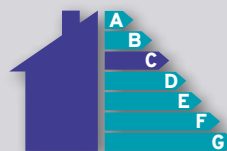


Average age of
our homes
57 yrs

Where our homes are



Homes that meet
the Decent Homes
Standard
99.5%



Homes with an
EPC above C
90%

Customer insight

Our customer insight data provides a powerful view of what matters most to our customers and is central to shaping a needs based asset investment programme. As the profile of customers living in our homes changes – and expectations of landlords rightly increase - this Asset Strategy must be firmly customer centred to ensure we deliver the right outcomes for households with a wide range of needs.

Increasingly, our homes and services must effectively support households where:

- Physical health conditions, disabilities or mental health challenges lead to more complex support needs that our homes must be able to accommodate
- Disruption to routines can have a significant impact on wellbeing, meaning even well planned works require additional preparation and practical support
- Reliability, clarity and predictable delivery times are essential; late changes, unclear expectations or unpredictable scheduling of works can cause unnecessary stress and reduce trust
- Traditional communication methods do not always work; formal letters or unfamiliar phone numbers are often ineffective, meaning communication must be proactive, accessible and tailored – with clear information about what will happen, when and why.

These insights are critical. They show that how we plan, sequence and communicate works is as important as the works themselves. Ensuring our investment decisions reflect customer needs will be essential to improving satisfaction, reducing service friction and delivering homes and neighbourhoods that support long term health and wellbeing.

From an asset management perspective, getting the basics right remains one of the most important factors for our customers. Consistently, they tell us they want homes that are viable, safe, affordable, warm and in good overall condition. These themes are clear and persistent across our insight.

Analysis reinforces this. For both Alliance Homes and the wider sector, 'Satisfaction that the home is well maintained' is the Tenant Satisfaction Measure (TSM) with the strongest influence on overall customer satisfaction. This directly illustrates why a robust, well executed Asset Strategy is fundamental to customer experience and organisational performance.

At the time of writing, Alliance Homes performs around the sector median on this measure. This positions us at a crucial point: the basics matter most, and improving core home condition offers the greatest opportunity to shift overall satisfaction, strengthen regulatory assurance and deliver visible value to customers.

Proportion of respondents who report that they are satisfied that their home is well maintained.

24/25
72%



25/26
75.5%

TSM TP04

Our TSM perception survey provides clear evidence of how strongly customers value a well maintained home. The feedback highlights specific areas where expectations are not being fully met:

- Some customers believe core components should be replaced earlier, and that temporary fixes offer poor value
- Customers want greater clarity and consistency about when planned improvements will take place, including better advance notice.

Insights from our major works transactional surveys further emphasise the importance of quality and consistency across our contractor base:

- Several contractors achieve exceptionally high satisfaction levels (90%+), with customers recognising professionalism, respectful behaviour, clean and tidy workmanship, high quality finishes, efficiency and responsiveness
- A smaller group of contractors deliver notably lower satisfaction, pointing to a need for stronger contractor management, tighter quality assurance, and a reduction in incomplete or repeat works.

Together, these insights underline a simple but message: customers judge us not just by what we deliver, but how we deliver it. Quality, predictability and communication matter as much as technical standards.

Throughout the life of this Asset Strategy, we will use customer insight as a core driver of decision making, ensuring that our investment programmes and asset management approach remain firmly aligned to customer need and deliver the outcomes that matter most to them.

Strategic pillars

Our Asset Strategy is anchored around five core commitments that will strengthen our financial resilience, enhance customer outcomes and ensure the long term sustainability of the organisation.

These commitments provide a clear framework for how we will manage our homes, prioritise investment and plan for the future.

Each commitment is supported by a robust evidence base, targeted investment decisions and clearly defined accountability. Together, they create a disciplined, transparent and future focused approach to asset management.



Know our homes



Invest where it matters most



Optimise our assets



Lead a greener future



Placemaking



Alliance home in Portishead

Know our homes



We build a deep understanding of the condition, performance, and potential of every home—using data, insight, and customer feedback to guide every decision.

A deep understanding of our homes, alongside customers' experiences and perspectives, will provide the foundation for the successful delivery of this strategy.

It will enable us to make informed, data-led decisions to target finite investment where it will have the greatest impact, improve customer satisfaction and make sure our homes deliver the best possible outcomes for customers over their lifetime. This understanding will also enable us to respond swiftly to changes in our operating environment, including changes in legislation and the impact of climate change.

To achieve this, we must have a clear and complete picture of our homes – their condition, performance and future needs.

Our priorities for achieving this strategic pillar are:

Strengthen our stock condition intelligence

- Collect comprehensive and robust stock condition information to inform investment programmes and long term financial forecasts
- Improve the accuracy and completeness of data held in our asset management systems.

Use data and analytics to understand performance

- Apply data and insight to better understand asset performance at property, scheme and archetype levels
- Strengthen modelling to identify short , medium and long term investment needs and risks.

Support strategic investment planning

- Improve our understanding of the investment required to deliver key strategic projects, including sustainability and compliance led programmes
- Analyse low demand stock by archetype, including undertaking a strategic review of age-restricted housing.

Strengthen our understanding of environmental risks

- Increase understanding of our exposure to flood risk, including mapping future climate related impacts.



home
repairs
service

HRS colleague

Invest where it matters most

We target our resources where they deliver the greatest impact for customers, safety, sustainability, and long term value.



Targeting our finite budgets at the right investment priorities is essential to ensure we maximise the quality and safety of our homes.

Underpinned by a robust understanding of our homes and the evolving environment we operate in, we will make informed investment decisions which achieve the best outcomes for our customers and long-term health of our organisation.

We will aim to deliver investment in a way that drives efficiency across the business and provides long-term value for money.



Retrofit of an Alliance home in Pill

Our priorities for achieving this strategic pillar are:

Deliver homes that consistently meet the highest standards

- Raise the quality of our homes, so they meet or exceed all regulatory requirements, ensuring a portfolio that is safe, compliant, and aligned with our long term strategic ambitions.

Provide uncompromising safety and compliance

- Maintain absolute clarity and assurance on compliance with all landlord health and safety obligations, including the Fire Safety Act and Building Safety Act. Resident safety remains a non negotiable priority.

Anticipate and prepare for future regulation

- Proactively plan for emerging legislation, including the new Decent Homes Standard, ensuring the organisation remains ahead of regulatory change rather than reacting to it.

Leverage external funding to accelerate improvement

- Maximise opportunities for grant funding and external investment to enhance the efficiency, sustainability and financial resilience of our asset base.

Standardise to improve efficiency and value

- Adopt consistent component and renewal standards across investment programmes to drive efficiency, reduce cost variability, and deliver stronger value for money.

Harness technology to modernise our homes

- Explore and integrate smart home and digital technologies that enhance safety, efficiency, and the resident experience, positioning our homes for the future.

Optimise our assets

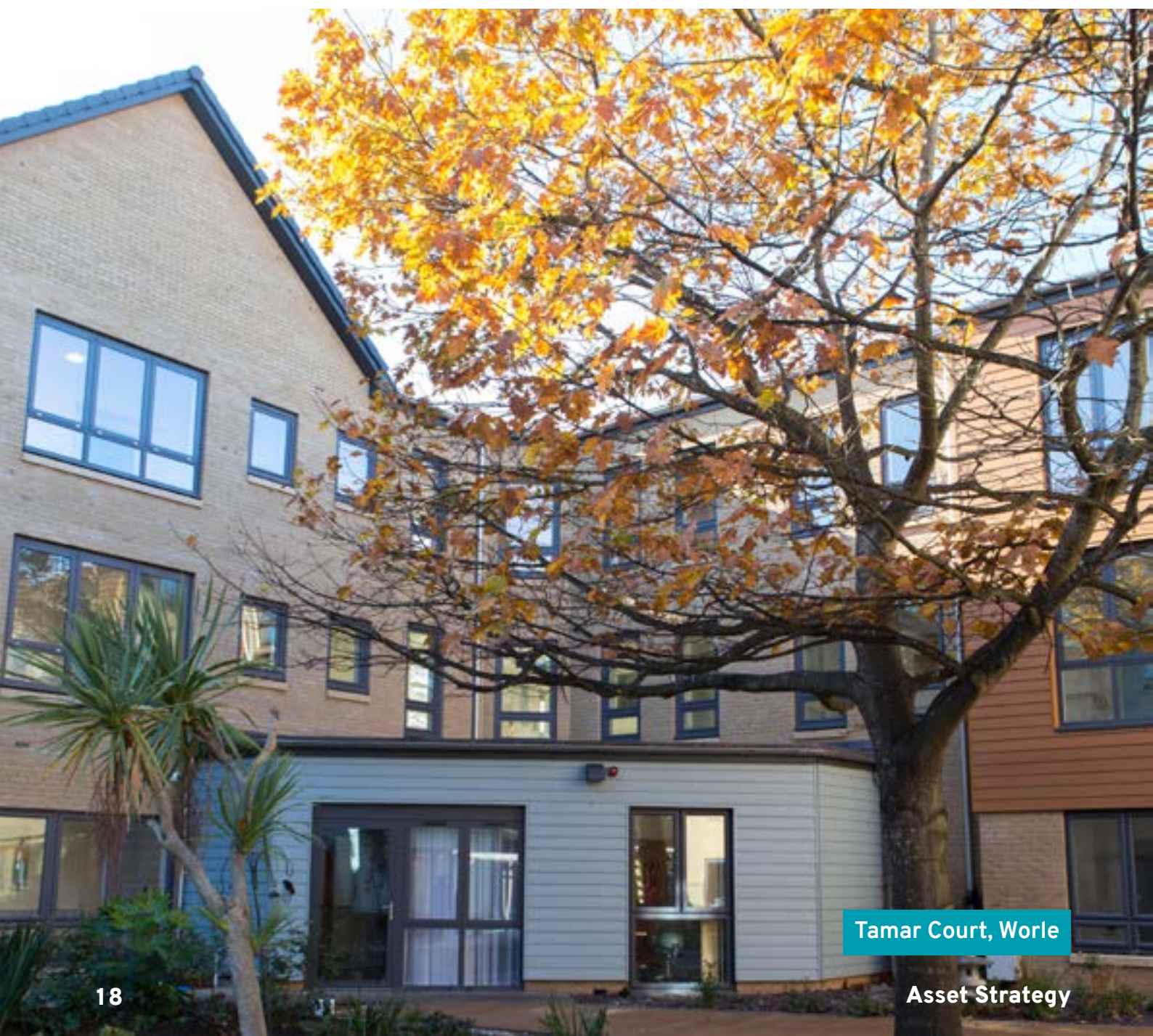


We take a disciplined, evidence led approach to managing our homes – using options appraisal to direct investment, improvement or disposal so our assets remain safe, efficient and financially strong for the long term.

Our portfolio of homes and other assets is varied and so is its performance in key areas such as financial viability and customer satisfaction.

By building a strong understanding of how our assets perform, we will make well-informed decisions about where to invest, improve or, where appropriate, dispose of homes and other assets. This will help us focus resources where they can make the greatest difference.

Taking this approach will help to ensure we continue to be a resilient organisation that is able to deliver great outcomes for our customers and communities.



Tamar Court, Worle

Our priorities for achieving this strategic pillar are:

Strengthen understanding of asset performance

- Undertake comprehensive stock viability modelling to grade the performance of our homes, enabling us to identify under-performing assets and target investment where it delivers the greatest long term value.

Make informed, future focused decisions on asset use

- Complete structured options appraisals for appropriate assets to determine their optimal future use, ensuring decisions are evidence based and aligned with organisational objectives. This will include our homes of non-traditional construction.

Deliver targeted change through data driven programmes

- Implement improvement, disposal, acquisition, and transformation projects arising from options appraisals and asset intelligence, ensuring our portfolio remains financially resilient and fit for purpose.

Assess the value of community assets

- Evaluate the impact and effectiveness of our community asset properties, to ensure they deliver measurable value for money and support our wider strategic aims.

Define the future of our garage portfolio

- Determine a clear strategic approach to our garage assets, assessing their performance, demand, and redevelopment potential to maximise value and community benefit.

Maximise the contribution of commercial assets

- Review our commercial portfolio and explore future use opportunities to strengthen financial performance and enhance value for money.

Lead a greener future



We reduce our environmental impact, improve energy efficiency, and take bold steps toward a low carbon, climate resilient housing portfolio.

As an organisation we are proactively reducing our environmental impact as set out in our Sustainability Strategy and Carbon Reduction Plan.

Our homes are our largest source of carbon emissions. By improving their energy efficiency we can make a significant difference to our overall carbon footprint. This will also help lower energy costs for customers and make our homes better suited to future needs.

We also recognise the wider risks posed by climate change, and will aim to make our homes more resilient to these risks through the delivery of this strategy.

Our priorities for achieving this strategic pillar are:

Accelerate the environmental performance of our homes

- Improve the energy efficiency of our homes and support the decarbonisation of our portfolio, ensuring all properties achieve at least EPC Band C by 2030. This will reduce carbon emissions, lower running costs for residents, and strengthen long term asset performance.

Foster a culture of innovation and continuous learning

- Actively test, evaluate, and adopt emerging technologies that enhance sustainability, efficiency, and resident experience. Innovation will become a core driver of how we manage and future proof our homes.

Assess and respond to climate related risks

- Evaluate the wider risks posed by climate change – including extreme weather events – and integrate resilience measures into our asset planning. This will ensure our homes remain safe, durable, and adaptable in a changing environment.

Support delivery of our Sustainability Strategy and Carbon Reduction Plan

- Align asset investment and operational decisions with our Sustainability Strategy and Carbon Reduction Plan, ensuring our actions contribute meaningfully to organisational carbon reduction commitments and national net zero goals.



Marine Parade, Pill

Placemaking



We take a place based approach to strengthening the neighbourhoods we serve – aligning investment, partnerships and insight to improve the quality, identity and long term resilience of each area.

Providing great homes for our customers extends beyond the front door. The quality of the wider environment, including shared spaces, neighbourhoods and community assets, plays a key role in how people feel about where they live and how connected they are to their community.

By taking a place-based approach, we can make sure our investment decisions look beyond individual properties to consider the wider impact on neighbourhood quality and long-term sustainability.

To achieve this, we will align our asset investment decisions with our Neighbourhood Strategy, to make sure our activities deliver the greatest possible benefit for residents and neighbourhoods.

Our priorities for achieving this strategic pillar are:

Target investment where it delivers measurable impact

- Invest in physical, social, and environmental projects where there is clear, evidence based customer need or demonstrable value for money.

Embed place based thinking to maximise added value

- We will further develop our place based investment approach to ensure our activities deliver the greatest possible benefit to residents and neighbourhoods.

Deliver a programme of block improvements

- We will establish and deliver a structured programme of internal and external block improvements, ensuring communal areas are safe, well maintained, and reflective of the standards we expect across our portfolio.

Support delivery of the Neighbourhood Strategy

- We will align our investment decisions and operational activity with the Neighbourhood Strategy, ensuring our asset related actions directly contribute to stronger, safer, and more sustainable communities.



Monitoring and review

It's important to track and measure our success. To achieve this, we'll create a clear delivery plan for every strategic objective, led by colleagues with the right skills, knowledge and experience.

Each year, we'll review progress and assess the impact of our actions.

Over the life of this strategy, we will seek to improve performance against the key TSM measure, aspiring to achieve at least 80% satisfaction for:

'Satisfaction that the home is well maintained'.

We will also ensure that our annually agreed Key Performance Indicators that underpin this strategy (subject to change) are tracked to provide assurance over the delivery of this strategy. These may include measures that matter aligned to:

- Decent Homes performance
- Energy / EPC measures
- Disposals receipts
- Investment spend to budget
- Investment delivery to programme
- Compliance with stock condition survey programme
- Landlord safety compliance measures, including HHSRS.

STRAWBERRY
LINE

CHEDDAR
RESERVOIR

Alliance Homes in Cheddar

If you need this document in another format, such as large print, please let us know.

You can contact us by calling 03000 120 120, emailing act@alliancehomes.org.uk or writing to us at 40 Martingale Way, Portishead, BS20 7AW.