

Asset Management Strategy

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1. Executive Summary

This strategy sets out how Calico Homes will look after, invest in and improve the homes and buildings we are responsible for between 2026 and 2030. It is aligned to the Calico Homes Corporate Plan and is organised around four strategic themes:

- Safe, high-quality homes and a positive tenant experience
- Energy-efficient, sustainable and future-ready homes
- Strong data, digital innovation and real-time assurance
- Long-term financial resilience, value for money and neighbourhood wellbeing

A key shift in this period is the rebalancing of expenditure toward prevention and planned investment. Our intention is to reduce reactive spend and increase our planned capital investment dependant on the operating environment. This change will be sequenced with Finance and delivery teams to protect affordability and service continuity and will be overseen through clear governance.

We will meet strengthening regulatory expectations through robust evidence, dependable systems and transparent governance. The Asset Management Delivery Group (AMDG) will provide a single line of assurance from operational delivery to the Homes Board, ensuring decisions are well-evidenced and risks are actively managed.

2. Strategic Aims and Objectives

Over the next four years we will:

- Provide safe, warm, modern homes that tenants feel proud of.
- Embed rapid, cross-team responses to damp, mould and other hazards, with clear tenant communication.
- Maintain near-complete asset data coverage and use it to target investment where it has the highest impact on safety, condition and comfort.
- Deliver the planned-to-reactive rebalance noted in the executive summary, moving steadily and responsibly to a prevention-first model.
- Achieve EPC C across viable homes by 2030, supported by fabric-first retrofit and targeted funding.
- Strengthen financial resilience through disciplined planning, forecasting and procurement.
- Coordinate property investment with neighbourhood priorities to support safer, cleaner and more welcoming places.

3. Scope

This strategy applies to all Calico Homes assets, including:

- General needs and supported housing
- Independent living schemes
- Communal areas and estate environments
- Offices, depots, community facilities and commercial units

This ensures a consistent, organisation-wide approach to safety, planning and investment.

4. Supporting Operational Services

Our approach is collaborative and service-led. Asset Management provides the insight, planning and programmes that enable frontline teams to deliver consistently and efficiently.

Repairs and maintenance

Use asset data to help operatives arrive with the right materials and knowledge to increase first-time fix and reduce repeat visits.

Voids and lettings

Set practical, modern specifications so empty homes are safe, energy-efficient and ready for new tenants. Use void learning to target recurring issues.

Development and regeneration

Model long-term viability and future maintenance burden, inform regeneration triggers, and ensure new homes are efficient to manage.

Compliance and building safety

Maintain accurate records, forward plans and risk controls; operational teams deliver day-to-day compliance while AMDG provides oversight.

Neighbourhood teams

Combine local insight with data to prioritise small, targeted improvements that have a visible impact on daily life.

5. Asset Management Principles

Safety and compliance

Maintain accurate building information and act quickly when concerns are raised. Keep tenants informed about what we are doing and why.

Homes that are modern, warm and sustainable

Focus on building fabric, moisture control, ventilation and thermal comfort so homes are easier and more affordable to heat and maintain.



Listening to tenants

Use tenant insight, TSMs, complaints, engagement and vulnerability information to shape priorities, standards and choices.

Strong data and evidence

Base decisions on validated surveys, EPCs, compliance records, repairs history and sensor insight. Target re-inspection when results look unusual.

Value for money and financial resilience

Deliver the planned-to-reactive rebalance set out in the executive summary to reduce avoidable failures and use resources where they add the most value.

Neighbourhood wellbeing

Coordinate asset works with improvements to shared spaces and local priorities.

Adaptability

Review the strategy annually to reflect changing regulation, expectations, technology and climate risks.

6.Delivering Our Strategy

6.1 Data Quality

We begin with approximately 99% valid stock condition coverage. A five-year cyclical programme (circa 1,200 surveys per year) will maintain coverage and quality.

We will:

- Strengthen component-level detail and track where repairs indicate premature failure.
- Analyse repair trends, damp/mould cases and contractor performance to refine programmes.
- Validate outliers through targeted re-inspection.
- Overlay tenant feedback, EDI characteristics and vulnerabilities when setting priorities.
- Refresh EPC data and integrate it with condition and energy modelling.

6.2 Asset Information System (AIS)

Assets will continue to support the Digital System review and ensure consideration that AIS will be the single trusted source for asset decisions, integrating condition surveys, EPCs, component and repairs history, compliance evidence and programme data.

The system will:

- Flag repeated access issues and support alternative approaches.
- Enable first-time fix by surfacing likely faults and required materials.
- Identify archetypes prone to damp, ventilation or repeated component failure.



- Group programme work intelligently (for example, ventilation with insulation and fabric upgrades).
- Provide clear visibility of local performance for neighbourhood teams.
- Give leaders, Homes Board and AMDG real-time assurance on compliance and programme delivery.

6.3 Digital Innovation and IoT (Internet of Things)

Digital tools will support a shift from reactive to preventative service. Sensor data will help detect moisture, environmental, air quality and thermal issues earlier and guide targeted interventions.

Our approach:

- Early warnings for damp, cold spots and ventilation problems.
- Predictive analytics to reduce repeat failures and emergency visits.
- Clear, transparent communication with tenants about what is monitored and why.
- Evidence to plan archetype-based investment and improve comfort.

7. Long-term Financial Planning

Our long-term financial approach supports stable, sustainable investment over the lifetime of the 30-year business plan. The strategy ensures we commit to the right priorities while maintaining affordability and regulatory readiness.

We will:

- Use 30-year modelling to understand long-term need, regeneration triggers and asset performance.
- Phase investment into five-year affordability tranches aligned with corporate priorities and financial capacity.
- Support the gradual shift toward a prevention-focused model (approximately 75% planned investment) while ensuring service stability for tenants.
- Strengthen forecasting using integrated condition data, repairs patterns and emerging insight from digital systems.
- Improve procurement efficiency through earlier programme definition, steady contractor pipelines and multi-year arrangements.
- Monitor delivery, cost and compliance performance through AMDG to provide assurance to the Homes Board.

8. Investment Planning

- Investment decisions will be based on real condition, tenant experience and evidence of where improvements will make the greatest long-term impact.
- We will:
- Prioritise building fabric, moisture management and ventilation improvements, especially where they help reduce damp, mould and recurring failures.

- Integrate EPC and thermal comfort works within each five-year tranche, targeting the lowest-performing homes first.
- Continually refine void standards so homes begin new tenancies in a strong, consistent condition, reducing early-tenancy repairs.
- Align planned works with neighbourhood priorities to improve whole-place quality and support long-term tenancy sustainment.
- Report progress, risks and investment outcomes through AMDG.

Revenue to Investment Trajectory

As the strategy matures, we expect a steady shift from reactive spend towards more planned investment. Early years will still feel the pressure of damp, mould and legacy component failures, but improving fabric condition, stabilising void standards and strengthening stock data will start to reduce avoidable repairs. Tenant voice and real-time feedback will help us understand where repeat issues occur and ensure that planned investment addresses the root causes rather than the symptoms.

As data quality improves, IoT sensors, monitoring moisture, ventilation and temperature will support earlier intervention and prevent routine problems from escalating into repairs. Combined with better forecasting and neighbourhood insight, this will gradually stabilise revenue demand and give us greater certainty in planning multi-year investment.

By the later years of the strategy, with predictive insight in place and tenants directly informing priorities, more work will shift into planned, prevention-led programmes. This approach will not force revenue down, but we will start to see a reduction on reactive repairs, reducing avoidable failures and steadily increasing the share of investment delivered through well-planned, long-term programmes.

9. Retrofit and Decarbonisation

Approximately 75% of homes are already EPC C or above. Our aim is to reach EPC C across viable homes by 2030, following a fabric-first approach and recognised standards for assurance and quality.

We will:

- Prioritise the least efficient homes first.
- Coordinate energy measures with condition-based works and neighbourhood plans.
- Seek external funding where available to offset revenue pressure.
- Use carbon income mechanisms, such as our Karbon Credits participation, to reinvest in homes where appropriate.

10. Neighbourhood and Place

Neighbourhoods matter as much as the homes within them. Working with neighbourhood teams we will target improvements that make daily life safer and more comfortable.

We will prioritise:

- Lighting, entrances and shared spaces that improve perceived and actual safety.
- Recurring damp and ventilation issues in blocks.
- Small, meaningful improvements that reduce friction for tenants.
- Coordinated works to minimise disruption and provide visible progress.
- Clear evidence for regeneration where long-term sustainability is challenged.

11. Strategic Risks and Mitigations

Calico Homes operates within a regulatory and financial environment that continues to evolve. The following strategic risks are the most relevant to delivering this Asset Management Strategy, along with the actions in place to manage them effectively.

Regulatory compliance

Regulatory expectations around damp, mould, building fabric, digital records and safety standards continue to strengthen.

Mitigation: Maintain accurate and current asset information, ensure consistent processes and evidence, and retain strong oversight through AMDG. Annual review of the strategy will keep it aligned with emerging requirements.

Cost inflation and supply chain pressures

Fluctuating labour and material costs, along with contractor capacity, can affect delivery timescales and affordability.

Mitigation: Plan programmes earlier, secure longer term contracting arrangements and ensure specifications remain flexible where this does not compromise safety or quality.

Data and system change

The introduction of our new digital systems with AIS and digital tools is a significant organisational shift that requires careful coordination.

Mitigation: Introduce new systems and AIS in phases supported by training, data validation and ongoing quality assurance to maintain accuracy and service continuity.

Workforce capability and skills

Evolving expectations in areas such as retrofit, digital systems and contract management require strengthened capability.

Mitigation: Implement a focused workforce development plan, provide targeted training and draw on specialist expertise where required.

Environmental and climate factors

Moisture, ventilation challenges and extreme weather place pressure on building fabric and can lead to increased demand for repairs.

Mitigation: Prioritise fabric improvements, enhance ventilation, monitor conditions through IoT pilots and support tenants where shared factors influence outcomes.

Contractor performance and capacity

Achievement of the strategy depends on consistent and reliable delivery from contractors across repairs, compliance and planned works.



Mitigation: Strengthen contract management, apply clear performance measures and provide greater visibility of forward programmes.

Cyber resilience

Increased digital reliance creates greater exposure to cyber security risks.

Mitigation: Maintain strong ICT governance, apply proportionate access controls and ensure digital systems are supported by secure architecture and monitoring.

12. Delivery Roadmap 2026–2030

2026 – Foundations and clarity

- Complete approximately 1,200 stock condition surveys.
- Refresh EPCs as required.
- Launch the five-year investment programme.
- Begin IoT pilots in priority homes.
- Support AIS development.
- Annual strategy review and alignment with the Corporate Plan.

2027 – Integration and targeted improvement

- Implement AIS and migrate validated data.
- Extend IoT pilots to further archetypes.
- Deliver targeted fabric-first improvements.
- Strengthen contract management.
- Annual strategy review.

2028 – Review and accelerate

- Mid-term strategy review.
- Complete whole-stock asset performance modelling.
- Accelerate EPC and fabric improvements.
- Embed neighbourhood investment plans.
- Annual strategy review.

2029 – Scale and stabilise

- Scale technology across priority areas.
- Continue EPC and fabric programmes toward completion.
- Strengthen regeneration and disposal evidence.
- Refresh lifecycle models.
- Annual strategy review.

2030 – Consolidation and transition

- Achieve EPC C across viable homes.
- Complete stock condition refresh.
- Publish a new Net Zero roadmap.



- Begin drafting the 2031–2036 strategy.
- Annual strategy review.

13. Regulatory framework summary

Regulation	What it requires in practice	How this strategy responds
Awaab's Law	Rapid investigation, communication and action on damp, mould and housing-related health hazards; clear timescales and record-keeping.	Embedded cross-team response, AIS record-keeping, IoT early warnings, fabric-first works, clear tenant communication.
Reformed Decent Homes Standard (DHS2)	Stronger focus on building fabric, moisture control, ventilation, thermal comfort and modern facilities.	Priority programmes for fabric and ventilation, condition-driven planning, neighbourhood-coordinated improvements.
RSH Safety and Quality Standard	Evidence-based assurance of safety and quality, accurate records and transparent governance.	AIS as single source of truth; AMDG assurance line to Homes Board; data coverage maintained via cyclical surveys.
PAS 2035/2030:2023	Quality-assured retrofit processes, roles and design standards; monitoring and evaluation.	Fabric-first retrofit following PAS, targeted archetype interventions, funding compliance and post-installation checks.
EPC C by 2030 (sector ambition)	Improve energy efficiency to EPC C across viable homes by 2030.	Trajectory to 100% EPC C (viable stock) by 2030; prioritised programmes; external funding routes explored.
Building Safety Act (digital records)	Accurate, accessible building information and safety case requirements for higher-risk buildings.	AIS holds structured records; governance via AMDG; programme reports provide evidence of compliance.
SHDF and MEES policy direction	Funded retrofit requires quality standards and data evidence; continuous improvement in energy efficiency.	Data-led bids, PAS-aligned delivery, monitoring outcomes to inform future tranches and maintain compliance.

14. Glossary of terms

AIS (Asset Information System)

A central system used to store accurate, validated information about each home, including stock condition surveys, EPCs, component data, compliance evidence and investment history.

AMDG (Asset Management Delivery Group)

The internal governance group responsible for overseeing asset performance, investment planning, building safety, regulatory readiness and delivery of this strategy.

Awaab's Law

A legal framework introducing strict timeframes for responding to damp, mould and housing-related health hazards. Requires rapid investigation, communication and action.

BSR (Building Safety Regulator)

The national regulator overseeing building safety under the Building Safety Act, including digital record expectations and safety case requirements for higher-risk residential buildings.

DHS2 (Reformed Decent Homes Standard)

The updated Decent Homes Standard expected to apply from 2035, placing stronger emphasis on thermal comfort, building fabric, ventilation, moisture control and modern facilities.

EDI (Equality, Diversity and Inclusion)

Information that helps Calico Homes understand tenant needs and tailor services based on protected characteristics and specific vulnerabilities.

EPC (Energy Performance Certificate)

A rating of a home's energy efficiency, ranging from A (highest) to G (lowest). EPC data is used to plan retrofit, reduce fuel poverty and monitor progress towards EPC C by 2030.

EPC C 2030

The sector-wide ambition for all rented homes to be EPC C or above by 2030, supported by government policy and SHDF funding guidance.

Fabric-first

A retrofit principle focusing on improving the physical structure of a building—insulation, ventilation, airtightness and thermal efficiency—before installing new technologies.

IoT (Internet of Things)

Digital sensors that monitor real-time conditions in homes, such as temperature, humidity, heat loss or ventilation performance, enabling early detection of damp, mould or energy inefficiency.

Karbon Credits

A carbon-credit-based funding mechanism where verified carbon savings generate income that can be reinvested into improving homes.

Lifecycle planning

Traditional method of predicting when building components (windows, boilers, kitchens etc.) require replacement based on their expected lifespan.

MEES/MEEPS (Minimum Energy Efficiency Standards)

Widely referenced UK policy direction aiming to improve energy efficiency in rented homes. This aligns closely with the national ambition for EPC C by 2030.

PAS 2035/2030:2023

The national retrofit standard governing quality, design, assurance, assessment and delivery of domestic energy efficiency improvements. Required for most funded retrofit schemes.



Reactive repairs

Unplanned work carried out when a component fails unexpectedly. High levels of reactive repairs increase cost and cause disruption to tenants.

SHDF (Social Housing Decarbonisation Fund)

A national programme providing funding for energy efficiency and thermal comfort improvements in social housing.

Stock condition survey

A physical inspection of a home that assesses component condition, energy performance, building fabric, ventilation and other features needed to inform long-term planning.

Tenant Satisfaction Measures (TSMs)

National, regulated measures of tenant experience used to understand how well landlords are performing. Included in regulatory oversight by the RSH.

Whole-stock modelling

An assessment that brings together condition, compliance, repairs history and energy data to understand long-term risks, cost pressures and asset performance across all homes.

