



Interim Asset Management Strategy 2025-2026

Our Vision

We strive to be an excellent service provider that meaningfully engages with and involves its tenants, while actively growing and strengthening the business.

We want to do more to enhance and develop our social purpose, creating opportunities for people to make real and lasting improvements in their lives.

The Purpose of this strategy is to ensure that it contributes to the achievement of our strategic objectives outlined in the Unity Corporate Plan 2021-2027:

To effectively manage and invest in our housing assets to support the delivery of high-quality services, building and maintaining meaningful customer engagement, protecting and enabling growth of the organization, and strengthening operational performance and organisational resilience.

What is Asset Management...

Asset Management' refers to the activities needed to optimise resources, maintain, and enhance our assets to support corporate goals and meet tenants' and neighbourhoods future needs. While it involves repairs and maintenance, it also includes updating, improving, and investing in properties to provide quality homes in desirable places for our customers to live. Our Asset Management Strategy encompasses maintaining safe, healthy homes in good repair, enhancing energy efficiency, and modernizing our estates. Effective asset management shapes homes to meet future needs with sustainability as a core focus, addressing climate change challenges and integrating new technology and systems.

Who are Unity

Unity Housing was established in 1987 with the aim of meeting the housing needs of black and minority ethnic people (BME). We have a strong social purpose and believe in fighting inequality and empowering BME people to improve their lives by creating opportunities and helping to regenerate our communities.

Unity current property portfolio is broken down in table 1.1.

Table 1.1

	LCRA owned and managed by Unity	LCRA managed by others	LCRA Managed by Unity for others	LCHO
General needs	1156	0	6	59
Supported Housing	0	24	0	0
Housing for Older People	0	0	0	0
Intermediate rent	0	0	0	0
Affordable rent general needs	143	0	0	0
Affordable rent supported housing/ housing for older people	0	0	0	0
Care homes	0	5	0	0
TOTAL	1299	29	6	59

Over two thirds of our homes were built after 1990.

Current Position

This is an interim strategy that states our current priorities for 2025/26 in relation to Asset Management. An interim asset management strategy because we need one due to delays in implementing the AMS module. We need this module to realise the aim of enabling our strategic decisions to be based on all the available data, including real-time responsive repairs data. In addition:

- We need more time to complete data collection, including stock condition and EPC surveys to inform a permanent strategy
- We are transitioning to a new contractor for repairs and maintenance. An interim strategy will help us maintain operations and address immediate needs while we develop a long-term plan.
- The interim strategy aims to comply with regulatory requirements while developing a more comprehensive approach. This involves adhering to standards for property conditions, energy efficiency, and safety.
- This interim strategy enables Unity to tackle urgent repairs, maintenance, and safety issues immediately, without waiting for the full strategy's completion.
- We want to carry out more extensive consultation with tenants, staff, and board members for input to shape the final strategy

Purpose

This interim strategy is in place to ensure we have solid foundations in place to build on in the future. This will ensure that we have up to date data from a variety of sources to ensure a holistic approach to asset management. We are also investing a new Asset Management module to allow for a more proactive approach to Asset Management. This will be implemented in the Summer/ Autumn of 2025.

We have created a new role in the Assets and Compliance Manager to ensure we have the competence and focus in planning our future investment decisions.

At the time of writing this strategy approximately 90% of our properties had a stock condition survey carried out within the last 5 years. This will be 100% by July 2025 and a rolling programme will then commence to ensure that our assets are always surveyed within a 5 year cycle.

We are also ensuring all of our energy performance information is up to date and that a comprehensive review of our current planned and cyclical programmes is completed to ensure that we are administering this in the most efficient way.

We applied for DESNZ warm homes funding in late 2024 to support our plans to bring all of our homes up to EPC C. The bid was successful, however, we received a better counter offer from the West Yorkshire Combined Authority (WYCA) to deliver works alongside some of our neighbouring registered providers. Currently we aim to deliver planned programmes of work that consider the lifecycles in the table 1.2 below. We will be reviewing these with customers over the coming year to assess if they are still fit for our customers needs and the organisations future plans.

Table 1.2 - Lifecycles

Component	Decent Homes Estimated Life (yrs)	Unity Aspirational Renewal Cycle (yrs)	Unity's current renewal cycle per RAM/ Statutory Accounts
Kitchen	30	20	25
Boiler	15	15	15
Bathroom	40	20	30
Shower	15	15	15
Doors	40	25	20
Window Frames	40	25	40
Electrical Systems	30	30	30
Roof	50	50	50
Central Heating			30
Solar Panels			25
Electrical Fires			15

1. Delivering excellent Customer Services and Meaningful Customer Engagement

- **Asset Condition and Safety:**

We will maintain all properties to the highest safety and quality standards, ensuring compliance with all relevant building safety legislation and regulation. We will meet and aim to exceed the Decent Homes standard. We will strive to achieve and maintain 100% compliance in gas, electrical, water management, fire safety, lifts and asbestos. We will take all reports of damp and mould seriously and implement processes to comply with Awaabs Law.

- **Transparency**

We will be transparent in all of our data and reporting in relation to managing our assets. We will utilise our IT systems effectively to improve data quality and understand our assets but also our customer and community needs.

- **New team**

We now have a team dedicated to asset planning and compliance who are focused on these critical areas and ensuring we deliver services that invest in the right things at the right time.

- **Customer-Centric Repairs and Maintenance:**

We are in the early stages of a new repairs and maintenance contract which commenced in April 2025.

We also procured a new gas maintenance and servicing contractor in November 2024.

These contractors understand the importance of improving the customers experience with repairs and have made a positive impact early on in the contract. We will continue to work with them to further improve our repairs and maintenance services.

We have reviewed our repairs and maintenance process and have listened to customers and colleagues about what works and doesn't work for them. In 2025 we will be rolling out the improvements to colleagues to deliver efficiencies and improve customer satisfaction.

- **Engagement in Asset Decisions:**

We will involve customers in decisions regarding asset investments, refurbishments, or disposals through the variety of feedback mechanisms we use; scrutiny panel, forums, transactional surveys, tenant satisfaction measures and consultation events.

Our customer scrutiny panel has been involved in reviewing the repairs policy and service and will continue to hold us to account as we develop our ways of working with our new contractors.

We will review and update the planned maintenance schedule to minimise disruption to tenants.

- **Aids and Adaptations:**

We will fund all lower cost adaptations under £1000 subject to budget availability

For major adaptation works we, require an application is made to the local authority for a disabled facilities grant. We will support customers with this application if requested.

2. Growing and Protecting the Organisation

- **Asset Investment and Acquisition:**

We will only pursue strategic acquisition and development opportunities that align with community needs and organisational capacity and that support long-term sustainability.

- **Asset Disposal:**

We will review our asset portfolio to identify underperforming or non-strategic assets for potential disposal and reinvest proceeds in higher-priority areas.

- **Financial Viability:**

Ensure asset management decisions optimise return on investment while balancing social purpose objectives, supporting financial health and organizational growth. We will procure contracts that are compliant with legislation and seek to offer great value for money for our customers.

3. Operational Performance

- **Data-Driven Asset Management:**

We are working to make sure our data is in a good place to populate our new asset module which will enable us to better monitor stock condition, costs, and performance metrics. We will then use this data to inform lifecycle planning and risk management.

- **Planned Maintenance and Capital Works:**

We will deliver cost-effective planned maintenance programmes that extend asset life and reduce reactive repairs and customer dissatisfaction.

- **Sustainability and Energy Efficiency:**

We will invest in energy efficiency improvements and environmentally sustainable technologies to reduce costs and carbon footprint and meet at a minimum EPC C for all of our homes.

- **Transparency and Accountability**

We will routinely provide reports on performance against Asset Management KPI's and share these with all stakeholders, i.e. colleagues, customers, board.

4. Developing and Investing in Our Social Purpose

- **Community-Led Asset Development:**

Where possible we will prioritise developments and refurbishments that address local housing needs.

- **Inclusive Design and Accessibility:**

We will ensure our approach to asset management promotes inclusivity, accessibility, and adaptability to meet diverse tenant needs.

- **Partnerships for Social Impact:**

We will collaborate with local authorities, voluntary organizations, and other registered providers to align asset strategies where we can to meet wider community development goals.

5. Improving Resilience and Extending Business Capability Through Organizational and HR Development

- **Skills Development:**

We will continue to invest in training and development of staff involved in asset management, including customer service, compliance, and technical skills.

- **Cross-Functional Collaboration:**

We will continue to foster collaboration between asset management, housing management, finance, and HR teams to align objectives and improve service delivery and ensure we have asset plans that also factor in neighbourhood plans.

- **Risk Management and Business Continuity:**

We will embed risk assessment and mitigation in our asset management practices to ensure resilience against market, operational, and regulatory changes.

6. Monitoring and Review

- We will ensure all key performance indicators (KPIs) are aligned with corporate themes (for e.g. tenant satisfaction, asset condition, energy performance, budget performance).
- We will regularly report to senior management, the board and share performance with customers, incorporating customer feedback results.

- We will review and update the strategy next financial year 2026/2027 incorporating the up to date stock condition and energy performance data, which will be loaded into our new Asset Management module.

7. Document Management

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