



Asset Management Strategy

Homes That Work. Places With Purpose

Responsible officer: Director of Property & Place

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Introduction

Our homes are central to our purpose and to the lives of the people and communities we serve. They provide safety, stability and opportunity. This Asset Management Strategy sets out our long-term ambition for those homes: to protect their quality, modernise them for the future, and ensure they remain places where residents feel safe, warm, proud and supported to live well.

We are operating in a delivery environment that is increasingly complex, fast-moving and dynamic. Expectations are rising, the pace of change is accelerating, and the demands on our homes, systems and services continue to grow. To stay responsive in this environment, the strategy is supported by an agile delivery plan that allows us to adapt to volatility while maintaining alignment between asset risks, capital affordability, the customer voice and statutory requirements.

However, our ambition remains clear and unwavering. We will remain steadfast in our purpose and agile in the ways we deliver it, applying insight, innovation and disciplined planning to achieve the outcomes that matter most.

This strategy looks beyond individual projects or programmes. It sets a high-level vision for how we will manage, maintain and invest in our homes and places over the long term. It is ambitious in scope, confident in tone and rooted in real-world pragmatism, with a clear commitment to the well-being of future generations through long-term, responsible investment. It recognises that delivering safe, modern, energy-efficient homes will require new approaches, new skills and new partnerships, as well as the creativity and commitment of our colleagues.

At its core, this strategy is about delivering impact: safer homes, warmer homes, affordable homes, and neighbourhoods that inspire pride. It is shaped by the customer voice, driven by insight, and underpinned by value for money — ensuring every decision supports long-term sustainability and meaningful improvement in residents' lives. It also recognises the role of asset investment and repairs in reducing inequality, improving accessibility and ensuring services work well for residents with different needs and circumstances.

With this strategy, we set a clear direction for the years ahead. We will invest wisely, act decisively and innovate boldly, ensuring our homes and communities



are resilient, future-ready and able to support people to live well for generations to come.



Our operating environment

The environment in which we manage and invest in our homes is becoming more complex, with rising expectations and increasing pressures shaping how we work. Regulatory standards continue to strengthen, particularly in building safety, data quality, and energy performance. We welcome these higher standards, but they bring significant cost implications and require disciplined long-term planning, strong assurance, and the capacity to deliver at scale.

This environment reinforces the importance of strong insight, modern systems and the use of emerging technologies, enabling us to make informed decisions and adapt investment plans as expectations, regulation and financial pressures evolve.

Costs across the construction and maintenance sector continue to rise, with the price of materials, labour and specialist services placing growing pressure on budgets. These pressures are intensified by a tightening labour market, where skills shortages are becoming more acute. At the same time, the move towards decarbonisation is creating new demand for green skills that the sector does not yet have at the scale required.

Meeting the challenge of climate change requires major investment in decarbonising existing homes while keeping them warm and affordable for residents. This involves fabric-first improvements, low-carbon technologies, and whole-home retrofit approaches, each carrying financial, technical and delivery challenges.

Despite these pressures, there are significant opportunities. Emerging technology is transforming how we understand and manage our homes, from smart diagnostics and home-monitoring tools to improved data platforms and predictive analytics. These innovations can help us target investment more effectively, reduce reactive repairs, strengthen compliance and improve the resident experience. They also create new opportunities to work with partners who share our goals enabling us to build capacity, develop green skills and explore renewable energy and new delivery models together.

In this volatile and fast-changing context, agility is essential. We will remain steadfast in our ambition while adapting quickly to new requirements, risks and opportunities. This approach ensures we continue to provide safe, warm, affordable homes and deliver meaningful impact for the people and communities we serve.



Our Assets

Hedyn owns and manages more than 15,000 homes across south-east Wales. Our homes reflect more than a century of housing development, with properties built between 1900 and 2025, ranging from early 20th-century terraces to modern, energy-efficient new builds.

We provide a diverse mix of tenures, including social rent, affordable rent, and low-cost home ownership, ensuring our homes meet a wide range of needs across our communities. Our portfolio includes a broad variety of construction types, from traditional houses and bungalows to non-traditional homes and high-rise buildings, each with different investment requirements and performance characteristics.

Alongside our housing stock, we manage a wide range of non-residential assets that play a vital role in supporting safe, sustainable and well-maintained communities. These include district heating systems, communal and open spaces, and retail or commercial units that contribute to local economic vibrancy.

This diversity brings both challenges and opportunities. It requires tailored investment, strong insight into asset performance, and a long-term approach to sustainability and value. It also gives Hedyn the scale, range and presence to make a significant impact across the communities we serve.



Principles

Our principles underpin every part of this Asset Management Strategy. They guide how we make decisions, work with residents, and invest for the long term. Applied across all priorities, they shape how we manage homes, design services and deliver change. They ensure our approach is consistent, transparent and rooted in what matters most to the people and places we serve.

Principle 1: Shaped by the Customer Voice

We listen, we learn, and we act, putting residents at the heart of every decision.

Residents' insights and experiences guide how we invest in homes and neighbourhoods.

Their voice helps us focus on what matters most as set out in our Customer Promise, including safety, reliability, warmth, affordability and pride in place.

Being shaped by the customer voice means:

- ensuring residents influence strategic decisions, not just day-to-day services
- making investment choices transparent and easy to understand
- designing repairs, programmes and regeneration with residents
- building trust through open communication and visible action

This principle strengthens every priority in the strategy, grounding our decisions in real experience and helping us create homes and neighbourhoods where people can thrive.

Principle 2: Driven by Insight

We use high-quality insight, grounded in strong data, intelligence and lived experience to make confident, evidence-based decisions.

Insight underpins effective asset management.

By bringing together reliable data, digital tools, stock intelligence, resident feedback and organisational learning, we understand how homes perform, where risks lie and where investment has the greatest long-term impact.

Being insight-led means:

- Ensuring the accuracy and consistency of our asset data



- using digital tools and analysis to understand demand, value and risk
- combining resident insight with technical evidence to prioritise investment
- identifying issues early and acting proactively
- planning confidently through long-term, whole-life understanding of our homes

This principle ensures we target resources where they make the biggest difference, improving quality, safety, affordability and resilience across every community we serve.

Principle 3: Underpinned by Value for Money

We use our resources responsibly and creatively to deliver the greatest benefit for residents, homes and places.

Value for money is about maximising long-term impact, not simply reducing cost. This principle ensures we balance affordability, quality and sustainability, making choices that strengthen financial resilience while improving homes and reducing inequalities. Value for money is about maximising long-term impact, not simply reducing cost. This principle ensures we balance affordability, quality and sustainability, making choices that strengthen financial resilience while improving homes and reducing inequalities. It also ensures that decisions on compliance, safety and decarbonisation are fully aligned with long-term business and financial planning.

Being underpinned by value for money means:

- planning for the long term, considering whole-life costs and future affordability
- investing in efficient, modern homes that lower running costs for residents
- strengthening partnerships and supply chains to deliver more for every pound
- prioritising prevention over reactive spend
- ensuring decisions support organisational sustainability and community wellbeing

This principle ensures every action in the strategy delivers measurable benefit and protects Hedyn's ability to invest in homes, people and places for the long term.



Priority 1: Safe and Healthy Homes

We are committed to providing homes that are consistently safe, healthy and compliant. Nothing is more important than protecting residents and ensuring their homes meet high standards every day and our employees in their working environment. We will take a proactive, evidence-led approach to safety, tackling issues early and preventing them from recurring.

Objective 1: Robust safety and compliance

Safety is our first responsibility. We will maintain clear oversight of compliance across all homes and take decisive action whenever risks emerge.

We will:

- maintain full compliance with all building safety, fire, gas, electrical and all property safety requirements
- strengthen our compliance systems, assurance processes and reporting
- act quickly on safety issues, supported by specialist expertise and robust policies

Objective 2: Eliminate hazards including damp, mould and condensation

Every resident deserves a home that is healthy and free from hazards, including damp and mould. We will address the causes, not just the symptoms, and support residents throughout the process.

We will:

- respond promptly to every report, assessing cases through a safety and wellbeing lens
- tackle root causes through ventilation, insulation and building fabric improvements
- use insight and data to identify emerging risks early and prevent issues recurring

Objective 3: Build resident confidence in building safety

Residents should feel informed, reassured and able to raise concerns easily. We will strengthen trust by being transparent, visible and proactive in how we manage building safety.

We will:

- communicate clearly about safety responsibilities, standards and actions
- involve residents in conversations about their homes and safety priorities
- use technology and insight to improve real-time understanding of building performance.



Priority 2: Investing in Homes for the Long Term

We want every home to be high-quality, future-ready and able to meet residents' needs now and in the decades ahead. Through long-term, evidence-led investment, we will improve the condition, performance and resilience of our homes while minimising disruption and delivering better value. Our approach will be planned, predictable and transparent, ensuring social value that ensures that every pound invested benefits our residents and their communities.

Objective 1: Make investment decisions driven by insight

We will build a stronger understanding of our homes so decisions are fair, transparent and evidence-based. Better data, digital tools and stock intelligence will help us target investment where it has the greatest impact.

We will:

- enhance the completeness and accuracy of stock condition and asset data
- use insight to prioritise investment based on need, risk and long-term value
- make investment decisions clear and transparent for residents

Objective 2: Shift to a planned, proactive investment model

A planned approach reduces disruption, lowers reactive costs and improves the resident experience. We will deliver predictable programmes that maintain quality, extend asset life and prevent problems before they occur.

We will:

- deliver planned, multi-year investment programmes across key components
- reduce reliance on reactive repairs by preventing issues early
- coordinate works to minimise disruption and create a smoother resident experience
- use planned investment to improve the quality and accessibility of homes so they meet a range of resident needs.

Objective 3: Strengthen long-term value and sustainability

We will invest in ways that maximise performance, reduce whole-life costs and align with Hedyn's long-term financial planning. Strong partnerships and innovative approaches will help us deliver more for every pound.

We will:

- take a whole-life, long-term approach to investment planning
- build strong, stable supply chain partnerships to secure quality and value.
- develop the technical, commercial and green skills needed to deliver long-term investment programmes and meet future standards
- explore innovative funding, technology and delivery models to support future investment



Priority 3: A Modern Repairs Service

We want every resident to experience a repairs service that is simple, reliable and respectful. A modern service should fix problems quickly, keep residents informed, and prevent issues from coming back. We will design repairs around what matters most to residents, supported by skilled colleagues, strong partnerships and efficient systems.

Objective 1: Deliver a customer-led repairs experience

Repairs should be easy to request, clearly communicated, and resolved in a way that builds trust. We will use insight and resident involvement to shape standards, improve communication and ensure repairs are done right the first time.

We will:

- design repairs services around resident experience, expectations and feedback
- improve diagnosis and scheduling so repairs are completed quickly and professionally
- keep residents informed throughout the process and provide clear, timely updates
- ensure every repair visit is respectful, leaving homes safe, clean and tidy
- ensure repairs services are accessible to all residents, meeting diverse needs and removing barriers to reporting and resolution.

Objective 2: Build a skilled, flexible and high-performing workforce

A great repairs service depends on colleagues with the skills, tools and support to do their best work. We will invest in our teams and contractors to provide consistent quality and more first-time fixes.

We will:

- grow a multi-skilled workforce able to resolve more issues on the first visit
- strengthen alignment between in-house teams and contractors to ensure consistent standards
- modernise roles, systems and equipment so colleagues can work efficiently, agile and safely

Objective 3: Provide place-based, value-for-money services

Different communities have different needs, and our service must reflect that. We will tailor our approach, reduce waste, and ensure residents see real value from the resources we invest.

We will:

- tailor repairs and maintenance approaches to the needs of each community
- coordinate activity across teams to reduce disruption and improve efficiency
- use insight and performance data to continually improve the service and drive value for money



Priority 4: Warm, Affordable and Low-Carbon Homes

We want every resident to live in a warm, efficient and affordable home. We will embrace innovation, smart technology and renewable energy, and work with new partners to deliver progressive, resident-centred decarbonisation that lowers bills, reduces fuel poverty and supports a fair, affordable transition to net zero.

Objective 1: Improve energy efficiency and reduce energy bills

We will focus on practical measures that improve comfort, reduce heat loss and lower running costs. Our approach will combine fabric improvements with modern, energy-efficient systems that make homes warmer and cheaper to live in.

We will:

- enhance insulation, ventilation and building fabric to improve energy performance
- install efficient low-carbon technologies and heating solutions that support affordable warmth
- use smart energy-monitoring tools to give residents clearer insights into their energy use and support lower household bills.

Objective 2: Embrace progressive, innovative and smart solutions

Technology and innovation will play a central role in shaping warm, low-carbon homes. We will be open to new ideas, test emerging solutions at scale and use real-world insight to guide long-term decisions.

We will:

- adopt a fabric-plus approach backed by monitoring and performance data
- explore innovative retrofit solutions, digital tools and renewable technologies
- assess new approaches through pilots, learning what works best for residents

Objective 3: Build the partnerships and capacity needed for the future

Delivering low-carbon, affordable homes requires strong partnerships, investment and specialist skills. We will work with others to grow the green skills we need and explore opportunities to play an active role in local renewable and affordable energy provision.

We will:

- grow the green skills and capacity needed for long-term retrofit and energy programmes
- build strategic partnerships with local energy, technology and training partners and grow our own green skills
- explore opportunities to generate, share or procure affordable renewable energy for our communities.



Priority 5: Places and Spaces

We want every neighbourhood to be a place where people feel safe, welcome and proud to live. We will care for the spaces around our homes, improve the public realm, and invest in the long-term sustainability of communities. Our work will be supported by a clear estate management plan that sets consistent standards across our neighbourhoods and guides local investment. Where neighbourhoods no longer meet residents' needs, we will lead regeneration shaped by the people who live there.

Objective 1: Create clean, safe and welcoming environments

We want every resident to feel proud of where they live. By improving the built environment and maintaining clear estate standards, we will create neighbourhoods that feel safe, cared-for and well-managed.

We will:

- invest in the built environment to improve safety, accessibility and quality
- take a structured approach to public realm investment
- set and uphold clear estate management standards

Objective 2: Protect and enhance open spaces

Open spaces support wellbeing, biodiversity and community identity. We will enhance their quality and use so neighbourhoods are healthier and more sustainable.

We will:

- invest in green spaces and biodiversity
- protect our habitat and wildlife
- improve the quality and usability of communal outdoor spaces
- enhance safe and accessible routes around our neighbourhoods
- strengthen climate resilience and sustainable drainage

Objective 3: Regenerate neighbourhoods that no longer meet residents' needs

Where places fall behind modern expectations, we will take bold, long-term action, shaped by resident insight and strong local partnerships.

We will:

- use a clear framework to identify and guide regeneration
- involve residents from the very start
- take a long-term, place-based approach to renewal
- align regeneration with our development programme, using new homes, infill development and mixed-tenure options to support sustainable, long-term neighbourhood renewal
- work with local authorities and partners to create thriving communities



Measuring our impact

We will measure the impact of this strategy through a focused set of metrics that demonstrate safety, investment performance, affordability, energy efficiency and customer experience. Progress will be monitored through the quarterly Strategic Performance and Assurance Report, with an annual review of delivery against this Asset Management Strategy to ensure transparency, strong governance and a clear line of sight from priorities to action.

Major investment programmes and asset decisions will be evaluated through a consistent framework that considers long-term value, whole-life cost, WHQS compliance, resident insight and carbon impact. This ensures decisions remain financially viable, aligned with capital capacity and reflective of what matters most to residents. This approach enables us to adapt quickly to emerging risks and opportunities while demonstrating real, measurable improvement in the quality, safety and sustainability of our homes and places

Delivering the strategy

This strategy will be delivered through an agile, rolling delivery plan that translates our priorities into clear actions while giving us the flexibility to respond quickly to changes in the operating environment. Delivery will be fully integrated with our financial planning processes, ensuring that investment decisions are affordable, aligned with long-term business planning, and supported by strong governance. Progress will be monitored by the Department and the Directors and Executive Teams.

The Board will maintain oversight via the quarterly Strategic Performance and Assurance Report and an annual Asset Management Strategy focus report. This approach keeps us focused, adaptable and accountable as we deliver safe, high-quality homes and thriving places.