

L&Q Appoints Cardo to Support £3bn Major Works Investment Programme

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L&Q has appointed [Cardo](#) as a new delivery partner for its Major Works Investment Programme, one of the largest housing improvement programmes in the UK social housing sector.

Cardo, which provides property services across the UK and Ireland, will support the delivery of planned maintenance and refurbishment works over the next 12 years, beginning with fire remediation projects scheduled for 2026 and 2027.

The appointment forms part of L&Q's wider 15 year, £3 billion investment programme aimed at upgrading homes to meet the Decent Homes Standard while improving safety, sustainability and energy efficiency across its housing stock.

The programme covers all rented homes managed by L&Q, as well as communal areas within buildings that include shared ownership and leasehold properties.

Works include kitchen and bathroom replacements, roofing and window upgrades, fire safety improvements, mechanical and engineering enhancements, estate refurbishments and energy efficiency measures designed to help homes achieve EPC C ratings.

More than 21,000 homes have already been upgraded since the programme began.

Focus on safety, retrofit and resident experience

Cardo operates across five core service areas including repairs, planned works, compliance, fire remediation and energy efficiency.

The company said its approach places a strong emphasis on customer experience, regulatory compliance and resident communication throughout project delivery.

The partnership also aligns with L&Q's wider focus on delivering social value alongside physical improvements. Social impact is embedded within the programme through employment opportunities, skills development and wider community initiatives supported by L&Q's Foundation and Community Development teams.

Performance is measured through the Social Value Portal as part of the programme's broader targets.

Mark Newstead, Director of Major Programmes at L&Q, said Cardo's experience and resident focused approach made the company a strong addition to the framework.

"Cardo brings extensive experience in delivering large scale planned maintenance and retrofit programmes within the housing sector," he said.

"Their focus on resident experience and commitment to delivering high quality works aligns closely with our values and our ambitions for the programme.

"I know they'll play an important role in helping us deliver improvements to residents' homes and communities."

Long term investment in housing quality

Cardo joins nine existing partners already supporting delivery of the programme, including Axis Europe, Equans UK & Ireland, Kier Places, Morgan Sindall Property Services and Wates Property Services.

Liam Bevan, Chief Executive of Cardo Group, described the programme as a significant opportunity to improve housing quality and performance at scale.

"L&Q's Major Works Investment Programme is a landmark investment and a real opportunity to improve the safety, comfort and environmental performance of residents' homes and communities at scale," he said.

"Cardo brings vast experience in delivering property services for housing providers, and we are looking forward to working closely with L&Q and its current partners to deliver improvements that residents can really feel."