



Cardiff Community Housing Association

Asset Management Strategy

2020-2025

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1. Introduction

We are a value driven, social housing landlord that owns 3135 residential properties, 43 commercial properties and 7 garages across Cardiff. We are firmly committed to providing excellent homes and properties. The Asset Management Strategy clearly sets out what 'excellent' means to us and most importantly to our tenants.

Asset Management in a CCHA Context

Generally, asset management looks beyond traditional property management approaches of bricks and mortar and is based on a wider assessment of the other things that could affect a property i.e. the physical, structural, economic and demographic needs of a property and the neighbourhood in which it is situated.

For CCHA value driven asset management should clearly deliver benefits for our tenants and residents, in addition to recognising 'the asset' as a business investment and a means to raise capital. i.e. balancing social and business investment.

Why is Social Investment important to CCHA?

Social investment is the realisation of a standard of property that exceeds private sector investment norms. It ethically challenges the specification of the modern day let property, establishing the need for standards to be the exemplar in the housing market rather than just meeting the basics. Our approach to social investment is underpinned by our values so we clearly understand the that people paradigm has significant weight in asset management decisions e.g.

1. Housing need and the housing situation of the family
2. The income of the tenant and their family
3. The composition of a family
4. Any protected characteristics of the family e.g.
 - Disabilities
 - Religion
 - Ethnicity
 - Age

It is our role as a social housing provider to firstly clearly intervene in a failing housing market through building, acquiring and maintaining good quality affordable homes. We recognise the significant contribution great quality homes make to the socio-economic success of the families that live there. It is clear therefore that a well thought out approach to investing in homes will deliver far more than a capital return.

Our Asset Management Strategy will set out our plan on how we will invest well in our tenants' homes to ensure their family and future generation needs are met.

2. Ensuring Asset Management Links with Our 5-year Corporate Plan

As a social housing provider, the effective management of the organisation's assets has both business and social benefits. Providing and investing in homes is one of the key reasons why CCHA exists. The Asset Management Strategy takes its direction from the Corporate Plan in being underpinned by headline objectives of the plan i.e.

Community Anchor Organisation and Community Champion

Understanding how investing in homes adds to creating a sense of place; contributes to local identity; supports the well-being of communities; creates environments where families and individuals can thrive and flourish; provides an investment plan that can support local Small and Medium Enterprises, creating jobs, training and skills opportunities.

An Excellent Landlord

Being an excellent social landlord in an asset management context starts with improving and maintaining homes well but does not stop there. Explicitly the Corporate Strategy commits to our tenants that:

- We will meet and maintain their homes to the Welsh Quality Housing Standard - a standard of repair and improvement set by Welsh Government.
- We will maintain high levels of landlord health and safety compliance
- We will deliver a first-class repairs service
- We will review the energy efficiency of tenants' homes and come up with a plan to make them as energy efficient as possible

And..... we will do this with the tenant's voice clearly heard as part of the planning, delivery and the monitoring arrangements for all these activities.

But further to this, getting asset management right has value for money benefits which potentially allows CCHA to pass onto our tenants through:

- our ability to reduce rent increases
- our ability to reduce service charges

The Asset Management Strategy is not a standalone document and should be read in conjunction with a range of other strategies adopted by the CCHA namely:

- The Development Strategy
- The Value for Money Strategy
- The Tenant Engagement Strategy

As with all our strategies these are fundamentally underpinned by our values of:

- Trust
- Respect
- Care
- Honesty
- Bravery

and Genuineness with our commitment as an organisation to always do the right thing.

3. External Factors that may affect housing demand in Cardiff

In mapping our strategic approach, it is fundamental to understand the context in which we operate. CCHA does not work in an organisational bubble and is subject to a wide range of political, economic, environmental, social, legislative and technological influences.

Welsh Government

Welsh Government has acknowledged that a safe, warm, affordable home provides a basis from which people of all ages can live a fulfilled life. In a response to this it has allocated £340m from capital reserves to support its plans to deliver an extra 20,000 affordable homes.

Welsh Government clearly understands the benefits of applying social investment principles to socially rented homes. In 2003 it introduced the 'Welsh Housing Quality Standard' (WHQS), a minimum standard of improvement and repair for all socially rented homes.

To meet the standard, homes must:

- be in a good state of repair
- be safe and secure
- be adequately heated, fuel efficient and well insulated
- contain up to date kitchens and bathrooms
- be well managed (for rented housing)
- be located in attractive and safe environments
- where possible, suitable for the specific needs of those living there, such as those with disabilities

All homes in the social rented sector should have met the WHQS by 2012. For those landlords who failed to meet this requirement e.g. councils with retained stock, this date was extended to 2020. 'Traditional' housing associations have historically reported meeting and maintaining WHQS since 2012.

CCHA's statistical return for 19/20 is detailed further into this document.

Better Homes, Better Wales, Better World – Decarbonising Homes in Wales

In July 2019, Welsh Ministers were presented with a Decarbonisation of Homes report by a Wales Advisory Group. The Group recommended seven areas for Ministers to take forward. Below is an extract of the key recommendations that impact on our strategic approach:

- Welsh Government should publicly commit to doing a 30-year residential decarbonisation programme.
- No later than 2025 all new homes in Wales must be built to be low carbon, energy and water efficient and climate resilient.
- All homes built with public sector funding should meet these standards no later than 2021.
- By 2050, the housing stock must be retrofitted to be SAP 90, to achieve an EPC Band A rating, but recognising not all homes will be able to achieve this.
- Welsh Government should urgently commence a 10-year programme to prioritise the retro fit of certain homes.
 - The Welsh Government should set a target of EPC Band A for homes in social ownership and homes in fuel poverty.
 - The Welsh Government should incentivise early adopters to retro fit homes to a target EPC Band A.
- The Welsh Government to fund the creation of and publicly promote 'A Home Logbook' for every home to guide energy efficient provision and investment.
- Ensure the new quality regime is appropriate and accessible to SME's in Wales as well as larger firms and all have access to the skills and training, they need for the 30-year retro fit programme.
- Encourage and support businesses in Wales that will to deliver projects that will result in the best community benefits.
- Encourage and support Social Landlords to extend their residential upgrade activity beyond their own portfolios to help deliver improvement to homes, owned by occupiers and by private sector landlords.

In addition to this, Welsh Government will undertake detailed modelling of the costs associated with the above targets; will expect Social Landlords to continue with WHQS; provide guidance and support to Social Landlords to enable them to meet the targets and will find a financial solution for traditional RSL's who do not currently receive Welsh Government WHQS resources.

Well-being of Future Generations Act

The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.

The Act is unique to Wales attracting interest from countries across the world as it offers a huge opportunity to make a long-lasting, positive change to current and future generations. Clearly this should be the prism through which our Asset Management Strategy decisions are made.

Goal	Description of the goal
A prosperous Wales.	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales.	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales.	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales.	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).
A Wales of cohesive communities.	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language.	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales.	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

The Relationship Between Good Quality Housing, Health and Social Care

In its budget statement in 2018/19, Welsh Government recognised the inter-dependency of housing, health and social care and as a consequence established coordinated capital and revenue programmes. In doing so it believed that *“it (the funds set aside) can respond to the need for innovative and affordable accommodation that provides easily-accessible care”* and furthermore that *“integration and collaboration between services and a focus on early intervention and people will support its objectives set within the Wellbeing of Future Generations Act.”*

Our strategic commitments - taking steer from the above:

- Contribute to Welsh Government’s affordable housing target through our development, acquisition and maintenance programmes
- Meet and maintain homes to Welsh Housing Quality Standard through a programme of investment set annually and in line with our Business Plan
- Undertake a costing exercise to bring all homes to the highest EPC rating that the construction type of the property will allow, with initial work focussing on those tenants who may be at the highest risk of fuel poverty
- Undertake stock condition surveys on all of our stock within 2 years (from commencement) to ensure our property component lifecycle information and WHQS data is accurate
- Review all our asset management activities through the principles of the Wellbeing of Future Generations particular but not exclusively in terms of procurement, transport, fuel efficiency; digital connectivity and adaptations for disabilities
- Establish asset management solutions with Welsh Government and Cardiff Council that reduces the burden on the health and social care sector and allows tenants to remain in their homes for longer
- We will consider how our new M-Team may be able to participate in retro fitting our homes
- We will ensure that community benefits are hardwired into any procurement activity

Housing Need in Cardiff

Affordability remains a significant issue for housing in Wales with average ‘sold’ house prices increasing by 4.6% (January 2019). Cardiff in particular had an average increase of 5.2% (January 2019).

Cardiff Council’s Housing Strategy 2016-2021

To combat homelessness and meet housing need Cardiff Council is taking a “whole system approach” (see below)

Whole System Approach

It is recognised that aspects of the housing system overlap and that addressing one aspect can have implications for other factors. This Strategy has been developed using a ‘whole system’ approach that acknowledges this complexity, as shown in the following diagram:



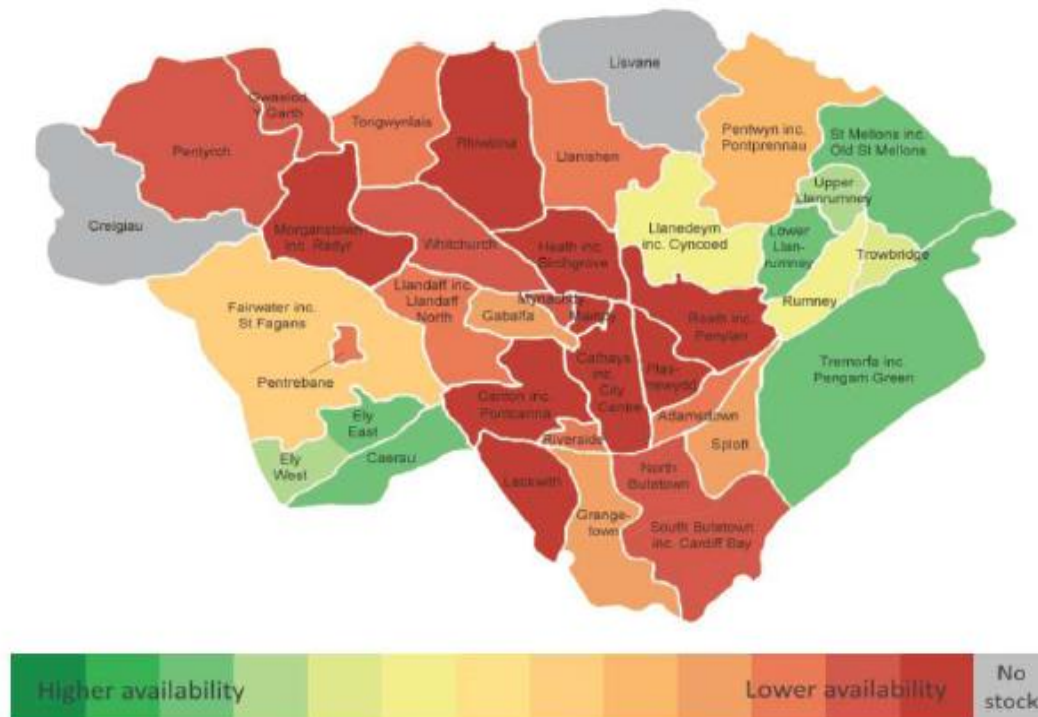
Cardiff Council’s whole system approach gives clear steer on the areas of the housing market and associated economic and social context on which it should focus. The strategy gives us a clear sense of the local priorities set for housing in Cardiff.

Below are some statistics taken from the Council’s Housing Strategy:

- 2024 new affordable homes required in Cardiff over 5 years (2015 as per the Local Housing Market Assessment)
- Average terraced house price was £214,173 (Zoopla 2020)
- Average flat - £149,528 (Zoopla 2020)
- 51% of households earn less than UK average £26K (2016)
- Average market rent 2 bed - £689 (2016)
- 9000 people are on the waiting list waiting for a social rented home

- 2765 households overcrowded
- 2347 class themselves in medical need i.e. have medical points in support of housing application
- 549 people waiting on the Cardiff Accessible Homes list

Family Need : 3 bed - household with child under 16



Cardiff Council has also developed a strategy for accommodation for Older People the principles of which include:

- To support people to be independent – 70% of older people receiving social care support have been supported to remain in their own homes
- Support for a downsizing strategy to aid older people to downsize into more manageable homes
- A significant reduction in residential care beds over the last five years
- Support for a Telecare service to aid independent living.

Our strategic commitments - taking steer from the above:

- Contribute to Cardiff Council's affordable housing target through our development, acquisition and maintenance programmes particularly in our heartlands and the areas of highest need
- Continue to work closely with the Council in improving and modifying homes to meet local need and house people vulnerable in our society
- Establish asset management solutions with Welsh Government and Cardiff Council that reduces the burden on the health and social care sector and allows tenants to remain in their homes for longer
- To seek value for money solutions to repairs and improvements in tenant's homes to create truly affordable accommodation in Cardiff enabling CCHA to reduce service charges and temper rent increases
- Improve the affordability of homes by investing in technologies to improve the fuel efficiency and reduce fuel bills of homes

4. Our Homes

The following table maps out our current homes and the non-housing property portfolio (not considered as part of this strategy).

Type	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	>5 Bed	Total
Bedsit							17
Bungalow	1	24	8	1	1	0	35
Flat	1077	439	16	0	0	0	1532
House	98	505	760	132	20	36	1551
Garage							7
Commercial							43
Grand Total	1176	968	784	133	21	36	3185

Homes are located across the South East of Cardiff predominantly in Splott, Adamsdown and Butetown but also in Cathays, Llanedeyrn, Penylan, St Mellons, Rhymney, Trowbridge, Tremorfa, Plasnewydd and the city centre.

The Condition of our Homes and Meeting the WHQS

In August 2019 CCHA submitted its annual Welsh Housing Quality Standard (WHQS) performance to the Welsh Government. CCHA reported that, overall, CCHA is 100% compliant subject to acceptable fails.

An “acceptable fail” is defined by the Welsh Government as an area of the property that is not compliant with the WHQS. A dwelling may contain one or more elements which are classified as an ‘acceptable fail’ under the WHQS guidance and therefore there may be several reasons why the property containing those elements might then be regarded as an acceptable fail for the purposes of the WHQS.

Acceptable fail categories are hierarchical and are as follows:

- Resident choice – CCHA applies this type of acceptable failure where a tenant’s requests refuses a component replacement or improvement that is required to comply with WHQS.

- Timing of remedy – CCHA will consider applying this type of acceptable failure to a component where a property is subject to major investment in the short term and investment planning is required for improvement.
- Cost of remedy – CCHA will apply this type of acceptable failure to a component where the work would represent a significant investment to the gross annual cost of the component type and jeopardises the ability to invest in line with CCHA’s projected annual investment plans
- Physical constraint - CCHA will apply this type of acceptable failure where and when it is considered impractical to meet the component requirement, due to size and space limitations, conservation area restrictions or individual medical requirements

Of our 3175 domestic properties, in 2019 2857 properties were subject to meeting the WHQS. 27.13% (728) WHQS compliant homes were deemed to have ‘Acceptable Fail’ elements.



Welsh Government use a measure of energy performance, the “Standard Assessment Procedure” (SAP) Rating to ascertain if homes meet the Welsh Housing Quality Standard for energy efficiency. They have set 65 as the standard by which homes are currently considered appropriately fuel efficient and warm. Of the 775 acceptable fails in the CCHA’s housing stock 461 of these are due to SAP ratings falling below the minimum rating of 65.

Our current stock condition information is based on surveys carried out between 2012-2015. These were carried out by Phillip Griffiths external consultants. Good practice is to clearly update this information on a regular basis and then utilise independent surveyors external to the organisation to validate data.

To support our Value for Money approach it is clear we must understand the lifecycles of the components we use e.g. kitchens, bathrooms, heating systems. Longevity in these components will reduce the regular expenditure we may need to make through the life of the business plan. It is critical therefore that the selection of components at development and replacement stage supports the organisation’s approach to investing in its assets.

Environmental schemes or schemes to improve the appearance of an area should be a priority for us. Historically there has been a lack of investment in our communal spaces and shared living areas and there is a requirement to increase spending on cyclical redecoration, flooring replacements, meter cupboard upgrades and door replacements.

Leaseholders

Leaseholders are our tenants and we have duty to them in terms of specific maintenance responsibilities, the service charging regime and how we consult with them on repairs and improvements. In 2019 we undertook consultation on the how we would address fire safety concerns at Aquila. It was agreed at that time that leaseholders would not be asked to contribute to the cost of a sprinkler system, but consultation would be undertaken on the service charges associated with the operation of the system.

Moirra Terrace, a terrace of Victorian town houses has long since been a strategic priority for us. Significant investment is necessary to bring the block back to its former glory. An options appraisal will be developed and submitted to Board to consider a refurbishment option for the block, subject to funders requirements.

Our strategic commitments - taking steer from the above:

- We will reduce where practicable all acceptable fails (fewer physical restraints) to zero by 2024/2025. This will require us to reduce acceptable fails by 25% year on year
- We will undertake a costing exercise to establish the investment needed to improve homes to the highest EPC rating that can be achieved based on its construction
- We will undertake independent WHQS surveys to sample check that our current data is accurate, and the current investment plan detailed within the 30-year business plan is sufficient
- We will invest in an asset management database to capture accurately asset management information
- We will increase our capacity to carry out stock condition surveys over the next 2 years
- We will use a life cycle costing approach for components used in our new homes
- We will invest in cyclical decorations and communal and environmental improvement schemes over the next three years
- We will ensure will have a robust asset register of all our related assets e.g. culverts, retaining walls, trees and that these are inspected and maintained in line with best practice
- We will ensure leaseholders are dealt with fairly in terms of repairs and maintenance and appropriate consultation undertaken on repairs and improvements
- We will consider the refurbishment options of Moira Terrace with a potential £2.5mill strategic investment plan
- We will ensure our stock condition surveys identify poorly converted flats to convert back into family properties (houses). This will take account for reasonable space requirements and WHQS

5. How Do We Measure Property Performance?

Within asset management, property performance is used to make investment, acquisition and disposal decisions. The amount of rent a property can generate is set against the investment needed to keep it in a good state of repair or in the case of social housing meet and maintain WHQS. The Net Present Value model is a simple way of assessing the property's long term financial worth to a company or organisation. The simplicity of the equation becomes far more complex when you consider our commitment to:

- Providing affordable homes, particularly in our heartlands
- Provided excellent quality homes

More work is necessary to understand the investment needs of very poorly performing homes i.e. those homes that will needs significant investment in order that they meet WHQS and increased SAP rating versus the income that they will raise.

Our strategic commitments - taking steer from the above:

- Following on from the stock condition surveys, undertake a full options appraisal on very poorly performing properties
- To develop a matrix to be signed off by Board, on the decision tree necessary to be used, for the very few times we consider disposing of a property

6. Landlord Compliance

CCHA has significant legal obligations as landlord. We are committed to ensuring the health and safety of our tenants and residents.

The suitable and sufficient assessment of risks associated with health and safety hazards within our properties including gas safety, electrical safety, fire, asbestos, legionella & lifting/mechanical equipment is the foundation of our compliance work streams. We have dedicated resources to identify, reduce or control risks to an acceptable level and reduce the potential for tenant incidents and accidents in their homes.

In 2019/20 an internal audit of the key components of landlord health and safety reported substantial assurance in all areas. See below.

Audit area	Level of Assurance provided (2018)			Level of Assurance provided (Mar 2019)			Level of Assurance provided (Dec 2019)			Recommendations			
	Design	Operation	Data	Design	Operation	Data	Design	Operation	Data	C	HI	S	M
Governance	Limited	Limited	N/a	Limited	Adequate	N/a	Substantial	Substantial	N/a	-	-	-	-
Performance Management	Limited	Limited	N/a	Adequate	Substantial	N/a	Substantial	Substantial	N/a	-	-	-	-
Gas safety	Limited	Adequate	Limited	Adequate	Substantial	Adequate	Substantial	Substantial	Substantial ²	-	-	-	1
FRA	Adequate	Limited	Limited	Adequate	Adequate	Substantial	Not tested as part of this review			-	-	-	-
Asbestos	Adequate	Limited	Limited	Adequate	Adequate	Adequate	Substantial	Substantial	Substantial	-	-	-	-
Legionella	Limited	Limited	Limited	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	-	-	-	1
Electrical safety	Nil	Nil	Nil	Adequate	Limited	Limited	Substantial	Substantial	Substantial	-	-	-	-
Lifts	Nil	Limited	Limited	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	-	-	-	1
Smoke detectors	Limited	Limited	Limited	Substantial	Substantial	Substantial	Not tested as part of this review			-	-	-	-

Number of Recommendations & priority				
Critical	Highly Important	Significant	Minor	Total
-	-	-	3	3

In line with emerging guidance on fire safety the Board has agreed to install sprinkler systems in properties over 18 metres in height. Fire legislation is a moving feast and we are keen to be the exemplar in fire safety management. Work is currently being undertaken on the cladding products that encase some of properties.

As part of WHQS we are bound to meet the Housing Health and Safety Rating System. The **housing health and safety rating system** (HHSRS) is a risk-based **evaluation** tool to help enforcing local authorities identify and protect against potential risks and hazards to **health and safety** from any deficiencies identified in homes. In 2019/20 we have trained both property and housing staff members and designed a HHSRS checklist for non-property staff to identify HHSRS risks and hazards.

Our strategic commitments - taking steer from the above:

- We will invest in an IT system to capture all compliance data in one place
- We will ensure landlord compliance is 'visible' across the organisation by using overhead screens to display daily performance
- We will measure and monitor data associated with landlord compliance through our weekly team meetings, our monthly KPI meetings, our internal Health and Safety Committee, our Audit and Risk Committee and our Board
- We will ensure of organisational structure supports our approach to landlord compliance and health and safety and we put in place second line of defence checks
- We will ensure we are the exemplar in fire safety management going over and above to keep our tenants safe

7. Responsive: Planned Maintenance: Compliance

Our performance in responsive repairs in the past has been below what our tenants should expect. In consulting with our tenants, our repairs service and service charges remain the priorities for attention and improvement in the next 12 months.

In September 2019, the Board agreed to internalise a proportion of the responsive repairs service from the current external contracting provider. In April 2020 this service was mobilised.

Responsive repairs are generally less cost effective than planned repairs or component replacements. Reacting to a component that has failed is likely to be more disruptive to the tenant as there may be consequential damage (e.g. from a roof leak). We need to anticipate the failure of building elements and replace them shortly before they need repair.

Although it is more cost effective to replace most components through planned maintenance (e.g. roofs), some components, boilers for example, are more suited to responsive replacement, a 'just in time' approach. Provided we are able replace boilers quickly, it is more appropriate for the engineer to assess whether it is economic to continue to repair a broken boiler or replace it.

Ensuring our balance between responsive maintenance and planned work is a key component of delivering value for money. In 2019/2020 the ratio of spend on responsive maintenance to planned maintenance to compliance related works was 47:38:15. This year's budget ratio agreed by Board on responsive, planned and compliance works is 40:46:14

CCHA's Target Ratio for 2025

Work Stream	Target
Planned	60%
Reactive	30%
Compliance	10%

Our strategic commitments - taking steer from the above:

- We will prioritise works that will reduce repair demand in the planned maintenance programme
- We will improve and repairs our properties in line with our 2025 target
- We will develop standard specifications that offer long term value for money including consideration of repair costs
- We will clarify the repairing responsibilities of CCHA and tenants respectively by formalising a repairs and recharge policy
- We will investigate properties with very high repair demand to identify the causes
- Encourage and support tenants to do the non-essential repairs in their home

8. Tenant Engagement and Co-Production

The fire at Grenfell has tragically reminded housing professional to always listen to tenants when they raise concerns about how properties are being managed and maintained. The value-based asset management methodologies espoused by this strategy will only be achieved if tenants are truly a part of it.

The priorities developed in this strategy are as a result of two consultation exercises undertaken with the Residents' Panel and at the Tenants Conference both held in 2019

Parts of this strategy have already been delivered through the work of tenants through 2019/20. The Residents' Panel worked tirelessly with officers and Board to bring the repairs service in house in April 2020. The Scrutiny Panel have been set up to consider the performance of the repairs service when it is fully functioning. To ensure the Asset Management Strategy is fit for purpose and delivers on its objectives it is clear that tenants must have a central role and input and steer at all levels.

Our strategic commitments - taking steer from the above:

- We will undertake annual investment planning workshops with tenants
- We will establish the residents' panel as the monitoring vehicle for the Strategy
- We will undertake satisfaction surveys on our repairs and planned maintenance programme
- We will work with the panel to support the Scrutiny Committee into undertaking deep dives into all parts of the property and asset management service
- We will work with the Priority Neighbourhood Group to establish a programme of estate and community-based projects

9. Delivering the Strategy

Directly Employed Labour

We have internally mobilised a proportion of our reactive repairs service – “The M Team”. Most of the staff in the repairs team are local and have a personal stake in ensuring high levels of customer satisfaction and business sustainability.

The M Team are the preferred provider of responsive maintenance works and services. Consideration will be given in the future to whether the M team should be expanded to include additional trades undertaking planned repair and skilled work such as servicing and repairs to electrical and gas systems.

External Suppliers

A significant proportion of investment works, and repairs services need to be provided by external suppliers. These include works to leasehold blocks where there is a requirement to tender contracts and works and services that require skills not possessed by CCHA. The delivery of works and services that require resources for a limited period, such as new build schemes, are better suited to external suppliers.

External suppliers will be required to absorb the demand for works and services that are beyond the capacity of the repairs team.

Internal Technical Team

Through our team realignment and the recruitment of an additional Technical Officer, we will mobilise a team to undertake stock condition surveys, populating the new asset management system with accurate, up to date data.

10. Community Benefits/TR&T

In the delivery of the asset management programme we will lever benefits to the communities we work within. This will come through the work we do and how we deliver it.

The investments we make to our stock should make a positive difference to the lives and life chances of our residents.

Those delivering the works, whether our in-house repairs team or external contractors, will be required to offer benefits to the community such as training, employment, other community initiatives or contributions to our Community Investment Team. The benefits will be embedded in our contracts and implemented in line with our Community Benefits Policy. This includes targeted recruitment and training.

11. The Monitoring Role of the Board

A monitoring report will be provided to Board members every six months to establish if the strategy needs altering based on internal or external changes and how officers are progressing with action plan attached. Quarterly reports will be considered by the Residents' panel (of which Board Members are a part).

Appendix A – Asset Management Strategy Objectives – Action Plan

Objective	How we will know it's achieved?	Target Date
Contribute to Welsh Government's affordable housing target through our development, acquisition and maintenance programmes	Meet the objectives of our Development Strategy and deliver new home forecast set in our 30-year business plan.	On – going
Meet and maintain homes to Welsh Housing Quality Standard through a programme of investment set annually and in line with our Business Plan	Maintain 100% compliance with the WHQS subject to acceptable fails reporting to WAG on an annual basis, confirmed through periodic independent internal audit.	On – going. Annual reports
Undertake a costing exercise to bring all homes to the highest EPC rating that the construction type of the property will allow	Board Paper prepared for September's board detailing the costs of improving our homes through the EPC band from existing EPC data (A-F).	September 2020
Undertake stock condition surveys on all of our stock within 2 years to ensure our property component lifecycle information and WHQS data is accurate	100% of our stock has up to date WHQS, SAP, HHSRS & Component lifecycle information on our Asset Management System and an internal audit confirms this.	August 2022
Review all our asset management activities through the principles of the Wellbeing of Future Generations particular but not exclusively in terms of procurement, transport, fuel efficiency; digital connectivity and adaptations for disabilities	To ensure our asset management activities are considered and delivered in line with the principles of the Wellbeing and Future Generations Act.	Life of the strategy
Establish asset management solutions with Welsh Government and Cardiff Council that reduces the burden on the health and social care sector and allows tenants to remain in their homes for longer	Develop an Adaptations Policy that reflects our commitment to providing minor and major physical adaptations that meet the needs of our tenants with disabilities.	October 2021
Contribute to Cardiff Council's affordable housing target through our development, acquisition and maintenance programmes particularly in our heartlands and the areas of highest need	Meet the objectives of our Development Strategy and deliver new home forecast set in our 30-year business plan.	On - going
Continue to work closely with the Council in improving and modifying homes to meet local need and house people vulnerable in our society	Ensure we continue to allocate homes via Cardiff Accessible homes, meeting our allocation requirements adapting and maintaining physical adaptations that meet our tenants' diverse needs. Ensure we meet our Void & Mutual Exchange standards.	On - going
Establish asset management solutions with Welsh Government	Develop an Adaptations Policy that reflects our commitment to	October 2021

Objective	How we will know it's achieved?	Target Date
and Cardiff Council that reduces the burden on the health and social care sector and allows tenants to remain in their homes for longer	providing minor and major physical adaptations that meet the needs of our aging tenants and tenants with disabilities.	
We will consider how our new M-Team may be able to participate in retro fitting our homes	Consider how our M-Team may be able to participate in retro fitting our homes subject to clarity from Welsh Government on their position.	December 2021
We will ensure that community benefits are hardwired into any procurement activity associated with the emerging decarbonisation programme.	Hardwire community benefits into our procurement activity associated with the emerging decarbonisation programme subject to clarity from Welsh Government on their position.	December 2021
To seek value for money solutions to repairs and improvements in tenant's homes to create truly affordable accommodation in Cardiff enabling CCHA to reduce service charges and temper rent increases	Develop a Value for Money approach that includes involving our tenants in designing out service charges (where possible), involving our tenants in our tendering and contract award process.	October 2021
Improve the affordability of homes by investing in technologies to improve the fuel efficiency and reduce fuel bills of homes	Deliver the pilot Energiesprong at Blackweir terrace with Myspace, creating 8 carbon zero homes. Design out gas boiler systems utilising electrical heating systems and air/ground source heat pumps utilising renewable energy sources. Where this is not possible, install A++ rated boiler systems until a solution is sourced.	April 2020 On-going
We will reduce where practicable all acceptable fails (fewer physical restraints) to zero by 2024/2025. This will require us to reduce acceptable fails by 25% year on year	Acceptable fails are reduced by 25% each year and are tracked as a KPI as a percentage reduction year on year.	March 2025
We will invest in an asset management database to capture accurately asset management information	Implement and use Lifespan as our asset management database and WHQS reporting tool.	July 2020
We will increase our capacity to carry out stock condition surveys over the next 2 years	We will appoint an additional technical officer and realign existing resources to create a team on 3 stock condition surveyors supported by an Assets assistant, management by a Senior Assets Officer.	August 2020
We will use a life cycle costing approach for components used in our new homes	We will ensure that Lifespan holds up to date component costs for all major components and variants of that component (e.g. 1 Bed Kitchen, 2 Bed Kitchen) so that this information is captured on handover to the property team.	December 2020

Objective	How we will know it's achieved?	Target Date
We will invest in cyclical decorations and communal and environmental improvement schemes over the next three years	We deliver a cyclical redecoration programme to all our common areas and the exterior of all our properties that is prioritised based on condition (and subsequently on a patch basis).	April 2023
We will ensure will have a robust asset register of all our related assets e.g. culverts, retaining walls, trees and that these are inspected and maintained in line with best practice	We will ensure that Lifespan holds up to date property information and not just lifecycle costing and component replacement information. The re-inspections of these assets will be driven from our corporate health and safety system T100.	August 2022
We will ensure leaseholders are dealt with fairly in terms of repairs and maintenance and appropriate consultation undertaken on repairs and improvements	Ensure that our Repairs Policy launched on 1 st April 2020 is applied fairly to our tenants and leaseholders and is clear with the repairing responsibilities for leaseholders. We will continue to undertake the section 20 (Landlord & Tenant Act 1985) consultations with our leaseholders	On - going
We will consider the refurbishment options of Moira Terrace with a potential £2.5mill strategic investment plan	An options appraisal will be undertaken, with potential delivery to follow by December 2023.	December 2020 December 2023
We will ensure our stock condition surveys identify poorly converted flats to convert back into family properties (houses). This will take account for reasonable space requirements and WHQS	Our stock conditions surveys will identify poorly performing properties where space requirements do not meet WHQS. This will allow options appraisals to be undertaken.	August 2022
Following on from the stock condition surveys, undertake a full options appraisal on very poorly performing properties	An options appraisal is undertaken on our poorly performing properties identified during our accelerated Stock Condition Survey Programme.	December 2022
To develop a matrix to be signed off by Board, on the decision tree necessary to be used, for the very few times we consider disposing of a property	A decision tree is created that assists us to make a decision on the future use of property that is not just an NPV comparison tool.	December 2020
We will invest in an IT system to capture all compliance data in one place	We will implement Risk Monitor as our Landlord Compliance Database migrating from numerous other data storage systems.	April 2021
We will ensure landlord compliance is 'visible' across the organisation by using overhead screens to display daily performance	Overhead screens are installed to display Landlord Health & Safety Information at Tolven Court and are visible as bespoke reports for OMT, CLT & Board of Directors.	On – going

Objective	How we will know it's achieved?	Target Date
We will measure and monitor data associated with landlord compliance through our weekly team meetings, our monthly KPI meetings, our internal Health and Safety Committee, our Audit and Risk Committee and our Board	Weekly Team Meetings Monthly KPI Meetings Bimonthly H&S Committee Meetings H&S Reports to Board KPI reports to Audit & Risk Committee	On - going
We will ensure our organisational structure supports our approach to landlord compliance and health and safety and we put in place second line of defence checks	Undertake restructure of existing team to ensure landlord compliance and health and safety is supported by adequate resources and a robust management structure.	September 2020
We will ensure we are the exemplar in fire safety management going over and above to keep our tenants safe	Implement and Deliver a Fire door replacement programme – replacing all FD30 & FD60 fire doors identified as requiring improvement Implement an external cladding removal programme – replacing/removing cladding identified as requiring improvement by our external Fire Safety Consultants (EWS1 Forms) Retrofit sprinkler systems in all our schemes over 18M in height	April 2022
We prioritise works that will reduce repair demand in the planned maintenance programme	Our investment programme is driven from our Asset database each year based on information collected on component condition.	August 2023
We will improve and repair our properties in line with our 2025 target	In independent property condition audit is undertaken and evidences the improvement in our properties conditions.	April 2025
We will develop standard specifications that offer long term value for money including consideration of repair costs	A joint specification is produced across the Development Team and Property Team	November 2020
We will undertake satisfaction surveys on our repairs and planned maintenance programme	We collect customer satisfaction data via cloud dialogues for our in-house team; We collect customer satisfaction data for repairs and improvements undertaken by all contractors; We utilise the STAR survey (or equivalent) to capture overall satisfaction with the repairs and assets services.	November 2020
We will clarify the repairing responsibilities of CCHA and tenants respectively by formalising a repairs and recharge policy	Ensure that our Repairs Policy launched on 1 st April 2020 is applied fairly to our tenants and leaseholders and is clear with CCHA and our tenants repairing	On - going

Objective	How we will know it's achieved?	Target Date
	responsibilities including our recharge policy.	
We will investigate properties with very high repair demand to identify the causes	An investigation on the top 50 properties with high repairs demand is undertaken and a report produced as a 'lessons learned' paper.	April 2021
Encourage and support tenants to do the non-essential repairs in their home	Ensure that our Repairs Policy launched on 1 st April 2020 is communicated and publicised to our tenants; Basic repairs articles are promoted on our website and via social media; Basic repair workshops are set up and delivered with the property and support teams.	October 2021
We will undertake annual investment planning workshops with tenants	Utilising the tenant panel, involve our tenants in our property investment planning in a collaborative way, discussing emerging tenant priorities and improvements identified to be made in the community.	November 2020
We will establish the Residents Panel as the monitoring vehicle for the Strategy	Utilising the tenant panel, involve our tenants in annually reviewing our asset strategy and holding CCHA to account for delivering the outcomes of this strategy.	November 2020
We will work with the panel to support the Scrutiny Committee into undertaking deep dives into all parts of the property and asset management service	Utilising the scrutiny panel, involve our tenants in quarterly scrutiny workshops on our voids; responsive repairs; planned maintenance and landlord compliance areas to ensure the services we deliver, meet the needs of our tenants.	October 2021
We will work with the Priority Neighbourhood Group to establish a programme of estate and community based projects	Utilising the Priority Neighbourhood Group, involve our tenants in routine inspections of our estates and common area to identify areas of improvements and possible community-based projects.	April 2021