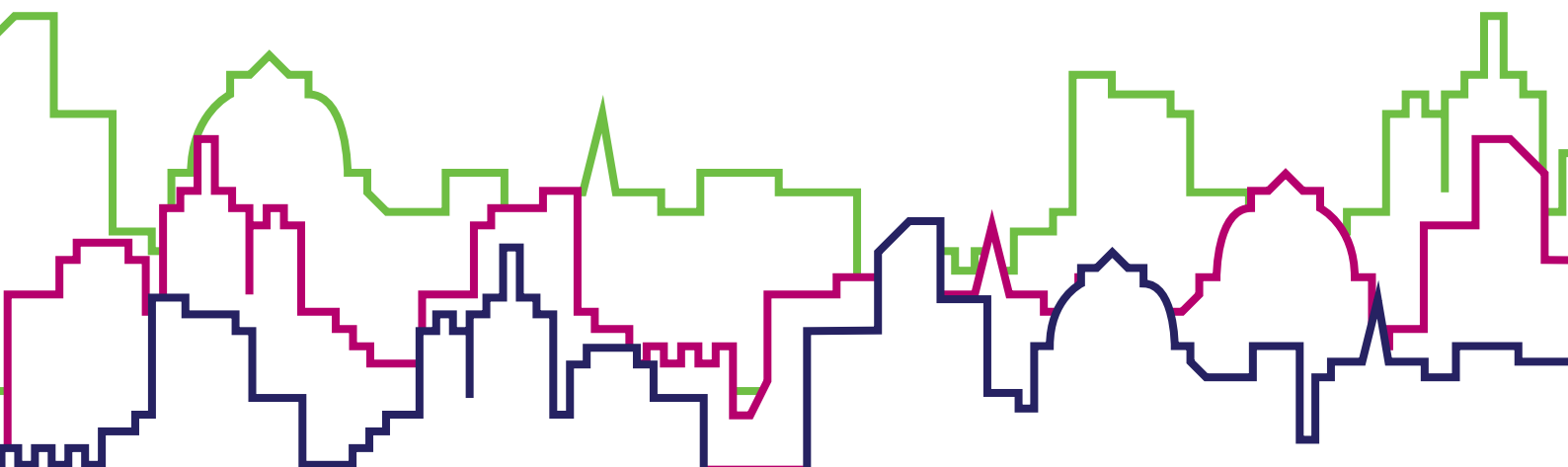


Asset Management Strategy

Unity is committed to delivering high quality, affordable housing and related services which promote sustainable neighbourhoods, choice and the wellbeing of Black & Minority Ethnic communities in Leeds.



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1. Background & Introduction

1.1 Unity Housing Association is a registered social landlord housing provider managing approximately 1100 homes in the Leeds area. The Association was established in 1987 with the aim of delivering high quality housing and associated services to residents and the wider community.

1.2 What Is Asset Management?

1.2.1 Asset Management is 'the activity that ensures that the land and buildings asset base of an organisation is optimally structured in the best corporate interest of the organisation concerned.' (Royal Institute of Chartered Surveyors)

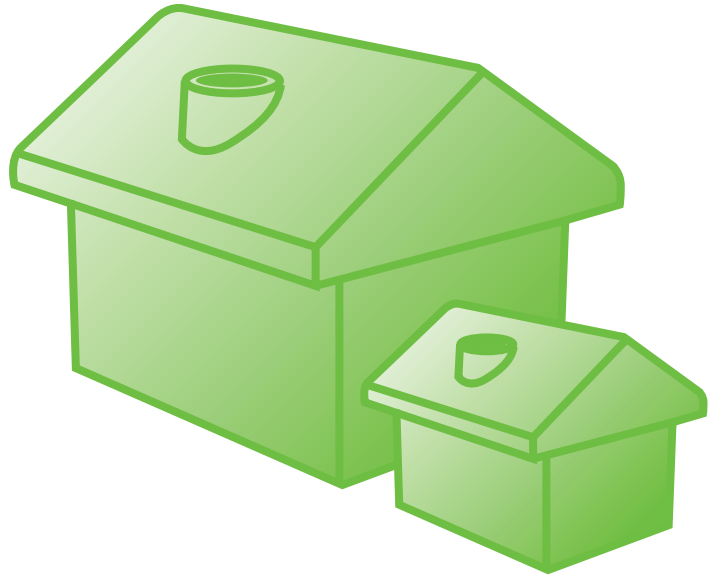
1.2.3 Asset Management is used to define the process of effectively managing and understanding the risks that may affect an organisation's, primarily, physical assets to meet service and financial objectives. For us, as a social landlord, what is of fundamental importance is that the asset portfolio meets the needs of our customers, whilst maintaining the best use of resources to ensure the organisation's long-term viability.

1.2.4 The management of assets includes a variety of activities, that go beyond the simple investment in property maintenance to reviewing the stock base to ensure that the Association has the right stock base in the right locations.

1.3 Why Does Unity Housing Need An Asset Management Strategy?

1.3.1 The Asset Management Strategy has been produced to ensure that the Association's housing stock meets the needs of residents, both in the present and future, thereby increasing customer satisfaction levels, overall. Furthermore, the strategy is critically important in ensuring that the Association remains viable in the long-term and so that we meet our long term Corporate Objectives.

1.3.2 The Asset Management Strategy's purpose is to help deliver the overall Corporate Objectives, of the Association, in particular, to assist in the delivery of the Association's priorities for the physical care and improvement of homes, property and land that we own and manage.



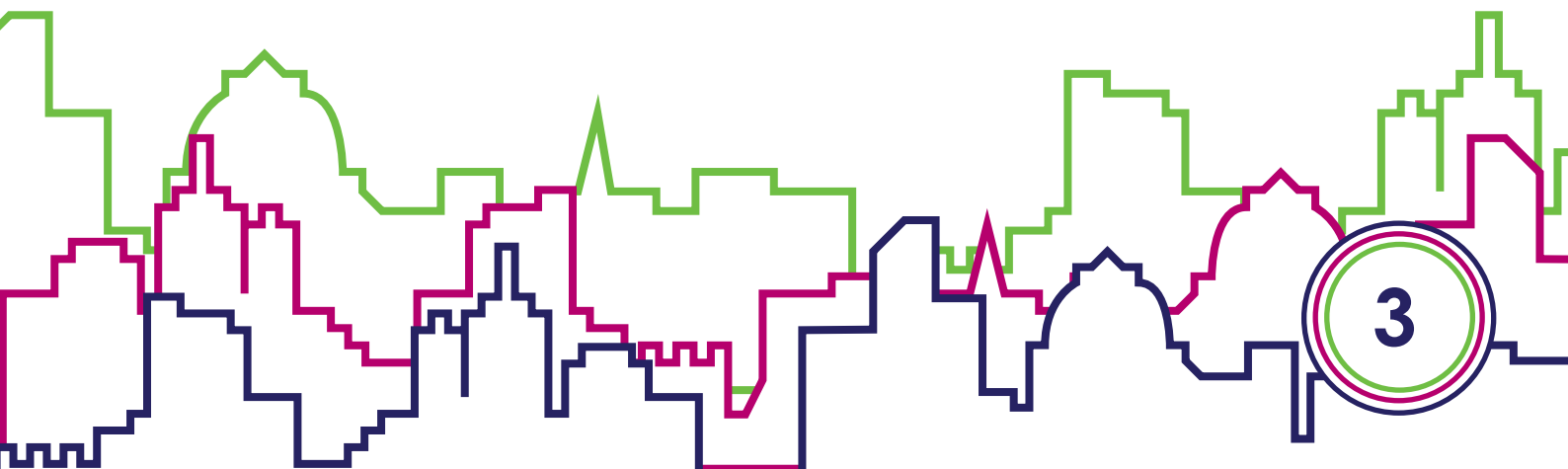
1.3.3 We will use our Strategy as a tool to ensure that the Association is focused on the document's aims and objectives whilst ensuring our ability to implement processes that guarantee all current and future resources are applied to deliver effective maintenance and management of all land and property assets, under the ownership of the Association.

1.3.4 The Strategy is based on the understanding that our properties meet decent homes standards as verified by an independent stock condition survey undertaken by:

1. Edmond Shipway Building Consultants in 2007
2. Michael Dyson Associates - ongoing

1.3.5 Our strategy maintains a long-term focus and seeks to identify the future property investments required, and what resources will be needed to fund them.

1.3.6 In similarity with our peers, the Association has finite funds to spend on managing assets therefore this strategy is fundamental in ensuring that our stock is effectively and efficiently maintained to ensure long-term viability and value for money.



2. Business Objectives 2013 - 2016

2.1 We are currently in the first year of our three-year business planning cycle. Our Business Plan objectives provide the foundation for our Asset Management strategy, guiding us as to the aims and objectives we seek, as an organisation, to achieve.

2.2 Our business plan objectives are detailed below. Objectives We have highlighted those areas that are directly applicable to this strategy:

Provide and continue to develop good quality mixed tenure housing which reflects needs and aspirations

We will ensure the highest standards of repair and maintenance of our existing stock. We will continue to develop new high quality stock in geographic areas of Leeds where members of the BME community would choose to live. Our new development programme will consist of the type and tenure of unit for which we know there is a growing need.

Strategy link to this objective: A fundamental aim of this strategy is to ensure that our properties meet the needs of our customers and communities.

Provide high quality affordable housing services

We aim to achieve the highest level of tenant satisfaction through the delivery of a range of flexible high quality services which respond to the needs of our current tenants. We will take account of emerging needs of new tenants and redesign our services accordingly. We will be sensitive to the needs of existing and new tenants in regard to the current economic climate and the Government's legislative programme.

Strategy link to this objective: The strategy aims to facilitate high levels of satisfaction via a high quality and flexible service.

Involve and work with our tenants and the communities we serve to inform and improve services

We will engage with our tenants and BME communities to develop a good evidence base to help us design our services and influence the policy and delivery of services to others. On this basis we will seek to represent BME communities, and others, in the multi-cultural neighbourhoods within which we work.

Strategy link to this objective: This strategy facilitates 'Tenant Involvement & Empowerment' in our maintenance service, as required under the regulatory framework.

Provide training and employment opportunities and promote financial inclusion.

We will carry out programmes of work aimed at ensuring our tenants have the best advice and access to training and sustainable employment opportunities. This will include training and employment opportunities with our contractors in relation to repairs, servicing, planned maintenance and new developments. We will undertake complimentary programmes of work with our tenants aimed at promoting and sustaining financial inclusion.

Strategy link to this objective: The strategy aims to maximise the benefit of our partnership working with our contractors in employment and training provision.

Provide business support services and encourage local enterprise

Through our Unity Enterprise company we will offer affordable managed workspace to support the needs of a wide range of small businesses and other organisations. We will provide direct support to encourage local enterprise and we will offer business advice to our existing business tenants.

Work with partners to encourage the regeneration of our target neighbourhoods

We will work in partnership to deliver physical, social and economic regeneration programmes to help create and sustain neighbourhoods where BME communities want to live. We will focus our efforts in those neighbourhoods where our tenants live and where there are high percentages of BME communities.

Strategy link to this objective: The strategy is inextricably linked to the regeneration and development of our neighbourhoods.

Work with partners to encourage the regeneration of our target neighbourhoods

We will be a strong and forward-looking organisation. Our governance and performance management arrangements will be of the highest standard and we will be a place where people want to work.

Strategy link to this objective: In order to be a sustainable and financially viable organisation we must be a strong and forward looking association that can adapt to the challenges that the future presents and remain viable in the long-term.

3. Strategic Context

3.1 This document sets out the Unity Housing Association's strategic approach to asset management. We are committed to providing an excellent service to our customers.

Our overall strategy derives from our mission statement:

Our Mission:

To provide housing choice,
improve life opportunities and
address inequalities.

3.2 Our vision is to deliver high quality housing and associated services that continually improve and meet our customer needs. We recognise that the provision of well maintained and sustainable properties are critical in ensuring that we meet our customer and strategic business needs. In order to deliver these services our asset management strategy cannot be separated from our vision; the strategy pervades all operational objectives.

3.3 The strategy considers and clearly outlines the Association's priorities for the physical care and improvement of the housing stock, an aim of which is to safeguard the long term interests of the Association, and the sustainability of the housing stock.

3.4 The strategy and the maintenance programmes that will develop from it cannot be considered in isolation as well as linking into the Business Plan, as we have illustrated, the strategy also links into various other strategic documents.

3.5 How Does The Strategy Relate To The Association Overall?

3.5.1 The Asset Management Strategy aligns and complements the following, non-exhaustive, documents Strategy

Strategy	Alignment with AMS
Business Plan	The strategy links into the overall Business Objectives
Regeneration Strategy	The Regeneration Strategy must be informed by the AMS
Affordable Warmth Strategy	The AMS will facilitate the affordable warmth and energy efficiency works
Financial Strategy	This strategy will need to be reviewed to ensure to support the AMS.
Housing Management Strategy	This strategy will need to be reviewed to support the AMS.
Value For Money Strategy	Effective asset management financial planning will result in economies of scale.
Tenant Involvement Strategy	Resident involvement is critical in the management of our assets.
Procurement Strategy	It is important that we procure our services effectively and efficiently.
Investment Strategy	Investment needs to be directed effectively to ensure long-term management of our asset base.
Corporate Plan	The strategy links to the Association's overall Corporate Plan

4. HCA Regulatory Framework

4.1 The TSA closed down and transferred all of its regulatory responsibilities to the Homes & Communities Agency on 1st April 2012. The HCA will focus on the economic standards, with the consumer standards being monitored using a process called 'co-regulation'

'Co-regulation' means working in partnership to ensure Unity Housing Association performs to the best of its ability and that services (consumer standards) are delivered and meet customer expectations. As a social landlord Unity are expected to continually monitor and review our performance in the following areas:

1. Home

- ✓ We will ensure that our properties continue to meet and exceed the standards set out in the Government's Decent Homes Guidance.
- ✓ We will provide value for money repairs and planned programmes that respond to customer needs.
- ✓ We ensure our properties are designed to a high standard, excellent quality and are sustainable.
- ✓ We will carry out maintenance work on our customers properties regularly. We recognise that it is more cost effective to undertake maintenance work that is planned rather than responsive.
- ✓ We gather information on the condition of our houses and use this information to design planned maintenance programmes.
- ✓ We aim to spend 70% of our maintenance budget on planned and cyclical works and undertake the works by reference to a standard life cycle expiration. This process ensures that our properties are safe and comfortable for our residents.

2. Tenant Involvement & Empowerment Standard

- ✓ We will ensure that our customers have opportunities to be involved in the management of assets and delivery of our maintenance, planned and cyclical services.
- ✓ We will openly encourage our residents to seek to influence housing related policies, service delivery and provide them with forums to scrutinise our performance.

- ✓ We actively seek input from our residents, through a variety of methods, as it helps us to deliver a better service.

3. Neighbourhood & Community Standard

- ✓ We take measures to ensure that our residents have estates and local areas that are clean and safe environments.

4. Value For Money

The Value for money standard looks into how we monitor our spending to make sure that we provide our residents with the best service at the 'right price'.

The Association is dedicated to finding new ways of delivering services, whilst saving money for our residents and reinvesting the savings into areas that our tenants value the most.



5. Housing Stock Asset Profile

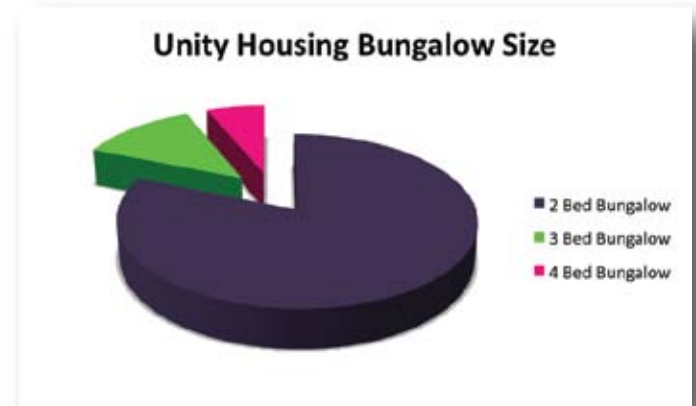
5.1 The Asset Management Strategy covers all properties that are owned and managed by the Association, including the Unity Office.

5.2 Unity Housing Association was established in 1987 and currently owns approximately 1071 properties dispersed around Leeds, for rental.

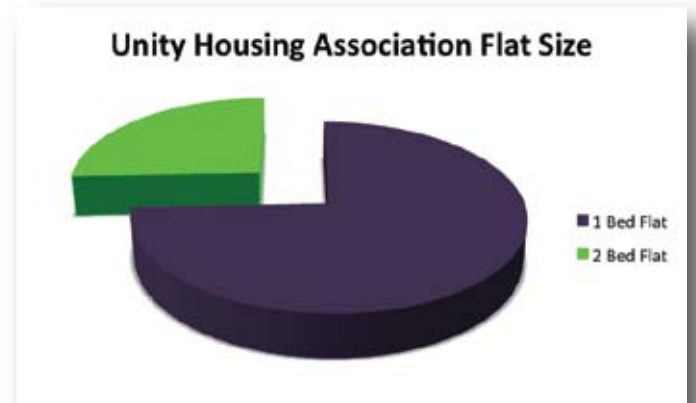
The data below details the total Unity Housing Association properties and the split between property types.

Property Type	Total	%
House	711	66
Flat	328	31
Bungalow	32	3
Total	1071	100

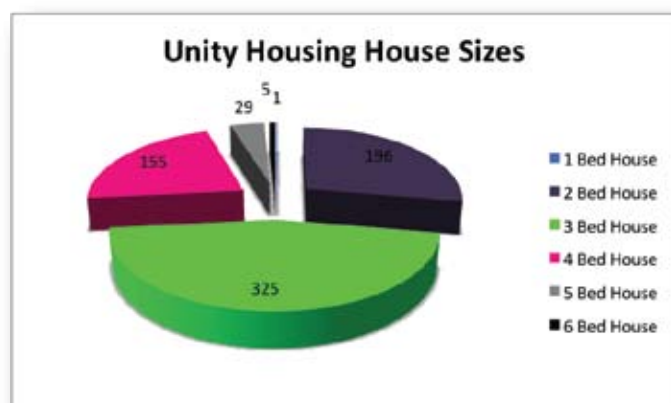
The chart below details the various size of bungalows Unity Housing Association own.



The chart below details the various size of flats Unity Housing Association own.



The chart below details the various size of houses Unity Housing Association own.

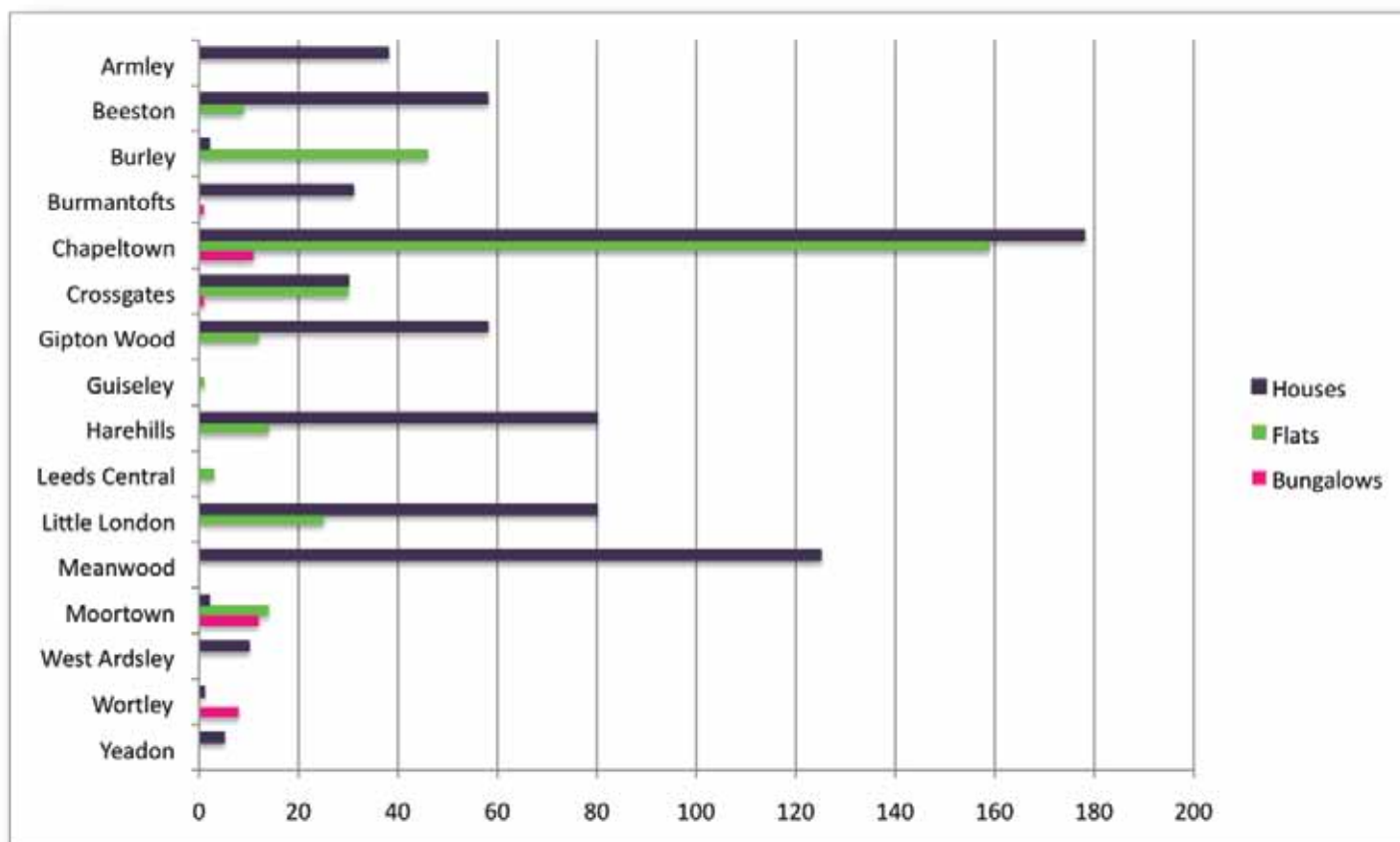


6. Housing Areas

6.1 The areas where the Association operates are localities subject to a high demand for housing. As a consequence, the addition of excellent quality new build homes, that are both affordable to rent or to purchase via a shared ownership scheme, remains a fundamental priority for the Association.

6.2 The majority of Unity's housing stock has either been newly built or acquired and refurbished within the last twenty years,

benefitting from ongoing maintenance programmes throughout this period. Consequently, the condition of the housing stock is largely in good condition with all properties meeting the 'Decent Homes Standard', which has led to major improvements in the health and wellbeing of our residents.



6.3 New Developments

We are committed to developing new schemes, to meet our customers needs.

New Housing Units	Number	Start On Site Date	Completion Date
Chapeltown	11 Units	October 2009	December 2010
Highfields	22 Units	November 2009	January 2011
Beverleys	21 Units	December 2009	August 2012
Scott Halls	24 Units	March 2011	July 2012

6.4 Housing stock is considered to be a long term asset. Consequently, the Association makes all decisions on the future of such stock with regard to current needs, demand information and anticipated future demand. The long-term viability of accommodation is assessed on a 30 year lifespan and so, the Association, also considers projected demand over this period to ensure that we have the capability to meet any increase in demand in addition to having the staff capability and office space to manage such an increase.

6.5 Our Asset Management Strategy also applies to shared ownership housing, as the Association still maintains a proprietary interest, however the repairs and improvements are normally undertaken by the shared owner.

6.6 Stock Valuation

Our housing stock was surveyed by Savilles, in 2010 and 2011. A representative property sample of 305 and 205, respectively, was undertaken at open market value, with existing use, subject to tenancy

7. Investment & Home Safety

7.1 Stock Condition Survey

7.1.1 The Association commissioned an independent Stock Condition Survey in 2007 by Edmond Shipway Construction Consultants.

7.1.2 The results from the survey, (annexed), were used to inform and prepare the five year planned maintenance kitchen replacement programme; 2009 - 2014.

7.1.3 The Association currently instructs an independent surveyor to undertake a formal stock condition survey of 20% of the stock on a five yearly basis. To supplement this the Maintenance Department undertake 20 stock condition surveys per year, representing 2% of the property base. The regular accrual of stock condition data is critical in supplying the Association without accurate information as to the overall condition of the property assets. Further stock condition is being obtained from an independent surveyor while conducting energy performance assessments.



7.1.4 Stock condition information underpins the Asset Management Strategy and is of critical importance as it provides us with a substantial resource base to gather information assisting in the Association long term planning and investment.

7.1.5 Historically asset data has been stored on spreadsheets. We have now progressed to input the data onto our IBS computer systems. Programming the stock condition information onto our computer database ensures the integrity of the information. The amalgamation of the information onto one access database means that the information can be effectively used to inform planned works

7.2 Component Life Cycles

7.2.1 The following table sets out the expected life of key components of the Association's properties, as recommended by the government's Decent Homes Standard.

Component	Estimated Life
Kitchen	20 years
Boilers	15 years
Bathrooms	30 years
Radiators	25 years
Doors	20 years
Window Replacement	25 years
Electrical Rewire	30 years
Roof	50 years
Rainwater Goods	25 years
Shower	15 years

7.2.2 In respect of Unity properties, there is a risk that due to the age of our stock, mostly being of a similar age, action needs to be taken to mitigate all the component replacements falling within a similar timeframe. It is envisaged that a degree of budget smoothing will take place within the content of each five year phase of the plan to facilitate this.



7.3 Asbestos Management

7.3.1 The Association is under a legal duty to manage any known asbestos containing material within the properties managed, under the following legislation:

- ☒ Health & Safety At Work Act under 1974
- ☒ Management Of Health & Safety At Work Regulations 1999
- ☒ Control Of Asbestos Regulations 2006
- ☒ Health & Safety Rating System Regulations 2005

7.3.2 The Association has a written asbestos management plan. An asbestos register supports the Asbestos Management Plan which details and records the findings of asbestos surveys. The database is regularly maintained and updated. All contractors of the Association have access to the database; information as to a particular property is available to the contractor prior to them carrying out works within the property.

7.3.3 Where asbestos is detected, the resident is informed as to any risks and remedial action is undertaken, where necessary.

7.3.4 All void properties are surveyed for asbestos. The Association receives approximately 100 properties back per year for void works. Therefore, approximately 10% of the stock is tested on a yearly basis.

7.4 Fire Safety

7.4.1 Changes in legislation (Regulatory Reform Fire Safety Order 2005), as of 1 April 2006, came into effect in respect of fire safety law. Unity Housing Association is bound by a legal duty to ensure that it is compliant.

7.4.2 All Maintenance Officers have been trained to undertake fire risk assessments of communal areas. We intend to commence a programme of fire risk assessments of these areas when the internal communal painting cyclical programme commences.

7.5 Legionella

7.5.1 As a residential housing provider, Unity Housing Association's obligations are found under the following pieces of legislation:

- ✓ Approved Code Of Practice The Control Of Legionella Bacteria in Water Systems guidance (L8).
- ✓ Water Supply (Water Quality) Regulations
- ✓ BS 6700 Design, Installation, Testing & Maintenance Of Services Supply Water
- ✓ Regulation 3 of the Control Of Substances Hazardous To Health (COSHH) Regulations 2002 - which places a duty on landlords to protect their employees and tenants.

7.5.2 None of the Unity's properties have standing water tanks installed, therefore issues in respect of Legionella do not affect the Association.

7.6 Renewable Technologies

7.6.1 The Association is committed to considering renewable energy technologies for the benefit of the Association's customers and for the benefit of the wider environmental agenda of reducing carbon footprints.

7.7 Disability Discrimination Act Compliance

7.7.1 While the stock is deemed DDA compliant, where applicable the Association will procure a specialist company to undertake surveys and capital will be used to ensure compliance. With reference to the Unity office, alteration works recently undertaken ensure compliance.

8. Home Improvements Programme

8.1 The Association has recently procured a responsive and planned maintenance contract and a cyclical painting contract by way of tender, for a period of five years. In addition, the gas servicing and gas repairs service has been similarly tendered, for the same timeframe, with a contract start date of April 2011. The gas contract is procured separately to the responsive and planned repairs contract as it is bespoke in content.



8.2 The contracts referred to above have been tendered for a long-term contract as the Association believes this to be a commercially cost effective way to procure services allow for economies of scale and therefore value for money.

8.3 In addition to the above, the Association maintains a select list of contractors who carry out works to fire alarm systems, stair lifts and commercial lifts, and other ad hoc services.

8.4 The Association has been successful in ensuring that all of our properties meet the Decent Homes Standard, as verified by an independent assessor. The survey was undertaken in 2007 and beyond this date the focus on the home improvements planned and cyclical maintenance has been directed towards ongoing maintenance to maintain the stock and keep properties at this standard so as to continue to meet the needs of our residents and wider communities.

8.5 The Maintenance Department are responsible for providing the asset management service for the investment programme, including maintaining stock condition data. This team, in addition to managing the overall repairs service for the organisation, also plans the future planned maintenance programmes and monitors the delivery of it.

9. Planned, Cyclical & Responsive

9.1 The Audit Commission recommends a 60/40 split in planned and responsive repairs. We have set a performance target for responsive repairs expenditure as a percentage of our budget for planned work on a 70/30 split ratio.

9.2 Responsive Maintenance

9.2.1 The responsive repairs service is accessible on a 24 hour, 365 day a year basis. Unity sets timescales for different categories of repair; emergency, urgent, routing, and we monitor performance of the contractors, we use, against these targets.

9.2.2 Overall, approximately 3500 responsive repairs are carried out annually. The Association recognises that our residents require an efficient repairs service that responds effectively to their needs.

9.3 Planned & Cyclical Maintenance

9.3.1 Unity Housing Association's planned maintenance programme consists of a cyclical maintenance programme for the property portfolio and major repairs for newly acquired properties that need to be brought up to Decent Homes Standard levels. Cyclical works are items that have to be carried out at set intervals planned items that are reaching the end of their life.

9.3.2 The Association has a planned maintenance programme that operates on a cyclical basis and covers all aspects of property maintenance:

- ☒ Kitchens
- ☒ Window Replacement
- ☒ Doors
- ☒ Cyclical Painting
- ☒ Bathrooms
- ☒ Roofs
- ☒ Boilers
- ☒ Fencing

9.3.3 The Association has limited resources to expend on asset management. Consequently, these resources are directed and managed cautiously to derive maximum benefit to:

- ☒ Provide an appropriate balance between responsive and planned maintenance; 70/30.
- ☒ Meet the standards laid out in our various strategy documents and Corporate Objectives.
- ☒ Keep the properties in a good condition both now and so that they are viable in the future.
- ☒ Our residents

9.3.4 The cyclical planned maintenance programme was established in 2009 for a 5 year term. Works that have been included on this programme are as follows:

- ☒ Kitchens
- ☒ Window / Door Renewals
- ☒ Painting
- ☒ Fencing
- ☒ Boilers

9.3.5 A further programme of planned and cyclical works has been formulated and it will cover the entire asset property base. Tenants will be consulted on the detail of this prior to the end of the current programme in March 2014.

9.4 Gas Servicing

9.4.1 The Association is fully compliant with the Gas Safety (Installation and Use) Regulations 1998 We have historically been operating on a 12 month servicing cycle but we are looking to implement a shorter servicing cycle, following the procurement of the gas servicing and repairs contract that will commence in April 2012. Our aim to shorten the gas servicing cycle will make the servicing programme more timely and ensure that it complies with good practice.

9.5 Electrical Testing

9.5.1 All void properties and properties that have had planned kitchens and bathrooms are have a full electrical test undertaken. The Association receives approximately 100 properties back per year for void works. Therefore, approximately 10% of the stock is tested on a yearly basis.

9.6 Procurement

9.6.1 Although the Association does not currently have a formal procurements strategy, procurement is covered by the range of other strategies and policies the Association adheres to.

9.6.2 The Association operates a robust approach to procurement which ensures that partners are procured to deliver our services in an equitable and fair manner, which ensures that the Association procures quality partners who can deliver a maintenance service that is both value for money and of the highest standard.

9.7 Stock Investment

9.7.1 The ability of the organisation to ensure that finite resources are allocated and used in the most cost effective manner is a fundamental challenge to this asset management strategy. It is recommended that the organisation maintains a strategic approach to investment within the property base to ensure that resources are allocated efficiently.

9.8 Resources

9.8.1 All major repairs and replacements are largely funded from revenue, with improvements and additions being capitalised as they are considered to enhance the immediate value of the asset.

9.8.2 The Association is committed to ensuring that sufficient resources are accessible to fund the required adaptation, maintenance, and improvements to our homes and communities.

9.9 Option Appraisals

9.9.1 Although the Association does not have a formal option appraisal strategy, or policy, it is practice for option appraisals to be undertaken in respect of new acquisitions to assess the suitability of the property against our business and social objectives, in line with standing orders.

9.10 Property Acquisitions & Disposals

9.10.1 Property acquisitions and disposals are managed by the Regeneration Department, who undertake option appraisals in respect of these matters. Senior Management and Board approval is required for either disposal or acquisition.

10. Housing Services

10.1 Service Charges

10.1.1 All Unity residents must pay rent on their homes. Some residents, however, receive additional services and they will pay a service charge for these items, in addition to their rent. We aim to make sure that residents receive services undertaken to a high quality and a service that provides excellent value for money. Services vary per scheme, however a selection of such services include:

- ☒ Grounds maintenance
- ☒ Cleaning
- ☒ Stair / through floor lift servicing
- ☒ Passenger lift servicing
- ☒ Utility supplies
- ☒ Fire alarm systems
- ☒ Door entry systems
- ☒ Warden call

10.1.2 The service charge rates vary between scheme and the Housing Department are responsible for calculating the service charges, undertaking reviews and for producing service charge schedules.

10.2 Aids & Adaptation

10.2.1 The Association is committed to addressing the needs of all of our residents and will undertake adaptation measures, where appropriate, to assist residents in being able to live in their own homes comfortably.

10.2.3 The Association is committed to funding all low cost adaptation works (generally those under £1000), on a first come first serve basis, from our own capital resources.

10.2.4 For major adaptation works (Stair lifts, hoists) we require the resident to make an application to Leeds City Council under a disabled facilities grant. Where requested, the Association will offer assistance to the resident with this application.

10.2.5 A database has been established to record all properties that have had adaptation works undertaken,

whether low or high costs. This information is used to assist in identifying properties that have had items installed that may attract a service charge for the cost of servicing and maintaining such an item; for instance a stair lift.

10.3 Energy Efficiency

10.3.1 At a time of high heating costs and concerns about sustainable fuel supplies, Affordable Warmth is an important issue for Unity Housing Association, in its work around the provision of high quality housing and related services, which respond to the needs of our current customers, communities and neighbourhoods.

10.3.2 Affordable Warmth is the ability to achieve a satisfactory degree of warmth, within the home. The lack of Affordable Warmth may be understood as Fuel Poverty. Living in a warm, dry home is fundamentally significant to an individual's wellbeing. Living in a home that one cannot afford to keep adequately warm, at a reasonable cost, or one that is not adequately insulated, is considered to be a fuel poor home.

10.3.3 The Association has in place an Affordable Warmth Strategy. This strategy has been recently approved by the Board of Directors and is sat with the management team for implementation across the Association. The strategy is directed towards reducing instances of fuel poverty affecting residents of the Association.

10.3.4 An energy performance register supports the Affordable Warmth Strategy which details and records the findings and recommendations from the energy performance certificate. This database allows us to calculate an average SAP rating per property. Our average SAP rating, per property (as of November 2013) is 73. Our energy performance register includes SAP calculations and details of any specialised works undertaken or required at individual properties, necessary to increase the energy performance rating of the property.

10.3.5 The Association employs a consultant to undertake energy assessment tests. All void properties have an energy performance test undertaken. If the results of the test fall below the Association's SAP target of 65, then all feasible works that are recommended to achieve this target will be undertaken whilst the property is void, thereby avoiding any disturbance to the new resident.

10.3.6 The Association receives approximately 100 properties back per year for void works. Therefore, approximately 10% of the stock is tested on a yearly basis. Furthermore, additional tests are undertaken on properties where tests have not been undertaken and/or there is no information to clone the property.

11. Resident Involvement

11.1 Our various strategies always place residents at the heart of what we do. This strategy is no exception. Our cross cutting aims include ensuring that our residents play an active role in aspects of decision making affecting the management of the Association's assets. The Association's 'Resident Involvement Strategy' sets out the various ways in which residents can become involved to help monitor and improve the services we deliver.

11.2 The Association ensures that residents are fully involved in the development of the planned and cyclical maintenance works, by:

Tenant Choices

Residents are given a range of choices in respect of the home improvements programme including kitchens, doors, flooring and bathrooms.

Satisfaction Feedback - Planned & Cyclical Works

A satisfaction survey is sent to residents on completion of planned works, for feedback on the service they have received. The surveys focus on the quality of work from the contractor and the Association, and the quality of the materials and the work undertaken. The information is presented to the Operations Committee who monitor the information against KPI's. Feedback is used to improve the overall service.

Satisfaction Feedback - Responsive Repairs

On reporting a repair, the resident is sent a feedback questionnaire allowing them the opportunity to comment on the service they have received on completion of the works. The information is monitored against KPI's and reported to the Operations Committee for scrutiny.

Tenants' Panel

Residents are invited to attend the tenant panel, held on an alternative monthly cycle. The group is made up of residents and it provides an opportunity for residents to discuss the repairs service delivered, identify their priorities and generally improve the overall service.

Repairs Appointments

In order to make the repairs service more accessible for residents, appointments have now been established to include first call slots. Furthermore, residents are invited to participate in mystery shopping exercises to appraise the maintenance service and are fully involved in the procurement process for contractor selection.

12. Strategy Aims & Objectives

12.1 The Asset Management Strategy's objectives are underpinned by a number of aims:

Objective

The Association is committed to ensuring that sufficient resources are accessible to fund the required adaptation, maintenance, and improvements to our homes and communities.

Aims

We will:

- ✓ Consider how such resources should be allocated to meet the wider aims of this asset management strategy.
- ✓ Make more effective use of the computer system to identify cyclical and programmed works, location of asbestos and outstanding gas safety checks
- ✓ Deliver value for money and identify savings where possible.
- ✓ Use assets and direct resources towards building stronger communities and responding to residents needs.
- ✓ Deliver home improvements which are sustainable, represent VFM and provide excellent customer satisfaction.
- ✓ Ensure that the availability of disabled adaptations is effectively promoted to all residents.
- ✓ Ensure health and safety through effective maintenance and compliance with all legislative and regulatory requirement.

Objective

Improving housing quality creating attractive, well maintained and desirable places to live.

Aim

We will:

- ✓ Implement planned and cyclical maintenance works on a rolling cycle covering the entire stock profile.

Objective

To improve the energy efficiency of our properties and contribute to the wider environmental sustainability agenda.

Aim

We will:

- ✓ Assist residents in the reduction of fuel poverty.

Objective

To create successful and sustainable communities through ongoing regeneration activity with partners and stakeholders.

Aims

We will:

- ✓ Deliver environmentally sustainable homes.
- ✓ Rationalise unsustainable stock.
- ✓ Make sure that the housing stock is sustainable in the long-term.

Objective

Build on the existing asset value.

Aims

We will:

- ✓ Invest in the right stock.
- ✓ Maximise the existing asset base.

Objective

Develop an improved approach to stock condition data and property portfolio knowledge.

Aim

We will:

- ✓ Use data to inform planned and cyclical maintenance works ensure that there is a continuous loop guiding improvements in respect our assets.

Objective

To ensure that our residents are involved in the delivery of the asset management strategy.

Aims

We will:

- ✓ Involve our residents in the procurement of partners to deliver this strategy.
- ✓ Encourage residents to formulate their own strategies to deliver scheme improvements in their neighbourhoods to guide us on the issues that they regard as important, in their communities.
- ✓ Involve our residents in monitoring the delivery of our planned maintenance and repairs programme.