



Homes & Enterprise

Supporting BME Communities  
and Multi-Cultural Neighbourhoods



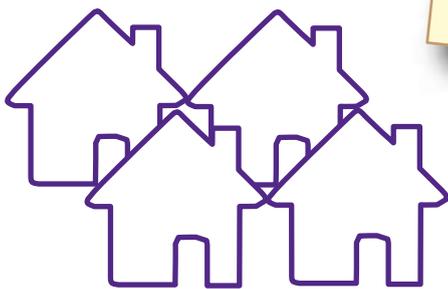
Providing Choice



Addressing Inequalities



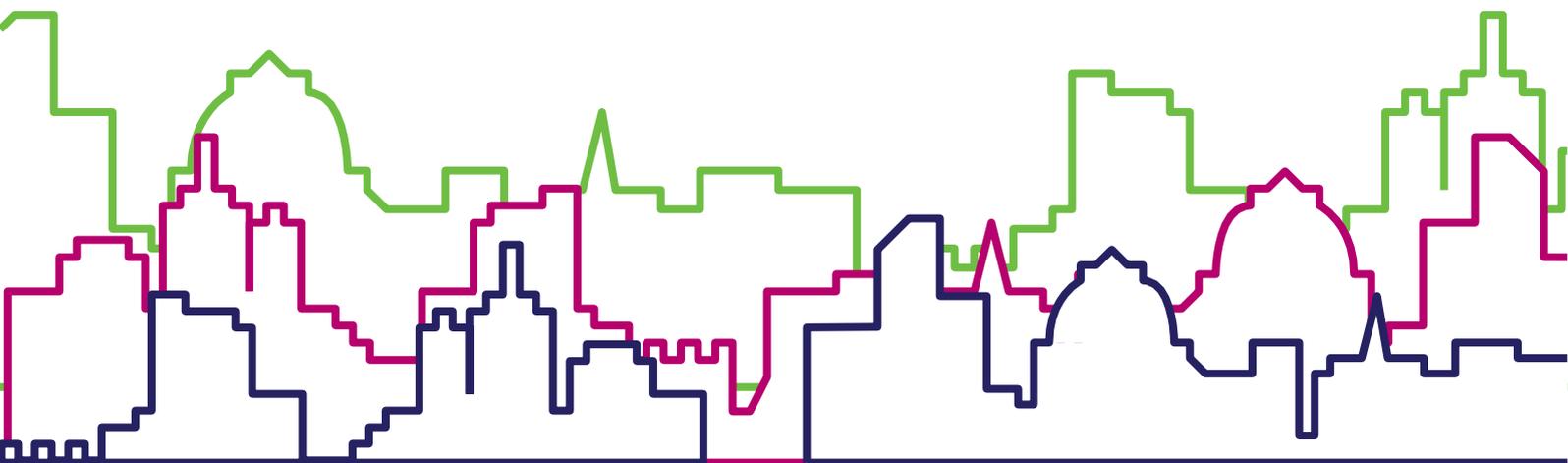
Improving Life Opportunities



## Asset Management Strategy

2016 – 2021

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 1199 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** Within the context of Unity's housing stock, asset management covers the range of activities we need to undertake to ensure we optimise the use of housing and other land and property assets to maximise their contribution to our business and financial planning and to meeting the current and future needs and expectations of our customers

**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 and service 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 able to 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 independent stock condition survey undertaken to inform our previous and current strategies.

**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 2016 - 2019

- 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 as an organization seek to achieve.
- 2.2** Our business plan objectives are detailed below. We have highlighted three 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. Our priority will be to develop new high quality stock in geographic areas of Leeds where members of the BME community would want to live. We will also consider opportunities to support BME communities across the wider Leeds City region. Our new development programme will consist of the type and tenure of unit for which we know there is a current and emerging 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 by 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.

### *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. We will aim to deliver and facilitate the delivery of services based on our understanding of current and future needs. We will continue to ensure that our tenants have access to training and employment opportunities and we will aim to promote and sustain financial inclusion

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

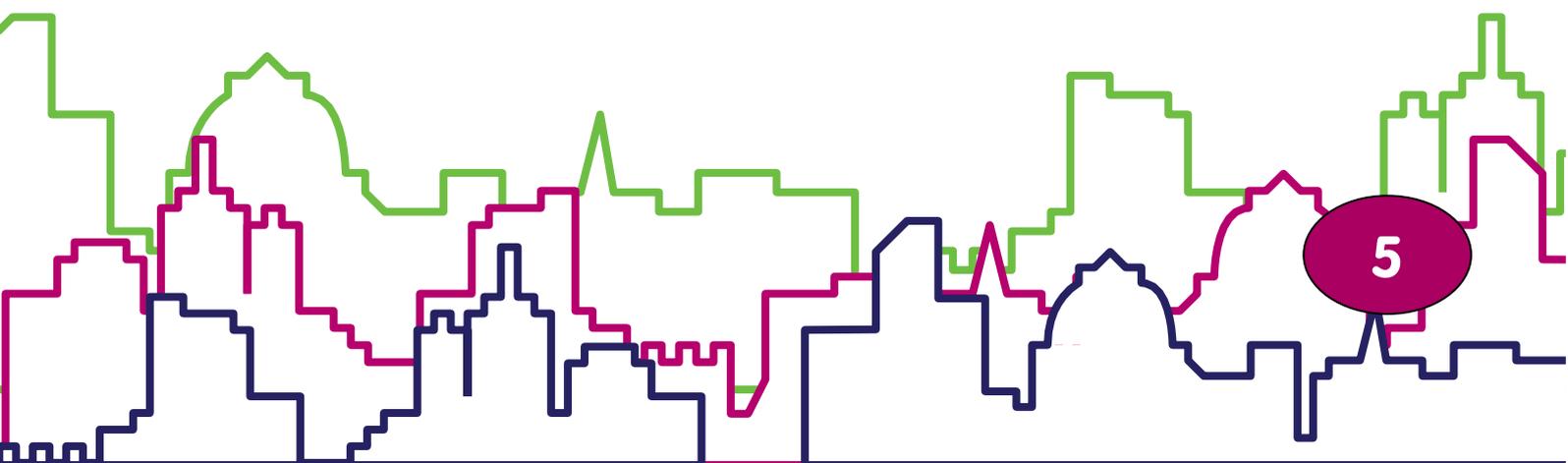
- Through our Unity Enterprise company we will offer affordable managed workspace to support the needs of a wide range of small businesses and other organisations. We will provide and facilitate direct support to encourage local enterprise and we will offer and facilitate business advice to our existing tenants. Through these services we will aim to support the economic regeneration of our target neighbourhoods.

**Strategy link to this objective:** The strategy aims to support the regeneration of our target neighbourhoods.

### *Be a progressive and expanding business with a sound resource base*

We will be a strong and forward-looking organization, with a robust financial plan to support the delivery of high quality services and development. 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:** The strategy aims to ensure adequate resourcing both financially and in management systems to meet our objectives.



## 3. Strategic Content

- 3.1** This document sets out 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:

**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 provisions of well-maintained and sustainable properties are critical in ensuring that we meet our customers’ needs 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	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 support the AMS
Housing Management Strategy	This Strategy will need 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 to generate economies of scale
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. Strategy Aims & Objectives

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

### Objective: Be a progressive and expanding business with a sound resource base.

**The Association is committed to ensuring that sufficient resources are accessible to fund the required adaptation, maintenance, and improvement 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 systems to identify any necessary maintenance works including responsive repairs, cyclical and programmed works, disabled adaptation, the location of asbestos and outstanding gas safety checks.
- Deliver value for money and identify savings where possible.
- Use available resources to resident's needs.
- Deliver home improvements which are sustainable, represent value for money and provide excellent customer satisfaction.
- Ensure health and safety through effective maintenance and compliance with all legislative and regulatory requirements.

### Objective: Provide high quality affordable housing services.

**The Association is committed to improving housing quality; creating attractive, well maintained places to live.**

#### **Aims:**

We will:

- Provide a responsive repairs service that meets the needs and aspirations of our customers.
- Implement timely planned and cyclical maintenance works on a rolling cycle covering the entire stock profile.

**The Association is committed to improving the energy efficiency of our properties and contribute to the wider environmental sustainability agenda.**

**Aims:**

We will:

- Assist residents in the reduction of fuel poverty.

**The Association is committed to developing improved approaches to utilising stock condition data and property portfolio knowledge.**

**Aims:**

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

**The Association is committed to building on the existing asset base to create successful, sustainable communities through ongoing regeneration activity**

**Aims:**

We will:

- Deliver environmentally sustainable homes.
- Rationalise unsustainable stock.
- Make sure that the housing stock is sustainable in the long-term.
- Invest in the right stock.
- Maximise the existing asset base.

**Objective: Involve and work with our tenants and the communities we serve to inform and improve services.**

**The Association is committed to ensuring that our residents are involved in the delivery of our Asset management Strategy.**

**Aims:**

We will:

- Involve our residents in the procurement and ongoing review of partners to deliver this strategy.
- Involve our residents in monitoring the delivery of our planned maintenance and repairs programme.
- 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.

## 5. Home & Communities Agency Regulatory Framework

- 5.1** Since the 1<sup>st</sup> of April 2012 the Homes & Communities Agency (HCA) has had regulatory responsibility for the services Unity Housing Association provides. 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 Housing Association are expected to continually monitor and review our performance in the following areas:

### i) 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, of excellent quality and are sustainable.
- We will carry out maintenance work on our customer's 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 standard life cycle expiration. This process ensures that our properties are safe and comfortable for our residents.

### ii) 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.

### iii) Neighbourhood & Community Standard

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

### iv) 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.

## 6. Housing Stock Asset Profile

- 6.1** The Asset Management Strategy covers all properties that are and managed by the Association, including the Unity Office.
- 6.2** Unity Housing Association was established in 1987 and currently owns approximately 1199 properties the majority of which are dispersed around Leeds, with a small number in Huddersfield.

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

Property Type	Total	%
House	787	66
Flat	369	31
Bungalow	43	3
<b>Total</b>	<b>1199</b>	<b>100</b>

The data below details the various sizes of bungalows Unity Housing Association own.

Bungalow Size	Total	%
<b>Four bedroom</b>	2	4.5
<b>Three bedroom</b>	4	9.5
<b>Two bedroom</b>	36	83.5
<b>One bedroom</b>	1	2.5
<b>Total</b>	43	100

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

Flat Size	Total	%
<b>Two bedroom</b>	128	34.5
<b>One bedroom</b>	241	65.5
<b>Total</b>	369	100

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

House Size	Total	%
<b>Six bedroom</b>	6	0.75
<b>Five bedroom</b>	30	3.75
<b>Four bedroom</b>	177	22.5
<b>Three bedroom</b>	321	40.75
<b>Two bedroom</b>	253	32.25
<b>Total</b>	787	100

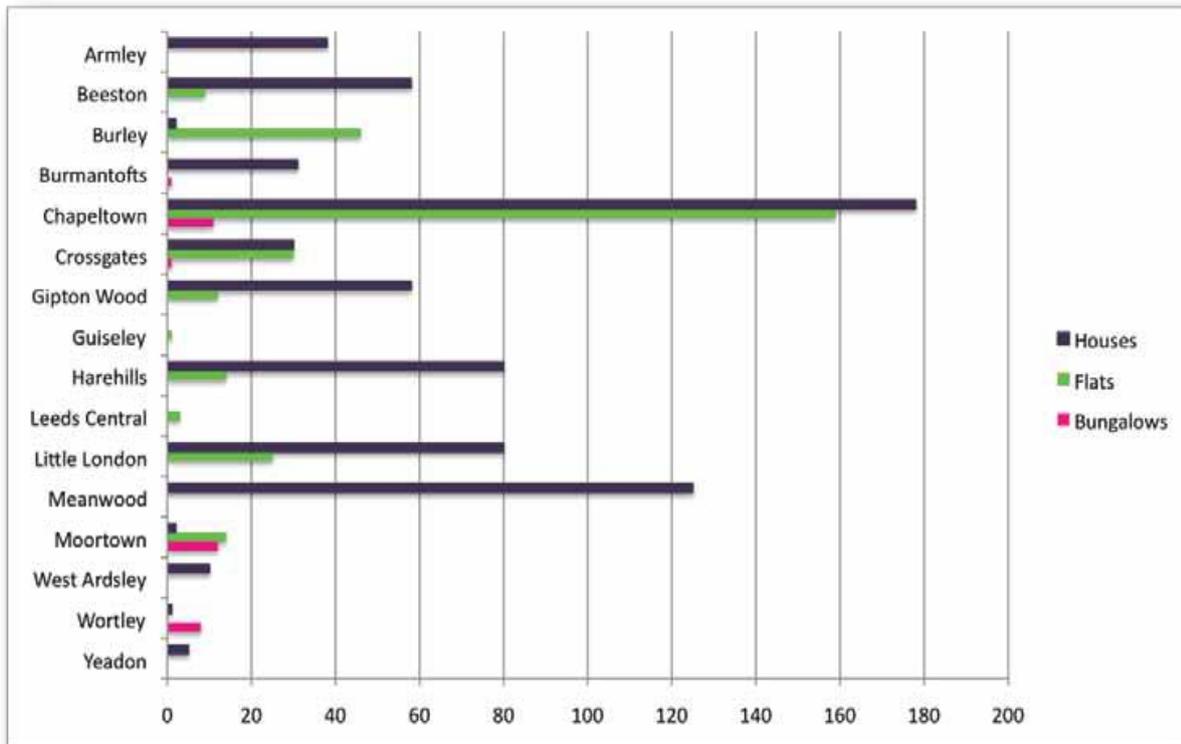
## 7. Housing Areas

- 7.1** 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.
- 7.2** The majority of Unity's housing stock has either been newly built or acquired and refurbished within the last twenty five years, benefitting from ongoing maintenance programmes throughout this period. Consequently, the condition of the housing stock is largely good with all properties meeting the 'Decent Homes Standard', which has led to major improvements in the health and wellbeing of our residents.

### Breakdown of Stock by Postcode

Area	Post Codes	Houses	Flats	Bungalows	Total
Armley	LS12	35	0	0	<b>35</b>
Beeston	LS10, LS11	82	10	0	<b>92</b>
Burley	LS3, LS4, LS6	2	47	0	<b>49</b>
Burmantofts	LS9	31	0	1	<b>32</b>
Chapleallerton	LS7	0	24	4	<b>28</b>
Chapletown	LS7, LS8	197	146	18	<b>361</b>
Crossgates	LS15	32	32	1	<b>64</b>
Gipton	LS8	58	12	0	<b>70</b>
Guiselley	LS20	0	2	0	<b>2</b>
Harehills	LS8, LS9	85	23	0	<b>108</b>
Holbeck	LS11	24	18	0	<b>42</b>
Huddersfield	HD1	1	9	0	<b>10</b>
Leeds Central	LS9	0	6	0	<b>6</b>
Little London	LS2	81	24	0	<b>105</b>
Meanwood	LS6, LS7	120	0	0	<b>120</b>
Moortown	LS17	4	16	12	<b>32</b>
West Ardsley	WF3	8	0	0	<b>8</b>
Wortley	LS12	23	0	7	<b>23</b>
Yeadon	LS19	4	0	0	<b>4</b>
<b>Totals</b>		<b>787</b>	<b>369</b>	<b>43</b>	<b>1199</b>

### Breakdown of stock by area.



**7.3** Our 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 50 year lifespan. 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.

**7.4** 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.

- 7.5** We are committed to developing new schemes to meet our customers' needs and have a number of schemes planned during the life of this strategy.

Scheme	Number	Completion
Holborn Court	17 Units	December 2016
Rocheford Court	11 Units	December 2016
Parkwood Road	18 Units	January 2017
146 Chapeltown Road	6 Units	March 2017
Walford Road	15 Units	July 2017
Parkwood Road PH2	6 Units	April 2017
Avenue Crescent	2 Units	January 2018
Quarmby Road	9 Units	April 2018
Former Ancestor PH	12 Units	April 2018
Keepmoat Sites	24 Units	June 2018

## 8. Investment & Home Safety

### 8.1 Stock Valuation

- 8.1.1** Representative samples of our stock have been valued in 2010, 2011, 2013 & 2015 at open market value, with existing use subject to tenancy by Savilles. Six hundred and eighty two of our properties are also being valued by Savilles during 2016 to ensure that we have suitable properties to charge as security for new lending currently being negotiated. Due to the success the association has had with its approach to its asset management, previous valuations have always exceeded expectations in respect of the value of the stock.

## 8.2 Stock Condition

- 8.2.1** The Association uses stock condition information from independent consultancies and our own component accounting register to inform our planned maintenance decisions and investment. It provides us with a substantial resource base to gather information assisting in the Association's long term planning and investment.
- 8.2.2** The Edmund Shipway Consultancy was commissioned to undertake a 30% stock condition survey to inform the previous 2011 to 2016 asset management strategy. The results of this survey confirmed our compliance with 'Decent Homes' and verified that the financial and life cycle information held in our own systems was a true reflection of our stock. The 2011 to 2016 planned programme was built from this information.
- 8.2.3** Michael Dyson Associates have been commission to undertake a 30% stock condition survey to inform the 2016 to 2021 strategy. Again, the results of this to-date confirm ongoing compliance with both 'Decent Homes' requirements and the 'Health & Hazard Rating System'. Their survey has revealed possible vulnerabilities with the condition of roofs on our older Victorian stock, a number of which are reaching the end of their effective life. This information will be used to drive appropriate investment in this area via our planned maintenance programme.
- 8.2.4** Coupled with the 30% stock condition exercises we also gather annual stock condition information from our own maintenance staff, specialist contractors (Gas, lift servicing, energy performance assessors and supported housing equipment servicing). This equates to approximately 5% of stock. Again, this information is used to inform our planned maintenance decisions and investment.

## 8.3 Component Life Cycles

- 8.3.1** The following table sets out the expected life of key components of the Association's properties, as used in the decent homes definitions and the national measurement of disrepair criterion. It also details our assessed aims in respect of these components.

Component	Decent Homes Estimated Life (yrs)	Unity Assessed Renewal Cycle (yrs)
Kitchen	30	20
Boiler	15	15
Bathroom	40	20
Shower	15	15
Doors	40	25
Window Frames	40	25
Electrical Systems	30	30
Roof	50	50

**8.3.2** In respect of Unity properties, there is a risk that due to the age of our stock, mostly being of a similar age, that large numbers of component replacements will fall due within a similar timeframe. In order to mitigate this, it is envisaged that a degree of smoothing will take place within the content of each five year phase of the planned programme.

**8.3.3** The following table details the ideal number of components that would need renewing annually in order to meet both the 'Disrepair Criterion' and 'Our Assessed Renewal Cycle' and ensure an even spend profile. In reality numbers for renewal will fall somewhere between the two.

Component	Renewals Required to Decent Homes Life Cycle	Renewals Required to Unity Assessed Renewal Cycle
Kitchen	40	60
Boiler	80	80
Bathroom	30	60
Shower	80	80
Doors	30	48
Window Frames	30	48
Electrical Systems	40	40
Roof	24	24

**8.3.4** Based on the historical information currently held by the association the following table details the number of components will be look looking to replace/upgrade over the life of the strategy. These may be subject to change as the results of the current stock condition survey are analysed in detail.

Component	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Kitchen	42	40	41	24	33	180
Boiler	36	36	43	48	48	211
Bathroom including showers	48	48	42	46	48	232
Doors	45	24	24	24	36	153
Window Frames (Properties)	6	4	14	14	12	50
Electrical Tests	150	150	150	150	150	750
Roofs	0	0	0	0	0	0

## 8.4 Asbestos Management

**8.4.1** The Association is under a legal duty to manage any known asbestos containing material within its properties 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

**8.4.2** The Association has a written asbestos management plan. An asbestos register supports the 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.

**8.4.3** Should any asbestos be detected in our stock, the resident is informed as to any risks and appropriate remedial action undertaken. As most of our stock is modern and due previous refurbishment work undertaken on the older stock it is on the whole, free of asbestos.

## 8.5 Legionella

**8.5.1** 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.

**8.5.2** While Unity's properties are at low risk of legionella due to the speed of void turn over and the design of our domestic water systems (Lack of standing water tanks) we remain mindful of our duties under the legislation and codes detailed in 8.5.1 above. We will ensure that we adhere to all necessary legislative requirements and relevant codes of practice in respect of the management of domestic water supply and the control of legionella bacteria in water systems.

## 8.6 Renewable Technologies

**8.6.1** 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.

**8.6.2** The use of renewable technologies links with our affordable warmth strategy. This commits us to utilizing these technologies where they form the only means of bring the energy performance rating of a property to our target of rd SAP 69 (Band C). Such works will be undertaken via our planned maintenance programme. They will be done to the time scales set to meet the Governments wider environmental agenda.

## 9. Planned, Cyclical & Responsive Maintenance

- 9.1** 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
- 9.2** In order to ensure a cost effective financial split between planned and responsive repairs we have set a performance target of a 70/30 ratio, with 70% of spend being on cyclical and planned work and 30% on responsive.
- 9.3** Our maintenance programme consists of a planned programme of general component renewals at the end of their life, and a cyclical maintenance programme for items that require regular maintenance in order to ensure a long and efficient life span.
- 9.4** The Association's cyclical & planned maintenance programme covers all the main components of our properties such as:
- Kitchens
  - Boilers
  - Bathrooms
  - Windows
  - Doors
  - Roofs
  - External painting
  - Gas servicing
  - Electrical testing
- 9.5** While we budget in the long term for all our maintenance work, we break our programmes down into five year cycles to fit in with our contracting arrangements. Each five year period is informed by an independent stock condition survey, our historical maintenance records and our component accounting register.
- 9.6** 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.
- 9.7** Approximately 4200 responsive repairs are carried out annually overall. The Association recognises that our residents require an efficient repairs service that responds effectively to their needs.

## 10. Gas Servicing

- 10.1** The Association is fully compliant with the Gas Safety (Installation and Use) Regulations 1998. We operate on an 11 month servicing cycle to ensure that all our properties have live safety certification at all times. All gas servicing work (and other gas works) undertaken by our contractors are subject to auditing by an independent gas consultant to ensure compliance with relevant legislation.

## 11. Electrical Testing

- 11.1** The Association operates a regular electrical testing cycle, ensuring that all properties have a valid electrical safety certificate at all times. In addition, to this all void properties and properties that are subject to planned kitchen and bathroom works have a full electrical test undertaken as part of the work.

## 12. Procurement

- 12.1** Although the Association does not currently have a formal procurement strategy, procurement is covered by the range of other strategies and policies the Association adheres to.
- 12.2** The Association operates a robust approach to procurement which ensures that partners are procured to deliver our services in an equitable and fair manner. We let our main contracts under partnering forms for between three and five years. Each contract allows for annual review of the contractor by our staff with input from our customers. We believe that this approach ensures that the Association procures quality partners who can deliver a maintenance service that is both value for money and of the highest standard.

**12.3** Our main contracts are detailed below:

Contract Stream	Contracting Period
Responsive, cyclical and planned building works.	Five years
Gas servicing, repairs and boiler renewals.	Five years
Cyclical painting.	Five years
Communal gardening	Five years
Lift servicing and repairs	Three years
Communal cleaning	Three years
Fire alarm and emergency lighting servicing and repairs	Three years

**12.4** In addition to the above, the Association maintains a select list of contractors who carry out other ad hoc work to our stock.

**12.5** In order to maximise value for money gains across the our commercial and social housing sections Unity will, where appropriate, let contracts that jointly cover work to both sections of the organization.

## 13. Stock Investment

**13.1** 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. The organisation maintains a strategic approach to investment within the property base to ensure that resources are allocated efficiently.

**13.2** Unity has a number of properties that are situated in the Chapeltown Conservation Area. These properties are 'Architecturally detailed' and some are grade two listed. We take our role as guardians of the communities heritage seriously and are both mindful of, and committed to, meeting our obligations in respect of this stock. Any repairs and investment in these properties will meet the requirements placed on us through the conservation and listed buildings status of the properties

## 14. Resources

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

## 15. Option Appraisals

- 15.1 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.

## 16. Property Acquisitions & Disposals

- 16.1 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. All acquisitions will be of a standard that meets our decency and energy efficiency targets or can be refurbished to meet them at reasonable cost.
- 16.2 Unity is mindful of the effect of the Governments right to buy legislation on both our stock profile and financial planning. We will consider and monitor the effect of such sales on our short and long term finances and socially in terms of the stock we are able to provide to the market.

## 17. Housing Services

### 17.1 Service Charges

**17.1.1** 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

**17.1.2** 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.

### 17.2 Aids & Adaptation

**17.2.1** 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.

**17.2.2** 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.

**17.2.3** 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.

**17.2.4** We currently make a 22% financial contribution to work undertaken under the disabled facilities grant scheme. As the volume of work undertaken under the scheme is decided by the local authority and outside of our control, we have difficulty in setting a budget for this. Consequently, the scheme is monitored closely and regularly reviewed to ensure appropriate control of expenditure.

**17.2.5** Information is kept on all properties that have had adaptation works undertaken, whether low or high costs. This is used to identify 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.

## 17.3 Energy Efficiency

- 17.3.1** An energy performance register supports our Affordable Warmth Strategy. It details and records the findings and recommendations from energy performance assessments undertaken on our stock. The database allows us to calculate an average reduced (rd) SAP rating per property. Our average SAP rating as of July 2016 is 73. Our register also includes details of any specialised works undertaken or required at individual properties that are necessary to increase the energy performance rating of the property.
- 17.3.2** The Association employs independent government accredited consultants 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 rd SAP target of 69 (Band C), 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.

## 5. Resident Involvement

- 18.1** 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.

**18.2** The Association ensures that residents are fully involved in the development of responsive, 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. 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.

#### *Tenants' Panel*

- Residents are invited to attend the tenant panel, held on a monthly cycle. The group is made up of residents and it provides an opportunity for them to discuss the repairs service delivered, identify their priorities and generally improve the overall service. Furthermore, residents are invited to participate in post inspection exercises to appraise the maintenance service and are fully involved in the procurement process for contractor selection. They also take part in the annual review process with all contractors.