



ASSET MANAGEMENT STRATEGY 2020-2031

Adra Properties – Your Homes.

Who are we?

We are Adra. We were formed in 2010 and we now own over 6400 homes across North Wales. Our first major task was to make sure all our homes were in a good condition for our customers. This is called the Welsh Housing Quality Standard. All our homes reached this by 2015. Since then, we have been building new homes and making sure all that we do is done with your safety, convenience and prosperity in mind. So far, we have built over 220 new homes with many more on the way.

What will this document do?

This document will help guide us when we need to make big decisions on how we look after your homes, how we modernise them and how we work with you to manage them for the future.

To do this we will need the right level of funds, a professional team and of course, a strong relationship with our customers so that we can achieve our goals together.

What are we trying to achieve?

This document sets out how we want to work together to give you the safest, most comfortable and most efficient homes and communities.

The world around us

We know that the world has changed a lot recently. The effects of Covid-19 will be with us for a long time, not to mention the possible supply chain delays that may happen as a result of Brexit.

This will affect the funds that are available but also how we work and live in our communities. We will need to be aware of this and make sure that what we plan is able to change and adapt to this new world we all live in.

What does success look like?

We want to make sure that your home is:

- Safe and secure
- In good condition and warm
- Well designed so that you can live there for a long time
- Energy efficient with low carbon emissions
- Offering value for money in rent and running costs
- In a sustainable and well-connected community

One of the most important things we want to achieve over the next few years is to decarbonise our homes. This means that we want to stop using fossil fuels and other materials that can damage the environment. We want our homes and communities to be as clean, green and efficient as possible.

It takes more than good quality homes to make a community, so we are also working hard to help improve the areas around our homes and help our people achieve more in life.

How we will do this

We have set five priorities to help us achieve the aims

1. Survey - a clear understanding of the quality of our homes and how we will need to look after them for the future.
2. Plan - make sure that we plan all our future spending as accurately as possible to help make the best use of all our properties and the money we must invest.
3. Deliver - work in partnership with local contractors and our in-house maintenance team to improve the quality of all our homes they are fit for purpose for the future.
4. Monitor - deliver a compliant, safe, secure home and high level of customer satisfaction.
5. Review - continue to survey and monitor all that we do to improve and learn

Reaching the Standard

The Welsh Housing Quality Standard (WHQS) is how Welsh Government measure the quality of social housing. This states that our homes should be:

1. In a good state of repair
2. Safe and secure
3. Adequately heated, fuel efficient and well Insulated
4. Contains up-to-date kitchen and bathroom
5. Well managed (for rented housing)
6. Located in attractive and safe environments
7. As far as possible, suit the specific requirements of the household (e.g. specific disabilities)

Of course, we can only achieve this with the help of you, our customers.

Housing Adaptations Service Standards

We know that adaptations have a crucial role to play in supporting disabled and older people to live safely and independently. This can improve the health and wellbeing of the individual, their families, carers and reduce pressure on frontline services such as health and social care.

Our Adaptations Service will work with our customers to get the right solution. We'll also work with their families, and carers, to understand what matters to them.

The service will work in partnership with social services, health, and other partners to achieve the best outcomes with the best use of resources. Our solutions will lead to savings in the long term by reducing mobility risks, hospital admissions and other costly interventions.

Objective 1 - Survey

We want a clear understanding of the quality of our homes and how we will need to look after them for the future.

How we will do this:

We'll have up to date information on the condition of all homes, garages, commercial property and land that we manage.

We will professionally survey all that we own and manage at least every five years. 20% of this will be done annually.

This will include information on how we are making progress with reducing carbon and people's fuel and heating needs

We'll make sure that we meet all safety, legal and regulatory requirements.

We'll audit our work independently to make sure it is correct and efficient.

Repairing your homes

We will provide an effective repairs service that responds quickly to make sure that your home is safe and comfortable.

Minor repairs will be directed to Adra's in house contractor, Tîm Trwsio.

Major works will be inspected by an Adra Property surveyor who will discuss the work needed with the customer.

Empty homes

All our empty homes will be inspected to make sure they are safe and that they meet our standards.

Our Voids will be inspected by our property surveyors and Tîm Trwsio inspectors whilst all repairs will be undertaken by Tîm Trwsio.

Garages and Communal Areas

All our garages and communal areas will be surveyed every five years. We'll use this information to plan future work and make sure they are used effectively

Commercial Properties

All our commercial properties will be surveyed every five years. We'll put together a report when a lease comes to an end and record any damage and whether the building should be reused or redeveloped.

We'll prioritise work on these buildings where there is a clear benefit for the community or there is potential for income.

Asbestos Register

We have up to date information on asbestos surveys at all our properties and this is used to make sure our customers are safe, and that any refurbishment is also done safely.

Appliances

We keep information on all our appliances to make sure they run safely and are serviced at the right time.

We manage all the gas, oil, solid fuel, electrical safety and lifting equipment through our information system. This help us plan the work that is needed and make decisions on the value for money of all our properties.

What this will give us:

We'll have very detailed knowledge of all our homes and properties.

This will help keep everyone safe and make sure we have the most accurate information to plan future spending and make the right decisions.

Objective 2 - Plan

We want to make sure that we plan all our future spending as accurately as possible to help make the best use of all our properties and the money we have to invest.

How we will do this:

We'll make sure that the homes, garages, commercial properties we own continue to meet all health and safety regulations, legislation and the relevant standards.

We'll use our data and information to manage a 30-year investment plan. This will be broken down into shorter 5-year plans.

We are determined to achieve best value when we agree contracts and when we buy goods or services. This considers not only price but also quality. One of the most important factors to us is that the community also benefits when we spend money on contracts, goods and services. This is achieved by using a range of requirements that we agree with our service providers.

For example, all capital planned maintenance contracts include a requirement to provide new training opportunities equivalent to 52 weeks per £1 million spend. This can be in a range of construction related roles such as apprenticeships/traineeships in trades, site staff and office staff administering a contract.

For other related contracts, community benefits will be required such as providing work experience, hosting community events or providing mock interview training.

Service Level Agreements will be in place to cover the following services provided by Tim Trwsio:

- Routine maintenance
- Empty property refurbishment
- Heating servicing
- Electrical condition reporting
- External capital expenditure (Roofing, Walls, Windows, Doors, Fencing and Paths)
- Internal capital expenditure (Kitchen, Bathroom and Electrical)
- Adaptations
- Other future works

Decarbonisation

We are fully committed to decarbonisation. In December 2020 we launched an ambitious strategy with a goal of decarbonising our business by 2030. Solutions such as Intelligent Energy systems (IES) and the installation of new technology such as Hybrid Air Source Heat Pumps and solar panels will help us achieve this.

What this will give us:

An Asset Management team that uses accurate information and data to drive our future-plans and investment programmes whilst making sure customer needs are met.

Objective 3 - Deliver

We will work in partnership with local contractors and our in-house maintenance team to improve the quality of all our homes they are fit for purpose for the future.

How we will do this:

We will have well-planned, expertly delivered programmes of repair, maintenance and investment that use our resources wisely and to best effect.

We'll take a flexible, dynamic, 'business-like' approach to the way we do it.

Our regular maintenance programmes will make sure we meet all legal and contractual obligations, health and safety standards and the Welsh Housing Quality Standard.

Responsive Repairs

Responsive repairs are issues that arise on a day-to-day basis requested by our customers. They are low cost, small scale repairs across a range of trades.

We currently have four categories for responsive repairs:

- Emergency Repairs - completed within 24 hours
- Routine Repairs - completed within one month
- Batched Repairs. These repairs will be batched together and delivered in a time agreed with the customers, generally three months to six months.
- Major maintenance Repairs. These will be done on a planned in 12-month period unless they are creating potential harm to the customer or affect the safety or security of their home

We will review the above categories to ensure it meets customers' expectations and Adra service standards.

Repairs that are the customer's responsibility will be noted by the customer service centre or following an inspection. The customer will pay for these under our Rechargeable Repair Policy.

Through better planning, we will complete more work in a pre-planned way. This will help prevent having to react to situation and help us provide better value for money.

Empty Homes

We want to make sure that homes are empty for as short a time as possible. We will carefully consider all our empty properties and decide if it is best to invest in them or dispose of them.

These decisions are made depending on how much we would need to spend on the property, what kind of rent we could ask for it in the future and how much demand there is for it.

Adaptations for disabled customers

One of our priorities is to allow disabled customers to live as safely and independently as possible.

We adapt homes to give better freedom of movement into and around the home and provide essential facilities. We have three categories for making adaptations:

Small (Minor) Adaptations

We work with the customer, Social Services, and other partners to provide portable equipment and any small adaptations that come with them. The Adaptations Officer is responsible for approving requests for small adaptations

Examples of small adaptations are:

- grab rails or stair handrails
- Internal or external threshold ramps
- Door entry intercom or flashing doorbells
- Lever taps, cupboard handles or locks, window opening equipment

Where possible all small / minor adaptation works are delivered by Tîm Trwsio and we use also have sub-contractors when there is a high demand.

Medium or Large Adaptations

When a medium or large adaptation is received the request will be sent to by members of the Adaptations Panel for approval.

Examples of medium adaptations:

- Walk in shower
- Stair lifts
- Large ramps
- A combination of adaptations installed as one job

Examples of Large adaptations:

- Extension to provide downstairs bedroom and/ or bathroom
- Through floor lift
- Significant internal structural modifications e.g. relocate bathroom or kitchen

Where possible all medium and large adaptation work is done by Tîm Trwsio using sub-contractors during high demand. External contractors usually complete any specialist work.

Repairs following inspections

Any repairs we find are needed following an inspection are assessed according to risk.

Timescales vary but the action will be classed either as a high, medium or low risk. This will be tightly monitored.

What this will give us:

We'll be the landlord of choice with a dynamic, professional delivery team that meets customers' expectations.

We will deliver a quality service on time, safely and environmentally friendly.

We'll provide local employment and community benefits and we will guarantee value for money through established relationships and partnership working.

Objective 4 - Monitor

We will deliver a compliant, safe, secure home and high level of customer satisfaction

How we will do this:

Gas Servicing

Under the Gas Regulations 1998 there is a legal responsibility to annually check the safety of all gas appliances, pipe work and associated fittings.

This is done by our in-house contractors Tim Trwsio. We also follow the same processes for oil and solid fuel heating properties.

We have an estimated 5047 gas fuelled homes and 549 oil fuelled homes which all have an annual service. We also have 359 solid fuel homes which have an annual service and chimney sweeps every 6 months

Fire Safety

We have already completed all the fire risk assessments (FRA) for communal areas in blocks and sheltered schemes. We have 202 properties that require an FRA split to high, medium and low risk categories.

We have 51 high risk properties that receive an FRA every year, 81 that receive an FRA every two years and 70 that receives an FRA every three years.

All the blocks that receive an FRA have the correct fire safety equipment installed. This will include fire alarm systems for full evacuation sites, emergency lighting and firefighting equipment where required.

In addition, part 6 domestic smoke detectors have been installed in every home and these will be checked and serviced as part of the heating servicing and electrical safety inspections.

Asbestos Management:

We comply with all duties relating to Control of Asbestos Regulations and follow best practice. All asbestos data is held in our register and will be managed by the Assets Compliance Team.

Asbestos is presumed to be present in all properties constructed before 2000. All Asbestos is managed in situ until such time as it is appropriate to remove it.

Non-domestic areas of our stock (i.e. communal areas) have been surveyed and asbestos details held on the register. The Assets Compliance Team ensures that all asbestos details are recorded, and that the database is correct so that the latest information is made available to contractors and our customers to control the risk.

We have 132 sites that require an annual asbestos inspection. This includes communal areas, garages and allotments.

Water and Legionella

We control the risks of legionella and other bacteria) by introducing measures which reduce or control the risk of legionella growth in the water systems.

We have 15 sites where we need to control the risk of legionella. There is one site classed as high risk due to the number and needs of the customers who live there.

The way we manage legionella includes risk assessments every two years, reviewing annually, six monthly descaling and cleaning, monthly temperature checks and weekly flushing for little used outlets.

Lifting Equipment

We have a duty to ensure the safety of all lifting equipment. We have seven sites that have a passenger lift which serviced quarterly and inspected every 6 months.

We also have 200 items of lifting equipment within homes which include stairlifts, through floor lifts and hoists. They are serviced on a regular basis.

Any actions or defects highlighted are managed in the same way as other compliance actions or defects. Actions are risk scored, given priority timescales and monitored every month.

Radon Gas

Radon is a colourless, odourless radioactive gas formed by the radioactive decay of the small amounts of uranium that occur naturally in all rocks and soils. The radioactive elements formed by the decay of radon can be inhaled and enter our lungs and can cause damage. This damage can lead to lung cancer.

We will aim to introduce a radon testing programme to identify high risk areas and the actions needed to protect our customers, staff and the public.

White goods

White goods within shared ownership and rent to buy homes will be gifted to the occupier. The occupier will be responsible for the repair, maintenance and replacement of the appliances.

Where white goods are installed in homes for social rent, market rent and intermediate rent we own the white goods and will be responsible for safety checks, maintenance and replacement.

Replacement of failed appliances will not always be an exact match of the model but will be fit for purpose.

Customers will be expected to carry out regular cleaning and maintenance according to the manufacturer's instructions.

Regular Maintenance Works

Regular maintenance is a tried and tested method to make sure that a building is in good condition, as well as avoiding costly repairs.

We use regular maintenance programs to ensure compliance with statutory requirements, make sure that equipment lasts and reduce repair costs. We do this on:

- Ground and tree maintenance
- Communal doors and door entry systems
- Saniflow toilet systems
- Solar equipment
- TV health checks and upgrading
- Roof maintenance for communal blocks – including clearing old nests and rainwater drainage maintenance
- Communal area painting and flooring maintenance
- Drainage and sewer maintenance

Leaseholders

We currently have 64 leasehold properties covering 27 estates.

Shops and Commercial Facilities Management (including leased shops)

We have some shops and commercial premises which are let on either a Full Repairing Lease or Internal Repairing Lease.

All properties have regular dilapidation surveys to ensure the leaseholders are complying with the terms of the lease and that they are in good repair. The survey is provided to the leaseholder and a follow up visit is carried out to inspect the completed work.

Certification is requested annually and held on file along with the insurance documents relevant to the lease arrangement.

Customer Alterations and Improvement works

We know that many customers take great pride in their home and want to carry out improvements and alterations.

We can allow various alterations that will not affect the safety and continued enjoyment of the customer and neighbouring customers and properties. Customers need to apply for permission to make any alterations.

What this will give us:

A professional, efficient property maintenance service which ensures compliant, safe, and secure homes and high level of customer satisfaction.

Objective 5 – Review

We will continue to survey and monitor all that we do to improve and learn

How we will do this:

360 Degree Appraisals

We review ourselves constantly from all perspectives. We'll do this using anonymous views and opinions of customers, colleagues, managers to help us to keep improving.

Commercial Opportunities

We'll seek out any commercial opportunities to help future funding and re-investment in our communities in line with our Commercial Strategy.

We have expertise in-house to offer services to external companies and housing associations. This will bring an income that can be reinvested into our homes.

Technology

We'll be innovative in the planning, design and the use of materials, investing in new techniques and technology to deliver energy efficient and environmentally friendly homes and to be at the forefront of low or zero carbon homes.

How do we know if we've been successful?

We'll assess our performance according to:

1. Overall customer satisfaction
2. Compliance (*Gas/Electrical/LOLAR/Legionella/Asbestos/Fire/Radon*)
3. Welsh Housing Quality Standard
4. Adaptations service
5. Capital investment works
6. Carbon reduction and fuel poverty measures
7. Empty homes (Void Properties)
8. Responsive repairs

What this will give us:

Detailed knowledge to help effective business planning processes