



# **Asset Management Strategy 2025-2030**

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## 1. Executive Summary

The Asset Management Strategy 2025 – 2030 will cover the delivery of repairs, estate services, compliance and planned programmes making sure that tenants have a central role, input and steer at all levels.

The key aspects of the Asset Management Strategy 2025 – 2030 are as follows:-

1. **Tenant Engagement** – We will work with tenants to ensure that they are supported to make informed decisions in the delivery of the Strategy.
2. **Landlord Compliance** – We will make sure that we are exemplar in Landlord Health and Safety Compliance to keep our tenants safe in their own home.
3. **Property Performance** – We will ensure that we have a complete register on non-domestic properties and land. We will also undertake appraisals on poor performing stock to make informed decisions on investment.
4. **WHQS** – Where practical, we will meet and maintain homes to the Welsh Housing Quality Standard through a programme of investments inline with our Business Plan.
5. **Repairs and Estate Services** – We will continually improve our Repair and Estate Services by reducing call times and responsive repair targets, increasing productivity and proactively combatting damp and mould in tenants homes.

## 2. Introduction

We are a values driven, social housing landlord that owns 3096 residential properties, 50 commercial properties and 8 garages across Cardiff. We also have 100 LCHO's/leaseholders, 5 community buildings and 1 Head Office across Cardiff (as of June 2025). We are firmly committed to providing excellent homes and properties The Asset Management Strategy clearly sets out what 'excellent' means to us and most importantly to our tenants.

### Asset Management in a CCHA Context

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

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

## **Why is Social Investment important to CCHA?**

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

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

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

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

As a social housing provider, the effective management of the organisation's assets has both business and social benefits. Providing and investing in homes is one of the key reasons why CCHA exists. The Asset Management Strategy takes its direction from the Corporate Plan 2024 - 2027 in being underpinned by headline objectives of the plan. These are highlighted below:

## **Community Anchor Organisation and Community Champion**

We want our communities to know that we are committed to investing in our heartlands and amplifying the voices of community members.

## **A Caring Landlord**

We're committed to embodying our values in everything we do, ensuring our tenants 'feel' that we care. This means providing quality homes that are safe and affordable and delivering seamless, exceptional service.

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

- Where practical, we will meet and maintain their homes to the Welsh Quality Housing Standard - a standard of repair and improvement set by Welsh Government.
- We will maintain high levels of landlord health and safety compliance
- We will deliver a first-class repairs and estate service
- Use the tenants' voice to inform our strategic, operational and financial planning into the future
- We will review the energy efficiency of tenants' homes and plan to make them as energy efficient as possible within the financial envelope of the organisation (Detailed in the Environmental Strategy)

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

- The Development Strategy (Better Homes 2024 to 2027)
- The Fire Strategy 2023 – 2028
- The Environmental Strategy 2023 - 2028
- The Value for Money Framework 2022 - 2026
- The Tenant Engagement Strategy (Due in 2025)
- The People Strategy (due in 2025)
- The Communications Strategy (being developed for the first time in 2025)
- The Customer Experience Strategy (Due in 2026)
- The Social Value Strategy (Due in 2025)
- The Communities Centre Strategy (due 2026)

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

- Be caring
- Be respectful
- Be trusting and trustworthy
- Be honest
- Be brave
- Be yourself

### 3. External Factors that may affect housing demand in Cardiff

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

#### Welsh Government

The Welsh Government 2025/26 draft budget was published following a sustained period of challenging financial settlements for Wales. It has been named as a budget for a brighter future enabling to deliver on their priorities, protect and invest in vital public services and boost growth. They have allocated an additional £1.5bn in resource and capital through this budget. All main expenditure groups have increased resulting in an overall increase of 21%. In particular there has been a 11% increase for Housing and Local Government and 31% increase for Climate Change.

WG has shaped their spending plans to prioritise public services, ensuring they continue to deliver for the people of Wales with investment being targeted towards delivering on the Welsh Government's priorities:

- 'Iechyd da' - A Healthier Wales – cutting NHS waiting times, including for mental health; improving access to social care and services for women's health.
- Jobs and green growth – creating green jobs that tackle the climate crisis and restore nature, while making families better off; accelerating planning decisions to grow the Welsh economy.
- Opportunity for every family – boosting standards in schools and colleges and providing more homes for social rent, ensuring every family has the chance to succeed.
- Connecting communities – transforming our railways and delivering a better bus network; fixing our roads and empowering local communities to make choices on 20mph speed limits

## Well-being of Future Generations Act

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

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

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



## **The Building Safety Act**

The Welsh Government has confirmed that the Building Safety (Wales) Bill is on track for introduction in July 2025. This will establish a new building safety regime in Wales covering the occupation and ongoing management of multi-occupied residential buildings. The Building Safety Act represents a significant turning point for housing providers. It establishes new requirements and responsibilities aimed at protecting residents and encouraging a proactive approach to building safety. Here are five ways this new legislation is transforming social housing:

- 1. Greater Accountability**

Clearly defined roles, such as the Building Safety Manager, mean it's much easier to identify who should take action when issues arise. This level of clarity helps prevent confusion and delays, ensuring a quicker response to potential hazards.

- 2. Stronger Focus on Resident Engagement**

Residents are placed at the heart of safety discussions, encouraged to share concerns, and kept informed about any changes. This open dialogue helps to build trust and ensures that possible risks are identified early.

- 3. The 'Golden Thread' of Information**

A key element of the Act is maintaining a detailed digital record of a building's design, construction, and any ongoing safety updates. Having this information on hand at all times can help housing providers spot and address issues before they escalate.

- 4. Improved Training and Competence**

Everyone from front-line housing staff to building safety managers will need to deepen their knowledge and skills. This means organisations will invest in training programmes to ensure individuals understand the new responsibilities and how to implement effective safety practices.

- 5. Proactive Safety Management**

Instead of waiting until something goes wrong, housing providers are encouraged to get ahead of potential problems. By setting up clear safety protocols, carrying out regular checks, and committing to thorough reporting, they can create safer living environments for all.

**The Strategic aims of this new Act will be monitored via CCHA's Fire Strategy.**

## **Awaab's Law**

Awaab's Law is UK legislation introduced in response to the tragic death of Awaab Ishak, who died due to prolonged exposure to damp and mould in his social housing home.

In England, from October 2025:-

- social landlords will be mandated to investigate and fix dangerous damp and mould in set time periods, as well as repair all emergency hazards within 24 hours
- Major step forward in mission to transform housing safety and quality

In June 2025 Community Housing Cymru completed the facilitation of the Welsh Government consultation on setting timescales for social housing landlords to respond to reports of hazards which have significant health impacts. On completion of WG guidance, CCHA will incorporate the response into our operational delivery of our services.

### **Housing Need in Cardiff**

The Cardiff local housing market assessment report (2022-2027), shows the net annual average additional affordable housing need for the city over the next five years is estimated to be 1,334 homes.

The same data shows the estimate for the gross average annual additional affordable housing need for the following five years to be 2,454 homes. When including market housing, this figure rises to 3,220 homes.

In Cardiff there are currently over 1000 single people in temporary and emergency accommodation, over 100 families living in hotels and over 500 families in standard temporary provision.

**The Strategic Aims of Housing will be monitored via CCHA's Development Strategy (Better Homes 2024 to 2027).**

## 4. Our Homes

The following table maps out our current homes and the non-housing property portfolio (June 2025):-

Type	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	>5 Bed	Total
Bedsit							17
Bungalow	1	25	9	1	1	0	37
Flat	1052	389	10	0	1	0	1452
House	98	511	791	135	19	36	1590
Garage							8
Commercial							50
LCHO's/Leasholders							100
<b>Grand Total</b>	<b>1151</b>	<b>925</b>	<b>810</b>	<b>136</b>	<b>21</b>	<b>36</b>	<b>3254</b>

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

### The Condition of our Homes and Meeting the WHQS

In May 2025 CCHA submitted the first draft version of the new Welsh Housing Quality Standard (WHQS) performance to the Welsh Government.

The Standard sets the requirements that all social housing is updated and kept in good condition so social tenants have the opportunity to live in a home that:

- Is in a good state of repair;
- Is safe and secure;
- Is affordable to heat and has minimal environmental impact;
- Has an up-to-date kitchen and utility area;
- Has an up-to-date bathroom;
- Is comfortable and promotes wellbeing;
- Has a suitable garden; and
- Has an attractive outside space.

The Housing Health and Safety Rating System (HHSRS) is a health-based risk assessment tool for the evaluation of housing conditions.

The HHSRS is used to assess a number of elements within the standard. Assessments will be undertaken at all Stock Condition Surveys and on new lettings.

CCHA must meet and maintain the Welsh Housing Quality Standard. A home will meet the Standard when all relevant elements are achieved. It is recognised some elements of the Standard are not applicable to all homes. It is also recognised not all homes will be able to achieve some elements for various reasons. As such the following assessment hierarchy will be used:

- There are certain circumstances where an element may not be applicable e.g. elements concerning common parts of buildings in a single residence. In such circumstances these elements should be recorded as **'Not Applicable'**.
- In general, each element should be assessed for every home as either **'Pass'** or **'Fail'**.
- **'Temporary Fail'** can be used as directed in situations where CCHA are unable to make necessary changes to a home due to circumstances beyond their control, such as tenant refusal, or the changes are part of a wider programme of works planned within the next few years. **Temporary Fails** are to be recorded with specific reason codes and only where directed as acceptable to do so.
- A **'Conditional Pass'** is acceptable for certain elements. It is only used in situations where work to enable compliance cannot be undertaken e.g. physical constraints or heritage considerations and this is unlikely to change. Conditional Passes are to be recorded with specific reason codes and only where directed as acceptable to do so. Conditional passes will be reviewed periodically to ensure they are still accurate.

There are currently 40 Core Elements excluding 4no. that are to be recorded via CCHA's WHQS Compliance Policy.

There are over 123 thousand WHQS elements which we have to record for each of our 3000+ properties. Each element is then reported back to Welsh Government as part of our WHQS monitoring return.

The following WHQS data (all housing stock excluding LCHO, leaseholders and commercial premises) was presented to Welsh Government in May 2025 for the WHQS compliance up to the end of March 2025 :-

Element Category	No. of WHQS FAILS	No. of WHQS PASSES	No. of WHQS TEMPORARY FAILS	No. of WHQS CONDITIONAL PASSES	No. of WHQS NO INFORMATION	No. of WHQS NOT APPLICABLE'S	TOTAL
Number recorded	5474	80985	5725	77	20190	11069	123520
% of Total elements recorded for 3088 properties	4.4%	65.6%	4.6%	0.1%	16.3%	9.0%	

Welsh Government use a measure of energy performance, the “Standard Assessment Procedure” (SAP) Rating to ascertain if homes meet the Welsh Housing Quality Standard for energy efficiency. The new SAP 10.2 was implemented in June 2025. It will be designed to measure net zero and deal with retrofit in housing. The WHQS standard has set a target that all homes must meet a minimum of SAP 75 by the end of March 2030 and a SAP 92 by the end of March 2034. **This target will be monitored through CCHA’s Environmental Strategy and the WHQS Compliance Policy**

Our current stock condition information is based on all surveys carried out between 2021-2025. CCHA will commence a new tranche of 5 yearly surveys in October 2025 and complete them by the end of March 2030. There is currently 16% of WHQS elements not recorded to new data requirements

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

The delivery of this Strategy is informed through the Stock Condition Survey and is supported by the 30 year Business Plan. Long term projections for maintenance and investment costs have been made based on component life forecasts in the Stock Condition Survey to ensure they are affordable and can be fully funded from agreed budgets

### **Our strategic commitments - taking steer from the above:**

- Meet and maintain homes to Welsh Housing Quality Standard through a programme of investment set annually and in line with our Business Plan;
- We will monitor and produce key performance indicators on the progress of WHQS compliance;
- We will complete the costing exercise to establish the investment needed to improve homes to the highest EPC rating that can be achieved based on their construction;
- We will undertake independent WHQS surveys to sample check that our current data is accurate, and the current investment plan detailed within the 30-year business plan is sufficient;
- We will continue to invest in cyclical decorations and communal and environmental improvement schemes;
- We will ensure leaseholders are dealt with fairly in terms of repairs and maintenance and appropriate consultation undertaken on repairs and improvements;
- Undertake the next tranche of stock condition, WHQS and HHSRS surveys on all of our stock to ensure our property component lifecycle information and WHQS data is accurate;
- Improve the affordability of homes by investing in technologies to improve the fuel efficiency and reduce fuel bills of homes;
- We will ensure that the Commercial Properties are managed efficiently and effectively – with the production of a Commercial Premises Strategy and
- Establish asset management solutions with Welsh Government and Cardiff Council that reduces the burden on the health and social care sector and allows tenants to remain in their homes for longer

## 5. How Do We Measure Property and Land Performance?

Within asset management, property performance is used to make investment, acquisition and disposal decisions. Land and property will not normally be disposed of by CCHA unless it is deemed to be surplus under the definitions contained in the Disposal of Property and Land Policy:-

Property or Land can be regarded as being surplus if it meets one or more of the following criteria:

- It makes no contribution to the delivery of the services or strategic objectives (either directly or indirectly), nor generates income, or requires significant additional resources to be expended on it with little chance of any future return.
- An alternative site has been identified which would achieve a more cost effective delivery of services and the existing site has no potential for future alternative service delivery or regeneration purposes.
- The land or property has a history of, or attracts, anti-social behaviour or significant complaints due to its condition or structural integrity or liability.
- The land or property impacts on CCHA's ability to meet its Health and Safety obligations.
- Its disposal would help facilitate the achievement of the Corporate Plan and/or Business Plan objectives.
- Stock rationalisation.

A Property can be classed as underperforming if it meets one or more of the following characteristics:

- The property is vacant and likely to remain vacant for some time.
- The investment requirements in the property exceed the income that is likely to be received over a long-period (negative or declining Net Present Value) in line with CCHA's normal investment criteria and/or the investment required is close to or exceeds the open market value for that property.
- The beneficial use or financial return (in terms of both revenue and capital growth) generated from the property is below that which could be achieved from an alternative use, or from a disposal.
- The property is causing or has the potential to cause significant social, environmental or reputational detriment if it continues to be owned and managed by CCHA.

The Asset Management Strategy will focus on the worst performing properties which are currently the Pre 1919 units:-

Category of Pre 1919 properties	No of properties
Converted Flats	212
Mid Terraced House	451
End Terraced House	59
Semi-detached House	1
<b>TOTAL</b>	<b>723</b>

#### **Our strategic commitments - taking steer from the above:**

- We will ensure we have a robust asset register of all our related assets e.g. land not managed by Development, culverts, retaining walls, trees and that these are inspected and maintained in line with best practice;
- Following on from the stock condition surveys, undertake a full options appraisal on very poorly performing properties. This will take account for reasonable space requirements, WHQS, sound transmission and energy performance and
- To develop a matrix or investigate potential software to determine performance of all stock linked to rent, planned expenditure, repairs and qualitative performance which will also produce the current Net Present Value (NPV). This will be completed in collaboration with the CCHA Development team.



## 6. Landlord Compliance

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

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

An internal audit of the key components of landlord health and safety reported substantial assurance in all areas. See below.

Audit Area	Latest Assurance Level
Lift Safety	Substantial (2024/25)
Fire Safety	Substantial (2023/24)
Gas Servicing	Substantial (2021/22)
Electrical safety	Substantial (2021/22)
Water Testing	Substantial (2022/23)
Damp and Mould	Adequate (2023/24)
Asbestos Management	Substantial (2022/23)
No Access Procedures <sup>1</sup>	Substantial (2020/21)
WHQS / RHWA (FFHH)	Adequate (2021/22)

**Our strategic commitments - taking steer from the above:**

- We will investigate an ICT system to capture all compliance data in one place in order to remove manual monitoring of Key Performance Indicators;
- We will ensure landlord compliance is 'visible' across the organisation by using overhead screens to display daily performance;
- We will measure and monitor data associated with landlord compliance through our regular team meetings, our monthly KPI meetings, our Fire Safety Committee, our internal Health and Safety Partnership, our Audit and Risk Committee and our Board meetings;
- We will ensure the organisational structure supports our approach to landlord compliance and health and safety and we put in all lines of defence checks;
- We will ensure we are the exemplar in Landlord Health and Safety Compliance to keep our tenants safe and
- We will ensure that value for money solutions are implemented to our landlord Health and Safety compliance.

## 7. Responsive: Estate Services: Planned Maintenance

Our performance in responsive repairs has improved over the last five years. In the financial year of 2024/25,:

- Just over 14,000 repairs were completed
- Nearly £2.4M spent on repairs tenants reported to us
- Nearly £2M spent on estates services
- On average, more than 80% of routine repairs completed on time
- On average 88% of tenants who had a repair carried out by our internal repairs team (M Team) were satisfied with the service they received
- On average 87% of tenants who had a repair carried out by our external contractors were satisfied with the service they received
- On average 63% of tenants who received services from our estates team were satisfied with those services
- On average 83% of tenants who contacted us to report a repair were satisfied with the customer service they received

The Spaces and Places Team provide communal cleaning, grounds maintenance, compliance testing and window cleaning services to our estates.

We are currently working through an Improvement Plan to increase customer satisfaction.

Following a reconciliation of services delivered in 2024/25, we are carrying out a full review of grounds maintenance schedules to ensure a fair and equitable service is delivered to all tenants.

Responsive repairs are generally less cost effective than planned repairs or component replacements. Reacting to a component that has failed is likely to be more disruptive to the tenant as there may be consequential damage (e.g. from a roof leak).

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

### **Our strategic commitments - taking steer from the above:**

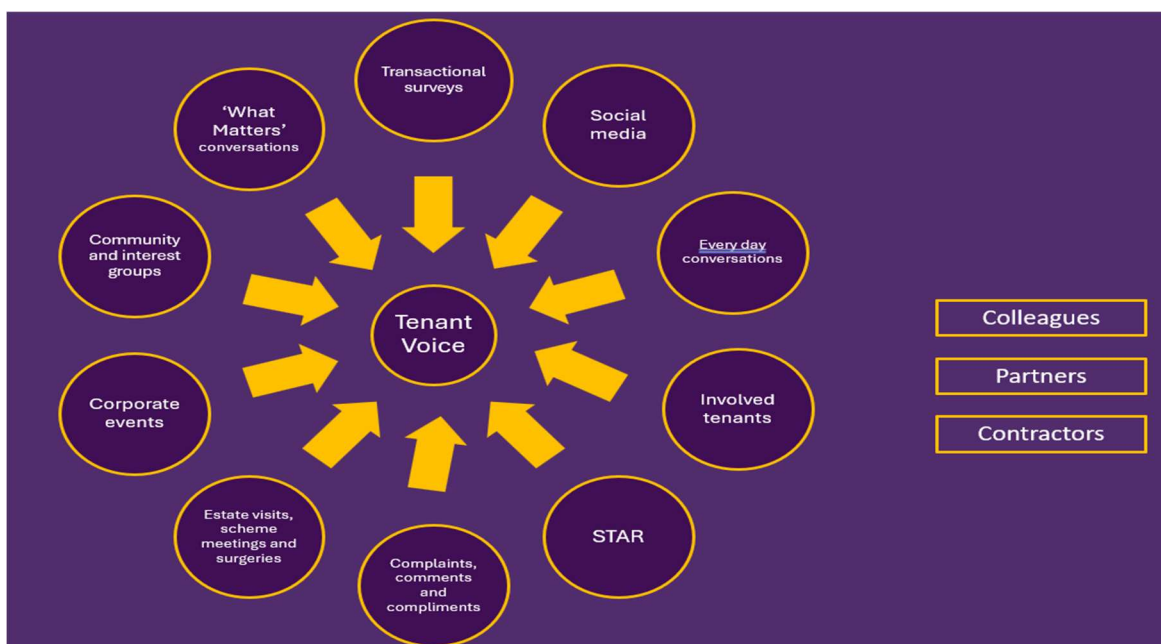
- We will prioritise works that will reduce repair demand in the planned maintenance programme;
- We will improve our repair service by reducing call times and responsive repair targets;
- We will continue to develop standard specifications with the Property Services and Development teams that offer long term value for money including consideration of repair costs;
- We will investigate properties with very high repair demand to identify the causes ;
- We will increase productivity to the internal repair and estate services;
- To proactively combat damp and mould through the monitoring of environmental sensors, HHSRS surveys and planned improvements to insulation and ventilation;
- Utilise our GIS Mapping System for visibility of where each estate service is delivered via CCHA service charges and
- We will ensure that community benefits are hardwired into any procurement activity.

## 8. Tenant Engagement and Co-Production

The value-based asset management methodologies espoused by this strategy will only be achieved if tenants are truly a part of it. They will support the delivery, monitoring and evaluation of the strategy and they will be pivotal in making changes that may be required to improve on performance and direction.

This strategy will need to be delivered through the work of our involved tenants:-

- Homes and Estates Group
- Tenant Influence Panel



In addition, we will engage with a wide range of our tenants who receive decarbonisation works to ensure that we are getting this right in terms of experience and outcomes.

**Our strategic commitments - taking steer from the above:**

- We will undertake annual investment planning workshops with tenants;
- We will continue to use the Homes and Estates Group as the monitoring vehicle for the Strategy;
- We will undertake satisfaction surveys on our repairs, estates, planned maintenance programmes and decarbonisation works;
- We will work with the Tenant Influence Panel to support undertaking deep dives into all parts of the property and asset management service and
- We will work with the Homes and Estates Group to establish a programme of estate and community-based projects
- We will use our tenant voice to ensure that community benefits are hardwired into procurement, and that the monies are used in a way that benefits our communities

## **9. Delivering the Strategy**

### **Directly Employed Labour**

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

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

### **External Suppliers**

A proportion of investment works need to be provided by external suppliers. These include works to tender contracts that require skills not possessed by CCHA. The delivery of works and services, such as component replacements and specialist compliance, are better suited to external suppliers.

External suppliers will be utilised to absorb the demand for works and services that are beyond the capacity of the repair and estates teams.

## 10. Community Benefits/TR&T

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

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

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

## 11. The Monitoring Role of the Committee

Reports will be considered by the Homes and Estates Group every six months. A monitoring report will be provided to the Development and Asset Management Committee every six months to establish if the strategy needs altering based on internal or external changes and how CCHA are progressing with the commitments in Appendix A of this Strategy. The PACE Committee will oversee the customer experience associated with the strands contained in this strategy, and will deep dive into whether tenants continue to have the influence they should when asset management decisions are made. The monitoring report will be presented to Board for noting every six months.

## 12. References

Related External Documents	
Reference	
Wellbeing of Future Generations Act (Wales) 2015	<a href="http://www.legislation.gov.uk/anaw/2015/2/contents/enacted">http://www.legislation.gov.uk/anaw/2015/2/contents/enacted</a>
Welsh Housing Quality Standard 2023	<a href="#">Welsh Housing Quality Standard 2023</a>
Building Safety (Wales) Bill	<a href="https://laiddocuments.senedd.wales/pri-ld17294-en.pdf">https://laiddocuments.senedd.wales/pri-ld17294-en.pdf</a>
Related Internal Documents	
Adaptations Policy	
Repairs and Recharge Policy	
Disposal of Property and Land Policy	
Health and Safety Landlord Compliance Policies	

## 13. Document control

Document Information	
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<b>This is a controlled document.</b> If you are viewing this document from your personal drive, via email or as a hard copy, it may not be the latest version. The current version can be found on the Intranet.	

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