



## Langstane Housing Association ASSET MANAGEMENT STRATEGY 2016 - 2021



## Asset Management Strategy

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Version 4	15 <sup>th</sup> June 2020	Year four achievements added and action plan updated

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## 1.0 Introduction and Vision

Langstane Housing Association's (LHA) housing stock is its largest asset and the repair and maintenance of the stock is the organisation's largest liability. The majority of LHA's activities – repairs, maintenance, development activities and staff salaries – are dependant on the rental income generated by the housing stock and so it is vital that the long term sustainability of that stock is assured in order for the organisation to continue to be financially strong.

This Asset Management Strategy has been developed to provide a framework for the Association to manage its stock proactively and to support business plan objectives. The Strategy introduces a new, more strategic approach to assessing the performance of stock using financial and non-financial indicators. This will allow LHA to determine which stock is best meeting the needs of tenants and the Association, and to make informed decisions about stock which is performing poorly.

Critical to this approach is understanding what tenants expect and need from their properties and knowing which properties have the potential to meet these needs and expectations in the long term. Tenants views have helped shape this Strategy and tenants will continue to be involved in decision making throughout the five year period covered by the Strategy.

The successful implementation of this Strategy will deliver the following outcomes:

- A cross-organisational approach to asset management
- A clearer understanding of the long-term investment requirements of the housing stock

- Homes that are fit for purpose, meeting the needs of tenants now, and in the future
- Homes that are safe and secure
- Homes that are affordable and efficient to run
- Maximised rental income through reduction in turnover, refusals and void times
- Improved customer satisfaction with the quality of their homes

The over-arching vision for this strategy is to:

***“Provide tenants with homes and neighbourhoods they can be proud to live in”***

In order to achieve the vision, this Strategy considers the current issues affecting LHA at a local and national level, looks at stock condition and tenant priorities and focusses on eight strategic priorities for asset management:

- A resilient stock portfolio
- Achieving best practice in procurement and value for money
- Involving and listening to customers
- Providing quality homes
- Improving energy efficiency
- Providing more accessible homes
- Increasing the provision of affordable homes

An Action Plan (Appendix 1) sets out the range of activities required to meet the strategic priorities and this plan will be reviewed annually and updated as required.

## 2.0 National and Local Drivers

A number of key national and local drivers have informed this strategy and will impact on the Association's approach to delivering the strategy:

### 2.1 National Drivers

#### 2.1.1 Scottish Government Affordable Housing Investment Programme (AHIP)

In December 2015 the Scottish Government announced a commitment to deliver 50,000 new affordable homes by 2021. The 2016/17 housing budget was increased by £90m over 2015/16 levels, to £690million.

At the end of January 2016 grant levels were increased from £58,000 per unit (3 person equivalent) to £70,000 per unit, and from £30,000 per unit for mid market properties to £44,000. This increase in funding will strengthen the Association's ability to deliver viable new-build developments to meet the growing demand for affordable housing.

The Association will publish its Development Strategy in August 2016, setting out its approach to the delivery of new build housing.

#### 2.1.2 The Scottish Social Housing Charter

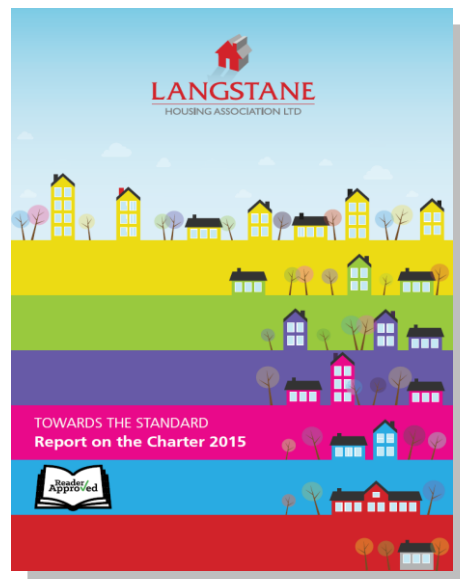
The Scottish Social Housing Charter came into effect on the 1<sup>st</sup> April 2012 and defines the outcomes against which social landlords are measured. The outcomes fall under six headings:

- The customer / landlord relationship
- Housing quality and maintenance
- Neighbourhood and community
- Access to housing and support
- Getting good value from rents and service charges

- Other customers

The Scottish Housing Regulator (SHR) uses the Charter as a starting point for measuring the performance of landlords. Equally importantly, the Charter seeks to make landlords more accountable to their tenants.

LHA's 2014/15 ARC highlighted the Association's financial strength and good reactive repairs service.



There are, however, a number of outcomes in the Charter where performance can be strengthened and these have been taken into account when setting the strategic priorities within both the Business Plan and this strategy. These Charter outcomes include:

- Customer satisfaction - Overall customer satisfaction, satisfaction with opportunities to participate and satisfaction with the quality of the home are lower than the peer averages
- SHQS - as of 31<sup>st</sup> March 2015 85.37% of the Associations properties complied compared to a peer average of 91%.
- Arrears - in 2014/15 arrears were 7.1% compared to a peer group average of 3.4%

### 2.1.3 Welfare reform

In April 2013 the UK Government introduced a range of changes to the welfare system with the stated objectives of creating a fairer system that provided incentives to get people back to work. There is potential for these reforms to impact on the Association, primarily Universal Credit (UC) which sees households receive a single monthly payment with no option to pay the housing element directly to a landlord except in exceptional circumstances.

The predicted impact of UC for the Association is an increase in arrears, partly due to delays in tenants receiving their first UC payment and partly due to some tenants finding it difficult to manage their finances.

It is essential that the Association has robust procedures in place to deal with arrears, to ensure that there is sufficient rental income from the housing stock to carry out the objectives of the Business Plan and this Strategy.

### 2.1.4 Changing demographics

Scotland's population is ageing, with the National Records of Scotland predicting that the number of over 75's will increase by 85% by 2039, to 800,000, whilst the working age population will remain relatively static. As people live longer they are more likely to develop long-term or complex health conditions, yet projections show more elderly people will be cared for at home in the future rather than moving into supported care environments.

There is therefore a requirement for the current housing stock to be more accessible and adaptable to meet these future demographic challenges. LHA expects an increasing demand on the adaptations service and will be considering ways of future-proofing properties, both new build and existing, to offset this demand.

### 2.1.5 Climate Change and Affordable Warmth

The Scottish Government's Climate Change (Scotland) Act 2009 set out a requirement for a 42% reduction in emissions over 1990 levels by 2020 and an 80% reduction by 2050. To achieve this, the Government has launched the Energy Efficiency Standard for Social Housing (EESH), which sets minimum energy efficiency targets for existing properties that must be achieved by 2020.

For new properties, the energy efficiency standard has been raised, with changes to the 2015 Building Standards expected to add around £4,000 to the build cost of an average property.

Around 1 in 3 households in Scotland is thought to live in fuel poverty<sup>1</sup>, with 1 in 10 being in extreme fuel poverty<sup>2</sup>, and so the focus on energy efficiency and affordable warmth is welcomed by the Association, but careful financial planning is required to ensure these targets can be met while continuing to maintain the general condition of the stock.

### 2.1.6 Private rented sector reform

The Scottish Government is focussed on ensuring that the private rented sector is an attractive and affordable alternative for those who cannot afford to buy their own property and do not qualify for social housing. Their 2013 "Strategy for the

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<sup>1</sup> A household is considered to be in fuel poverty where more than 10% of its income would need to be spent on fuel to maintain a satisfactory heating regime

<sup>2</sup> A household is considered to be in extreme fuel poverty where more than 20% of its income would need to be spent on fuel to maintain a satisfactory heating regime



Private Rented Sector in Scotland” outlined their vision for a better regulated sector with more security of tenure for tenants.

This Strategy has led to the creation of the Private Housing (Tenancies) (Scotland) Bill which received Royal Assent on the 22<sup>nd</sup> April 2016. This bill brings a number of changes to the private rented sector:

- A new form of tenancy, the Scottish Private Residential Tenancy, to replace the Short Assured Tenancy
- Changes to the grounds which can be used to terminate a tenancy, and removal of the ‘no fault’ ground for termination
- Potential for areas to be classed as ‘rent pressure zones’ and a cap to be placed on rent increases within these zones

The Association currently owns 21 mid market properties, leased through its private landlord subsidiary, Stockethill Homes, with the number expected to rise to around 100 properties by the end of this Strategy period.

In general, the proposals within the Bill are welcome, but the issue of rent pressure zones and caps on rent increases could impact on the Association’s ability to develop properties that are viable in the long term. This will be considered in more detail in LHA’s forthcoming Development Strategy.

## 2.2 Local Drivers

### 2.2.1 LHA Business Plan

The Association’s Business Plan sets out the key organisational priorities for 2015 – 2018:

- Demonstrating financial strength
- Delivering excellent customer-focussed services
- Delivering a wide range of good quality, affordable accommodation
- Strengthening social inclusion

The strategic priorities set out in this strategy have been developed to compliment and support the corporate priorities.

### 2.2.2 Local Housing Market

LHA provides affordable housing in the Aberdeen City, Aberdeenshire and Moray local authority areas. The housing market in the Affordable Housing Market Area (AHMA), which takes in Aberdeen City and around 45% of Aberdeenshire, is very much driven by the oil industry, resulting in higher than average private rental levels and house prices.

This has also led to high land values, leaving the Association reliant on delivering new housing through Section 75 agreements with house-builders.

This relationship works well in a confident market, but Aberdeen is currently facing more uncertain times as the oil industry struggles and so private house-building has slowed, making it more difficult for the Association to accurately plan the delivery of its new housing.

Despite this uncertain local housing market, private rent levels remain high in comparison to the Scottish average, making it difficult for lower income households to

access housing in the AHMA. Many of these households will be low priority for social housing and so there is a need for intermediate rent housing to be delivered alongside social rented accommodation in the AHMA.

### **2.2.3 Local Authority Housing Need and Demand Assessments (HNDA's) and Local Housing Strategies (LHS)**

Each of the three Local Authorities that LHA works with produce HDNA's and LHS, outlining the future requirements for affordable housing in their area.

The Aberdeen City 2010 HNDA and 2012-2017 LHS highlight a requirement for 415 affordable units a year to meet demand, with priority for 1 and 2 bedroom units. There is scope for intermediate rent and low cost home ownership as well as social rented units. The need for accommodation to meet the needs of older people and those with particular needs is noted.

Aberdeenshire Councils HNDA and LHS also highlight a need for 415 units per year to meet demand, including intermediate rent and low cost home ownership. They also note the need for homes suitable for older people and particular needs.

Moray Council's 2011 HNDA detailed a need for 424 affordable units per year. They determined there was little scope for intermediate rent accommodation due to relatively low private rents. As with other local authorities, they note the requirement for accommodation to meet an ageing population.



## 3.0 Langstane Stock

### 3.1 Stock profile

LHA owns and manages 2723 social rented units and owns an additional 21 mid market rent units which are leased through Stockethill Homes, the Association's private landlord subsidiary.

In addition LHA manages 42 lead tenancy properties on 20 year leases from private owners, and manages 42 social rent units and 65 Shared Ownership properties on behalf of Next Step Homes, LHA's RSL subsidiary.

This strategy deals with the 2744 properties owned by LHA and the 42 lead tenancy properties for which LHA has repair and maintenance liabilities. The strategy is also relevant for the commercial units owned and managed by LHA.

LHA started life in 1977 as a provider of accommodation for single, vulnerable adults. In the early 1980's the Association was able to access grant funding to begin a programme of tenement rehabilitations before starting a comprehensive new-build programme in the mid 1980's. Throughout this period the Association concentrated on housing for single persons and this is still the organisation's core client group.

LHA's properties are located throughout the Aberdeen City, Aberdeenshire and Moray local authority areas, with the most distant scheme being located in Findhorn, 79 miles from the main headquarters in Aberdeen. There are also offices in Peterhead and Elgin to ensure that more remote developments can be managed effectively.

Figure 3-1 gives a breakdown of the number of units per local authority area.

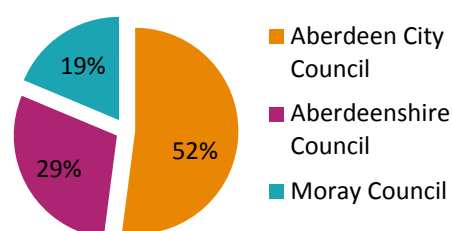


Figure 3-1 – location of stock

Table 3-1 – property types and sizes, LHA owned stock

Accommodation type	Bedrooms	No. of units as at 01/01/16	Percentage of total units	
Bedsits	0 bedrooms	77	2.8%	2.8%
Flats	1 bedroom	1595	58.1%	81.0%
	2 bedrooms	586	21.3%	
	3 bedrooms	35	1.3%	
	4 bedrooms	8	0.3%	
	5 bedrooms	1	0.0%	
Bungalows	1 bedroom	18	0.7%	1.3%
	2 bedrooms	10	0.4%	
	3 bedrooms	6	0.2%	
	4 bedrooms	1	0.0%	
Houses	1 bedroom	19	0.7%	14.7%
	2 bedrooms	147	5.4%	
	3 bedrooms	202	7.4%	
	4 bedrooms	32	1.2%	
	6 bedrooms	1	0.0%	
Non self-contained	(totalling 76 bedspaces)	6	0.2%	0.2%
<b>TOTALS</b>		<b>2,744</b>	<b>100%</b>	<b>100%</b>

Table 3-2 Property types and sizes, lead tenancy units

Accommodation type	Bedrooms	No. of units as at 01/01/16	Percentage of total units
Flats	1 bedroom	39	92.9%
	2 bedrooms	3	7.1%
<b>TOTALS</b>		<b>42</b>	<b>100%</b>

Table 3-3 Commercial properties

Commercial unit location	Use
Union St, Aberdeen	3 offices, leased to 3 <sup>rd</sup> sector partners
King St, Aberdeen	LHA headquarters
Papermill Gdns, Aberdeen	Office, leased to 3 <sup>rd</sup> sector partner
The Hub, Kintore	Community drop-in centre, leased to 3 <sup>rd</sup> sector partner
Hot Spot, Peterhead	Office and café, lease to 3 <sup>rd</sup> sector partner terminated in May 2016. Undergoing renovations.
Carters Close, Peterhead	2 offices, leased to 3 <sup>rd</sup> sector partners
North Guildry St, Elgin	LHA Moray office

Having held charitable status since 1977, LHA's tenants have not had the Right to Buy, meaning the Association has very few mixed ownership developments so does not face the usual issues with the factoring and maintenance that this can bring.

However, the Association does own 10 single tenement flats in blocks of mixed ownership which do present challenges. The tenements are all non-factored and organising communal repairs can be time-consuming. The Association has a policy of disposal of these flats as and when they

become void. A list of these properties can be found at Appendix 3.

### 3.2 Age of stock

As can be seen by the age breakdown of the stock in Figure 3-2 below, the Association's stock sits at two ends of the age spectrum, with 369 properties, 13.5% of the stock, being pre-1919 granite tenement flats, and the remainder being primarily new-builds dating from 1983 onwards.

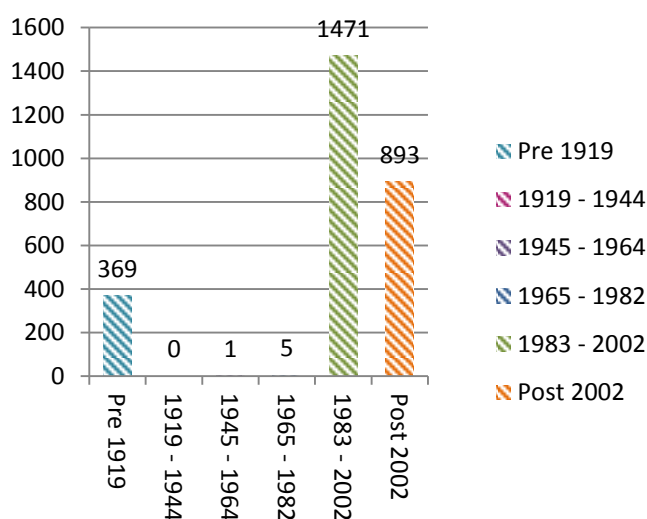


Figure 3-2 – age of stock

Planned maintenance programmes to date have concentrated on kitchen and heating upgrades. Other major components such as bathrooms, windows, doors, roofs and external upgrades have not required replacement in any great number.

However, the stock profile is ageing, with almost 30% of the stock reaching 30 years of age during the next 10 years. This will see increased spend on planned maintenance over this time period, particularly on components such as bathrooms, windows and external doors.

In order to ensure the Association has accurate information on which to base future programmes of work, an in-house

stock condition surveyor has been employed to carry out a rolling stock condition survey, with 20% of the stock being surveyed annually.

A priority for the Association is to implement a stock condition database in the first year of this Strategy, ensuring that the stock condition survey information can be used effectively to plan and cost future work programmes.

### **3.3 SHQS and Energy Efficiency**

The Association did not meet the target of 31<sup>st</sup> March 2015 for full compliance with the Scottish Housing Quality Standard (SHQS). It has agreed a new date of 31<sup>st</sup> March 2017 with the Scottish Housing Regulator (SHR) and has a programme of work underway to ensure this date is met.

As of 31<sup>st</sup> March 2016 the Association had 266 properties failing to meet SHQS energy efficiency targets. The majority of the failing properties are electrically heated properties within granite tenements and all of these properties will benefit from the installation of a more energy efficiency heating system by 31<sup>st</sup> March 2017.

Whilst the Association expects to meet the SHQS energy efficiency targets by upgrading the heating systems, it is anticipated that many of the granite tenement properties will fail to meet the higher EESSH targets and a priority for LHA is to determine how best to deal with energy efficiency in these pre-1919 granite properties.

### **3.4 Health & Safety**

LHA has a range of regulatory and legal obligations in terms of the health and safety of it's stock, primarily in relation to asbestos and legionella management, gas, electrical and fire safety.

The legal requirements vary depending on the tenure and, whilst the Association meets it's obligations, through this strategy it aims to achieve best practice in terms of the safety and security of it's stock, regardless of tenure.

## **3.5 Demand**

### **3.5.1 Low demand**

The Association considers stock to be low demand if there is little or no waiting list for the property.

The Association currently only has one development of 12 properties in Tomintoul which are considered to be low demand, although all are currently occupied.

### **3.5.2 Difficult to let**

The Association considers a property to be difficult to let if there have been three or more refusals for that property in a single void period.

During the 2015/16 financial year there were 12 difficult to let properties, although all are currently occupied.

### **3.5.3 Refusals**

The Association does not consider low demand or difficult to let properties to be a significant issue for this strategy, but there is a general concern about the number of refusals for void properties. In the 2015/16 financial year the Association had 398 voids and 207 refusals.

Figure 3-3 shows the reasons prospective tenants gave for refusing their property offer.

- Does not want area
- No contact
- Doesn't want move at present
- Property too small
- Does not want floor level
- Cannot afford property
- Condition of property
- Housed by other provider
- Does not want heating type
- Only wants house
- Buying own property

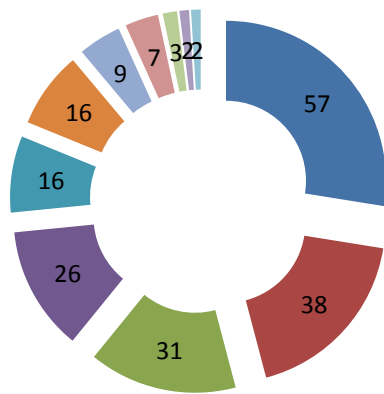


Figure 3-3 Reasons for refusal

Over half of the refusals were due to prospective tenants either not responding to contact from LHA, not wanting to move from their existing property or not wanting the area they were being offered.

LHA currently takes 100% nominations from Local Authorities but aims to take waiting lists in-house from Autumn 2016, which it is hoped will reduce the number of refusals for this type of reason.

### Refusals due to property size

However, 13% of refusals were due to the offered property being too small, and interrogation of the data shows that almost all of these relate to 1 person, single bedroom flats (1p2a), with a few relating to bedsits (1p1a) and 2 person flats with 2 single bedrooms (2p3a).

Single bedroom flats were a feature of LHA's early development programme, built to respond to LHA's vision of providing accommodation to single, vulnerable adults leaving hostel environments. Whilst the properties fulfilled that function well in the 1980's, they do meet with current expectations for modern living.

Table 3-4 below gives a breakdown of the numbers of these flat types currently within LHA's stock portfolio

Table 3-4 Number of bedsits and properties with only single bedrooms

Flat type	Number
1 person - bedsit	77
1 person – flat with 1 single bedroom	1058
2 person – flat with 2 single bedrooms	109

The number of refusals for these size of properties highlights the need for further investigation to determine the significance of the issue and how best to ensure the long-term sustainability of these properties.

### Refusals due to affordability

Refusals due to affordability have grown from 4.9% in 2012/13 to 7.7% in 2015/16, highlighting a growing number of prospective tenants who do not feel they can afford a social rent.

95% of affordability based refusals over the 2012/13 to 2015/16 period were for Aberdeen City properties, which have a higher rent than equivalent Aberdeenshire and Moray properties.

76% of the refusals were for 1 person, single bedroom flats (1p2a) or bedsits (1p1a).

## Refusals due to Condition

Refusals due to the condition of the property are relatively low, but increased from 2.3% in 2014/15 to 4.3% in 2015/16. Refusals due to condition will continue to be monitored to determine whether this is related to the voids standard.

### 3.6 Non self-contained units

The Association has 6 non self-contained accommodation units with 76 bedspaces between them. These units were all constructed in the 1980's with individual bedrooms, shared bathrooms and communal kitchen and living spaces.

The units are leased to support agencies who provide vital services, providing safe accommodation for the most vulnerable in society, but the physical accommodation is not considered fit for purpose and options appraisals are required to determine the best future for these properties.

In addition to the non-self contained accommodation units, LHA has one self-contained ex-hostel which will also be appraised to determine the best future for it.

## 4.0 Customer profile and priorities

### 4.1 Introduction

It is essential to the success of this Strategy that Langstane understands who its customers are and what their priorities are.

Much of Langstane’s information on tenants comes from its QL Housing Management database and is collected at the point a tenant is allocated a property with the Association, and is then updated throughout the tenancy. This information can go out of date if a tenant doesn’t keep in touch with the Association and so Langstane has sought to strengthen its understanding of customers, their needs and priorities through two separate exercises:

Tenant Profiling Survey (TPS) (2015) – this survey concentrated on updating information on household composition, income and benefits, disabilities and preferred communication methods. 820 households (30%) responded to the survey.

Tenant Satisfaction Survey (TSS) (March 2016) – this survey included questions required by the Scottish Housing Regulator along with additional questions intended to identify:

- Which services are most important to tenants and how the Association can improve these
- What home or estate improvements are most important to tenants

1096 households (42%) of households responded to the survey.

In addition, in-house satisfaction surveys are issued to all tenants receiving planned maintenance or adaptation work from LHA, and this feedback has also been referred to.

These surveys have provided valuable information that has informed the Strategic

priorities set out in Section 6 and the findings are summarised below.

### 4.2 Household Composition

Langstane started life as an organisation committed to providing homes to single, often vulnerable, tenants. As can be seen in Table 4-1, almost 40 years later 64% of the customer base is still single person households and the commitment to this client group is reiterated in the organisation’s vision:

*“...to increase the provision of good quality, affordable housing, predominantly in the north-east of Scotland, providing accommodation and accessible services for those who are disadvantaged in the housing market, in particular single persons”*

Table 4-1 – household compositions

Household Composition	Percentage of households
Single person households	64%
Couples or households with dependants over 16 years	19%
Households with dependants under 16 years	17%

### 4.3 Age

LHA currently have 4478 occupants registered across 2744 properties. A breakdown of the ages of these tenants is shown in Figure 4-1.

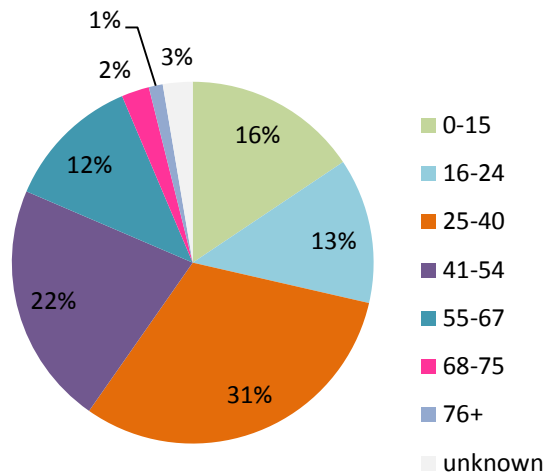


Figure 4-1 Age range of tenants

The analysis of registered occupants shows the majority are aged between 25 and 54 but there are a growing number of children living in LHA properties – around 699, or 16%.

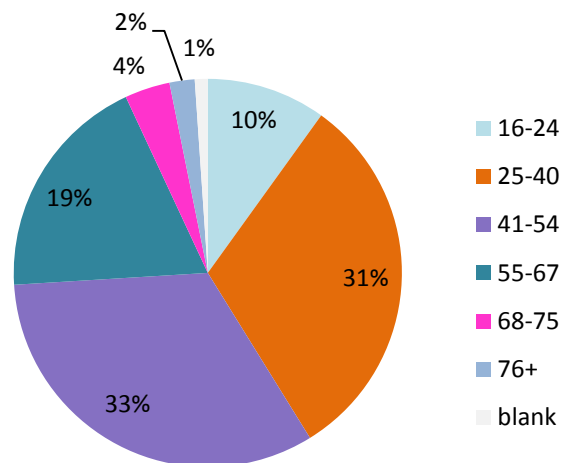


Figure 4-2 Age range of single person households

As mentioned earlier, LHA's core client group is single person households. Currently LHA has 1671 households registered as single persons, and Figure 5-2 shows the majority of these single person households are 25 to 54 years of age. 60%

of registered tenants over the age of 67 live in single person households.

#### 4.4 Income

Around 45% of Langstane households are fully or partially reliant on housing benefit to pay their rent.

In the TSS, 32% of tenants said they were in full time employment, and 15% in part-time employment. 14% of tenants were retired and 13.6% were unemployed. The remainder were long term sick or disabled (18.2%), caring for a family member (3%), in full-time education (1.5%), self-employed (0.6%), volunteering (0.7%) or did not answer.

Universal Credit implementation is underway in Langstane's area of operation, and although the implementation is slow it is already apparent that tenants are struggling with the new system.

In particular, the delay between applying for Universal Credit and receiving the first payment (between 6 weeks and 3 months depending on the location) is causing difficulties for new tenants and means they immediately accumulate rent arrears.

#### 4.5 Disabilities

53% of respondents to the 2016 TSS advised that they considered themselves to have some form of disability, which was considerably higher than expected, and higher than the 12.9% figure held within the QL Housing Management system. The three most common disabilities were:

- Mobility issues or physical disability (21.2%)
- Chronic health condition (20.3%)
- Mental health issue (18.6%)

In the 2015 Tenant profiling exercise, tenants were asked whether they intended to move home in the future. Of the 23% who



answered yes, 56% cited medical or health issues as the reason for needing to move.

This reinforces the need to increase the number of adapted properties within LHA's stock, and the need to ensure that tenants are aware of services they can access to get aids, adaptations and other help and advice.

#### 4.6 Customer Satisfaction

Understanding customer satisfaction is vital in measuring the performance of operational services and allows the Association to benchmark against its peers. It can quickly identify areas where improvements are needed as well as highlighting those services that are working well.

There are 6 Charter indicator questions relating to satisfaction and the results of the 2016 TSS have been summarised in Table 4-2 along with comparison with LHA's previous survey in 2013, and with the Scottish average from the 2014/15 Charter Return.

Generally LHA has seen an upward trend in satisfaction except in relation to the quality of the home, where satisfaction has remained unchanged from the previous survey carried out in 2013.

Although satisfaction levels have generally increased, they remain below the Scottish average and a priority will be to further increase satisfaction for the next TSS in 2019.

Table 4-2 – Tenant satisfaction results

2013	2016	Change	Scottish av.
<b>Percentage of tenants satisfied with the overall service provided by landlord</b>			
81%	84%	↑ 3%	88%
<b>Percentage of tenants who feel landlord is good at keeping them informed</b>			
82%	86%	↑ 4%	89%
<b>Percentage of tenants satisfied with opportunities to participate in decision making</b>			
59%	75%	↑ 16%	80%
<b>Percentage of tenants satisfied with quality of home</b>			
83%	83%	→ 0%	86%
<b>Percentage of tenants satisfied with management of neighbourhood</b>			
71%	78%	↑ 7%	85%
<b>Percentage of tenants who feel rent represents good value for money</b>			
63%	74%	↑ 11%	77%

#### 4.7 Service Priorities

In the TSS, tenants were asked which of Langstane's services were most important to them. The top 5 priorities for tenants were:

Table 4-3 Service priorities

Repairs service	57.7%
Dealing with anti-social behaviour	46.2%
Providing good customer service	45.5%
Quality of the home	44.4%
Maintenance of estates and common areas	40.8%

Tenants were also asked what Langstane could do to improve the services offered to customers. The top five areas for improvement were:

Table 4-4 Service improvements

Improve repairs service	29.9%
Listen to tenants views	26.9%
Improve customer service	25.4%
Provide more information / better communication	16.4%
Upgrade / improve homes	14.2%

The repairs service is obviously very important to tenants, and the survey shows that tenants feel this service could be improved.

#### 4.8 Neighbourhood Priorities

70% of tenants who responded to the TSS felt their neighbourhood had stayed the same over the past 6 months, 11% felt their neighbourhood had improved and 13% thought it had got worse. Neighbourhood concerns are noted below:

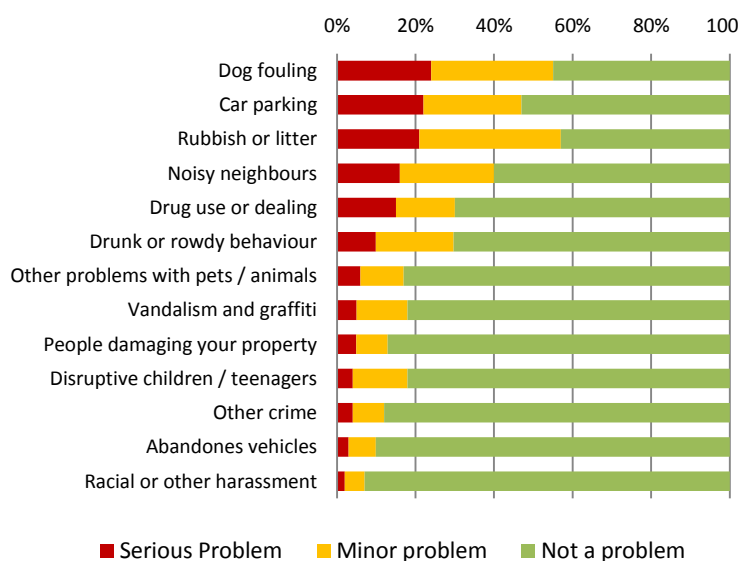


Figure 4-3 Neighbourhood issues

#### 4.9 Asset Management Priorities

As discussed earlier, the only satisfaction indicator to have not improved in the 2016 TSS was satisfaction with quality of the home. This remained at 83%, exactly the same as the last TSS carried out in 2013, and below the Scottish average of 86%.

Tenants who were dissatisfied with the quality of their home were asked how their home could be improved – the top 5 priorities for improving the quality of the home were:

Table 4-5 Priorities for improving quality of home

Upgrade / improve homes – kitchens, bathrooms, windows etc	51.2%
Deal with damp / mould issues	13.6%
Carry out repairs	13.6%
Improve heating systems – running costs	11.7%
Soundproofing / better insulation	11.7%

Tenants were also asked to choose their top three priorities for improvement to their home or estate, over and above the usual kitchen, bathroom & heating programmes.

Responses are shown in Table 4-6 overleaf.

Table 4-6 Priorities for investment

Upgrading windows and doors	39%
Improving security in the development (door entry, CCTV etc)	32.9%
Improving energy efficiency	28.6%
Improving external soft landscaping	20.8%
Installing dog waste bins	20.5%
Improving internal common areas (flooring, decoration etc)	18.3%
Improving external hard landscaping (car parking, fences etc)	17.1%
Installing / upgrading communal SKY	14.6%
Improving communal lighting	9.8%
Other	25.8%

#### 4.10 Overall findings

The TPS and TSS have highlighted a number of issues that this strategy must deal with:

- A high proportion of households are living with disability and feedback from the tenant profiling exercise in 2015 would suggest that many of these households are living in unsuitable accommodation and will need to consider moving at some point in the future to find more suitable accommodation.
- Satisfaction with the quality of the home has not increased and action is needed to improve this indicator
- It is evident that a high proportion of tenants who were dissatisfied with the quality of the home, cited the reason as upgrading work which they are actually due to receive in

the next one to two years. This shows that tenants are not aware of upcoming work to their property and better communication is required.

- Future planned maintenance programmes need to be reviewed to ensure they are dealing with issues which are a concern to tenants, in particular the improvement of windows, doors, security and energy efficiency.
- The repairs service needs to be reviewed to identify how satisfaction can be improved. In-house surveys generally show high levels of satisfaction but this independent survey has raised issues with the service which need to be better understood.
- There are some relatively simple, low-cost actions which could immediately help to improve neighbourhoods, and so in turn improve the attractiveness of Langstane's properties, primarily litter picking and provision of litter and dog waste bins
- Throughout the survey there is a high level of concern from tenants about anti-social behaviour, and this is accentuated by the priority placed on tenants for improved security within their developments. A cross-organisational approach is needed to tackle anti-social behaviour, looking at housing management and asset management approaches.

The TSS has provided raw data that will now be further interrogated to identify any trends in dissatisfaction so that action can be targeted in the right places.

## 5.0 Strategic Asset Management approach

*This chapter was updated in October 2019 following an update of the strategic assessment of the Association's properties*

As well as building a better understanding of stock condition and tenant needs, the Association has undertaken a data led assessment of stock looking at the financial and non-financial performance of properties, including:

- Rental and service charge income against expenditure to derive Net Present Values
- Number and length of void periods per property
- Number of refusals per property
- Length of tenancy
- Energy efficiency rating of stock
- Customer satisfaction
- Staff views

This data is collated and used to define stock as either:

- **Core** stock – stock which has a positive NPV and performs well non-financially. This stock will be maintained to the newly defined 'Langstane Standard'
- **Marginal** stock – stock which has borderline financial and/or non-financial performance. This stock will require some further analysis to determine reasons for marginal performance.
- **Poor** stock – stock which has a negative NPV and poor non-financial performance. This stock will require full options appraisals before major investment work proceeds.

The thresholds used to define the stock are as shown in Table 5-1 below:

*Table 5-1 Red, Amber, Green thresholds*

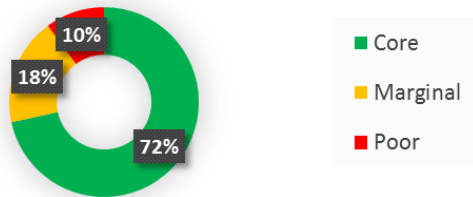
Indicator	Poor	Marginal	Core
NPV	£0 or less	£1 to £9,999	£10,000 or more
Stock turnover	3 times or more in past 3 year	2 times in past 3 years	Once or less in past 3 years
Void days in past 3 years	91 or more days	31 to 90 days	30 or less days
Refusals in past 3 years	2 or more on average per year	More than 1 but 2 or less on average	1 or less on average per year
Length of tenancy	Less than 5 years	Between 5 and 9 years	10 or more years
SAP rating	Less than 61	61 to 68	69 or higher

The weighting of financial to non financial has been set at 60:40.

Assessments will be carried out at property level and at scheme level. It is unlikely however that the Association will carry out options appraisals for individual properties – these will generally be carried out at scheme level.

The Association undertook an assessment in 2015/16 (using 2014/15 financial data) and reassessed its stock in 2019/20 (using 2018/19 financial data).

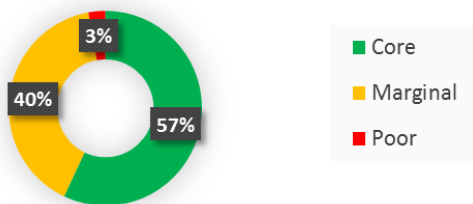
Performance of stock - property level,  
2015/16



Performance of stock - property level,  
2019/20



Performance of stock - scheme level,  
2015/16



Performance of stock - scheme level,  
2019/20

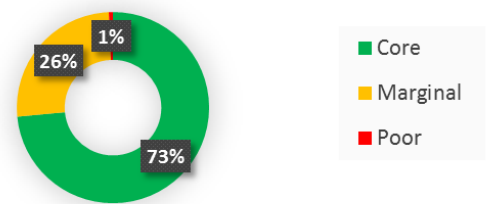


Figure 5-1 – outcome of initial financial and non-financial assessment of stock at property and scheme level – 2015/16 results compared with 2019/20 results

An overview of the performance of each scheme is given at Appendix 4.

### 5.1 Impact on future investment

This ‘traffic lighting’ assessment of stock will form a fundamental part of the investment decision-making for future maintenance programmes, ensuring that programmes of work are concentrated on schemes that contribute to the financial strength of the organisation, and that clear plans are in place to deal with under-performing stock.

Analysis of the assessment data shows that detailed analysis of data is required for 7 schemes and an options appraisal is required for 1 scheme.

Where options appraisals are required, they will consider a variety of possible approaches including:

- Rent review / change of tenure
- Targeted investment or management solutions
- Major refurbishment or reconfiguration of the stock
- Demolition and rebuild
- Disposal

The 7 schemes requiring further analysis are all classed as marginal stock. Their performance results will be further interrogated and, where necessary, improvement plans put in place which will generally focus on investment needs and management issues. Major works will be postponed until improvement plans are agreed

For all of the 8 affected schemes, major investment will be delayed for no longer than 24 months to prevent the condition of properties deteriorating whilst the appraisals are being undertaken.

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When options appraisals and improvement plans are being undertaken, it is vitally important to the Association that the social value of the properties is not forgotten, particularly in communities where affordable housing is scarce.

Using this more strategic approach to asset management ensures that the Association's finite resources are invested in property which is contributing financially and meets the needs and expectations of tenants and communities.

The performance assessment of stock will be reviewed every 2 years to monitor the effectiveness of improvement plans and to identify any newly emerging issues.

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## **6.0 Strategic Priorities for Asset Management**

To drive improvement of the asset management service, strategic priorities have been developed in response to the distinct issues affecting LHA, its stock and customers, as outlined in the preceding sections of this Strategy.

The priorities are clearly linked to the corporate objectives, supporting the delivery of the Business Plan.

The priorities are supported by an Action Plan (Appendix 1) which will be reviewed annually, with progress reported to the Resource and Investment Committee



# DEMONSTRATING FINANCIAL STRENGTH

## PRIORITY 1 – Resilient stock portfolio

### Target

A stock portfolio that is fit for purpose, attractive to tenants and makes a positive financial contribution to the Association

### Measures needed to reach target

- Complete the Strategic Asset Management review of stock
- Stock categorised as either 'Core', 'Marginal', or 'Poor'
- Core stock brought up to Langstane Standard by 2025
- Establish reasons for reduced performance of 'Marginal' stock and formalise improvement plans where required, by August 2018
- Options appraisals for 'Poor' stock complete by August 2018
- Options appraisals for non-self contained stock complete by November 2017
- Continued disposal of single tenement flats as they become void, with capital receipts reinvested in new developments
- Further analysis of 1p2a, 2p3a and bedsits complete by April 2017 with proposals for improving attractiveness of property types

## PRIORITY 2 – Procurement and Value for Money

### Target

Reduced costs for delivering asset management services, without compromising on quality and tenant satisfaction

### Measures needed to reach target

- Updated procurement process and documentation to comply with new legislation
- Clear strategy on extracting community benefit from contracts
- Clear strategy for measuring 'quality' aspects of contracts
- Investigation into potential benefits of existing procurement frameworks
- Maximise opportunities for joint procurement with external partners
- Proactive management of contracts to ensure successful delivery within timescales and budgets
- Improved performance and trend reporting to monitor costs, quality and satisfaction
- Peer benchmarking for voids, repairs, planned maintenance and development costs to ensure value for money is being achieved

**PRIORITY 3 – Involving and listening to customers****Target**

Ensure that customers priorities are understood, that customers are involved in Asset Management decision-making and that customer satisfaction with the service is improved

**Measures needed to reach target:**

- Improve information given to tenants when homes are identified as requiring planned maintenance works
- Consider and improve ways that longer-term programmes of work can be made available to tenants
- Increase pre and post inspections of work and quality inspections during works
- Tenant satisfaction for planned maintenance to be regularly reported on and improvement plans set up to deal with recurring issues
- Involve tenant groups in defining the Langstane Standard
- Tenants to be represented on a new cross-organisational 'Your Home Matters' group which will monitor progress against this strategy

**PRIORITY 4 – Providing quality homes****Target**

To provide safe, warm, modern homes and increase satisfaction with the quality of the home to 90% by 2021

**Measures needed to reach target**

- Work with tenants to define a 'Langstane Standard' (Appendix 5), setting a clear standard for all LHA properties
- Costed programme of works agreed to bring all core stock up to Langstane Standard
- Improved communication of future work plans to tenants
- Langstane Standard will maximise opportunities for tenant choices
- Langstane Standard will maximise opportunities to incorporate aids and adaptations to meet tenants' needs
- Void standard reviewed to ensure it is delivering homes that tenants want to stay in
- Satisfaction with reactive repairs service to be investigated to identify possible improvements to service
- Action plans drawn up for developments with persistent issues such as dog-fouling, littering and anti-social behaviour
- Training and procedures in place to effectively deal with mould & condensation issues

## PRIORITY 5 – Improving energy efficiency

### Target

All properties to achieve EESSH targets by 31<sup>st</sup> March 2020\*

Measures needed to achieve target:

- Plans for improving energy efficiency of failing stock to be agreed by November 2016
- Actively pursue available funding opportunities to maximise energy efficiency measures undertaken
- A clear plan of action for granite tenement properties agreed by November 2016
- Tenants receiving energy efficiency works to receive energy advice to ensure maximum benefit
- Consider alternative solutions for properties which cannot be upgraded satisfactorily – disposal, complete refurbishment, demolition and replacement with new build

## PRIORITY 6 – Providing more accessible homes

### Target

To increase the provision of properties suitable for occupants with particular needs

Measures needed to achieve target:

- Accurate database of adapted properties
- Investigate potential of self-referral scheme for minor adaptations
- Maximise opportunities for incorporating aids and adaptations into planned maintenance works
- Improved information to tenants about the in-house aids and adaptations service and external services
- Design specification for new build properties revised to ensure all new homes are accessible and easily adaptable
- Increased percentage of new build stock built to wheelchair accessible standards

**PRIORITY 7 – Increasing the provision of affordable homes**

**Target**

To deliver 300 new homes over the period of this strategy with a minimum of 75% being for social rent.

Measures needed to achieve this target:

- Development Strategy to be published in Autumn 2016
- Financial and non-financial assumptions for new developments to be reviewed to ensure they are delivering viable projects
- Improved liaison with local authorities to deliver increased particular needs accommodation where required
- Maximise opportunities for land-banking
- Strengthen relationships with developers to deliver Section 75 affordable housing
- Continue to deliver mid-market where appropriate, leasing properties through LHA’s subsidiary ‘Stokethill Homes’
- Continue to participate in projects such as ‘Empty Homes’ initiatives and ‘Home Owners Support Fund’ to deliver properties for rent in other ways
- Research potential of new tenures to meet different types of housing need.

**PRIORITY 8 – Affordability**

**Target**

To ensure that LHA’s rent setting approach is fit for purpose and that rent levels are affordable for tenants

Measures needed to achieve this target:

- Review of rent setting methods to determine the most appropriate method for determining rent levels for different property types and locations
- Carry out an affordability study to ensure rent levels are affordable for the majority of tenants
- Understanding of the minimum rent level required to ensure a property maintains a positive NPV

## 7.0 Delivering the Strategy

### 7.1 Action Planning, Performance Management & Measurement

The range of activities required to meet the Strategy are set out in the Action Plan in Appendix 1. The Action Plan will be reviewed and updated annually.

In order to measure progress, a suite of performance reports will be set, identifying KPI's with challenging targets to ensure progress towards the strategic priorities can be measured.

### 7.2 Information Technology

#### Planned maintenance database

At present the majority of the Association's stock condition information and contract management information is held in spreadsheet format. The Asset Management team will be migrating this information into the QL Housing Management system over the course of the 1<sup>st</sup> year of this strategy, ensuring that stock condition information is easily accessible to all staff. This move to an integrated housing management system will ensure:

- Staff across the organisation can access information on stock condition, enabling informed decision-making eg for voids and allocations
- Properties 'omitted' from programmes due to tenant refusals will be easily identifiable and work rescheduled at the next void stage
- Information on warranties, guarantees, defects periods and cyclical inspections will be available to all staff to avoid unnecessary expenditure
- Servicing programmes can be managed more proactively
- Stock condition surveys will be carried out electronically and will update the database automatically
- Medium and long-term investment requirements can be more accurately forecast and will be based on up-to-date stock condition information

### 7.3 Training

The successful delivery of this Strategy is reliant upon cross-organisational support and involvement from staff.

A series of 'line of sight' workshops will be held with staff to introduce the strategy and ensure every team understands how their day to day activities impact on the sustainability of the Association's stock.

## **7.4 Funding**

Funding requirements to deliver the Strategy have been incorporated into the Business Plan, but 'smoothing' is essential to ensure annual programmes can be resourced from both a financial and staffing perspective.

## **7.5 Involving tenants**

It is vital that tenants are involved in decision-making and so a 'Your Home Matters' group is being set up to monitor progress against the Strategy. This group will be cross-organisational with representation from Board of Management, the Housing, Finance and Asset Management teams and from tenants.

Tenants will also be involved in defining the 'Langstane Standard'.

## **7.6 Risk management**

Aspects of asset management and development are long-standing items on the Strategic Risk Register and are reviewed quarterly. In particular this strategy is intended to reduce the risks of:

- Failure to comply with regulatory and legislative standards
- Failure to meet SHQS and EESSH targets
- Failure to comply with Health and safety obligations relating to maintenance and development of stock

## **7.7 Responsibility for the Strategy**

The Director of Asset Management has ongoing responsibility for the development of this Strategy and for the successful delivery of the Action Plan.

## **7.8 Reviewing and reporting progress against the Strategy**

The Strategy will be formally reviewed annually in consultation with the Board of Management, Resource and Investment Committee and the 'Your Home Matters' group.

Progress against the Action Plan will be reported regularly to the Resource and Investment Committee and monitored by the 'Your Home Matters' group.

## 8.0 Asset Management Strategy Achievements in Year One

In the first twelve months of the Asset Management Strategy period, the following was achieved:

- 95.1% properties passing SHQS, as compared to 88.55% on 31<sup>st</sup> March 2016
- 85.5% properties meeting EESSH, as compared to 76.4% on 31<sup>st</sup> March 2016
- 166 electric to gas or electric to Air Source Heat Pump fuel switches completed since 31<sup>st</sup> March 2016
- Granton Place options appraisal complete
- Spital option appraisal underway
- Key Performance Indicators (KPIs) in place for monitoring Value for Money on existing kitchen, bathroom, heating and painting contracts
- Improved contract management procedures introduced to ensure contracts are delivering Value for Money
- Procurement plan in place – procurement for kitchens and bathrooms complete, procurement for heating works underway, procurement for consultant framework and electrical inspections being prepared. Potential for procuring windows from existing public sector framework being investigated
- Range of leaflets available for tenants on planned maintenance works to improve communication
- Key policies in place – Planned Maintenance Policy, Development Policy, Asbestos Management Policy
- Remainder of key policies due to be implemented in very near future – Legionella Policy, Fire Safety in Communal Areas Policy and Adaptations Policy
- Improved post-inspection process for planned maintenance works with mobile surveying software to capture improved information
- Improved stock condition information being captured using mobile surveying software
- 100% of tenants receiving Planned Maintenance work since 31<sup>st</sup> March 2017 (who have completed a Tenant Satisfaction Survey) are either Very Satisfied or Satisfied with the overall work (against a Strategy target of 90%)
- 95% of tenants receiving Planned Maintenance work since 31<sup>st</sup> March 2017 (who have completed a Tenant Satisfaction Survey) are either Very Satisfied or Satisfied with communication received from the Association (against a Strategy target of 90%)



## 9.0 Asset Management Strategy Achievements in Year Three

In the last twelve months of the Asset Management Strategy period, the following was achieved:

- 97.25% properties passing SHQS at 31<sup>st</sup> March 2019, as compared to 88.55% on 31<sup>st</sup> March 2016
- 92.3% properties meeting EESSH at 31<sup>st</sup> March 2019, as compared to 76.4% on 31<sup>st</sup> March 2016
- 22 fuel switches from electric to gas or air source heat pump completed in 2018/19
- 125 kitchen replacements, 30 bathroom replacements and 68 full heating upgrades carried out in 2018/19
- Consultant framework and Electrical Safety Inspection contracts procured. Smoke Detector procurement nearing completion for a contract start in November 2019.
- Cyclical contracts (legionella testing, fire safety risk assessments, gutter cleaning and asbestos surveys) procured.
- 10 year plan for component replacements and planned / cyclical maintenance developed taking into account changes to smoke detector legislation and impact on budgets
- Key policies approved – Legionella Policy, Fire Safety in Communal Areas Policy and Adaptations Policy
- Procurement Policy approved and Procedures in place. All procuring staff have attended training on procedures
- More choice introduced for tenants who can now have a say on the proposed colour scheme for communal areas
- 91% of tenants receiving Planned Maintenance work in 2018/19 (who have completed a Tenant Satisfaction Survey) are either Very Satisfied or Satisfied with the overall work (against a Strategy target of 90%)

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## 10.0 Asset Management Strategy - Achievements in Year Four

In the last twelve months of the Asset Management Strategy period, the following was achieved:

- 97.43% properties passing SHQS at 31<sup>st</sup> March 2020, as compared to 88.55% on 31<sup>st</sup> March 2016
- 93.63% properties meeting EESSH at 31<sup>st</sup> March 2020, as compared to 76.4% on 31<sup>st</sup> March 2016
- 22 fuel switches from electric to gas or air source heat pump completed in 2018/19
- 18 kitchen replacements, 101 bathroom replacements, 62 full heating upgrades, 66 radiator replacements and 103 boiler replacements carried out in 2019/20
- Smoke detector upgrades started in November 2019 with 599 completed at 31<sup>st</sup> March 2020
- Sustainability Strategy approved by Board in March 2020
- 3 year review of Planned & Cyclical Maintenance Policy approved in January 2020
- Stock condition data for kitchens, bathrooms, windows, radiators and boilers now held electronically in the QL housing management database to allow for more automated approach to future programmes of work.

## Appendix 1 – Asset Management Action Plan

Action plan updated to 31<sup>st</sup> March 2020

Priority	Action	Desired outcome	Lead Officer	Date for completion	Measurement	Progress at 31 <sup>st</sup> March 2020
<b>Demonstrating Financial Strength</b>						
<b>Business Resilience</b>	Financial and non-financial assessment of stock and traffic lighting report	Identify 'core' stock and stock that is under-performing	Director of Asset Management	June 2016 and every 2 years thereafter	Completed traffic-lighting report	New assessment complete August 2019
	Options appraisals for 'poor' stock	Clear plans for the future of 'poor' stock	Director of Asset Management	October 2020	Options appraisals completed	2019 review identified 1 scheme requiring review
	Improvement plans for 'marginal' stock	Clear plans for the future of 'marginal' stock	Director of Asset Management	October 2020	Improvement plans completed	2019 review identified 8 schemes requiring review
	Options appraisals for all non-self-contained stock	Plans in place to deal with non self contained stock once it is no longer fit for purpose in it's current use Granton PI – for sale Crown St – for sale	Director of Asset Management	July 2021	Options appraisals completed	

		Wernham House - possible relocation – options appraisal required  Seabank House / Arnha / Westburn Rd – no immediate relocation plans – longer term options appraisal required.				
	Further analysis of 1P2A, 2P3A flats and bedsits to identify any properties which will require options appraisals	Clearer understanding of the issues, and potential solutions	Director of Asset Management	April 2021	Action plan for smaller property types	Pilot escalation scheme to be considered based on void length
	Continue with disposal of single tenement flats as they become void	To fully dispose of single tenement properties, eliminating issues with common repairs	Director of Asset Management	ongoing		
	Annual review of financial / non-financial performance of stock	To see a reduction in the number of under-performing properties through successful implementation of improvement plans	Director of Asset Management	Every two years each September	Red stock reduced by 10% by 2020  Amber stock reduced by 25% by 2020	2019 review shows:  Red stock reduced from 4 schemes to 1 scheme (75% reduction)  At property level red stock reduced from 286 properties to 193 (32% reduction – target was

						10% by 2020)  Amber stock reduced from 57 schemes to 40 (30% reduction)  At property level amber stock reduced from 519 to 298 (42% reduction –target was 25% by 2020)
Procurement	To review current procurement policies / procedures and templates and update in line with best practice and current legislation	Clear policies and procedures to ensure effective procurement	Director of Finance and Corporate Services	August 2016	Suite of policies / procedures / templates	Complete
	Collate all contracts in place with contractor and cost details and end dates	Programme agreed for retendering of contracts  Cost trend analysis carried out to identify potential areas for savings	Asset Manager	October 2016	Procurement / tendering programme agreed and adhered to	Complete
	Move away from annual procurement to longer term contracts with quality criteria  Year 1 procurement: <ul style="list-style-type: none"><li>• Consultant framework</li></ul>	To reduce administrative burden of annual procurement  To obtain best value (cost & quality) from procurement	Director of Asset Management	September 2016 and ongoing	Completed procurement with consultants / contractors	Consultant framework complete  EICR contract complete  Kitchen / bathroom

	<ul style="list-style-type: none"> <li>• Kitchens</li> <li>• Bathrooms</li> <li>• Electrical Inspections (in partnership with local RSLs)</li> </ul>				<p>appointed</p> <p>Average cost of kitchen and bathroom replacement reduced by 5% over 2015/16 levels</p>	contract in progress
<b>Delivering excellent, customer-focussed services</b>						
<b>Involving Customers</b>	Improved suite of information leaflets for customers covering Planned Maintenance, Adaptations and Health & Safety issues such as Asbestos and Legionella	Improved satisfaction with the Asset Management teams communication	Asset Manager / Support Services Manager	Dec 2020	Customer satisfaction with communication increased to 90% (measured through Asset Management satisfaction surveys)	In progress
	Investigate new methods of communication such as texting	Improved satisfaction with communication	Asset Manager	August 2016 and ongoing	Customer satisfaction with communication increased to 90% by 2019	Increased use of emailing and survey monkey

	'Your Home Matters' Group set up to monitor delivery of Strategy and ensure tenants have involvement in decision-making	Cross organisational involvement in delivering the Strategy, to include Committee and tenant representation	Director of Asset Management	August 2016	Group in place and meeting 6 monthly	Not progressed – insufficient interest
	Improved reporting on in-house surveys to measure satisfaction, gather suggestions on improvements inform future programmes of work	To identify what customers want from their housing and aim to meet expectations where financially possible	Director of Asset Management / Director of Housing	May 2016	Overall satisfaction with planned maintenance work improved to 90% by 2019	Complete
<b>Delivering a wide range of good quality, affordable accommodation</b>						
<b>Langstane Standard</b>	Develop a 'Langstane Standard' in conjunction with tenants	A defined standard that ensures homes meet current expectations and will continue to do so in the future  Every service will work to the same agreed standard, whether Asset Management, Voids or Repairs	Director of Asset Management	September 2016	Langstane Standard agreed and made available to customers	Complete
	Achieve SHQS compliance by 31 <sup>st</sup> March 2017	Improved quality of home	Asset Manager	Ongoing	100% Compliance with SHQS (excluding abeyances/exe	97.43% compliance – 3 properties failed at 31 <sup>st</sup> March 2020



					mptions)	
	Implement a robust stock condition database (integrated within Housing Management System) to ensure property conditions are fully understood and recorded	To assist with planning of works programmes and data accuracy  To ensure all staff have access to stock condition information	Director of Asset Management / Asset Manager	March 2020 – components  Oct 2020 – cyclical servicing  Dec 2021 - SHQS	Fully implemented stock condition database	Components – complete  Cyclical – In progress
	Develop and regularly update costed programmes of work for bringing the ‘core stock’ up to the Langstane Standard	To ensure the financial cost of achieving the Langstane Standard can be met	Director of Asset Management	March 2017 and ongoing	Satisfaction with quality of home increased to 86% by 2019	30 year financial plans in place.  Satisfaction fell – action plan required by Dec 2020
	Voids standard reviewed and updated	Increase satisfaction with quality of home at reletting stage	Director of Housing	October 2020	Satisfaction with quality of home at relet stage at 86% by 2019	
<b>Energy efficiency &amp; EESSH</b>	Agree a programme of works for achieving EESSH by 2020, based on the ‘worst first’ principle	All properties to achieve EESSH by 2020	Asset Manager	December 2020 (compliance with EESSH)	100% compliance with EESSH by 31 <sup>st</sup> March 2020	93.63% compliance at 31 <sup>st</sup> March 2020  45 properties require improvement in

					(excluding exemptions)	2020/21
	Identify grants available to assist with EESSH work	Reduce costs to the Association in meeting EESSH	Asset Manager	Ongoing		Ongoing. No grant eligible work identified to date
	Pilot insulation project & other potential insulation methods	Identify a new, lower cost method of insulating granite tenements	Asset Manager		Successful completion of insulation pilot project	QBot underfloor insulation project complete
<b>Accessible housing</b>	Investigate and implement ways of incorporating disabled adaptations into planned maintenance works	Increase the stock that is accessible to tenants with particular needs	Asset Manager	April 2017		Complete
	Increased publicity of adaptations service	Ensure tenants with particular needs know how to access services	Asset Manager	October 2016 and ongoing	Adaptations information on website and leaflets created	Complete
	Investigate potential for a self-referral scheme for minor adaptations	Speed up access to minor adaptations by removing the need to await an OT referral	Asset Manager	December 2020		In progress
	Work with third sector partners to identify best approach to increasing the availability of	Increased options for independent living available to tenants with support needs	Business Development Manager	October 2016	Feedback from 3 <sup>rd</sup> sector partners incorporated	Complete

	accommodation with support				into Development Strategy	
	Development Strategy to set targets for increased delivery of accessible accommodation	Increase delivery of accessible housing	Director of Asset Management	November 2017	Delivery targets for new build accessible housing agreed and impact costed	Complete
<b>New developments</b>	Publish Development Strategy	Ensure clear plan for the future of the development programme, based on 'right homes in the right places'	Director of Asset Management	November 2016	Completed Development Strategy	Complete
	Review assumptions and software used to assess scheme viability	To ensure viabilities are based on robust assumptions	Director of Asset Management	April 2017		Complete
	Development indicators to be defined to allow post-occupation evaluation of new developments	Clear means of appraising quality and customer satisfaction	Asset Manager	November 2016	1 <sup>st</sup> post occupation evaluation completed for Cargill Court	Postponed
<b>Strengthening social inclusion</b>						
<b>Affordability</b>	Undertake an affordability study of LHA stock and ensure it	To ensure each stock tenure is affordable to relevant	Director of Housing	September	Completed affordability	Complete

	remains affordable to tenants	tenants		2017	study with actions	
	Review rent setting methods	Ensure rent setting method is appropriate and takes into account long term investment requirements of different types of stock	Director of Housing	April 2022	Completed review of rent setting methods	Review complete. Rent restructure now being implemented