









**The Langstane Group**

**Business Plan 2024–29**

	<p>2,879 fully owned general needs homes (41 of which are mid-market)  55 shared ownership homes (partially owned)  7 commercial units (fully owned)  14 lead tenancies (homes leased from the owner then relet)  4 hostels (55 bedspaces) (fully owned – shared occupancy)</p>
	<p>In 2023-24:</p> <ul style="list-style-type: none"> <li>• £17.2m turnover</li> <li>• £ 1.2m surplus (some spend delayed until 2024-25 onwards)</li> <li>• £35.3m loans drawn down</li> <li>• £12,250 average debt per home</li> </ul>
	<p>As at 31 March 2024 - 11 voluntary governing body members</p> <ul style="list-style-type: none"> <li>• 9 in-work</li> <li>• 9 male, 2 female</li> <li>• 8 Board meetings held plus an annual general meeting</li> <li>• 16 Committee meetings held</li> </ul>
	<p>As at 31 March 2024 - 82 employees (73.45 FTE) with two vacancies</p> <ul style="list-style-type: none"> <li>• 12 work part-time (under 35 hours per week)</li> <li>• 9 employees from the Direct Labour Organisation (DLO)</li> <li>• 4 employees from the Langstane Housing Support Service (LHSS)</li> <li>• 5 additional employees hosted (community project)</li> </ul>
	<p>In 2023-24</p> <ul style="list-style-type: none"> <li>• 320 homes relet</li> <li>• 204 people supported by our in-house housing support service</li> <li>• 2,512 households on our waiting lists (includes 1,062 new applications)</li> <li>• 3,003 total number of households (social housing plus hostels, shared ownership, and lead tenancies)</li> <li>• 22,342 phone calls taken by our Customer Service Team</li> </ul>
	<p>Repairs and maintenance in 2023-24</p> <ul style="list-style-type: none"> <li>• 9,215 reactive repairs carried out (including emergency repairs)</li> <li>• 104 kitchens replaced</li> <li>• 116 bathrooms replaced</li> <li>• 71 homes with windows replaced</li> <li>• 131 heating upgrades / replacements plus 63 radiator replacements</li> <li>• 55 adaptations</li> <li>• 40 sites decorated (internal and / or external decoration)</li> <li>• 4,140 cyclical services completed (including gas)</li> </ul>

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## Foreword

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**I am delighted to introduce Langstane's new Business Plan for the next five years.**

I, and my governing body colleagues, strongly believe in what Langstane stands for and what we want to achieve.

Together we have weathered very challenging situations these last few years. However, facing these very real challenges has brought us together to offer solutions and made us a stronger organisation that fully understands the valuable work we undertake, and made us even more determined to independently deliver for our tenants.

Although very positive achievements have been made, we recognise that more must be done. The full longer term impact of Covid, Brexit, the war in Ukraine, the war in Gaza and government priorities have yet to be realised but it is clear the current economic situation is putting pressure on everyone – individuals and businesses alike. Langstane is not immune to external factors, and this has meant we have had to review our future priorities whilst remaining flexible in our approach.

Although this Plan presents an ambition to return to development, our commitment to helping all our existing tenants has never been stronger. We will meet our legal and regulatory commitments and deliver the homes and services our customers want and need. I give you my commitment that Langstane will do all that it can to operate as efficiently and effectively as possible and we hope our customers will join us to make Langstane the best it can be by constructively providing feedback and input into influencing the services that matter, and deliver, the most.



Mike Martin  
**Chairperson**

# Introduction

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**Langstane Housing Association and its wholly owned subsidiary companies (informally known as the Langstane Group) operate across Aberdeen, Aberdeenshire and Moray.**

Established in 1977, **Langstane's** founding members recognised an unmet need within Aberdeen to provide safe, secure, permanent homes (with support) for single working age people, mainly men. Working tirelessly to raise the funding required, Langstane Housing Association was created to bridge that gap. We understood then, as we understand now, the positive impact good quality homes and services can have on a person's life.

Although Langstane has expanded across Aberdeenshire and Moray, and grown in size (we now provide family sized homes), we never forget our roots, why we exist, and the need to provide sustainable services.

Each active entity within the Langstane Group is governed by a voluntary Board of Management. For Langstane Housing, its Board can have between seven and fifteen governing body members. This rewarding but sometimes demanding role, brings together people from different backgrounds with different experience and skills, who all support the ethos and ambitions of the Association and who have a strong insight into the needs of our customers, communities, and business.

Langstane's ambition has never been profit led. As a group we collectively put the needs of the people we serve first. Creating a surplus is necessary but it isn't our primary driver. Our driver is the desire to provide and protect the delivery of our services, including our enhanced services, for as long as people need us. We want the services we provide to allow everyone involved with Langstane to feel valued and live their best lives.

The next phase for Langstane has three pillars:

**Consolidation and continuous improvement**

We will review all our services to ensure we are doing the right things, in the right way, and at the right time, whilst meeting our legislative and regulatory duties, and striving to achieve best practice.

We will seek continual improvement in everything that we do, reward excellence, and deliver value for money.

**Delivering for our customers and our people**

We will continue to listen to our customers and our people, and provide the services and tools they need to succeed and lead fulfilled lives.

We will embrace what makes us different and celebrate the benefits a diverse client group and workforce can bring.

**Growth**

We will build new homes, and refurbish, reconfigure, and upgrade existing ones to improve the options available to our customers and provide sustainable homes.

We will embrace modern working practices and technology, and utilise them to help us deliver more agile, cost effective and 'smart' services that meets the needs of our customers, our people, and our organisation.

It is recognised this plan has been created at a time when there is so much uncertainty regarding government policies, especially in relation to net zero. Therefore the plan will remain flexible to accommodate confirmed policy changes.

# Mission, Vision, Values and Culture

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## Our Mission

**Our mission is to “provide homes and services that make a positive difference to people’s lives”.**

We believe our independence gives us the autonomy to make decisions that support our more vulnerable customers, current and future. This allows us to tailor our services to meet their unique needs and the needs of the communities in which we operate.

In our future plans, making a positive difference will involve being kinder to our planet. Our actions will be influenced by how we can best meet our environmental, social and governance (ESG) objectives.

We value the benefits joint working can bring but we only enter partnerships with organisations who share our values and support our objectives. Providing, where we can, assistance to ensure our customers and communities are well served to enable them to thrive.

We recognised some years ago that no one size fits all. This is especially important as we work with people from different backgrounds, ages, income levels, and abilities, who each face different challenges and pressures in their daily lives.

Historically, compared to our peers we have proportionally housed a higher number of households who have experienced homelessness. When we undertook our last tenant profiling exercise, it showed we also have a relatively high proportion of tenants who consider they, or someone in their household, has a physical disability and / or mental health challenges. However, that is why Langstane exists. Although the housing composition of those we serve has changed, our mission is still to help those who need our support and assistance to lead their best lives. Therefore, a more personalised, empathetic, and supportive approach, that involves our customers, is essential to ensure we deliver the homes and services people want, and that make a positive difference to their lives.

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“The future depends on what you do today”

Mahatma Gandhi

## Our Vision

Our vision is to “empower our people, customers and communities to be the best they can be”.

Recognising no one part of our business can deliver our vision in isolation, we will invest in:



Throughout the lifetime of this Plan, we will focus on the areas that add value and strengthen our business, across all areas of our reach. Underpinning actions will result in positive changes and support our ambitions for the future. These are set out in each of our areas of focus.

The outcomes we will focus on will:



Our enablers are:



We will deliver through five yearly action plans that have measurable outputs.

## Our Customers

### **We will deliver for our customers (mainly tenants), providing the services they want and need**

We have a diverse portfolio. Providing over 3,000 households with a permanent home comes with great responsibility as does the lease of commercial units to partner organisations who make a difference each and every day.

We recognise our customers may need support to thrive. Be that before they move into their Langstane home or during their time with us as a tenant.

To ensure our customers can sustain independent living as long as reasonably practical, we will:

- Make applying for and moving into a Langstane home, that meets our customer's individual needs, easier; and ensure the first few weeks of being in their home makes a positive, lasting impression that is replicated throughout our services and our customers' tenancies;
- Improve the financial wellbeing of our customers and keep the costs of living in a Langstane home as economical as possible;
- Improve how we interact with, listen to, and support our customers to meet their individual needs, designing and delivering on the policies and procedures they have influenced, whilst building trust and operating transparently; and
- Ensure all our customers have access to homes and services that empower them to thrive.

The outcomes we achieve will include improved overall satisfaction levels by:

- Delivering services right first time across all areas of our activity;
- Increasing tenancy sustainment;
- Empowering tenants and other customers to make a difference;
- Reducing poverty;
- Reducing complaints; and
- Providing genuine choices to assist our customers to lead fulfilled lives.

We will become a truly customer centric organisation whereby our services are consistently designed and delivered with our tenants in mind and following their input, adopting a human rights approach to decision-making, building trust and improving our customer service across all areas of our business.

## Our Homes

### **We will provide homes and services that make a positive difference to people's lives**

Langstane aims to deliver above and beyond legal and statutory requirements by providing safe, secure homes, that meets our customers' changing needs and aspirations.

To help us meet those needs and aspirations we will:

- Actively future proof our homes to ensure our property portfolio is resilient;
- Visibly demonstrate our commitment to achieving net zero / decarbonisation by 2045;
- Continue to ensure the safety of our homes and communities; and
- Deliver a repair and maintenance service that is modern, proactive, professional and offers an excellent customer experience.



The outcomes we will achieve include:

- The provision of a clear, affordable, and fully funded redevelopment and maintenance plan for the next 10 and 30-years, allowing us to go to the market for further funding with confidence;
- The delivery of diverse housing options for our customers;
- Making the best use of the homes we have;
- Ensuring and promoting our customers' health, safety and security whilst living in a Langstane home;
- Engaged customers who confidently and constructively feedback on our future plans, ensuring we deliver what matters most to them; and
- The delivery of improved tenancy sustainment, relet times and satisfaction levels.

## **Our People**

### **We will value and invest in our people, giving them the skills, resources and autonomy to carry out their roles effectively and efficiently**

Our people include our board members and our employees. We recognise our people are integral to Langstane's success and as such we will invest in them. We will celebrate our diversity and ensure we develop and empower our people to deliver for our customers and our organisation.

Over the term of this Business Plan, we will:

- Recruit, retain and develop skilled, knowledgeable people who share our values; and provide them with the training, equipment and tools needed to carry out their roles effectively and efficiently;
- Empower our people to identify and make the necessary improvements to ensure great customer services and best value are consistently delivered;
- Ensure the health, safety and wellbeing of our people is at the forefront of everything we do; and
- Listen to the voices of our people and ensure these are used to inform continuous improvement and to influence policy and practice that benefits from our diversity and strengthens our vision.

The outcomes we will achieve include:

- Delivering excellent levels of recruitment and retention that are supported by high levels of employee satisfaction and performance;
- Gaining accreditation that celebrates the progress we've made in relation to valuing and investing in our people;
- Improving performance across all areas of our business through the creation of strong links between our investment in learning and development, performance management and reward; and
- Delivering our strategic objectives as planned and in budget, to enhance the lives of everyone involved with Langstane.

## Our Organisation

**We will streamline our business activities, protect our planet, and use our voice in the pursuit of improved services and circumstances for all those involved with Langstane**

Our next phase will:

- Sustain a strong financial position that allows us to grow, develop and maintain the homes, commercial properties, and services we need to flourish as a business, as an employer, and as a caring landlord;
- Streamline our business activities to concentrate on the areas that matter most to us and our customers;
- Where practical, deliver best practice environmental, social and governance (ESG) policies and practices throughout our activities;
- Deliver continuous digital and data transformation that brings increased efficiency, and greater business agility, which ultimately unlocks new value for our customers, our people, our organisation, and our partners; and
- Use our voice in the pursuit of improved services and circumstances for our customers, our homes, our people, our organisation, and our communities at a local and national level.

The outcomes we will achieve include:

- Providing a strong balance sheet that delivers value for money and tangible efficiencies;
- The delivery of seamless customer experiences online and offline, providing self-service options where feasible;
- Decision-making that takes into account and where practical reduces, the impact we have on our planet;
- Decision-making that is based on good quality data (including predictive data); and
- The improvement of options and outcomes for our customers and our people.

## Our Communities

**We will ensure our communities thrive and are great places people want to live in**

We will work with our partners and play our part in making this happen. We will:








- Provide affordable and accessible accommodation, including office accommodation, for support agencies and other stakeholders within our communities;
- Use our community assets effectively and for maximum benefit for local residents;
- Ensure our procurement activities maximise community benefits wherever possible;
- Promote community cohesion and engagement; and
- Build on existing, and create new, partnerships with agencies who share likeminded values and who support and can assist our objective to deliver more for our customers to ensure they thrive in safe, vibrant communities.

The outcomes we will achieve include:

- Providing more vibrant, safer communities that people want to live in;
- The delivery of community benefits that meet the local needs of our communities;
- The best use of our community facilities to help those in need; and
- Ensuring our customers and communities receive the support they need to sustain independence and thrive.

## Our Values

Our Values drive us forward and underpin everything that we do

We value people	
	<p>We see the person and consider their unique situation, putting people at the heart of our decision making and retaining a positive outlook regarding the housing industry and those we assist</p> <p>We consult and listen to the views of those involved within the Langstane Group</p>
We aim high	
	<p>We exercise good governance and work hard to continually improve our services, delivering the services our customers want</p> <p>We have a 'can do' approach</p>
We are proud of our roots	
	<p>We remember our origins, that Langstane Housing Association was set up to help and support households who were among the most vulnerable in our society</p> <p>We provide homes not properties and support our tenants to live independently and be active members of our communities respecting and embracing equality, diversity and inclusion</p>
We rely on teamwork	
	<p>We work together as one team and with one voice</p> <p>We work with our partners to achieve our goals, delivering more together</p>
We are prudent financial managers	
	<p>We recognise the importance of maintaining and protecting our financial strength and use effective financial management to underpin everything we do and help us grow</p> <p>We deliver value for money</p>
We are open and accountable	
	<p>We provide relevant, accurate, user-friendly information about our performance that allows our tenants and others to hold us to account</p> <p>If we make mistakes we apologise and put things right as soon as possible</p>
We move with the times	
	<p>We influence decision making to benefit our tenants and our organisation</p> <p>We respond to change with imagination and innovation</p>

## Culture

### Setting the right culture is extremely important

Our customers can and do experience many challenges in their lives. We are here to understand those challenges and work closely with our customers to improve and deliver the homes and services they need to be the best they can be. Therefore:

- We want our people to bring our values to life each and every day in a meaningful way.
- We want our people to be open to change and innovation, to improve the services we deliver.
- We want our people to go that extra mile to support those who rely upon us for safe, secure, and sustainable homes and services.
- We want our people to have a 'can do' approach to solving issues for those who need our help. And
- We want our people to be committed to helping our customers whenever that is within our reach to do so.

This will start at recruitment stage as we ensure new colleagues share our values and support our vision.

To assist our people to go that extra mile and to make a difference to people's lives on a daily basis, we will invest in our people by providing the flexibility, the tools, and the training our people need to competently carry out their roles. Within defined guidelines, we will give them autonomy to make decisions and, when practical, provide funding to assist them to make a real difference for our customers.

We will develop a culture of trust, empowerment, accountability, and community, as we all work towards a common goal, **to provide homes and services that make a positive difference to people's lives**. This will involve working closely with our customers and challenging ourselves and others to provide and evidence positive outcomes.

**At the heart of everything we do, and every decision we take, will be our customers.**

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"We cannot solve our problems with the same thinking we used to create them"

Albert Einstein

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## Our transformation

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**Langstane has weathered many storms. This has made us stronger and given us a greater understanding of what we want to achieve.**

We have worked hard to ensure our governance, financial and risk management frameworks are robust, we operate as efficiently as possible, we have relatively low debt compared to our asset value, and we are focused on streamlining our business activities, reducing our operating costs where feasible.

We are aware of the pressures facing all social housing providers. We see these as times of opportunity and are preparing the Group to meet upcoming challenges with innovation and ambition.

In recent years we have achieved a great deal. Including, but not limited to:

- ✓ Meeting all the Scottish Housing Regulatory standards;
- ✓ Putting in place and adhering to robust governance, financial, risk, assurance, and performance management frameworks;
- ✓ Delivering a £5million efficiency agenda;
- ✓ Replacing a £25m revolving credit facility with a £20m bi-lateral facility;
- ✓ Releasing excess security from loan agreements (£34m);
- ✓ Undertaking an independent strategic development and stock review;
- ✓ Reviewing our governance structure;
- ✓ Moving from a defined benefit to a defined contribution pension scheme;
- ✓ Moving our ICT infrastructure to the Cloud;
- ✓ Introducing a web-based integrated housing and finance system;
- ✓ Updating our HR, Payroll, and Housing & Finance ICT systems, ensuring they are integrated and cloud based;
- ✓ Retendering major / strategic contracts;
- ✓ Completing our staffing structure review and job evaluation programmes;
- ✓ Introducing hybrid working across our services;
- ✓ Establishing a property compliance team and a registered housing support service;
- ✓ Carrying out an independent stock condition survey (sample survey);
- ✓ Setting up and working alongside our customer scrutiny panel;
- ✓ Undertaking a strategic review of our DLO service;
- ✓ Undertaking customer satisfaction surveys;
- ✓ Renewing all major strategies and policies;
- ✓ Determining, with our customers, a value for money statement; and
- ✓ Improving our benchmarking outcomes to better understand our performance against peers.

Whilst we have achieved a great deal, we still have more to achieve. Our most recent major ICT project was our integrated housing and finance system. This allows us to be data driven in the future. We will use data insights to personalise our services and, when required, adjust our working practices to mitigate emerging risks.

Moving forward we want to deliver more for our tenants. This will start from when people make a housing application and continue throughout the time they stay with Langstane. To achieve this, we must make a surplus.

We will create our **surplus for a purpose**. We will take business decisions (e.g. create a surplus to ensure we remain financially strong, and consider value for money throughout our decision-making), whilst retaining a social ethos (our purpose is to support vulnerable customers and communities to thrive).

We understand becoming more digital can deliver greater efficiency, and greater efficiency delivers a greater ability to undertake 'added value' work, but we will not forget to deliver for those who are not comfortable with technology / cannot utilise technology.

Whilst legislation takes precedence, Langstane Housing Association is governed by its Rules and a multitude of corporate documents, not least our Standing Orders, Financial Regulations; Scheme of Delegation; and Business Planning, Governance, Risk Management and Performance Management Frameworks.

However, all corporate documents and strategies link into, and support the delivery of our Business Plan.



Langstane's Asset Management and Development strategies play a key role in setting out large expenditure areas for the Group. However, every strategy drives the delivery of our Business Plan objectives. Our strategies are summarised below:



<b>Asset Management</b>	Our Asset Management Strategy ensures our homes meet the legislative and regulatory environment in which we operate. This includes the Scottish Government's net zero and building safety objectives
<b>Communication</b>	Excellent effective communication means creating an environment of trust and understanding that ensures our customers and our people can communicate openly, transparently, and freely. This strategy fosters a culture where clear, concise, and assertive communication is encouraged, and feedback is welcome
<b>Community Investment</b>	Langstane works in partnership with a vast number of community-based organisations to ensure our customers and communities receive the support and assistance they need. In addition, we provide a framework through our Community Investment Strategy to support our communities to create and grow a sense of belonging, connection, and empowerment
<b>Development</b>	Our Development Strategy sets down the local and national drivers for future development activities. This also documents the opportunities, challenges, and risks, development activities present including but not limited to reducing any risks to our business in the short, medium, and longer term
<b>Digital Technology</b>	Transformational digital progress has been made at Langstane since late 2021. The last major piece of the jigsaw was the introduction of an integrated housing and finance system in late 2023. However, much is still needed to ensure we are truly digital, our key services are accessible out with office hours, and our people able to work remotely with the tools and information they need at their fingertips
<b>Equality and Diversity</b>	<p>Our vision is to fully embed the best practice principles of equality and diversity in all areas of work undertaken by, and on behalf of, the Langstane Group</p> <p>The diverse needs of the communities served by us are reflected in the services provided and all our services are accessible, inclusive, and non-discriminatory</p> <p>A firm commitment is given by us to ensure equality and diversity is respected in all that is done. This supports the values and ethos of this Business Plan</p>
<b>Funding</b>	Critical to ensuring we can deliver good quality affordable homes and services is the need to control expenditure and minimise our borrowing. Whilst annual budgets determine expenditure, this document sets down our annual strategy in relation to existing and future lending facilities and interest rates
<b>People and Culture</b>	Our People and Culture Strategy places the need to have a team that takes great pride in serving our communities and bringing our Mission, Vision and Values to life, at its heart. Giving our people a voice; recruiting and retaining skilled, knowledgeable people; and ensuring their health, safety and wellbeing is advanced, is crucial to the delivery of this Plan
<b>Procurement</b>	We are committed to the delivery of best practice and value for money. One way in which we can demonstrate value for money is through our procurement activities. This strategy sets down our vision to meet the complex legislative requirements in pursuit of best practice and value for money
<b>Sustainability</b>	We ensure sustainability is at the heart of our decision-making across all our activities. This compliments our Environmental, Social and Governance (ESG) Statement and ensures we meet our legal and moral

obligations to assist our customers heat their homes, reduce our impact on our planet and support our business to 'be the best we can be'

**Tenant  
Participation**

The services we provide are very much governed by legislation. However, we value the feedback we receive and ensure the voices of our customers influence policy decisions and practice in a positive way

**Tenancy  
Sustainment**

Given the nature of our business and who we serve (we house many single person households of working age), we experience a significant turnover in our homes. It is important to us that we fully understand the needs of our customers and provide as much support as we can to enable our tenants and others to sustain independent living and be active members of our communities



## Our operating environment

Our operating environment is ever changing and can be challenging. With challenges can come opportunities. In order to meet the changes and challenges presented, our decision-making is flexible and innovative, focussing on finding solutions. However, we always remember we are a community-based housing association that is about far more than just providing a property, we provide homes and services that make a positive difference to individuals, families, communities, and the local areas in which we operate. We are involved at a national level participating in working groups, providing feedback on consultation, etc. to influence decision-making as appropriate.

We want to see further resilience built within our organisation and within the housing industry. Where we can, we will actively get involved to ensure those associated with, and affected by, the activities of Langstane, can live their best lives.

With that in mind, the following are considered as we developed our Plan:

### The economic environment

In recent times costs rose at their fastest rates across all areas of our lives. The most vulnerable members of our communities were, and continue to be, the hardest hit.

**Inflation** peaked at 11.1% in October 2022, energy price caps were raised, food costs rose at their fastest rate for 45 years, and the general cost of living has not been at this height for decades.



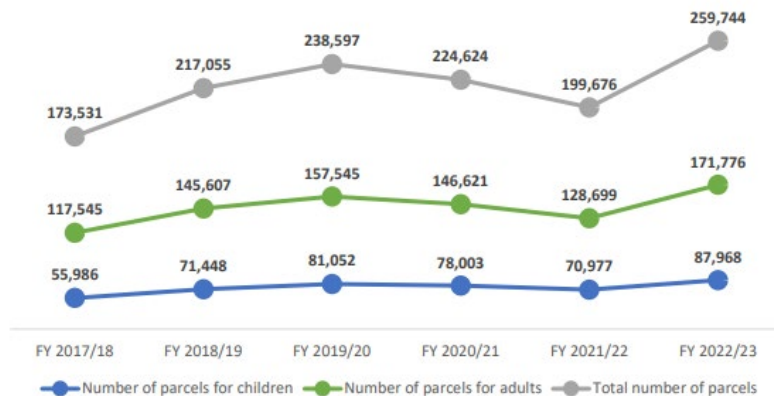
OBR Economic and fiscal outlook, 17 March 2023

The use of **foodbanks** has increased significantly.

The following statistics were released by the Trussell Trust in early 2023. This shows the level of emergency parcels distributed by the Trussell Trust across all parts of Great Britain.

TOTAL	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>United Kingdom</b>	1,354,362	1,606,794	1,909,388	2,579,292	2,183,625	2,986,203
<b>England</b>	1,046,776	1,236,153	1,489,537	2,128,471	1,789,656	2,460,055
<b>Scotland</b>	173,531	217,055	238,597	224,624	199,676	259,744
<b>Wales</b>	100,362	116,325	136,115	146,757	131,663	185,320
<b>Northern Ireland</b>	33,693	37,261	45,139	79,440	62,630	81,084

The following Trussell Trust graphic shows the parcels provided for adults, children and the total number distributed in Scotland between 2017-18 and 2022-23:



As can be seen, 2022-23 has by far the highest level of distribution in all categories.

**Interest rates** have risen too. They were recently at their highest for over 15 years. This is putting pressure on a number of households.

### Poverty

In 2022 an estimated 31% (around 791,000 households) of all Scottish households faced **fuel poverty** according to the most recent Scottish House Condition Survey, published February 2024<sup>1</sup>. This is significantly higher than the 2019 fuel poverty rate of 24.6% (around 613,000 households). 18.5% (or 472,000) of those households were living in extreme fuel poverty (rising from 12.4% in 2019).

Proportion of Households in Fuel Poverty and Extreme Fuel Poverty, 2012-2022



This survey describes the scale of destitution in the UK as rising fast (nearly four million people experienced destitution in 2022 – a 148% increase in five years, this included one million children).

A report from Changeworks shows that fuel poverty remains a significant issue and has four recognised drivers especially in more rural areas<sup>2</sup>:

- High fuel costs (electricity is currently 3-4 times the cost of gas per kWh);
- Poor energy efficiency of homes;
- Low household income; and
- How energy is used in the home.

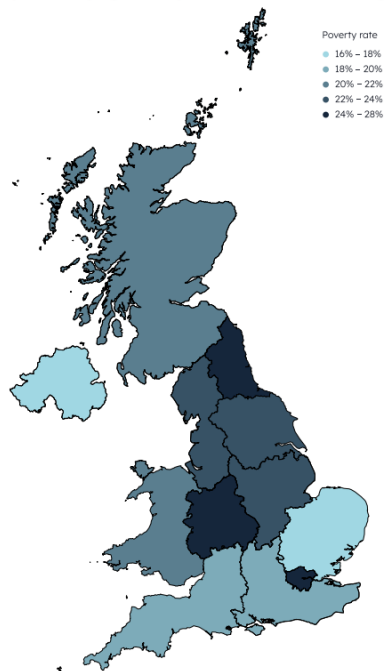
<sup>1</sup> UK Poverty 2024, the essential guide to understanding poverty in the UK, Joseph Rowntree Foundation [UK Poverty 2024 \(2\).pdf](#)

<sup>2</sup> Changeworks, A Perfect Storm: Fuel Poverty in Rural Scotland [https://www.changeworks.org.uk/sites/default/files/A%20Perfect%20storm%20-%20Fuel%20Poverty%20in%20Rural%20Scotland\\_00.pdf](https://www.changeworks.org.uk/sites/default/files/A%20Perfect%20storm%20-%20Fuel%20Poverty%20in%20Rural%20Scotland_00.pdf)

**Fuel** and **food poverty** contributes towards child poverty. However, we are also seeing an increase in **furniture poverty**. This is where our tenants have very minimal furniture in their homes. This includes a lack of floor and window coverings, white goods, and basic furnishings such as sofas and beds.

Living in a cold, damp or insecure home, or not having enough food, damages people's physical and mental health. The stigma attached to poverty can increase social isolation, further affecting people's mental health, as they are already burdened with worry about how to cover life's essentials. This then places greater pressure on already stretched public services.

Poverty rates vary significantly between UK nations and regions



Source: Households Below Average Income, 2019/20 and 2021/22, DWP

Higher rates of poverty can be found in the following groups:

- Children (families with three or more children, lone-parent families and families with younger children);
- Some minority ethnic groups;
- Disabled people;
- Informal carers; and
- People who are not working.

There is also a link between tenure, with 43% of social renters and 35% of private renters facing poverty in 2021-22.

Those claiming income-related benefits are much higher than the national average poverty rates.

As an organisation we will continue to strive to keep our costs as low as possible. Rental increases will be carefully monitored to ensure they are no higher than needed to ensure our business remains viable, and we will review our service charges. This review will consider not just the value of our service charges but also how these are attributed.

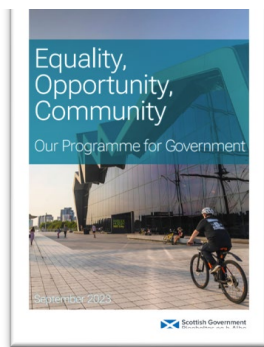
We will do everything we can reasonably do to reduce the costs of living in a Langstane home whilst we continue to deliver for our tenants and meet ever more challenging legislative and regulatory requirements.

However, it must be recognised our costs have also risen. At times, and for certain parts of our business, our costs have risen significantly above inflation rates. Materials are in short supply as are skilled workers. All of this is adding to the challenges faced.

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“Poverty means not being able to heat your home, pay your rent, or buy the essentials for your children. It means waking up every day facing insecurity, uncertain and impossible decisions about money. It means facing marginalisation – and even discrimination – because of financial circumstances”

## Scottish Government policy



In April 2023, a new First Minister was appointed. He set out his statement to Parliament. His priorities being Equality, Opportunity, and Community. For equality, the Government will continue to tackle poverty and inequality in all its forms. Opportunity is about economic growth for a purpose – to help business and trade to thrive as we deliver a just transition. The third priority, community, is the Government’s commitment to the delivery of key public services e.g. the NHS, social care, schools, childcare, the police and justice, and public transport.

This ambition was further strengthened through the publication of Equality, Opportunity, Community Our Programme for Government in September 2023.

At the time of writing this Plan, there remains uncertainty regarding Scottish Government priorities and policies, some of which may have significant cost implications. However, the Scottish Government policies most relevant to Langstane at this time include:

### Housing



The Scottish Government’s [Housing to 2040](#), introduced in March 2021, is a far reaching, long-term, national housing strategy that sets out their housing ambitions to 2040.

This collective ambition for homes and communities, recognises that “homes have never been simply bricks and mortar – good housing and homes support our health, our wellbeing, our life chances and our job prospects”.

Housing to 2040 is in four parts:

- Part 1 – more homes at the heart of great places;
- Part 2 – affordability and choice;
- Part 3 – affordable warmth and zero emissions homes; and
- Part 4 – improving the quality of all homes.

It is anticipated the additional homes delivered by Housing to 2040 (the Bute House Agreement increased the original 100,000 to 110,000 affordable homes of which 70,000 will be for social housing), will positively contribute towards tackling child poverty and ending homelessness. However, this ambition is already under threat as the affordable housing budget has been cut by 37% in two years (following the Scottish Government’s December 2023 budget).

Place making (20-minute neighbourhoods<sup>3</sup>) will be central to putting homes at the heart of strong communities contributing to economic growth and meeting net zero targets. Ultimately “everyone will have a safe, high-quality home that is affordable and meets their needs in the place they want to be”.

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<sup>3</sup> The 20 minute neighbourhoods concept aims to provide access to the majority of daily needs within a 20 minute walk, wheel or cycle.

The Scottish Government's 2023-24 budget aimed to address three key priorities:

- eradicating child poverty;
- transforming the economy to deliver a just transition to net zero; and
- achieving sustainable public services.

Its 2024-25 budget aims to address:

- equality by tackling poverty and protecting people from harm;
- opportunity by building a fair, green and growing economy; and
- community by delivering an efficient and effective public service.

### **A new deal for tenants**

A new Housing Bill (the Bill) was introduced on 26 March 2024.

The Bill covers:

- The New Deal for Tenants – delivering stronger rights for tenants, greater protection from evictions at certain times, and a national system of rent controls for the private rented sector (PRS). The PRS covers Langstane's subsidiary company, Langstane Property Limited.
- Domestic abuse – requires social landlords to have a domestic abuse policy.
- Homelessness prevention duty – applying new duties to a range of public bodies and landlords requiring them to take specific actions to reduce the risk of homelessness.

The New Deal for Tenants seeks to improve accessibility, affordability choices and standards across the whole of the rented sector in Scotland. Within this strategy will be a new PRS regulator to enforce defined standards of quality and affordability, as well as greater action to deter illegal evictions. This will be incentivised using increased penalties and compensation levels payable to tenants.

With regards to domestic abuse, previous legislative changes allow social landlords to end a joint tenancy without having to evict both parties, allowing those experiencing domestic abuse to remain in their home if they choose to do so. Statutory guidance is being produced to support landlords to make use of this new power.

Homelessness prevention is a key action for the Scottish Government to take forward. Recommendations from the Homelessness and Rough Sleeping Action Group (HARSAG) led to wide-reaching homelessness prevention duties being developed. The Bill:

- Places the need for certain public bodies (Langstane included) to **"ask and act"** to prevent homelessness occurring;
- Defines the right to keep pets and make changes to a let property (private sector);
- Local authorities have a duty to make and assessment and if appropriate, provide housing support to prevent homelessness;
- Strengthens the prevention [of homelessness] assessment;
- Covers housing matters including fuel poverty;
- Requires local authorities to take "reasonable steps" to prevent homelessness; and
- Includes the assessment of housing support needs.

Although we have provided homes to a significant number of households experiencing homelessness, we also have relatively high eviction numbers. We will analyse whether more can be done internally to prevent homelessness and take any relevant action.

We are committed to playing our part in ending homelessness and will work independently and with partner organisations and initiatives, such as the Homewards Project, to deliver for our people and our communities.

### Heat in Buildings Strategy



The Scottish Government's 'Heat in Buildings Strategy' followed on from their Housing to 2040 publication and was released in October 2021.

This strategy sets out the vision for the future of heat in buildings, promoting a 'just transition' from gas to zero emissions heating systems.

The Strategy notes that, in order to meet emissions targets, emissions from homes must fall by 68% by 2030 as compared to 2020, and the majority of this reduction will have to come from removal of gas heating systems.

### Social Housing Net Zero Standard in Scotland (SHNZS)



Consultation on the Social Housing Net Zero Standard in Scotland will end in March 2024. This replaces the Energy Efficiency Standard for Social Housing 2 (EESSH2) and proposes a number of interim targets that focus on fabric efficiency and decarbonising heating.

Whilst the final standard has yet to be agreed, there are a number of concerns held by social housing providers. Namely:

- The technology is not where it needs to be;
- the funds required to meet interim targets may be counterproductive and fail to deliver the overall target; and
- the cost of technology is prohibitive without grant and ongoing funding.

### Climate change

In addition to the requirements of Housing to 2040 , the Heat in Buildings strategy, and the Social Housing Net Zero Standard in Scotland, Langstane is a responsible organisation. We want to make a positive difference to global challenges and protect our planet, our towns and villages, our communities, and our organisation.

We recognise we cannot change things on our own. However, we will take measures to make improvements where we can, taking small steps to make big changes.

These changes will be driven by our strategies, policies, procedures, and our working practices which will be focused on being a responsible organisation that cares about our impact.



## Mental health and wellbeing

We recognise a significant number of our tenants experience mental ill health during the lifetime of their tenancy.



In June 2022, the Scottish Government consulted on a mental health and wellbeing strategy for Scotland. Their overall vision is to have “better mental health and wellbeing for all”.

The Scottish Government’s Mental Health Transition and Recovery Plan describes four key areas of focus. These are:

- Promoting and supporting the conditions for good mental health and mental wellbeing at population level
- Providing accessible signposting to help, advice and support
- Providing a rapid and easily accessible response to those in distress, and
- Ensuring safe, effective treatment and care of people living with mental illness.

However, whilst there is significant support and evidenced need for improved mental health and wellbeing services, as previously mentioned the pressures placed on statutory services are vast. This often leaves service delivery gaps for those experiencing difficulties but not yet at the extreme end of need. We will explore the possibility of gaining funding to support our most vulnerable customers.

## Employability

Many of our customers experience employment insecurity and / or low earnings.



**No one left behind** is the collective approach to delivering an employability system which is flexible, joined up and responsive. People are placed at the centre of the design and delivery of employability services, promotes a strengthened partnership approach.

We will play our part in supporting our customers and partners to advance employability initiatives that meet local needs.

## Equality, Diversity, and Inclusion

Langstane has a diverse range of customers, board members and employees.



It is impossible to ensure every person and every community is treated fairly and can fulfil their / its potential without tackling discrimination and disadvantage.

Embedding equality and human rights across all aspects of our policy and practice will become second nature to us. This will be underpinned by a comprehensive approach to improving data collection and analysis and ensuring the voices of those impacted shape our approach.

## Scottish Housing Regulator

Social housing providers operate in a very heavily regulated industry. Our main regulatory body is the Scottish Housing Regulator (the Regulator). We are also a registered charity and must abide by the Financial Conduct Authority's requirements alongside other regulatory requirements.

The Regulator's statutory objective is to safeguard and promote the interests of current and future tenants of social landlords, people who are or may become homeless, and people who use housing services provided by registered social landlords (RSLs) and local authorities. Langstane is an RSL.

The Regulator's priorities for 2023-24 are:

- **Listening** – listening to tenants and service users and working closely with stakeholders;
- **Regulating** – regulating to support social landlords to meet their obligations and duties for tenants and those who use their housing service, with a focus on:
  - **Homelessness** – how landlords' discharge their duties to people who are or have experienced homelessness, with a particular focus on duties to provide appropriate temporary and permanent accommodation;
  - **Quality of home** – the quality of homes social landlords provide to their tenants and the standards of Gypsy / Traveller sites, particularly around energy efficiency and the safety of tenants and residents;
  - **Performance when delivering services** – landlords are able to achieve the standards and outcomes in the Scottish Government's Social Housing Charter and meet their wider obligations, whilst keeping rents affordable and providing value for money;
- **Reviewing their regulatory Framework** – reviewing their Regulatory Framework to ensure it remains effective and sustainable, enabling them to do the right things in the right way at the right time;
- **Being an effective public body** – ensuring they are an effective public body; and
- **Responding to public reform** – responding to the Scottish Government's public sector reform agenda, including helping to shape future private sector regulation.

Langstane's vision is to **empower our people, customers and communities to be the best they can be** and part of achieving that is ensuring it can meet the expectations of all its customers, stakeholders, and regulatory bodies.

Langstane's historic and current commitment towards housing homeless households is commendable. In previous years to contribute towards our support costs, periodic and modest funding has been provided by Aberdeen and Aberdeenshire Councils. In more recent years this has been provided by the Scottish Government. However, as ever greater



pressure is placed on public funds, how the level of required support is provided to our customers, will be carefully monitored with a risk based approach taken.

## Health, safety, and wellbeing

Keeping everyone involved with the Langstane Group healthy, safe, and well, is a legal and moral obligation. Whilst traditionally health and safety related to the physical aspects of a role, in recent years the mental health of our people has increased in focus.



The Health and Safety Executive (HSE) has published several guides and approved Codes of Practice in relation to health and safety which are relevant to the welfare of those involved with the Langstane Group. We will utilise best practice to ensure the continued support and wellbeing of all those involved with Langstane.

Whilst Langstane has invested heavily in compliance and health and safety practices in recent years, there is still much to be done to foster a culture of 'think safety'. Moving forward we aim to deliver best practice.

In addition to meeting HSE guidance, we are a social landlord and with that comes great responsibility as we provide homes and services to, at times, very vulnerable people. We provide a range of services that can be deemed higher risk. Therefore we must be mindful of the impact our actions can have, not least in relation to gas and electrical safety, damp and mould, legionella and asbestos, fire safety, and building safety.

Examples of where tenant safety has come into the spotlight includes:

- The devastating fire at Grenfell Tower (2017);
- The tragic death of Awaab Ishak (2020) due to prolonged exposure to damp and mould; and
- The death of two young sisters in a flat fire in Aberdeen (2024).

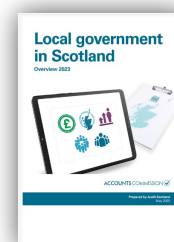
In addition, regulatory focus regarding Reinforced Autoclaved Aerated Concrete (RAAC) has moved to social housing although very few cases have been uncovered and none in Langstane homes.

## Audit Scotland

In May 2023, **Audit Scotland** published a report about local government in Scotland.

This report had five key messages relating to:

- Finances and resources
- Community needs and inequalities
- Collaboration
- Leadership, and
- Workforce



Given the current pressures on all local authorities, it is critical that medium to longer term financial plans set out how budget gaps will be filled without reliance on reserves. It was inevitable that services faced, and continue to face, a scale of demand not previously experienced. This in turn has led to a rationing of services with unmet need being prevalent in our communities.

To succeed, further collaboration between local authorities, the wider public sector and the third sector is required. This will allow sustainable services to be delivered. Agreeing a different but very much needed long-term policy change will take strong leadership with a skilled and comprehensive workforce that understands and supports the rationale for the changes needed.

## Environmental, Social and Governance (ESG)

Environmental, social and governance (ESG) refers to a set of standards for a company's behaviour that is used by socially conscious investors and others to screen potential investments.

- The **environmental** criteria considers how we safeguard the environment, including our corporate policies on addressing such issues.
- The **social** criteria examines how we manage relationships with our employees, suppliers, customers, and the communities we serve.
- The **governance** criteria deals with our leadership, our executive pay, audit findings, internal controls, and the rights of our tenants, etc.

ESG covers various areas of our business including: rent affordability and security of tenure; building safety and quality; placemaking; climate change; ecology; resource management; organisational structure and governance; board and trustees; employee wellbeing; and supply chain management.

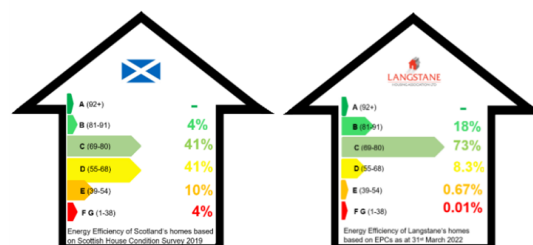
To ensure we deliver on our ESG commitments, we have adopted the sustainability reporting standard for social housing (SRS). This allows us to benchmark against our peers and ensure funders and investors can easily measure our performance.



We published our first Environmental, Sustainability and Governance (ESG) report in early 2023. This sets out our main achievements.

These include:

- Evidencing how Langstane's homes perform – better than the Scottish average for energy efficiency;
- Commissioning [Changeworks](#) to analyse our property data, produce a report on our energy efficiency position in relation to our housing stock and give us information on what we need to do to meet the energy efficiency standards for social housing (ESSH2) (now replaced by the Social Housing Net Zero Standard (SHNZS));
- Commissioning an external stock condition survey on a proportion of our homes;



- Purchasing our first electric pool car;
- Setting up an Eco group to co-ordinate and drive forward tasks;
- Improving recycling rates in our offices;
- Introducing hybrid working to reduce our carbon footprint and provide more of a work / life balance for our people;
- Providing guidance on dealing with damp and condensation for our customers and providing further training for our people in how to identify and rectify damp and mould issues;
- Providing further guidance on using our heating systems;
- Undertaking a community action day which included planting bulbs and installing bird boxes; cleaning a scheme car park of weeds and overgrown plants without the use of chemicals; and bringing several communal gardens back into use, again without the use of chemicals;
- Accessing funding to alleviate fuel poverty and provide tenants with advice whilst reducing the running costs of living in a Langstane home;
- Keeping rents within key affordability parameters; and
- Undertaking a best practice approach to fire and other forms of resident safety.





Whilst many of the actions needed to meet climate change / net zero will be advanced through our Asset Management Strategy, there are actions that can be taken to address human behaviour / working practices that will be driven by other corporate plans, led by the business plan.

## Local context

Langstane operates across three local authority areas in the Grampian area – **Aberdeen**, **Aberdeenshire**, and **Moray**.

The three local authorities have very distinct opportunities and challenges. Their locally developed strategic plans can provide many opportunities but equally many restrictions on housing providers, housing associations included.

The demographics of each area can be analysed and significant pockets of both wealth and deprivation can be evident.

				
	Population <sup>4</sup>	Deprivation levels <sup>5</sup>	Median income 2022 <sup>6</sup>	Children in Child poverty <sup>7</sup>
<b>Aberdeen</b>	227,400	29 / 283 data zones in 20% most deprived; 1 in 5% most deprived	M = £33,535 F = £32,745	6,421
<b>Aberdeenshire</b>	262,700	9 / 340 data zones in 20% most deprived none in 5% most deprived	M = £38,730 F = £33,946	6,749
<b>Moray</b>	96,400	4 / 126 data zones in 20% most deprived; none in 5% most deprived Overall least deprived area in Scotland	M = £33,712 F = £24,830	3,341
<b>Scotland</b>	5,479,900	1,395 / 6,976 data zones in 20% most deprived; 348 in 5% most deprived	M = £35,105 F = £31,444	187,148

M = Male F = Female

Deprivation levels – this shows the number of data zones out of the total within the local authority area, that are in the 20% or 5% most deprived – this highlights the number of zones within the 20% or 5% most deprived areas of Scotland;

<sup>4</sup> Nomis – Official Census and Labour Market Statistics ([www.nomis.web.co.uk](http://www.nomis.web.co.uk)) (2021)

<sup>5</sup> Scottish Index of Multiple Deprivation (<https://simd.scot/>)

<sup>6</sup> 2022 [Earnings and hours worked, place of residence by local authority: ASHE Table 8 - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

<sup>7</sup> Child Poverty AHC Estimates 2021 [Child Poverty Statistics - End Child Poverty](https://www.gov.uk/government/statistics/child-poverty-statistics-end-child-poverty)

The previous table shows that although all three local authorities have more affluent areas (Aberdeenshire having 29% of its data zones in the 20% least deprived areas), deprivation can and does exist within our midst.

At the time of writing this strategy, all three local authorities had just updated their housing needs and demand assessments. Aberdeen City and Aberdeenshire producing a joint assessment, whilst Moray commissioned detailed research to inform their next Local Housing Strategy.

## Aberdeen

In Aberdeen the one data zone suffering the greatest level of deprivation (within the 5% most deprived zones in Scotland) is a part of Woodside. Langstane has 60 social rented and two shared ownership homes in Great Northern Road, Woodside.

Aberdeen has traditionally benefitted from, and been led by, the buoyancy of the oil and gas sector. This has kept house purchase and rental prices high. However, in recent years and following national and local lock downs in 2020 and 2021, the landscape has changed across all three local authority areas.

House prices dropped slightly with the most noticeable drops being in Stonehaven (Aberdeenshire) for flats, Stonehaven and the countryside for semi-detached homes, and in Aberdeen for detached homes<sup>8</sup>.

Semi-detached	2022Q4	196,656	162,096	184,487	192,113	183,156
	2022Q3	198,274	163,584	188,367	191,327	188,144
Detached	2022Q4	322,149	273,092	309,127	328,490	330,950
	2022Q3	328,272	277,579	310,817	325,735	339,386

Aberdeen Housing Market Report, Q4 2022 <https://www.aspc.co.uk/media/2361/fourth-quarter-2022.pdf>

The private rented sector dipped considerably moving away from bidding for homes to vacancies lying empty for several weeks and rent levels dropping from historical highs 10-years ago.

Aberdeen								
Market Overview - Q4 23								
Beds	Average Rent	Rent Change 1 Yr	Rent Change 5yrs	Rent Change 10yrs	Av. TTL (days)	TTL Change YOY	Let within a week	Let within a month
1 bed	£547	8.7%	17.6%	-17.4%	18	3	25%	82%
2 bed	£780	7.6%	18.4%	-22.4%	24	2	16%	71%
3 bed	£1,115	8.6%	14.7%	-19.6%	36	7	15%	56%
4 bed	£1,783	12.4%	30.4%	-10.0%	41	9	12%	51%
All	£863	9.8%	20.7%	-16.1%	25	4	19%	73%

Citylets Quarterly Report, Q4 2023 Issue 68 <https://www.citylets.co.uk/research/reports/pdf/Citylets-Quarterly-Report-Q4-2023.pdf>

<sup>8</sup> University of Aberdeen Business School & ASPC, <https://www.aspc.co.uk/media/2361/fourth-quarter-2022.pdf>

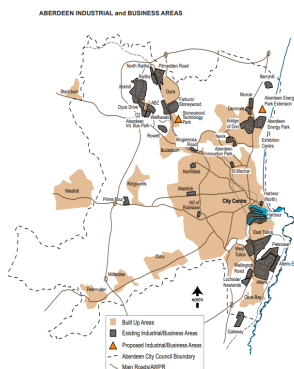
This, alongside improved security of tenure in the private market, provides significant risk to social housing providers. Rent and service charge levels for Langstane’s homes can be very close to market rents for one bed homes in parts of the city depending on how the open market performs.

Aberdeen’s current Local Housing Strategy’s vision is that “people in Aberdeen live in good quality sustainable homes, which they can afford and that meet their needs”.

There are six overarching strategic outcomes:

- There is an adequate supply of housing across all tenures and homes are the right size, type and location that people want to live in with access to suitable services and facilities;
- Homeless is prevented and alleviated;
- People are supported to live, as far as is reasonably practicable, independently at home or in a homely setting in their community;
- Consumer knowledge, management standards and property condition is improved in the private rented sector;
- Fuel poverty is reduced which contributes to meeting climate change targets; and
- The quality of housing of all tenures is improved across the city.

Aberdeen City Health & Social Care Partnership is currently in the process of developing a **Housing for Varying Needs Market Position Statement** to focus on effectively promoting diverse and quality accommodation needs for the City.



Whilst there are significant industrial and business areas within the City, the recent downturn in the Oil and Gas sector alongside the pandemic, has had a significant impact. A report from PwC, *Good Growth for Cities Index*<sup>9</sup>, May 2023, shows Aberdeen is amongst the top six most improved UK cities, outperforming the UK average on key economic wellbeing factors. That said, Aberdeen is ranked outside the top 20 for expected economic growth in 2024 suggesting a strong focus is needed to ensure the Northeast attracts and retains the required skills and sector experience to stimulate future growth.

## Aberdeenshire

In Aberdeenshire, the areas with the greatest level of deprivation are coastal i.e. Peterhead and Fraserburgh. Langstane has homes in Peterhead and Fraserburgh (199 and 80 respectively plus nine and five lead tenancies). However, the UK Government’s confirmation in July 2023, the Acom carbon capture and storage cluster will go ahead by 2030, provides significant potential for innovation and new jobs in the north-east of Scotland, especially close to where the project is centred (St Fergus).

Aberdeenshire’s existing Local Housing Strategy has six priority areas:

- Affordable housing;
- Energy efficiency, fuel poverty and sustainability;
- Homelessness and housing options;
- Independent living;

<sup>9</sup> PwC, Good Growth for Cities Index, <https://www.pwc.co.uk/industries/government-public-sector/good-growth.html>

- Minority ethnic communities; and the
- Private sector.

Whilst areas of Aberdeenshire are directly affected by events in Aberdeen, especially those known as the Aberdeen Housing Market Area, the area has its own industries that directly feed into its economic development. The main ones being food and drink; energy; fishing; and agriculture and rural development. In particular:

- St Fergus Gas Terminal processes around one third of the UK's natural gas requirements;
- Peterhead Power Station which has a production capacity of over 1,300 Megawatts – capacity to supply most of the North of Scotland's electricity needs;
- Peterhead also houses the largest fishing port in Europe whilst the Fraserburgh port is the UK's principal Nephrops (lobster) port and the Operations and Maintenance port for the Moray East Offshore Wind Farm;
- The agricultural and food and drink sectors are understandably very closely linked. These account for the production of 57% of Scotland's pigs, 33% of its cereals, over 33% of Scotland's beef cattle and 60% of Scotland's malting barley.

In January 2024, Aberdeen and Aberdeenshire Council's published their most up-to-date joint **Housing Need and Demand Assessment** (HNDA) findings. Whilst the household data is held by the National Records of Scotland (2011 Census), the HNDA confirms the number of households has increased at a greater rate than the wider population. In Aberdeen the increase was 5.2% whilst in Aberdeenshire it is 8.4%.

Aberdeenshire has a larger average household size (2.27 persons per household) than Aberdeen (2.02 persons per household) but in both areas the household size has been decreasing and trend is projected to continue. The number of households are projected to increase:

	Projected change			
	2018	2028	change	%
<b>Aberdeen</b>	107,586	110,884	3,298	3.1
<b>Aberdeenshire</b>	111,156	117,844	6,688	6.0
<b>Scotland</b>	2,477,276	2,597,626	120,350	4.9%

Source: National Records of Scotland, Household Projections for Scotland (2018-based)

## Moray

In Moray although the area is classed as one of the least deprived on mainland Scotland, annual income levels were historically significantly below that of their neighbouring local authorities, especially for females working full time. This is changing with recent research highlighting average income levels in Moray were 1% above the Scottish average. However, income inequality remains with 39% of the local population earning less than £25,000 per annum and 39% earning over £40,000.

It is anticipated income inequality will change as the Moray Growth Deal delivers over £100million investment in eight key strategic projects. Namely:

- Moray Aerospace, Advanced Technology and Innovation Campus (MAATIC);
- Manufacturing Innovation Centre for Moray;
- Business Enterprise Hub;
- Digital Health;
- Cultural Quarter;



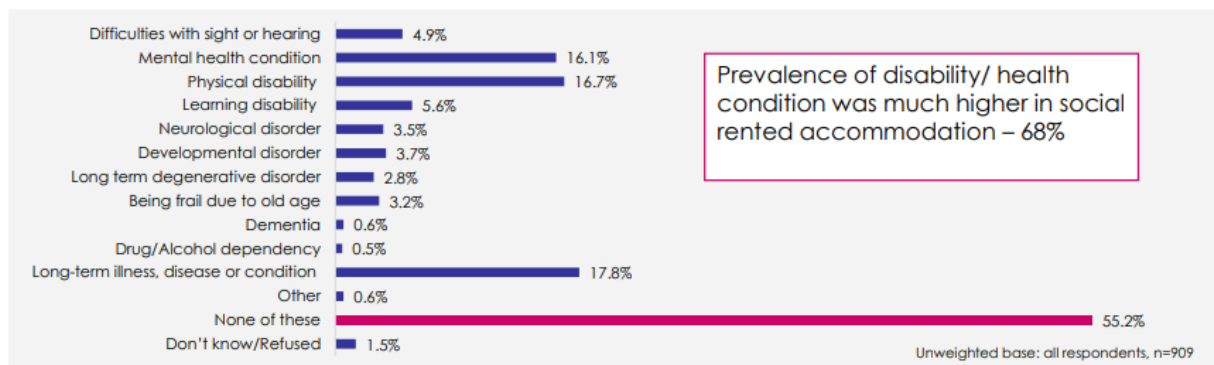
- Housing Mix Delivery;
- Early Years STEM (Science, Technology, Engineering and Maths); and
- Bus Revolution.

Moray's existing Local Housing Strategy has the following priorities:

- To improve access to housing across all tenures and address housing need;
- To prevent and alleviate homelessness;
- To assist people requiring specialist housing; and
- To improve the condition and energy efficiency of housing and minimise fuel poverty.

Moray's latest **Housing Need and Demand Assessment (HNDA)** was published on 31 December 2023. Of those who responded to Moray's housing need survey, 45% live in a household with someone who has a long term health condition or disability. This is much higher in Moray's social housing (68%).

As can be seen from the table below, taken from the HNDA, there is a high need for accommodation that is suitable for physical adaptations.



The following general need for housing has been identified:

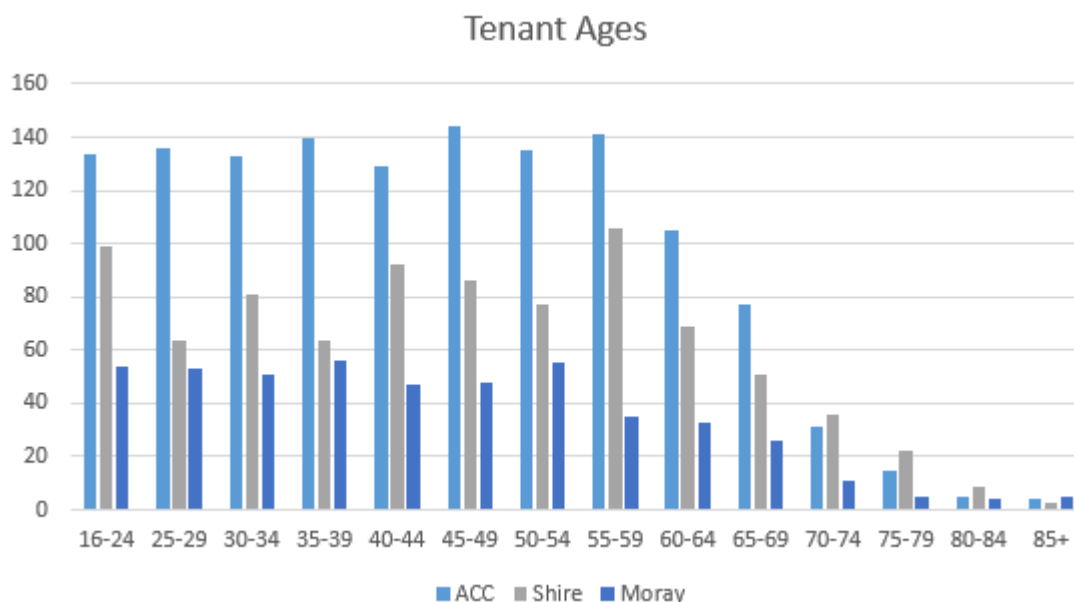
Housing Market Area (HMA)	5-year projected completions	Strategic Housing Investment Plan (SHIP)	Social housing as % of 5-year projections	% of SHIP in Housing Market Area
<b>Buckie</b>	334	126	38	10
<b>Elgin</b>	1,426	757	53	61
<b>Forres</b>	512	160	31	13
<b>Keith</b>	148	86	58	7
<b>Speyside</b>	203	122	60	10
<b>Total</b>	<b>2,623</b>	<b>1,251</b>	<b>48</b>	<b>100</b>



# Langstane's internal context

## Our customers

We provide homes to tenants aged 16 and over. Currently (31 March 2024) our tenants are between 16 and 89.



Over the years the **age** of our customers has changed with the majority of our tenants being aged 50 – 59 (549). However, this is very closely followed by tenants aged between 40-49 (546) and those between 16-29 (540). 150 tenants are aged 70 and over, with 68 under the age of 20. There are slight regional differences, but the majority of tenants are working age.

We support our local authority colleagues with the provision of **temporary accommodation** for those in need of housing due to homelessness and we provide homes and office accommodation for **support agencies** who work within our communities. We also have a contract with Mears Limited, a company contracted to provide temporary accommodation for **asylum seekers** in Aberdeen and parts of Aberdeenshire.

## Housing demand

As at end March 2024, circa 2,512 applicants are on our **waiting list** (this includes circa 360 transfer applicants), primarily looking for (or qualifying for) homes that have one, two or three bedrooms. When looking at the general need and combined general need and transfer waiting lists, the following areas are popular - Aberdeen, Elgin, Inverurie, Stonehaven and Westhill. However, when looking at the transfer list in isolation, Kintore is more popular than Stonehaven.

Further work is required to fully understand the type of home people wish to live in longer term and what meets their wants not just their defined needs as 'on the ground' information relating to housing differs from the strategic analysis. An example being one bed homes. There is a distinct strategic need for one bed homes across all areas of our operation. However, is it flatted homes or homes on one level (amenity housing) that is in demand?

When a small group of tenants participated in a meeting to discuss the future priorities of Langstane, although energy efficiency was important to them, equally important was the aesthetics of their home and the reactivity of the repairs service when things went wrong.

## Affordability

Affordability is a major issue for our customers. However, there are many pressures on rent levels not least:

- The level of rent arrears held. This has been exacerbated with the introduction of Universal Credit (UC) (circa £614.5k debt due to UC at end September 2023)
- Preventing / responding to homelessness and ensuring tenancy sustainment increases
- Void (empty home) turnaround timescales and cost
- Pressure on public services leads to the internal provision of 'wider role' services
- Increased regulation and legislation – e.g. Scottish Housing Regulator requirements, GDPR, Freedom of Information, fire / tenant safety, procurement, etc.
- Meeting changing standards such as the Scottish Housing Quality Standard (SHQS), Social Housing Net Zero Standard (SHNZS) in Scotland, etc.
- The need to invest in our older homes to meet modern day requirements
- Maintaining and improving our homes and services e.g. ongoing investment in response repairs,
- Increased costs – materials, labour, loans, services, utilities, etc.

The majority of our tenants require assistance to help with their rental costs. This can affect up to 60% of our tenants at any given time and is mainly due to either not being in employment or their earnings are very low. The majority of those in receipt of assistance are on **universal credit**. With that comes significant debt to the Association from the beginning of their claims.

As at 31 March 2024, our gross rent arrears stood at 9.31% against a target of 8%. This equates to 2,143 tenants in **rent arrears**. 922 of those have balances over £500. Collecting arrears from customers on universal credit is challenging, especially at the beginning of their claims when no payments are made. If, as often happens for our customers, they regularly move between work and unemployment, this can leave them in financial hardship. We want to support our customers to thrive and part of this will involve having affordable rents and working with return to work initiatives operating locally to support our customers as much as practical to manage their finances appropriately.

**Antisocial behaviour** can be more prevalent in single person flatted homes especially when family accommodation is dispersed throughout our schemes and blocks. This is an ongoing issue that is tackled as quickly as possible but it is not always possible to meet customer expectations.

Additional **support** provided to our customers includes decoration vouchers, assistance getting furnishings and floor coverings, income maximisation and referrals to statutory agencies for additional assistance. Our registered **housing support service** provides lower level assistance to customers who need this to sustain their tenancies and often provides vital support to those who cannot access statutory services. This often leads to longer term support that enables our customers to sustain independent living.

In 2023-24 we fitted 55 **aids** and **adaptions** to our homes taking on average 38.4 days. Alongside working with NHS, we provide a self-referral service. This allows tenants to directly ask for basic aids and adaptations to be carried out, without an occupational health referral. This self-referral scheme will continue throughout this Plan.

## Our homes

Our homes are mainly our general needs homes but this section also deals with other tenures including mid-market, shared ownership, hostels, commercial and lead tenancies.

### General needs

We own and manage:



- 2,838 general needs homes across Aberdeen, Aberdeenshire and Moray
- 41 mid-market rentals in Aberdeen (leased through Langstane Property Ltd)
- 7 commercial units including a community café and community hubs
- 4 hostels (55 bedspaces) in Aberdeen and Ellon



2,386 are flatted homes



452 are houses and bungalows

Of our flatted homes, 1,752 are one-bed or studio flats, 1,126 of which are for single people. Included in the social rented numbers is a purpose-built women's refuge in Moray. We partially own 55 **shared ownership** homes and lease 14 **lead tenancies** (leased from the owner under a long-term lease and relet on a short Scottish secure tenancy (SSST)).

When built, all our homes met the required standards. However, legislative, and statutory requirements have since changed as have the needs of our customers.

Although over 91% of our homes meet the Scottish Housing Quality Standard (SHQS), and over 93% meet the Energy Efficiency Standard for Social Housing (EESH) 2020, because most of our homes are single person homes, affordability can be a significant issue.

The introduction of EESH2 (a standard that social rented sector homes were required to meet by December 2032) stated that no social housing is to be re-let below EPC (energy performance certificate) Band D from December 2025 (1% of our homes are EPC Band E, we have no Band F homes). This standard has been superseded by the **Social Housing Net Zero Standard (SHNZS)** in Scotland. Initial analysis of EESH2 highlighted costs in the region of £12.3m to improve failing properties, £5.6m of which is already accounted for in our Business Plan.

At present 2,470 of our homes are heated using gas (86%). This form of heating does not meet our sustainability aspirations, nor does it meet net zero requirements. However, it is a popular choice for tenants and has, historically, been a cost-effective method of heating homes. Moving towards **net zero** targets is discussed in more detail within our Asset Management Strategy. It should be noted there is still a great deal of concern felt within the social housing sector, regarding the lack of detail of future requirements and the lack of credible technology options that meet the unique needs of a range of homes and tenures.

The time taken to relet our homes (**voids**) is an area of focus for us. In 2023-24, it took on average, 64 days to relet our homes. Over a five year period, the average is 56 days per annum. Factors such as the pandemic (which highlighted the need to ensure sufficient space

standards and green areas are available), the new build programme advanced by local authorities, utility supplier issues, and the condition of returning homes, has all added to the challenges of reletting our homes and maintaining affordable rents.

## Tenant safety

In addition to energy works, there has been a significant increase in compliance work undertaken. The fire at Grenfell Tower in 2017, followed by the death of two-year-old Awaab Ishak in 2020, due to damp and mould, raised the awareness of, and need to prevent, such tragic events being repeated. More recently the death of two sisters, following a flat fire in an Aberdeen block of flats in January 2024, highlighted how quickly things can escalate with fatal consequences.

We have 351 blocks of flats ranging from 38 x 4-in-a-block to 7 x multi-storey (6+ storeys). Our highest being 7-storey. However, most of our homes are low rise (214 x 2-3 storeys) and medium rise (92 x 4-5 storeys).

We have undergone a number of positive health and safety audits. However, more needs to be done to ensure a strengthened health and safety culture leads to excellent results for all involved with Langstane.

## Mid-market

Due to Langstane Housing Association's charitable status, Langstane Property Limited manages its 41 **mid-market** homes. These are in three locations throughout Aberdeen – Stockethill, Garthdee, and the city centre.

Benchmark Housing Association Grant (HAG) levels for mid-market 3-person homes were significantly lower than for social housing (£53,500 compared to £78,000), although currently funding for additional quality measures are the same.

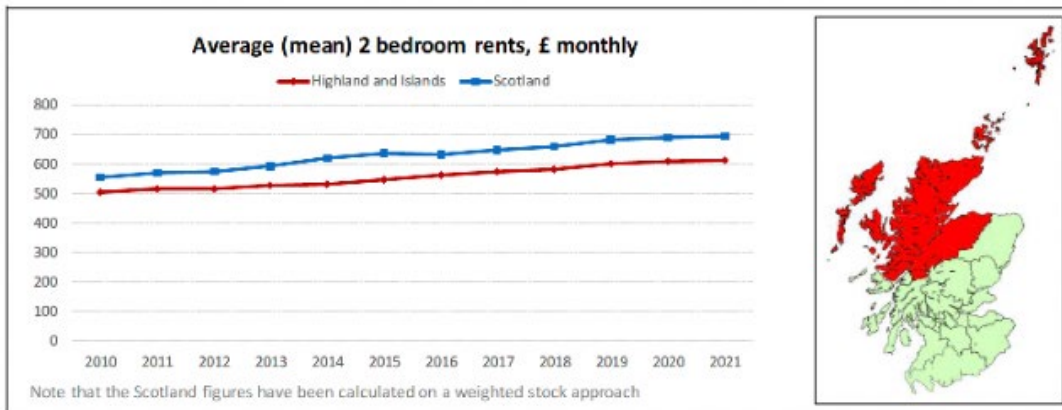
Mid-market rental levels are benchmarked using the City Lets quarterly reports on an ongoing basis.



The following Scottish Government data shows the average private sector rents for Aberdeen and Aberdeenshire, and Moray (included in the Highland and Islands data set) from 2010 - 2021.



Source: Scottish Government – Private rent statistics 2010-2021



Source: Scottish Government – Private rent statistics 2010-2021

Trends show a much more volatile situation in Aberdeen compared to Aberdeenshire and Moray. ‘On the ground’ experience shows that Aberdeen city private rents fell drastically following the pandemic, although they are now recovering, with Aberdeenshire rents rising steadily. This has led to significant below inflation / rental freezes being applied to Langstane’s mid-market homes to ensure these are fully occupied.

Originally it was our intention to expand the number of mid-market homes provided. However, this has not happened and due to the changing legal and regulatory requirements governing private rentals, a strategic review of Langstane’s mid-market homes is required.

### Other tenures

In addition to general needs and mid-market homes, we partially own 55 **shared ownership** homes. This tenure assists those who would otherwise find ownership out with their reach. At present, we do not buy back shared ownership units but this policy will be reviewed to ensure it remains a good business decision.

Four **hostels** are currently owned, providing homes for up to 55 people – one in Ellon and three in Aberdeen. These are currently leased to support agencies who provide vital services to some of our most vulnerable members of our communities. Although residents feel very secure and on the whole enjoy living in their communal homes, the facilities are becoming dated with no ensuite facilities, etc. As such, when they are due to become vacant, the Association will carry out an options appraisal to ensure any losses are minimised. This options appraisal will consider reconfiguration (to general needs homes), refurbishment to meet modern day requirements, and disposal.

We also provide 14 **lead tenancies**. These homes are not owned by Langstane and are on a longer term lease. We sub lease these on a short Scottish Secure Tenancy (SSST). Whilst this is a very small part of our business, we only extend the leases where we are reasonably confident this tenure is still required. Consideration will be given to the future of lead tenancies during the lifespan of this business plan.

Of our seven **commercial properties**, two are our office buildings (680 King Street, Aberdeen and 7 North Guildry Street, Elgin), a further two are leased on Union Street, Aberdeen. We have a community café in Kintore, a ‘hot spot’ in Peterhead (community facility), and a purpose built women’s refuge in Elgin. We also lease 11 converted tenancies to support agencies to use as office accommodation at very reasonable costs. This ensures those within our communities can be supported in their homes. We will look at the way in which we manage our commercial units and if required, ensure their operating costs are ring-fenced to protect our social tenants.

We hold six **land-banked** sites. These were bought circa 15 years ago, using Housing Association Grant (HAG) and have recently been reviewed. We agreed, following discussions with the relevant local authorities to understand their strategic priorities, to dispose of four of the six sites, and this will be advanced. The remaining two sites will be advanced to development stage once they form part of the authority's SHIP (strategic housing investment plan), and therefore attract available grant levels.

## **Development programme**

In late 2022, following extensive work by consultants, the decision to return to development activities was made, but only when the timing is right. This will add diversity to our portfolio and will be family sized accommodation that is either a house or a four-in-a-block. Learning lessons from the pandemic of 2020-21, space standards will be at the forefront of our considerations as many people work from home or require space to study.

## **Our People**

### **Our governing body**

Langstane is governed by a voluntary board of management. Currently (31 March 2024) there are 11 board members, nine of whom are currently balancing this position with work commitments.

Achieving greater diversity on our board has not been possible due to a number of factors, not least the time commitment involved. However, this remains an aim. Meantime we will work hard to ensure the opportunities for people from all walks of life to engage positively with our decision-making, at a level that is appropriate and right for them, is advanced.

### **Our employees**

We currently employ 82 people with two vacancies (73.45 FTE). Five part time employees are hosted for a charitable organisation operating in, and supporting the residents of, Seaton. Of the remaining 77 employees, nine work in our direct labour organisation (DLO), this includes a part time in-house cleaner, and four work within our registered housing support service. 12 of our employees work part time, working less than 35 hours per week.

Of Langstane's 77 employees, 45 are female (this includes the full leadership team, and four of the six managers).

The roles undertaken are diverse from plumbing to accountancy, communications to governance and compliance, alongside more traditional housing association roles such as housing and property management.

In 2023, Langstane restarted an apprenticeship role, working within the customer service team.

We want to become an employer of choice and one that attracts and retains skilled, motivated and caring individuals who uphold our cultural values and ethos. We will listen to our people and ensure we empower them to contribute to decision-making and directly improve the services we provide.



## Our Organisation

### Our risk profile

Langstane Housing Association has a strong risk management framework in place. A STEEPLE<sup>10</sup> analysis (see Appendix 1) is used to highlight external events / risks that may impact on our organisation or our customers. These are then analysed further and if required, added to our strategic risk register (see Appendix 2). Our strategic risk register is closely linked to this business plan. It is updated and reported upon quarterly.

Currently the greatest risks faced (Q4 2023-34), relate to the following:

- The impact on business activities due to high rent arrears, bad debts, increased costs (including insurance costs), and void losses / costs;
- The unknown financial commitments required to meet ever changing government directives within a short timeframe e.g. Social Housing Net Zero Standard;
- Changing demand for homes in existing areas and / or property type and size. Lack of demand / low demand; and
- The challenges brought about by the vulnerability of our client group in terms of arrear levels, antisocial behaviour, health and safety, tenancy sustainment, and costs.

Whilst mitigation actions are in place to reduce our losses, our ethos is to provide homes and services to support some of the most vulnerable members of our communities. Therefore some of the risks detailed, will remain. Indeed, when economic hardship is being experienced globally, the challenges faced by our customers, rise.

### Our resources

Langstane Housing Association's Rules allow for lending facilities of up to £100m<sup>11</sup> to be drawn down.

As at 31 March 2024, the Association has the following loan facilities in place:

Loan	Fully amortising	Original loan value	Outstanding balance	Expiry date	Interest rate	Security held against
No. 1	No	£20m	£15m	2028	SONIA +0.9%	495 homes
No. 2	Yes	£29.5m	£12.22m	2028 + 2031	5.32%-5.82%	549 homes
No. 3	Yes	£9m	£8.05m	2035	5.305%-5.71%	251 homes
<b>Total</b>		<b>£58.5m</b>	<b>£35.3m</b>			<b>1,295 homes</b>

<sup>10</sup> STEEPLE is an acronym for social, technological, environmental, economical, legal, political and ethical considerations to allow the Group to discover and act on any external factors that might affect the success of its business.

<sup>11</sup> As per section 18.1 of Langstane Housing Association's Rules

This leaves the following assets unsecured:

Number	Asset type	Comments
1,584	General needs homes	This includes 41 mid-market and a small number of units (13) where a disposal may be actioned (minority owner in block)
7	Commercial units	This includes 680 King Street, Aberdeen and 7 North Guildry Street, Elgin (Langstane's offices)
55	Shared ownership homes	These are partially owned and can be sold at any time on the open market so security could prove complex
4	Hostels (55 bedspaces)	These may be subject to disposal therefore not held as security

The most recent valuation (March 2023) of 781 unsecured general needs homes was £39m using existing use value – social housing (EUV-SH), £42.8m using market value – sitting tenant (MV-ST) or £67.2m using market value – vacant possession (MV-VP).

A further 787 homes released from excess security in January 2023, were valued at £34.4m using EUV-SH (as per title deed requirements) in 2021.

Up to date valuations for shared ownership units, hostels and commercial units are not held.

However, there are a number of considerations that need to be taken into account and these are reflected in our five year financial projections (see Appendix 3 for a summary).

These projections shows £4.4m expenditure on 20 new homes, built over the final two to three years of this plan. These costs are offset by 50% grant funding received in 2029 and 2030.

In addition to the development programme, significant expenditure is programmed for work to future proof our property portfolio by reconfiguring 50 homes and spending on net zero and improving safety within our homes.

Our Statement of Financial Position is healthy and reflects where we are currently at and where we need to progress over the coming years. Although the cash position is lower than in previous years, this is supplemented by a £5m revolving credit facility which is available to draw down at short notice.

### Statement of Financial Position

	2025	2026	2027	2028	2029
	£'000	£'000	£'000	£'000	£'000
Property	200,959	203,814	207,060	212,450	218,996
Grant	74,910	72,978	71,046	69,114	68,318
Net Property	126,049	130,836	136,014	143,336	150,678
Cash	1,535	374	1,013	659	1,065
Loans	33,194	31,073	30,935	31,791	32,732
Reserves	27,488	29,539	31,814	34,191	37,178



Our balance sheet reflects our ambition to continue with the development of good quality affordable accommodation within the Grampian area. All lending facilities are well within acceptable parameters.

## Cashflow

	2025	2026	2027	2028	2029
	£'000	£'000	£'000	£'000	£'000
<b>Development spend (total)</b>	0	0	646	1,885	1,941
<b>Grant (HAG)</b>	0	0	0	0	1,142
<b>Net development spend</b>	0	0	646	1,885	799
<b>Capitalised repairs</b>	2,460	2,855	2,755	3,530	4,605
<b>Loan drawdown</b>	0	0	2,000	3,000	3,000
<b>Loan repayments</b>	2,074	2,121	2,121	2,121	2,040

Net development expenditure over the next five year period is circa £4.4m with capitalised repairs circa £16.2m. This will be funded through lending facilities and reserves. In 2025-26, Langstane Housing intends to negotiate loan facilities in respect of additional requirements. Over this period, increased working capital requirements will be covered by the revolving credit facility.

Included in capitalised repairs is the reconfiguration programme involving 50 properties, net zero work primarily on clean heating upgrades and work to improve overall safety within our homes.

## Loan covenants

	2025	2026	2027	2028	2029
	%	%	%	%	%
<b>Lloyds Banking Group</b>					
<b>Gearing</b>	22	21	21	21	21
Maximum	50	50	50	50	50
<b>Interest Cover</b>	126	150	175	134	111
Minimum	110	110	110	110	110
<b>Santander</b>					
<b>Gearing</b>	32	30	30	30	31
Maximum	65	65	65	65	65
<b>Interest cover</b>	126	150	175	134	111
Minimum	110	110	110	110	110

We currently have excellent gearing rates within the parameters agreed. In addition, it is only when additional work is performed in 2028-29, the interest cover ratio is tighter. It is not anticipated this will cause an issue for Langstane and care will be taken to ensure the minimum rate is not breached either by reducing or delaying spend in certain areas.

## Unit costs

Unit costs (annual unless otherwise stated)	2025	2026	2027	2028	2029
	£	£	£	£	£
Average weekly rent & service charge	101.99	105.55	108.69	111.67	114.60
Reactive & cyclical maintenance	1,558.66	1,554.06	1,608.52	1,687.96	1,732.87
Capitalised improvements	818.84	950.40	917.11	1,171.20	1,522.82
Management costs per unit	1,816.34	1,813.42	1,869.57	1,902.22	1,763.99

The above assumptions have been used to predict income and expenditure levels across the Association's residential stock. The capitalised improvement figures increase as work is done in accordance with the Asset Management Strategy funded by lending and a reduction in the overhead cost base.

## Acquisitions / new builds

Completions	2025	2026	2027	2028	2029
Social rent	0	0	0	10	10

## Key assumptions

	2025	2026	2027	2028	2029
	%	%	%	%	%
Inflation	3.0	2.5	2.5	2.0	2.0
SONIA	0.5	1.0	1.5	2.0	2.0
Rent increase	3.5	3.0	3.0	3.0	3.0
Salary increase	3.0	2.5	2.5	2.0	2.0
Maintenance cost inflation	4.0	3.5	3.5	3.0	3.0
Void rates	2.8	2.5	2.5	2.5	2.3
Bad debt rates	2.0	1.9	1.9	1.9	1.7

The above assumptions have been taken into consideration.

With regards to the void and bad debt rates, it is anticipated these will fall to meet industry averages.

## Our ICT infrastructure

Significant progress has been made modernising our infrastructure and key software. October 2023, saw the last of the major systems become cloud based when our integrated Housing and Finance system went live.

Cyber Essentials Plus is an accreditation we wish to achieve to evidence we have strong defences in place that protect us, as far as reasonably practical, against a wide range of the most common cyber-attack.

Our future plans ensure we keep our ICT where it needs to be to meet our business requirements, automating working practices where practical to do so.

The presentation, use and accuracy of our data will be key to ensuring demonstration of evidence based decision making. This will be especially pertinent as AI and predictive information is utilised.

## Our Governance

Over recent years, we have invested heavily in improving our governance, financial and risk frameworks. Whilst more can still be done to streamline processes, we are confident the changes to date, provide a robust and strong foundation for us to build upon.

## Our Communities

Our communities can be diverse. The term communities can refer to people who live in a particular geographical location, or people who share the same characteristic e.g. ethnicity. In times of hardship, especially when facing economic challenges, our communities need us the most. This is a time for creativity and openness to be displayed. It is a time to ask ourselves what we can do to help others who are in need. Our decision making must not be to the disadvantage of our customers or our organisation, but to support our mission to **provide homes and services that make a positive difference to people's lives** and our vision to **empower our people, customers and communities to be the best they can be**.

We will work hard to ensure we provide tangible benefit to the communities we serve. For example, the introduction of community benefit clauses in our contracts, small gestures such as improving the security lighting in an area that is frequently used by residents. Or making our meeting and training area facilities available for community use.

We will explore ways in which we can improve the equality, diversity, inclusion and the human rights for those we serve and the communities in which we operate.

We will adopt the principles of **advantaged thinking**<sup>12</sup> in our communication – internally and externally, and our actions, to support our culture of putting our customers at the heart of everything we do and every decision we take.

It is a time for us to use our voice more actively to influence decision-making where it directly affects our customers, our homes, our people, our organisation, or our communities. We will ensure greater community links are made, and build on the partnerships already in place.

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<sup>12</sup> Advantaged Thinking was developed by the Foyer Federation and is an approach, a set of principles and a movement that focuses on the good in people

We will provide evidence based arguments where we feel an injustice may be / is being done. Where necessary, we will directly campaign on the matters that mean the most to us to bring about positive change.

# Next steps

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## Implementation

Langstane Housing Association's board of management provides leadership and direction to the Langstane Group through this business plan, corporate strategies, policies, and ongoing decision-making.

The actions of this business plan will be guided through a high-level five-year internal management plan (IMP) (see Appendix 4).

The IMP will give direction to focussed annual plans with measurable outputs. These will be carefully monitored and reported upon to ensure Langstane's sustained and continuously improving future. Challenging but achievable targets will be set for each department, service, team and individual to ensure every part of the organisation, is working towards the same goals.

However, the need for this Plan to remain flexible is recognised. As Government policies and priorities are determined, and technology updated that allows the Langstane Group to meet its ambitions, the annual plans will be updated as required.

## Focus and monitoring

Annual focus will be agreed by the Board of Management via a 'smart' action plan that drives forward delivery of the Business Plan and key strategies.

The following monitoring reports will be provided to the board of management and various committees:

- An annual strategic update report will be provided to the board of management following financial year end;
- Monthly management accounts will be provided to the Board of Management in a timely manner;
- Audit and governance committee will receive quarterly reports on the risks faced by the Langstane Group and the mitigation actions being taken and will oversee the internal and external audit function;
- People committee will ensure our people have the appropriate skills, knowledge and cultural awareness to carry out their roles and deliver the business plan. People committee will ensure our people feel their voices are heard and everyone connected to Langstane, plays their part in ensuring Langstane's continued success; and
- Performance committee will set annual targets to assist with delivery of this plan, and drive continuous improvement. This committee will monitor performance on a quarterly basis and instruct mitigation action to be undertaken as appropriate.

In addition regular updates will be provided as appropriate.

## Abbreviations / Acronyms used

Abbreviation	Information
DLO	Direct labour organisation
EESSH (2)	Energy Efficiency in Scottish Social Housing (2)
EPC	Energy Performance Certificate
ESG	Environmental, Social and Governance standards
EUV-SH	Existing Use Value – Social Housing
FTE	Full time equivalent
HAG	Housing Association Grant
HARSAG	Homelessness Rough Sleeping Action Group
HNDA	Housing Need and Demand Assessment
HR	Human Resource
ICT	Information and Communications Technology
IMP	Internal Management Plan
MAATIC	Moray Aerospace, Advanced Technology and Innovation Campus
MV-ST	Market Value – Sitting Tenant
MV-VP	Market Value – Vacant Possession
NHS	National Health Service
PRS	Private Rented Sector
RAAC	Reinforced Autoclave Aerated Concrete
RSL	Registered Social Landlord
SHNZS	Social Housing Net Zero Standard
SHQS	Scottish Housing Quality Standard
SRS	Sustainability Reporting Standard
STEEPLE	Social, Technological, Economic, Environmental, Political, Legal and Ethical
STEM	Science, Technology, Engineering and Maths
SSST	Short Scottish Secure Tenancy
TTL	Time to let

# Appendices

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## Appendices

Appendix	
1	STEEPLE analysis
2	Q4 2023-24 Strategic Risk Register
3	5-year financial projections
4	Internal Management Plan