



LANGSTANE

HOUSING ASSOCIATION LTD

YOUR HOME MATTERS



ANNUAL REPORT Our Performance in 2022 -23



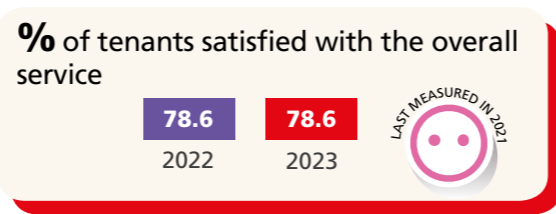
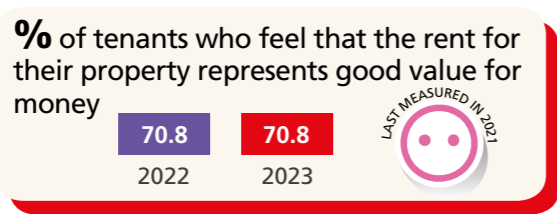
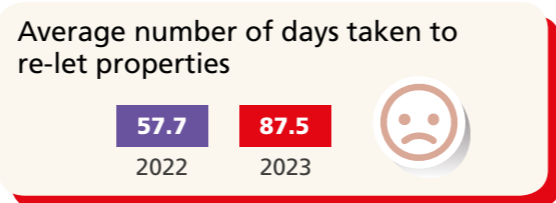
Our performance 2022 – 23

Key

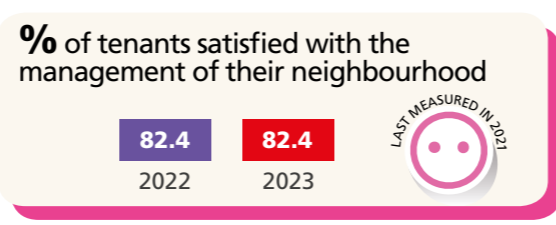
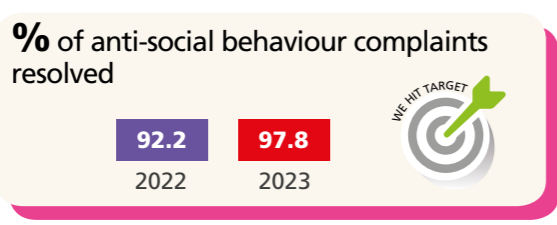
- Better than last year
- Last measured in 2021
- We hit target
- Not as good as last year

Getting good value for rents and service charges

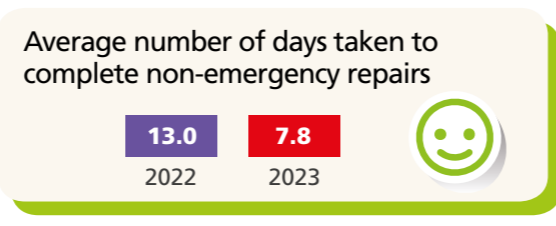
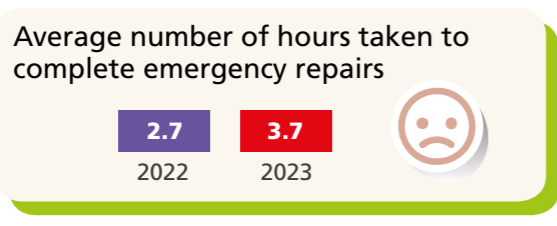
Value for money



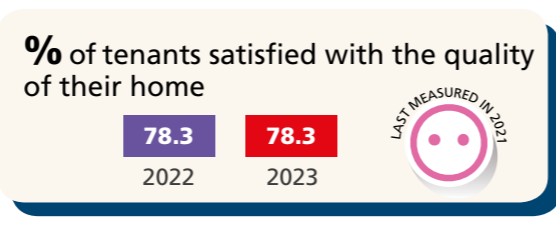
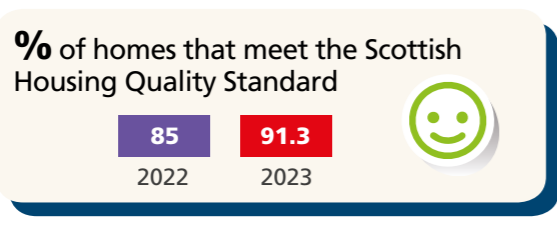
Neighbourhood and community



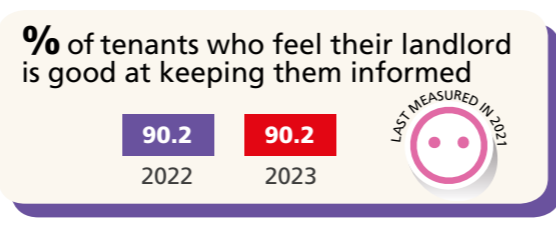
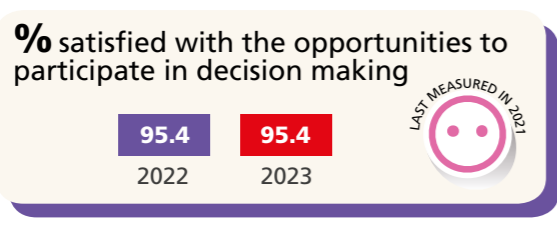
Housing quality and maintenance



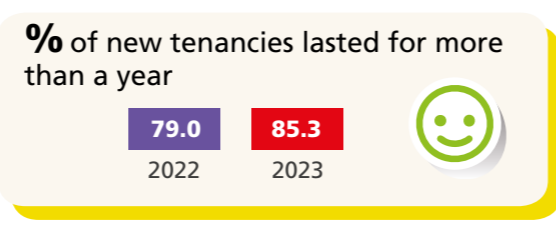
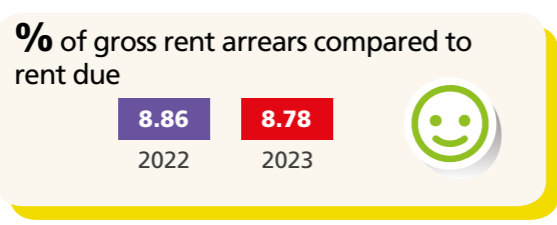
Quality of housing



The customer - landlord relationship



Tenancy sustainment



Introduction



Mike Martin, Chairperson

Welcome to our Annual Performance Report 2022-23 and my first as Chair.

It has been another challenging year for Langstane and its customers, but for slightly different reasons than the last. Although COVID is still with us, it has not caused

as much disruption to our day-to-day operations as the previous two years. We have faced different challenges including disruption to our supply of materials due to the war in Ukraine and the aftermath of Brexit. We have also seen a shortage of skilled labour which has impacted both ourselves and the contractors in the delivery of our repairs and maintenance works.

We experienced higher levels of vacant properties through the year which of course had financial implications and we faced, and continue to face, like many of our customers, the challenges of the rising cost of living and inflation. Thankfully some of these challenges are beginning to ease. However, I am sure we will have to be adaptable to new challenges in coming years.

Although we faced challenges, we also achieved many successes including:

- Remaining in a strong and stable financial position.
- Conducting a stock condition survey so we could understand our stock and the future improvements which may be required.
- Commissioning a report to understand what our options are regarding development opportunities. This has allowed us to consider

where and what types of properties we want to build.

- Assisting with housing asylum seekers and working with local authorities to support the rehoming of Ukrainian refugees.
- Reopening our offices to the public and welcoming Grampian Regional Equality Council (GREC) to share some of our office space.
- Implementing the outcome of our job evaluation exercise meaning that our colleagues are paid in line with the work undertaken.
- Renegotiating our borrowing requirements, ensuring that although interest rates are rising, our borrowing is as cost effective as it can be.
- Launching a new website which we will continue to develop to make sure it remains engaging to our customers.
- Continuing our IT improvement journey and it is great to know we are already seeing efficiencies as a result of these changes.

We are incredibly proud of these successes. We will continue to adapt to the new challenges we face and focus on trying to find the balance between investing in our homes and our people, against keeping our rents affordable and delivering the services that are important to our customers.

I would like to thank my fellow Board members, all our staff and our Leadership team for all their support, commitment to Langstane and excellent work throughout the year - our achievements are only possible with this cumulative and persistent hard work.

We continue to be committed to providing homes and services that make a positive difference to our customers' lives.



Helen Gauld, Chief Executive

As our Chair has said, times have certainly been challenging for us all.

We are very mindful of the struggles faced by many of our tenants and of the ever-increasing requirements placed on housing associations. It is sometimes a very difficult balancing act to get things right to meet the needs of everyone involved.

However, we are looking forward with optimism. We really do want to make sure the homes and services we deliver moving forward, meet your needs. We know how important your home is to you and the difference our services can make. That is why I would encourage you all to become involved in commenting on our revised business plan when we consult on it. If you are a member of any of our working groups you will hopefully find the opportunity to shape our plan, a great opportunity to influence our future direction.

Mission, Vision and Values

- **Mission**
Our mission is to “provide homes and services that make a positive difference to people’s lives”.
- **Vision**
Our vision for the next five years is to “be the best we can be”.
- **Values**
The values that drive us forward and underpin all our activities and working practices are:

We value people

- We put people at the heart of our decision making
- We consult and listen to the views of those involved with the Langstane Group



We aim high

- We work hard to continually improve our services and deliver the services our customers want
- We have a ‘can do’ approach



We are proud of our roots

- We remember our origins, that Langstane Housing Association was set up to help and support single person households who were among the most vulnerable members of our society
- We provide homes not houses and support our tenants to live independently and be active members of our communities



We rely on teamwork

- We work together as one team and with one voice
- We work with our partners to achieve our goals, delivering more together



We are prudent financial managers

- We recognise the importance of maintaining financial strength and use effective financial management to underpin everything we do and help us grow
- We deliver value for money



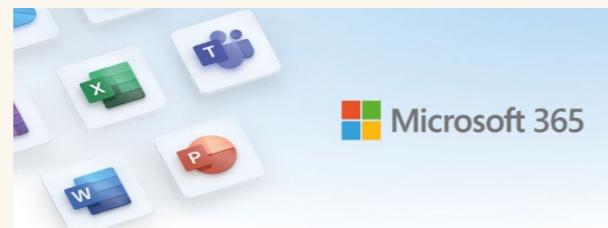
We are open and accountable

- We provide relevant, accurate, user-friendly information about our performance that allows our tenants and others to hold us to account
- When we make mistakes we apologise and put things right as soon as possible



We move with the times

- We influence decision making to benefit our tenants and our organisation, responding to change with imagination and innovation
- We have a positive outlook regarding the housing industry and those we assist



Langstane is a Real Living Wage Employer

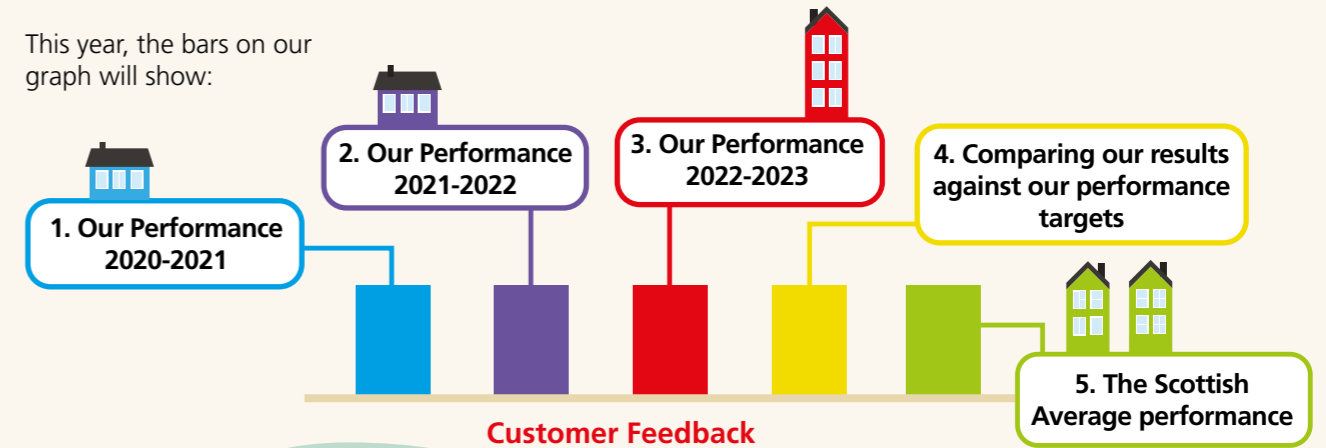
This commitment means everyone working at the Association receive an hourly rate which is set independently and updated annually. The Living Wage is calculated according to the real costs of living. Employers choose to commit to this voluntary basis, recognising the value of their workers and making sure that a hard day's work receives a fair day's pay. Right now, is when standing by these values matters the most. Employers who do right by workers and families are the ones that will help lead us through and out of this current crisis.



The bigger picture

We continue to work with tenants to make sure we create a report that is clear and easy to read. This year we met face to face with three interested tenants and one student to discuss any further improvements we could make. It continues to be an important part of our work to make sure we are creating a publication that is informative and a pleasure to read.

This year, the bars on our graph will show:



Tenants brother said "he was grateful for the support from Tom and Anne-Marie. Their support for his brother brought him comfort as he was aware of his brothers issues"

Tenant said during feedback call "Morag was very helpful, understanding, and considerate. Contractor coming out to resolve issue this evening."

Feedback about website content "That's a really good article you guys did for International Women's Day. Enjoyed reading it. Women in housing have a lot to celebrate!"

Tenant was very happy with the work Nik did on his door. "He did a first class job and was swift and efficient and did a top job."

Tenant emailed to compliment work carried out by the Property Team in his kitchen. He said "the guys did a great job on the kitchen. Good tradesmen. The joiner 10/10, the plumber 10/10."

"We are truly grateful for Mark's willingness to invest his time and effort in rectifying this matter. His prompt response and proactive approach have made a tremendous difference in our lives, fostering a renewed sense of security and peace within our scheme."

Repair feedback from tenant "Thank you for the extremely fast resolution to my toilet flushing problem. It is now 100% better, my balance is much better when reaching to flush and I'm so impressed with the time taken to fix and that he took time to explain the cause and its remedy. Please could you pass on my positive feedback to the company and the gentleman plumber who attended. There's too little praise and too much criticism these days, with people demanding so much and not being happy even if the job done was above standard. I was raised at a time where you were content, with what you had, you got 2nd hand to replace or add and if you broke anything, you usually fixed it yourself. I don't know a lot about plumbing and am disabled so it is a delight when a friendly tradesman calls and genuinely wants to improve things for you."

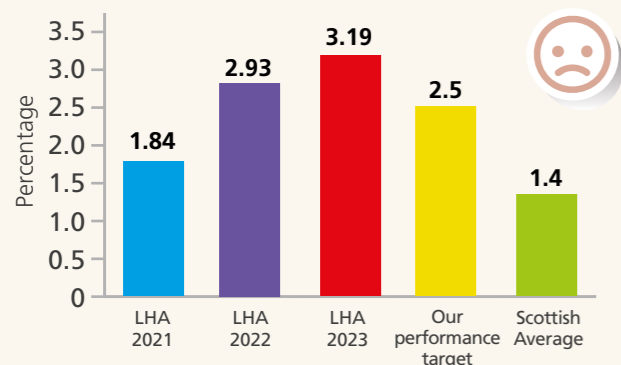
Tenant called to say "On behalf of my mother, my fellow tenants, and myself, I would like to extend our heartfelt appreciation to Mark for his dedication and commitment in dealing with this pressing issue. His intervention has not only restored a sense of safety within our community but has also mitigated the potential risks to our health and well-being. The threat of fire, physical abuse, verbal harassment, and other disruptive behaviours had caused significant distress, making our living situation untenable."

"Once again, please convey our deepest appreciation to Mark for his invaluable assistance in resolving this distressing situation. We are truly fortunate to have someone of his calibre working towards the betterment of our community."



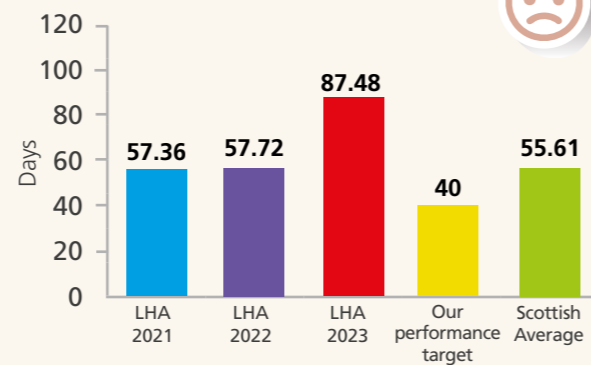
Getting good value for rents and service charges

Percentage of rent lost through properties being empty during the year



1. Our Performance 2020/2021 2. Our Performance 2021/2022 3. Our Performance 2022/2023

Average number of days taken to re-let properties



4. Comparing our results against our performance targets 5. The Scottish Average performance

During 2022/23 we had 354 vacancies in our properties. This was a significant drop from the 431 vacancies during the previous year. Of these we were able to let 407 properties during the year. Some of these lets included vacant properties from the previous reporting year.

We made 494 formal offers of accommodation to applicants and of these 85 (17.21%) were refused. A formal offer is where the applicant is allocated the property after interview and all checks have been carried out then receives an offer of accommodation in writing. Properties are often refused before formal offer, for instance when we initially contact an applicant about the vacancy, and they decide that they do not wish to be considered for it.

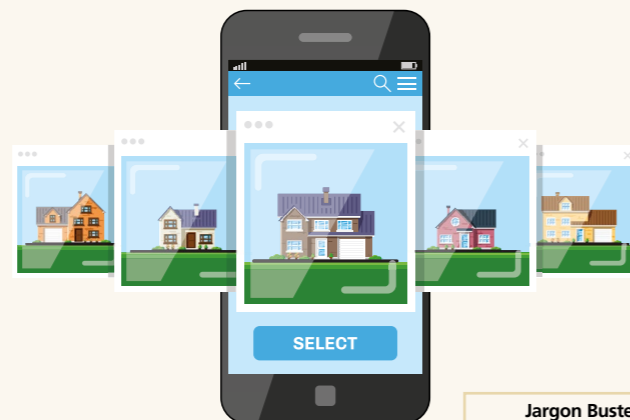
During 2022/23 our average re-let time for a void property was 87.48 days. This was a significant increase from the 57.72 days the previous year caused by several long-term void properties in areas where there was little or no demand for properties.

What action we have taken to tackle our long-term void properties

We set up a short-term working group to tackle what is a long-term issue. Actions include:

- Advertising properties on our website and social media pages.
- Advertising low demand properties on These Homes (North East Scotland) which is a choice-based lettings website that allows applicants to bid for properties.
- Working with other agencies so some low demand properties can be used to house refugees in particular those fleeing the war in Ukraine.

We are pleased to be working with Aberdeen City Council to help asylum seekers find a new home. We have also supported them in rehousing Ukrainian refugees.



Jargon Buster
A Void is an empty property

Affordability of service charges

The Association constantly reviews the affordability of our homes. Five years ago, we undertook a rent structure review and over the past four rent reviews have been harmonising rents so that neighbours living in similar properties are paying the same rent. We are now beginning to look in more detail at service charges by making sure they represent value for money.

Some work has already been done in this area with the inclusion of service charges for tv aerials and door entry systems within the rent and three-year contracts in place for the block cleaning and communal gardening contracts.

We are now moving on to review the service charges for furnishings in our tenancy. The majority of our tenancies are unfurnished, however we do have a small number that have furnishings, particularly supported accommodation and some blocks where due to the lack of drying area it has been a planning condition that washer/dryers are supplied. The review will look at whether these furnishings offer value for money and whether the charges can be lowered or stopped after a period of time.



The Association is also conscious that many tenants, particularly if they are on a low-income, struggle to furnish their homes. This is one of the main reasons that tenants are referred to our support service, for assistance with furnishings. Although a couple of local charities offer support with furnishings, supply can be limited and there is often a long waiting list for help. The Association intends to carry out a feasibility study into whether it can assist tenants with furniture packages. A similar scheme was in place a number of years ago in partnership with other Housing Associations in the area and was extremely popular. Aberdeen City Council currently operates a similar furnishing leasing scheme for their tenants supplying essential items to help set up a new home.

Rent consultation and tenant focus groups

As you may be aware, the Scottish Government passed legislation to help deal with the cost of living crisis. This froze rents in the private and social housing sectors for a period of time. Housing Associations were however able to review their rents from 1st April 2023 provided the Associations considered the needs of their customers.

We looked at different ways to consult in addition to our usual consultation, this included a release of an online Q&A session held with the Director of Housing and two tenant focus groups. The focus groups were hybrid meetings, meaning tenants could attend both in person and virtually. We welcomed six tenants in total across the two meetings (see image below) including two tenants from Moray.

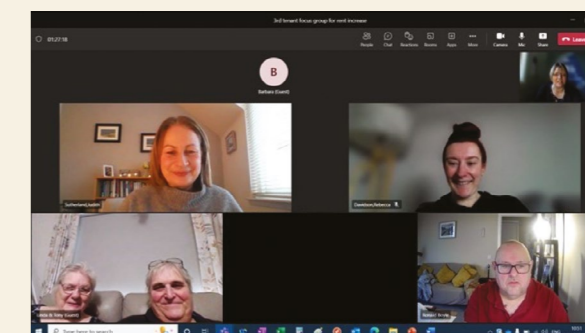
Housing associations are charities which exist to provide good quality homes at affordable rents. We will always do our best to keep tenants rents as low as possible.

The cost of living crisis affecting our tenants, and the many inflationary pressures which the association has been facing, made it especially important that we found the right balance between rent affordability and the need to maintain our services and continue investing in our homes.

This includes things like replacing kitchens and bathrooms and further improving the energy efficiency of our homes to help limit tenants energy costs. We tender our contracts to make sure we get good value and during this year we plan to invest £2,911,000 in our properties.



L-R: Samantha Hough - Customer Participation Officer, Judith Sutherland - Director of Housing and Rebecca Davidson - Customer Service Manager recording the Rent Increase 2023 Q&A session



Tenants and staff at Rent focus group in December 2022



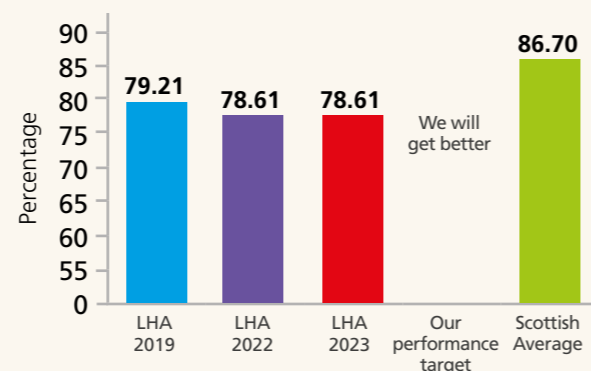
Value for money

Percentage of tenants who feel that the rent for their property represents good value for money



1. Our Performance 2019
2. Our Performance 2022
3. Our Performance 2022/2023

Percentage of tenants satisfied with the overall service



4. Comparing our results against our performance targets
5. The Scottish Average performance

What do we mean by Value for Money?

Value for money is defined as the relationship between:

- economy, efficiency, and effectiveness.

Economy – the price paid for providing a service. It is also about minimising the cost of an activity

Efficiency – measuring productivity i.e., how much you get out in relation to what is put in

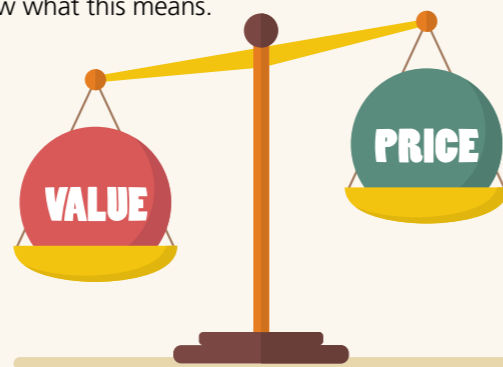
Effectiveness – measuring the impact of the activity against what you hoped to achieve

The Scottish Housing Regulator defines Value for Money as ‘obtaining the maximum benefit with resources available’

To meet our aims, we make sure that we are measuring, reviewing and improving operational efficiencies and internal processes to achieve value for money.

We also ask providers of goods and services to quote or bid for work. It doesn't always mean we take the cheapest option, but we balance price and quality.

We developed the statement below with our tenants to show what this means.



Value for Money Statement

Value for Money for Langstane Housing Association means:

- obtaining the best value for services through tendering
- not compromising on quality when saving money
- making general efficiencies wherever we can and reducing costs without affecting tenant services
- making the most of tenants' rents by spending wisely on things that matter to tenants
- keeping rents affordable



How do we demonstrate Value for Money to our tenants and other stakeholders?

- We ensure that Value for Money remains a priority in our business plan and on a day to day basis
- We compare the cost of activities with other similar organisations through benchmarking
- We improve performance and increase satisfaction
- We review rent affordability on an annual basis and take this into consideration when considering a rent increase
- We report on the general efficiencies we make to tenants and the Board of Management
- We operate within the prudent budget set each year

Working In Partnership

Since the Association was founded in 1977 it has worked with other organisations to provide affordable social rented accommodation to help meet the needs of a range of people requiring support. In doing so the Association promotes equalities and is contributing to an inclusive community and the charitable objectives laid out in the Association's Rules.

Partnerships with other organisations will allow the Association to support tenants to a higher degree than could be done alone and it is important to move forward and extend these arrangements wherever possible.



'L-R: Danielle Flecher-Horn - co-founder of AberNecessities, Lawrence Johnston - co-CEO of Scarf, Helen Gauld - Chief Executive of Langstane Housing Association and Fiona Rae - Chief Executive of CFINE'

New and existing partnerships

Therefore, the Association was proud this year to form partnership arrangements with Scarf, AberNecessities and CFINE. These relationships are built on the basis of a referral process to assist tenants with food, fuel vouchers or other necessities.

We work alongside other organisations, such as, the Cyrenians, Penumbra, Cornerstone, SACRO and the Scottish Association for Mental Health (SAMH). We have these relationships so we can provide affordable rented accommodation and housing support. These properties are leased to those with learning disabilities,

mental health difficulties or those with identified support needs.

In some circumstances the lease is with the organisation but where appropriate, the Association leases directly to the tenant to maximise tenants' rights. These leases are on the basis that the tenant receives housing support.

Welcome on board!

Grampian Regional Equality Council (GREC)

This year the Association was also delighted to welcome GREC to share office space at our Aberdeen office on King Street.

GREC is a registered charity who take a leading role in advancing equality across the North-East of Scotland. They work to tackle prejudice and discrimination, celebrate diversity, and build positive community relations. We are excited to explore opportunities around the themes of housing and inequalities with them.

Aberdeen In Recovery

The Association owns a number of more commercial properties such as the Citizens Advice Bureau offices at Union Street where we have also welcomed the charity Aberdeen in Recovery as a tenant.

We wish them well in their new accommodation.

Using space the best we can

Our Fraser Court office is soon to be re-opened. This intention is to re-locate our Langstane Housing Support Service (LHSS) Team here, so they are working from the heart of this community. Fraser Court also has a 'Common Room' which is a fairly large open space with toilet and kitchen facilities within the scheme. We are currently considering options for this space but if you have an event, meeting or get together planned and looking for a room please contact us.

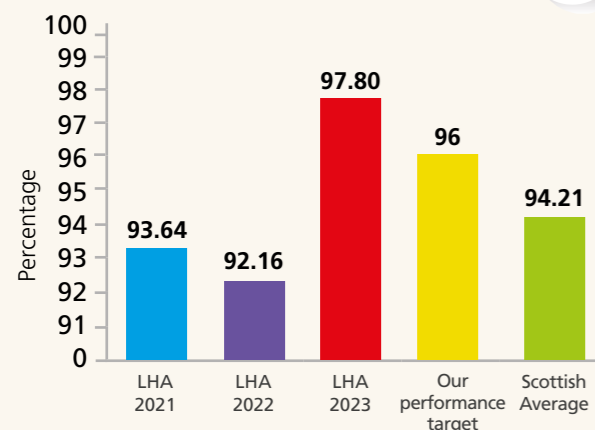
In total the Association works with 33 different organisations to deliver its charitable aims.





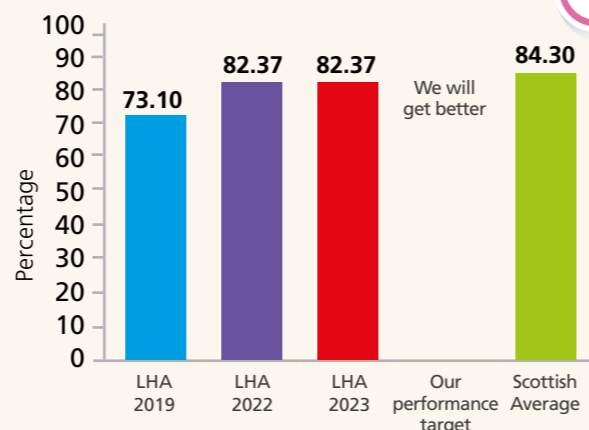
Neighbourhood and community

Percentage of anti-social behaviour complaints completed on target



1. Our Performance 2020/2021 2. Our Performance 2021/2022 3. Our Performance 2022/2023

Percentage of tenants satisfied with the management of their neighbourhood



4. Comparing our results against our performance targets 5. The Scottish Average performance

During the past year we have investigated 409 cases of anti-social behaviour (ASB). This is a welcome drop from the 472 cases reported in 2021-22. There was also an increase in the percentage of cases resolved with 97.8% reaching a resolution, up from 92.2% reported the previous year.

What do we mean by 'cases'?

A definition from the Scottish Housing Regulator states:

- A 'case' is opened when a tenant, service user or another organisation or body reports an incident of ASB to a landlord.
- A case can be made up of a single report/complaint of ASB; or
- Multiple reports/complaints can be about the same party, made whilst a case is ongoing. These further reports/complaints would not be counted as a further new case.
- Once a case is resolved and a further report/complaint of ASB is received, this would be treated as a new case.

Jargon Buster what is a resolution? A resolution is when a decision has been made to either uphold a complaint or not uphold a complaint.

CCTV

We continue to use our CCTV in anti-social behaviour hotspots and have three mobile cameras in operation across our schemes. Locations include Aberdeen, Peterhead, Buckie, Keith and Lossiemouth and act as a deterrent against anti-social behaviour such as fly-tipping, drug dealing, threatening behaviour, and criminal damage. Last year we told you we were hoping to pilot fixed CCTV systems in a small number of our schemes. We have now

rolled this out and installed high-definition fixed CCTV systems in two of our Aberdeen city center schemes with camera footage available for viewing by staff remotely from our Aberdeen office.

Upgrades to a newer system have been completed in one of the Aberdeen city schemes where there was an existing fixed CCTV system. There are also plans to install the fixed system in a scheme in Peterhead soon.

The cameras have immediately had a positive impact and footage has been used by the Police to secure arrests both for incidents on the schemes and the wider community as well as seeing a reduction in anti-social behaviour complaints.

Satisfaction with management of your neighbourhoods

The percentage of tenants satisfied with the management of their neighbourhood remains at 82.4%. The Association is required to carry out a tenant satisfaction survey every three years with the next survey due in 2024. However, we recognise that this is an area that can always be improved.

The housing team continue to manage the cleaning and gardening contracts and we accept that during this past year there has been complaints about service delivery in certain areas. One of our gardening contractors, has experienced issues with absence and retaining staff, which has affected performance.

This along with the mixed weather conditions during summer, meant that some of the gardens in our schemes have not looked as good as they normally do. We have worked with the contractors to make sure they are following their contract and that any outstanding work has been caught up on.

A day in the life – Housing Officer



Mark started as a Housing Officer within the Housing Team in 2021. Before moving back to Aberdeen, he worked in North Derbyshire for 13 years as manager of a homeless hostel and as a Criminal Justice team leader in a substance misuse treatment and recovery service in South Yorkshire. His experience and knowledge have been invaluable to transfer to his current role and to further this he has recently completed his level 3 housing qualification with the Chartered Institute of Housing and will soon start level 4 in Housing. In his free time, Mark enjoys family time and keeping fit by taking long country walks with his dog, a miniature Schnauzer. Here is a breakdown of an average Monday for Mark.

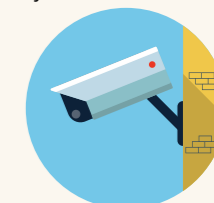
8.30 am

As usual I start my day in the office which gives me chance to check my email inbox, which is quite full after the weekend. Once this task is complete, I work through my work tray in our housing computer system and action anything relating to my patch, including call back requests and anti-social behaviour (ASB) complaints. This is also my chance to get fueled up on coffee for my day ahead.



1.30 pm

I will be out and about this afternoon, firstly to Stonehaven, then Torry and Charlotte Gardens. I have appointments this afternoon including two welcome visits and a pre-termination check. Welcome visits are offered to all new tenants after they have been in the property for around six weeks. As the housing officer I will visit them at home to see how they have settled in and if any issues have arisen which I can assist with. A pre-termination property check occurs when a tenant gives 28 days written notice of their intent to leave their property. I will be firstly heading to Stonehaven, Torry, then over to Charlotte Gardens.



3.30 pm

Whilst at Charlotte Gardens I walk around the scheme. There has been a high frequency of ASB at the scheme, committed by both tenants and non-tenants, and the Association has invested in upgrading security including installation of a multi camera CCTV system and security gates. I have also been busy taking action when tenants are responsible for ASB. In recent months we have seen a decrease in ASB on scheme. I will however continue to be proactive in addressing any incidents swiftly and promptly so that this trend can continue.

4.30 pm

Back to the office. I check emails and record on the system information handed to me while I was out and about along with updates on my visits. I return any calls that have come through while I was out of the office.

5 pm

After another busy day, it's time to finish for the day and to move into my other job of being a parent as I head over to nursery to collect my youngest child.

10 am

I have a property viewing at Fraser Court booked for 11 am but I have decided to leave a bit early to allow me the opportunity to walk around the scheme checking for any issues from the weekend that I'm not aware of yet. I believe it is important in my role to take a pro-active approach and to have a regular presence on schemes in my patch, making sure I'm a familiar face to tenants. This is particularly important in areas where there is ongoing ASB or has previously been incidents. During my walk about I come across a mattress which has been fly tipped, unfortunately it is in an area which is not covered by our CCTV system so it will be difficult to find out who was responsible. I contact the office to arrange an uplift of the mattress.

I also bump into a couple of tenants out walking their dogs and I spend a few minutes with them chatting and having a laugh. It is important to be approachable with tenants so they feel comfortable reporting issues they may have not otherwise have done. Happily, they had no issues to report today.

11 am

I complete the property viewing, happily answering their questions. They have decided to accept the property and after signing receive their keys. They are delighted with their new home and at this point I find out if they require any additional support

which if they do would be handled by either Langstane Housing Support Service or another relevant agency.

12.30 pm

Back at the office I have lunch and replenish my coffee levels. This is a great chance to catch up with teammates. This is important so we can share and discuss issues and learn from each other.

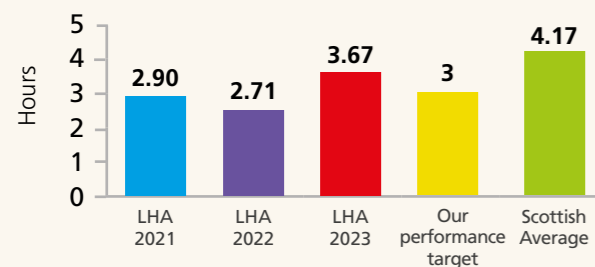
Aberdeen tenant called to say

'I would like to take a moment to express my sincere gratitude to Mark for his swift and effective action in addressing the ongoing anti-social behaviour that have plagued my scheme for over a year.'

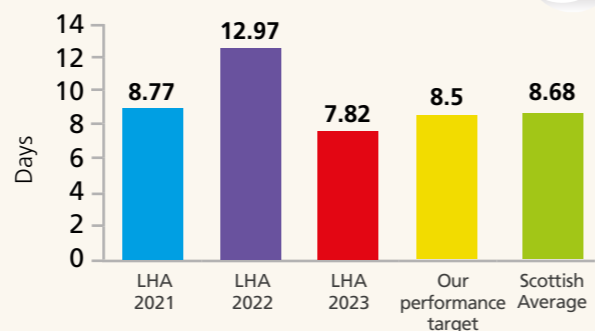


Housing quality and maintenance

Average number of hours taken to complete emergency repairs



Average number of days taken to complete non-emergency repairs



1. Our Performance 2020/2021
2. Our Performance 2021/2022
3. Our Performance 2022/2023
4. Comparing our results against our performance targets
5. The Scottish Average performance

Repairs and Maintenance Service

We know that a good repairs and maintenance service is one of the most important services we provide to our tenants. Not only is it the service that affects the greatest number of tenants, it is also the service that is most highly valued and can have the greatest impact on a tenants quality of life.

A good repairs service will not only provide happy and comfortable homes but will help the Association protect the condition of our housing stock.

Improving our performance

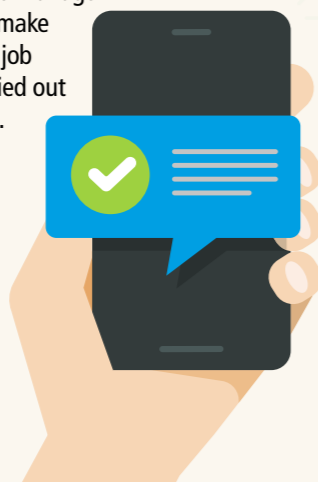
This year the property team have put together an action plan to improve our performance. With use of this we saw performance improve when delivering our non-emergency repairs. We also reduced the time taken to complete non-emergency repairs by over 2.5 days this year. Meaning, our customers had repairs carried out quicker. However, we saw a slight increase in how long we took to carry out emergency repairs this year.

Therefore, there are still improvements we can make to our repairs service and here are some actions for us to focus on in 2023/24:

- Looking at how we can assess repairs more accurately to reduce the time taken to complete them, along with improving communication with customers so they are kept informed during the repair journey.
- Implement a new housing management system where our customers will have access to a customer portal to report and request repairs at a time that is convenient to them.

- Use 'One serve', which is our new IT software for our in-house trade team. This will allow us to more be effective in managing how we schedule jobs for our DLO (trades team).

It is more customer friendly with text notifications from tradesmen before the set off to carry out the repair. It will also give us more information on how our DLO are being managed as well as attending to repairs quicker. We will also be able to manage stock to make sure you job gets carried out first time.



- Effective performance management information, making sure we are measuring the right performance indicators and to see what we are doing right and where we are going wrong.
- Customer engagement and inclusion: Improving the "tenant/landlord" relationship and including customers with choice and influence what happens within their neighbourhoods.
- Continue to build effective relationships with contractors.
- Continue to make sure we have well skilled and equipped frontline staff. The introduction of our Customer Service Team in 2021 has proved popular with customers.
- Use repairs data analysis to predict where the repairs service is failing and make sure repairs are delivered before customers are dissatisfied.

Jargon Buster The DLO are our Direct Labour Organisation

Empty Homes & Lettable Standard

The Association has had challenges letting some of our homes due to a large amount of choice of social rented properties from landlords across the North East. So, we can keep the Associations homes attractive to external applicants and current tenants who want to move to another Langstane property, we have reviewed our lettable standard. In the shorter term the aim of the working group was to highlight where improvements are needed in working practices and provision.

The overall mission was to make sure the lettable standard is fit for purpose at an affordable cost.

In order to do this, we did the following:

- Completed a desktop review of the current lettable standard which was last reviewed in 2014.
- Issued questionnaires to staff members involved in the void property process. This included staff from the housing team who carry out pre-termination inspection and re-allocation of the properties and staff from the

property team who undertake repairs and maintenance of the property to get the property ready for new tenant to move into.

- Issued questionnaires to applicants on the waiting list who had never been offered a property.
- Issued questionnaires to applicants on the waiting list who had previously refused a property.
- Formed a working group with members of staff to review the current process and to allow them to form part of the new process.
- Completed site visits to 'void properties' with our tenant scrutiny group, who gave us invaluable information to form the new standard.

The new lettable standard is currently in draft format and will be presented to the Associations Leadership Team for approval before implementation begins. We hope to share an update with you through our newsletter publications as soon as possible.

Planned maintenance update

The Association has had a challenging year in terms of delivering planned maintenance. Unfortunately, one of our framework contractors went into Administration and we had to put alternative plans into place to make sure nobody was left without facilities. During 2022/23 we spent £1.4 million improving homes. This included replacement of the following from our planned maintenance heating programme:

- 62 bathrooms
- 126 kitchens
- 12 boilers
- Boilers and radiators in 118 properties
- 1 electric heating system
- 1 Air Source Heat Pump

We also installed nine major adaptations and 16 minor adaptations. The minor adaptations are completed to make homes more suitable for customers with specific needs. These included:

- Walk-in showers
- Wet floor areas
- Ramps
- Grab rails
- Raised toilets
- Automatic door opening
- We also installed windows at 20 properties.

Jargon Buster
The Lettable Standard is the minimum standard that a property will have achieved in terms of its overall state of repair, condition, and cleanliness.

Internal and External painting completed

- Great Northern Road
- Papermill Gardens
- Papermill Avenue
- George Street, Huntly
- Morrison Court
- Wagley Parade
- Roslin Street
- Morven Place
- Peacocks Court
- Cairnfield Circle
- Commerce Street
- Esslemont Avenue
- Greenburn Drive
- Howburn Place
- Market Street, Macduff
- 17 St Andrew's Street, Peterhead



Building safety

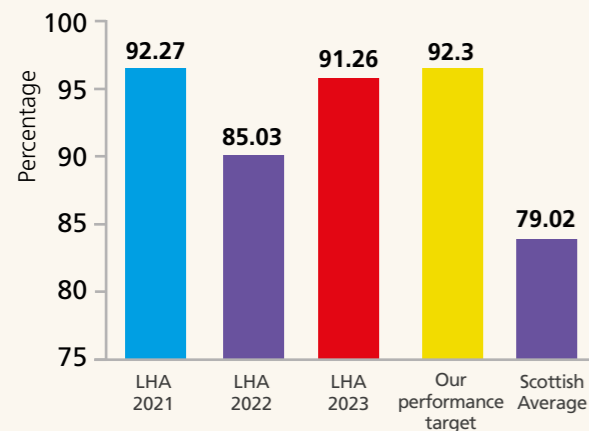
We invested considerably to maintain and improve building safety performance this year. We improved the overall safety of our homes by completing the following:

- £166,981.50 completing 2,945 landlord gas safety tests
- £45,030.60 completing 241 Electrical Installation Condition Reports (EICR)
- £36,582.60 completing 70 Fire Risk Assessments (FRAs)
- £37,371.83 completing 74 asbestos inspections
- £14,871.66 completing 32 common area smoke detection installations
- £26,463.36 completing upgrades to 38 domestic LD2 smoke alarm systems which had back up batteries
- £15,986.41 servicing lifts
- £5,280.26 servicing Fire Equipment
- £16,796.70 on Legionella Management

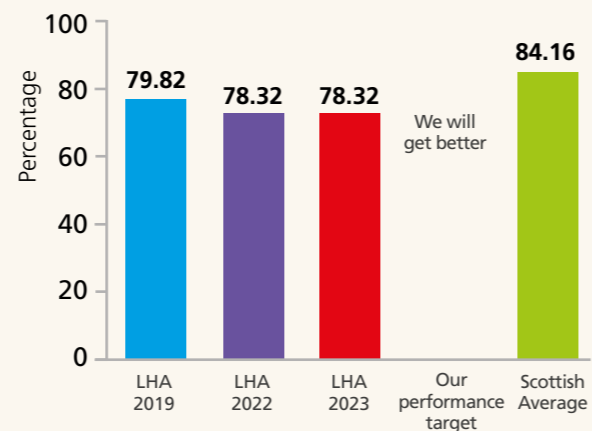


Quality of housing

Percentage of stock meeting the SHQS at the end of the reporting year (31st March 2023)



Percentage of tenants satisfied with the quality of their home



1. Our Performance 2020/2021
2. Our Performance 2021/2022
3. Our Performance 2022/2023
4. Comparing our results against our performance targets
5. The Scottish Average performance

Percentage of tenants satisfied with quality of home

| 2021 (last survey) | 2023 | Change | Scottish av. 2023 |
|--------------------|--------|---------|-------------------|
| 79.82% | 78.32% | -1.5% ↓ | 84.16% |

Percentage of tenants satisfied with the repairs service for their last repair

| 2022 | 2023 | Change | Scottish av. 2023 |
|--------|--------|----------|-------------------|
| 82.74% | 74.30% | -8.44% ↓ | 88.02% |

Our new Asset Management Strategy will be presented to our Board of Management towards the end of 2023 and one of the key priorities for the Strategy will be customer service and consideration of how we future proof the repairs and maintenance service so that is efficient, effective, and professional.

7,764 reactive repairs were completed in the 2022/23 financial year alongside planned work such as gas and electrical servicing visits, improvement works (kitchen, bathroom, heating, and window replacements), communal decoration and major repairs such as render works, roofing repairs.

Managing this volume of work can be challenging and, as the number of reported repairs continues to grow annually, it is increasingly important that we look at the areas we need to improve on and find solutions.

The Association has invested in a number of software solutions that will help staff manage the repairs service more effectively:

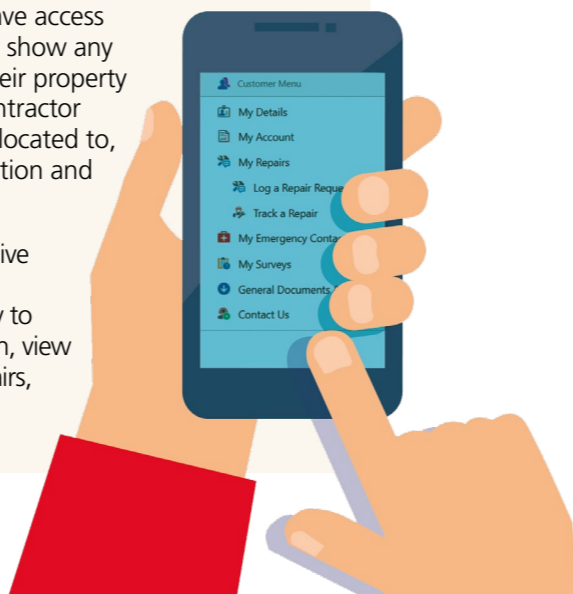
Communicating repair information

In feedback surveys we often hear that customers don't get enough information about their repair. We have made some improvements already and our Customer Service Team now handle repairs calls and offer information at the point the repair is reported, but we want to further improve the information we provide:

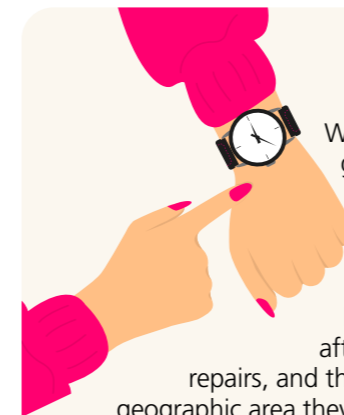
- Customers will receive confirmation that a works order has been raised for their property or communal area and will be provided with the target date for completing the order.
- Customers who report a qualifying repair under the Right to Repair scheme will receive much more information about the scheme and their rights under the scheme.
- Customers will receive confirmation when repairs are completed to their property or communal area, along with a feedback survey to complete.

In addition to updates received by text or email, customers will have access to tenant portal which will show any repairs reported against their property or communal area, the contractor that the repair has been allocated to, the target date for completion and the status of the repair.

The tenant portal will also give access to a wider range of features including the ability to update personal information, view rent statements, report repairs, complete surveys, and view documents.



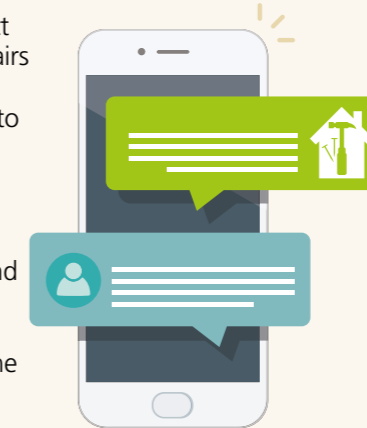
Making repairs appointments easier to manage



We know that waiting in to get a repair carried out can be frustrating and so we are introducing a new feature for our in-house repairs team (DLO). Our DLO offers morning and afternoon appointments for repairs, and this is primarily due to the

geographic area they cover.

It is not possible to promise exact appointment times because repairs often overrun, and the team are often travelling between towns to complete repairs. However, later this year any customer receiving a repair from the DLO will get a text to let them know when the DLO operative is on their way and to confirm an estimated time of arrival. This means that you do not need to stay in to wait for the operative to arrive but can head



home when you get the text. We hope this will make repairs appointments easier to manage around other commitments like shopping and picking children up from school.

Customers receiving repairs from the DLO will also get survey feedback through as soon as the job is complete and dissatisfaction will be followed up immediately to make sure we can put problems right as soon as possible.



Reducing overdue repairs

Currently around 5% of our emergency repairs and 15% of our non-emergency repairs overrun their target timescale. Reducing the number of overdue repairs is our biggest challenge. Often there are genuine reasons why a repair overruns – for instance due to difficulties agreeing access to a property or due to a wait for parts – but we want to make sure that the number of overdue repairs are kept to a minimum and that delays are communicated to customers.

Our new system will:

- Provide staff with much more visibility of overdue repairs so that they can be followed up with contractors and customers.
- Send automated reminders to contractors to remind them of repairs that are outstanding.

Similar to the tenants portal, our contractors will have access to a contractors portal that will show all the repairs that have been issued to them, the work that is required and the target timescale. We hope that the increased visibility of information for staff and contractors will mean that overdue repairs can be quickly followed up on.

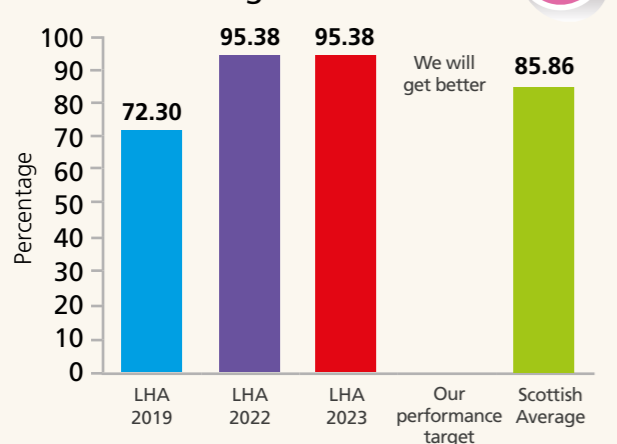
Information on how to access our new tenant portal will be publicised soon.





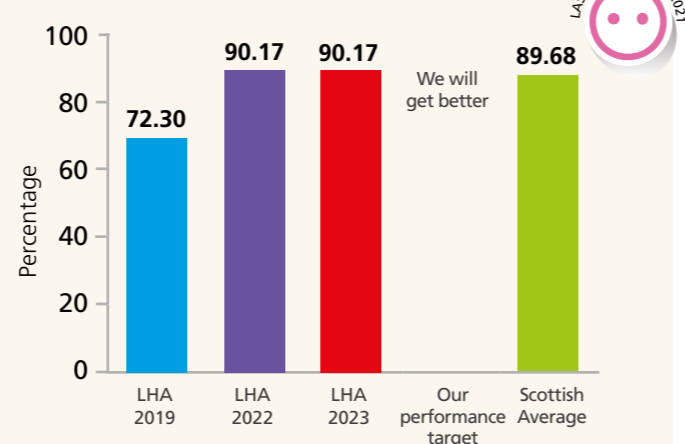
The customer - landlord relationship

Percentage satisfied with the opportunities to participate in decision making



1. Our Performance 2020/2021
2. Our Performance 2021/2022
3. Our Performance 2022/2023

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions



4. Comparing our results against our performance targets
5. The Scottish Average performance

We've started on our tenant scrutiny journey!

Since autumn 2022 we have been talking to a number of our involved tenants about the development of Langstane's first scrutiny group. As you will have read on page 11 we have been working with tenants on the lettable standard review and when we met them in March 2023 to discuss the review, all of them were happy to get on board and start forming a group.

Since March the group has met twice and by working together, we have formed 'My Voice Counts' tenant scrutiny group. We have nine tenant members who are passionate about working alongside each other and staff to start completing scrutiny exercises, so together we can improve the services we deliver.



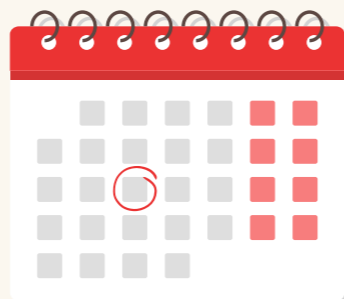
What the group have done so far

The group have met twice and continue at this point to learn and build relationships with each other and staff. Two tenants are interesting in completing a tenant participation certificate to aid their learning and we have a young person onboard with previous experience of involvement through the Scottish Youth Parliament.

Other activities completed so far include:

- Questionnaire to provide information so meetings can be tailored to their needs, e.g., best time of day and dietary requirements.
- Review of information pack, aimed to help tenants become more familiar with scrutiny processes. This included a copy of the Scottish Social Housing Charter.
- Discussion about plans for training and working in partnership with other organisations to get some first-hand knowledge of the realities of being a member of a scrutiny group.
- Attendance at Langstane's annual general meeting to meet our Board of Management and Leadership Team.

The group has also agreed to meet four times a year – this was based on the responses to the questionnaire.



What are our next steps!

- Engage with Tenant Participation Advisory Service (TPAS) Scotland to complete training.
- Work with staff and the Leadership Team, so everyone is fully aware of what tenants will require to complete valid scrutiny projects.
- Move to community based locations as tenants have asked for this along with office meetings.

Exciting!

Members of North East Tenants Residents and Landlords Together (NETRALT) would like to work together to develop a scrutiny information pack along with some joint scrutiny training. Perfect timing for our group who are all happy to be involved.

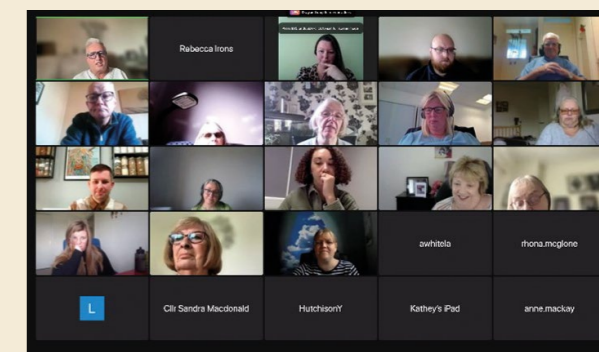


What else have we been involved in!

- Working with Housing Team to boost our Register of Interested Tenants membership.
- We published our second fully digital financial newsletter in Summer 2023. We will continue to publish annually with the help of our Reader Panel who help make sure our new publication is relevant, easy to read and easy to access.
- Continuing with neighbourhood walkabouts across Aberdeen City, Aberdeenshire, and Moray.
- Three tenants attend NETRALT meetings in person.
- Digital Champion work with two tenants to build digital confidence and skill building.
- Our Customer Participation Officer attended TPAS's Annual Conference in Clydebank in June, along with a tenant member. Feedback from the tenant was positive and she had a really great experience, feeling that attendance helped not only her knowledge of the housing industry but also her confidence to get involved.

Plans for the year ahead!

- To work the Moray Council, planning a series of Tea Room Chat's across Moray. Our aim is to increase engagement with Moray tenants.
- Supporting tenants interested in the TPAS Tenant Participation Certificate, starting in January 2024.
- Review our Interested Tenants panels so we know who want to be involved.



Tenant Participation in partnership

Members of NETRALT and the Northern Tenant Partnership (NTP) recently joined forces to host our first interactive virtual event.

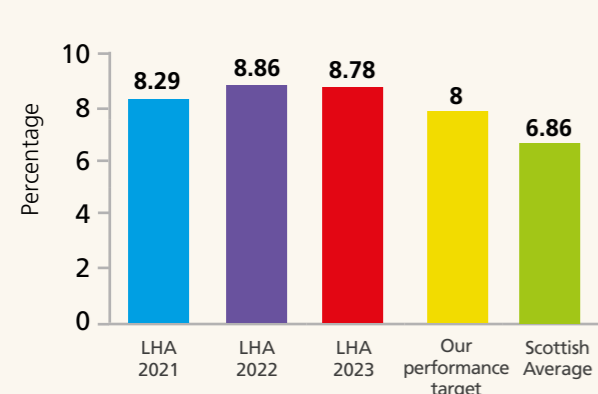
The event showcased good practice and insights on tenant and community involvement through presentations, videos, and discussions and the spirit of partnership echoed throughout the event.

Topics covered included youth involvement, scrutiny, and community growing initiatives. Members involved came from across the North East of Scotland and up into the Highlands & Islands. The event concluded with a quiz, with a tenant winning the star prize of a £100 shopping voucher.



Tenancy sustainment

Percentage of gross rent arrears compared to rent due

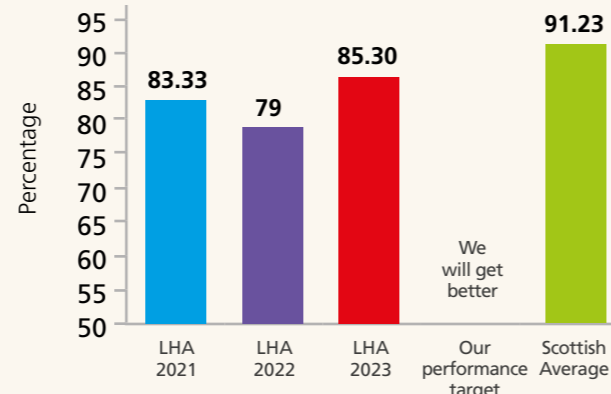


1. Our Performance 2020/2021

2. Our Performance 2021/2022

3. Our Performance 2022/2023

Percentage of new tenancies sustained for more than a year



4. Comparing our results against our performance targets

5. The Scottish Average performance

Langstane's Housing Support Service (LHSS) is a service we are extremely proud of. Their goal is to provide low level housing support to help our customers stay and thrive in their homes. Although low level support is provided, the LHSS team deal with cases that are a mixture of simple (referrals/utility issues) to much more complex situations which may take some time to assess such as poor Mental Health, hoarding, self-neglect, domestic abuse etc. Our excellent support workers work tirelessly to support tenants to identify and reach outcomes that improve their lives.

Referrals to the team are usually split into two types of case:

'Quick Cases'

These cases are usually concluded quickly and may only require a phone call or an initial visit. These types of cases can include:

- Filling out forms
- Help with referrals for furniture and/or white goods
- Help accessing a utility provider (although the provider chosen is the tenant's choice and Langstane cannot give advice on which provider to choose)
- Signposting to relevant and helpful services

Support Plan Cases

Some customers referred to our Housing Support Service have more complex needs, there is a lot of time spent building a trusting relationship before/ if we can get to the root of the problem. Once a relationship has been established, the Support Worker

and customer will work together to create a support plan which identifies important tasks, actions, and outcomes that they need support with.

The support plan will be used as a benchmark for the Support Worker and customer to work toward achieving the goals they have set. This part of the service is registered by the Care Inspectorate

It is useful to remember that many of the people being supported by LHSS may have qualified for support in the past from other services but no longer qualify do due to reducing budgets in social care. Mental Health services are particularly under strain and often even when people do have support of Mental Health service in place it will have strict boundaries to what support is given and is often only available Monday to Friday 9 – 5pm.

Often those who need our support do not have a relationship circle around them (i.e., no family or friends) and their isolation can leave them vulnerable and reluctant to ask for and accept support.

Referrals in 2022/2023

- We received 232 new referrals to LHSS during 2022/2023.
- We have 48 open Support Plans on our Better Futures System.
- We are currently providing ongoing support to 102 customers who don't have a current support plan, this type of support can be by way of a monthly phone call or visit to check in on their welfare.
- It is important to note that some of our customers dip in and out of requiring support from LHSS.

Langstane Housing Support Service in action

The privacy of the tenants in these stories has been protected.

Story 1 – Miss A is a 39 year old female

Miss A lives on her own in a one-bedroom flat. She suffers from depression, panic attacks and severe mental health problems. Miss A's mother died two years ago, and she has been struggling to cope as she was her mother's carer meaning they spent a lot of time together. Miss A has a hoarding/self-neglect condition and finds it difficult to throw anything away especially clothing. The flat is cluttered in every room with clothing, papers, and food rubbish. She struggles to build relationships with outsiders and will not allow anyone into her property unless absolutely essential. It has taken her support worker over three years to slowly gain her trust and be allowed into her property. Her support worker now visits Miss A in her home regularly and is also in contact with her by phone and text. One of the main outcomes identified for Miss A is to have her property cleared so her home is comfortable and safe. Miss A and her support worker are making steady progress with this. Another priority identified was for the annual gas service and essential electrical checks to be carried out as Miss A constantly cancels appointments. Her support worker discussed with her the importance of these checks and explained they are a legal requirement. The Association has to check several issues including checking the boiler, electrical sockets, and the fuse box. All of which need to be free of clutter. Later that

year the issue of no entry was still a problem and after lots of encouragement, persuasion and reassurance, an appointment was made for the annual gas service and electrical checks to be carried out. Miss A's support worker was there to support her through the process. On the day of the safety checks her support worker arrived an hour early and with Miss A cleared enough space round the flat for work to be carried out. Unfortunately, she had a panic attack in the kitchen before the contractors arrived and wanted to cancel. With a lot of support and reassurance from her support worker Miss A was encouraged and able to go forward with the appointment. The electrician arrived, and the work was carried out with no further issues. This was an enormous achievement for Miss A and her support worker.



Story 2 – Mr E is a male in his 50's

Mr E has been a tenant with Langstane for many years and has been supported by the LHSS team on and off for several years. He recently started receiving support again. Mr E lives alone and due to his physical needs, he was unable to get out unless he used a taxi. This led to isolation for long periods of time where he spent his days watching repeats on television and accessing social media. The LHSS support worker spent some time with the tenant where Mr E said he would like to have more outdoor access and be a part of a community again. It was suggested to Mr E that he may want to consider trying a

mobility scooter and together they made some enquiries. They found information from a mobility shop at a local shopping center, where an appointment was made for Mr E and his SW to attend together for a test ride. Since then, Mr E has visited the shop twice on his own to hire a scooter. As well as to reducing Mr E's feelings of isolation, he is now able to get out and about independently. He visits shops for food shopping instead of relying on online facilities. He has met new people and is making friends which has resulted in a rise in his self-esteem. Other benefits include Mr E taking more pride in his appearance

and this increase in independence has improved not only his physical health but also his mental health. Mr E has been introduced to a way of supporting himself in these areas and has plans to expand on his outings so he can access even more opportunities.





Financial

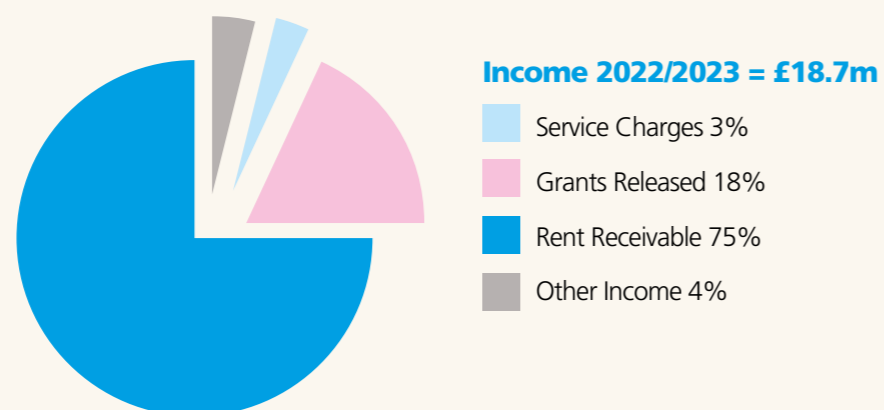
The results for the Langstane Group for the year ended 31 March 2023 are shown below.

What is the Langstane Group?

| The Langstane Group | |
|--------------------------------|---|
| Langstane Housing Association | Provision and management of affordable rental accommodation |
| Langstane Property Limited | Mid-market rental activities |
| Langstane Developments Limited | Dormant |
| Langstane Maintenance Limited | Dormant |

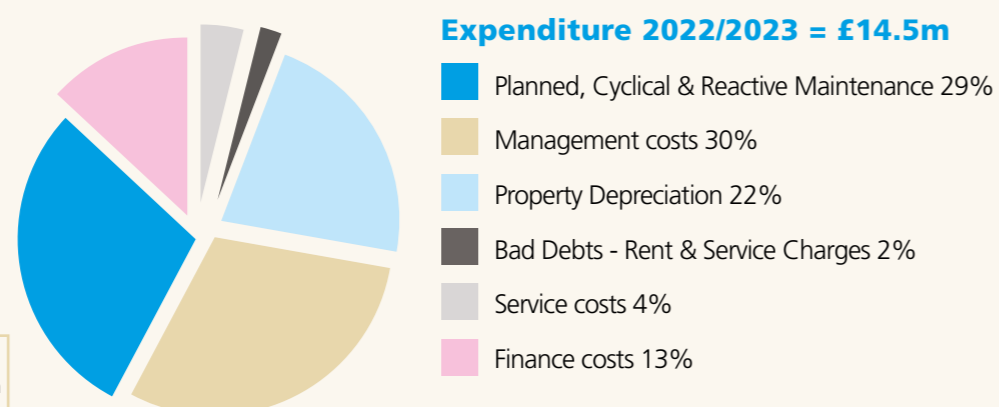
Where does the Langstane Group get its money?

From rents and service charges plus grants we receive from the government.



What does the Langstane Group spend money on?

Making sure our properties are fit for purpose and meet the safety requirements; staff costs, office costs and interest payment on loans.



Jargon Buster

Depreciation is the cost of using an asset, such as a building, over the life the asset is expected to have.

How do I benefit as a tenant of the Langstane Group?

In addition to spending £3.6 million this year maintaining your properties, Langstane Group has also spent £1.4 million refurbishing existing properties - bathrooms, kitchens, boilers, radiators, door entry systems and windows. This expenditure is part of the Group's ongoing rolling programme of improving the condition of its properties including improving the energy efficiency of our homes.its accommodation.

Statement of Financial Position

What is a statement of financial position?

It is a report that provides information about the financial health of the Langstane Group as at 31 March 2023. It is made up of Assets, Liabilities and Reserves.

Assets are things that we own such as buildings or cash along with monies that other people are due to us.

The Assets of the group are as follows:

| The Langstane Group Assets | 2023 | 2022 |
|--|--|--------------------|
| | <i>(We round all figures to the nearest pound)</i> | |
| Housing properties | 137,455,771 | 140,571,885 |
| Other assets (offices, equipment and vehicles) | 3,183,347 | 3,274,662 |
| Stock | 37,727 | 55,071 |
| Rent arrears and other receivables | 1,652,160 | 1,000,239 |
| Cash | 4,086,045 | 4,035,947 |
| | 146,415,050 | 148,937,804 |

Liabilities are obligations Langstane are due to pay either in the short term, to suppliers for example, or over longer periods such as long term loans. Grants are advance payments received that relate to future periods and are treated as a liability as they could be repayable if not used for the purpose given.

The Liabilities for the Langstane Group are as follows:

| The Langstane Group Liabilities | 2023 | 2022 |
|---------------------------------|--|--------------------|
| | <i>(We round all figures to the nearest pound)</i> | |
| Social Housing and other grants | 78,796,750 | 82,082,714 |
| Housing loans | 37,150,467 | 39,533,449 |
| Suppliers | 540,689 | 443,907 |
| Accruals and deferred income | 3,135,266 | 2,176,078 |
| Other payables | 32,254 | 295,595 |
| Pension liability | - | - |
| | 119,655,426 | 124,531,743 |

Reserves are the difference between Assets and Liabilities and represents the £1 payable by each member of Langstane and the surpluses accumulated over the years since Langstane Group was incorporated.

The Reserves of Langstane Group are as follows:

| The Langstane Group Reserves | 2023 | 2022 |
|------------------------------|--|-------------------|
| | <i>(We round all figures to the nearest pound)</i> | |
| Share Capital | 104 | 107 |
| Revenue Reserves | 25,893,421 | 24,405,958 |
| Pension Reserves | - | - |
| | 25,893,525 | 24,406,065 |

Leaps and bounds in our Information Technology (IT) journey!

Since starting as the Associations ICT and Service Delivery Manager in October 2021, Craig Henderson has played the lead role in the growth and development of our IT systems.

With over nine years of experience working in both public and private sector businesses, Craig has brought a wealth of expertise, knowledge, and skills to this role. His primary responsibility was to strengthen the Associations IT operations in line with our IT strategy and our business strategy to ultimately improve the delivery of technology services to our employees and customers.



One of the first tasks completed was a review of the organisation's IT infrastructure, this led to the combining of the on-premises IT environment and the migration of all business services to a cloud only design and delivery model.



Through his leadership and passion for change, the Association was able to apply these changes in a very short timescale, resulting in faster and more reliable business services. One of which was a new IT service management system that allowed the organisation to track and monitor the delivery of IT services to its customers. This system has improved the speed and efficiency of the IT support team, resulting in faster response times and improved customer satisfaction across the board.

Another key area of the IT strategy and wider business roadmap that Craig continues to focus on is the implementation of new cloud based software applications. To date he has delivered applications such as cloud-only phone system, new website, cloud-only payroll product, cloud-only HRIS product and is currently working on the migration of the housing and financial products to a cloud only solution which is due to go-live in October this year.

As ICT and Service Delivery Manager, Craig's Team has developed and grown, seeing expansion which includes an Applications and Data Analyst role. This progress has assisted the organisation to offer a better customer experience and vastly improve operating efficiencies.



Craig said, "The impact of the teams on-going contribution has been significant and has positively impacted our employees. Langstane now boast an experienced, effective, and efficient technology function which hopefully leads to an improved customer experience and the ability to offer on-demand IT services to our employees, customers, and service users."

Jargon Buster: what does IT infrastructure mean?
This is the hardware and software that creates the digital environment, e.g., computers, phone system, screens, office 365, internet and other networks.



Getting to know Mandy Macarthur

Director of Finance and Corporate Services



Mandy is the newest member of our Leadership Team, starting in June 2023. Five months later we wanted to catch up with Mandy, learn more about her, see what motivated her to join Team Langstane and how she sees her new role developing.

Q: What type of work were you doing before?

A: In 1995 I qualified as a Chartered Accountant and worked for Coopers & Lybrand, which later became PwC. In 1997, I transferred to their Toronto office working as an Audit Manager for three years. After that I spent the next 21 years working at the Wood Group head office in Aberdeen in various accounting roles.



Q: What attracted you to your job?

A: I was attracted to doing something a bit different and working somewhere that puts helping people at the core.



Q: Please tell us an overview of your role as the Director of Finance and Corporate Services.

A: I am responsible for making sure everything that should be done is done on time and in the correct way within a regulated environment. But in a wider context my job is to support people within Langstane to do their best work and make sure they have the tools and resources at their disposal to enable them to do that.



Q: Briefly, what would be a typical day for you as part of the Finance and Corporate Services team?

A: I have to say since I have joined Langstane there has been no such thing as a typical day. Every day is different as I have responsibility for a number of different areas. Depending on where we are in the month there will be schedules to prepare and review and meetings to prepare for plus the day to day tasks which need to be done. I also like to catch up regularly with the Managers and teams that I am responsible for.



Q: What are the highlights and challenges of your role?

A: As I have come from a non housing background there are a lot of challenges. I am never without the jargon buster to refer to. As I have only been here a couple of months it is very difficult to comment on highlights as I am still trying to get to grips with it all but everybody at Langstane has been very supportive of me in my new role and I thank everyone for that.



Q: Do you have any advice for anyone thinking of working in housing?

A: I would absolutely encourage anyone to work in housing and support. The team here are great, have a very "can do" attitude and always put our tenants at the heart of everything.



Serving our tenants
for over 45 years



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