



# LANGSTANE

HOUSING ASSOCIATION LTD

YOUR HOME MATTERS



ANNUAL REPORT  
Our Performance in 2021 -22



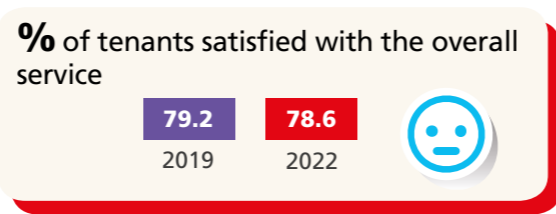
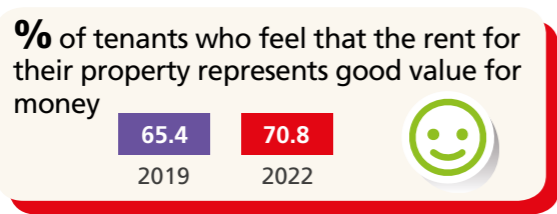
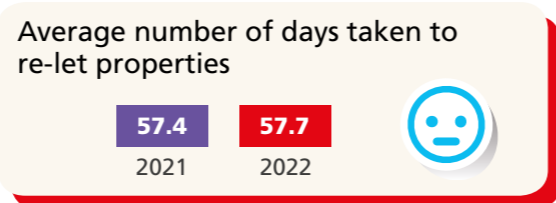
# Our performance 2021 – 22

**Key**

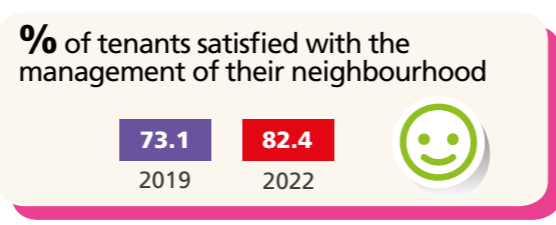
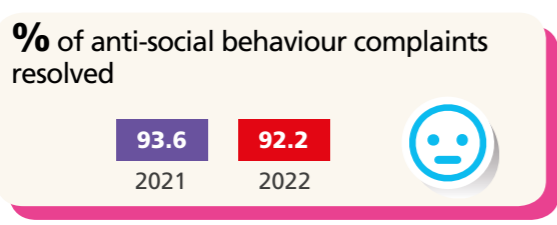
- Better than last year
- Stayed the same
- We hit target
- Not as good as last year

**Getting good value for rents and service charges**

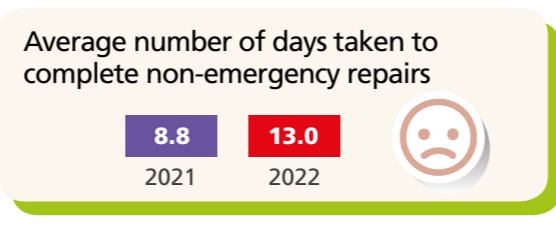
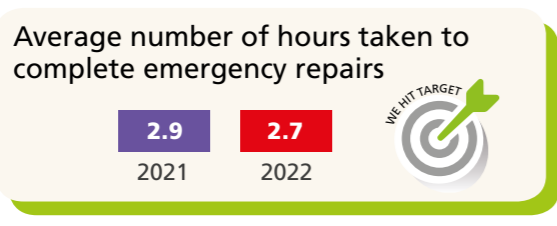
**Value for money**



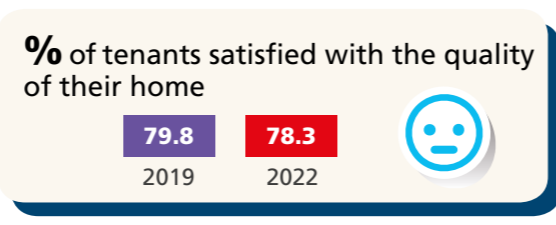
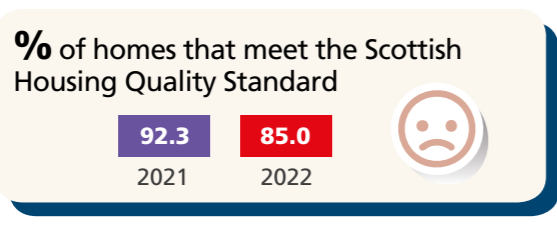
**Neighbourhood and community**



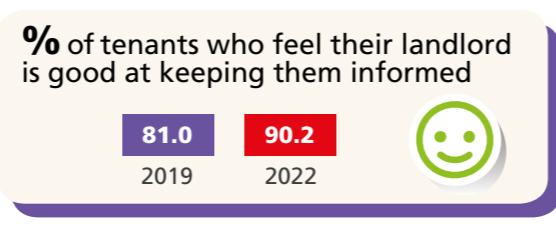
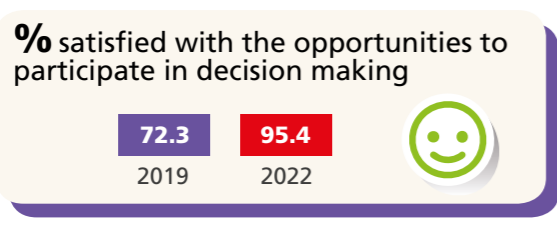
**Housing quality and maintenance**



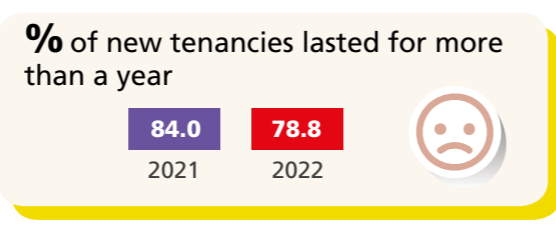
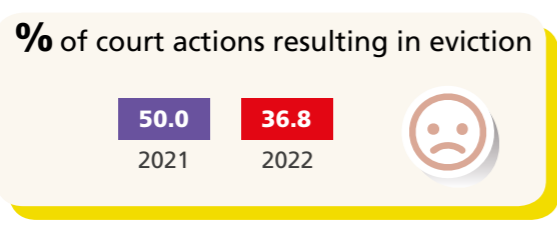
**Quality of housing**



**The customer - landlord relationship**



**Tenancy sustainment**



# Introduction

## Chairperson's introduction - Mike Martin

It is a great privilege to become the Chair of Langstane - a privilege but also a considerable responsibility - particularly given the challenging times we are going to face over the next few years. Langstane has achieved a huge amount over its 45 year life, creating over 2,800 homes that make a real difference to the quality of life for our tenants. After a difficult few years I take over as Chair of an Association in a good, sustainable position thanks to the excellent work of my predecessor James Knowles and the focussed leadership of our directors along with committed and skilled employees.

So, my objective is to make sure we sustain the strengths of the organisation, maintain a secure financial base so we can continue to provide good quality homes and services while also seeking to innovate and develop to continually improve the range and quality of our homes and support services. Changing needs and expectations require us to be flexible, creative and imaginative; continually looking for new ways to fulfil our ambition of "being the best we can be." The inflationary pressures we face only serve to highlight the potentially conflicting objectives we have in seeking to keep rents affordable while investing in modernising and improving our homes and making sure we properly reward our employees. We must find a way to "square this circle" and this can only be through improving efficiency and value for money - which comes back to being flexible, creative and imaginative. A big challenge for us all - but one I am looking forward to embracing along with my fellow Board members.

## A farewell from our outgoing Chair - James Knowles

It has been a pleasure and an honour to hold the position of Chairperson at Langstane for the last five years and I am extremely pleased with the progress we have made to date. It is not always easy to see the differences we make as housing providers but I am pleased that Langstane recognises that the homes they provide can and do make a difference. I confident the Association is in good hands and I look forward to seeing what further progress can be made in the coming years.

**Customer Feedback**

Inverurie tenant called when they were decanted. They were assisted by Harry and Graham "who were brilliant"

**Customer Feedback**

Forres tenant called to say: 'Thanks for excellent customer service from Heatcare. Not only did they fix heater but also adjusted it so I only get heat when I need it, saving me money on heating costs and saving the planet.'



## And from our Chief Executive - Helen Gauld

At Langstane, we have always put our tenants at the heart of decision-making. This is engrained in our history and it's what we do. However, in an age when we are facing more challenges than ever, and at a time we are expected to deliver more for less, we have to focus on what really matters. What really matters to our tenants, and to our business.

As well as celebrating our history, it is important to focus on our future.

You will see from the articles in this year's annual report we are embracing technology to help us target our housing support services to those in most need. We have undertaken a stock condition survey that will influence future spending plans; we are embracing new legislation that improves the energy and carbon efficiency, and also the safety of your homes; and we are making sure that everything we do makes us a landlord that delivers for our tenants.

Whilst we were delighted to report improved satisfaction in many aspects of what we do (especially the opportunities to participate and keeping tenants informed about what we are doing), we know we need to do more. We will continue to work hard to make sure we make Langstane the best it can be.

**Customer Feedback**

Inverurie tenant on Facebook: 'Langstane have been the best with their help to me and for me. Response to repairs and other issues are way above normal and I appreciate everything your company do and try to do. I know it's not easy with inflation but I'm lucky to have my wee house and own front door.'

**Jargon Buster**

A decant is when a tenant is moved out of their home when a major repair is required.

## 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



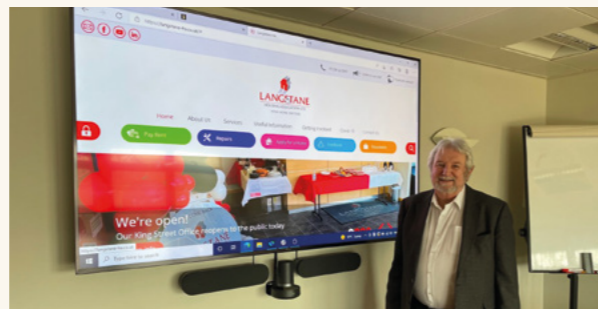
#### We are open and accountable

- 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

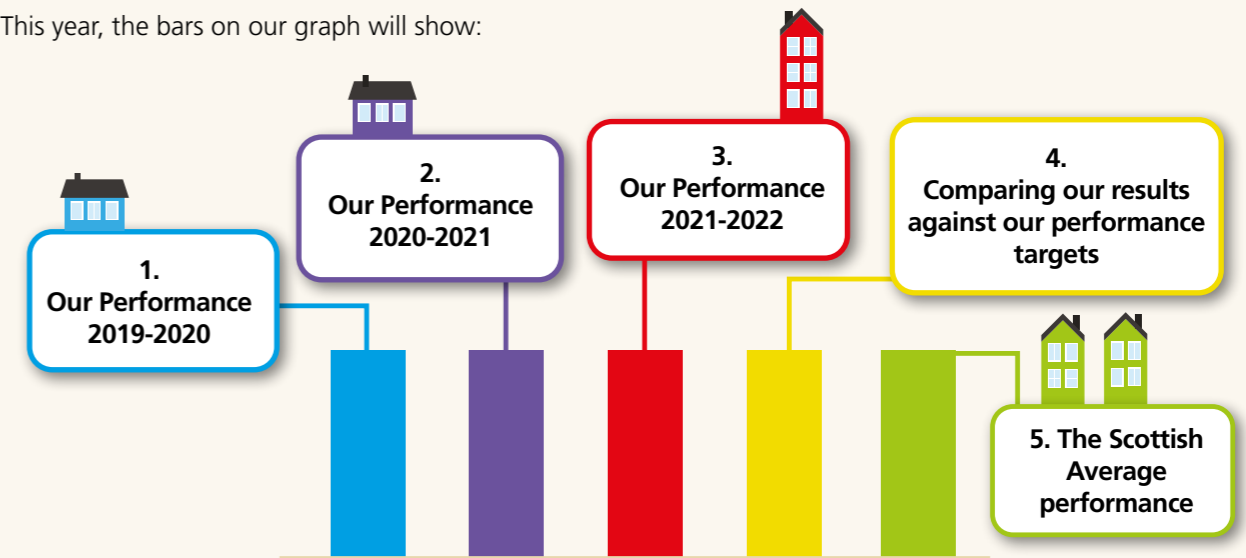
This commitment means everyone working at the Association receive an hourly rate which is set independently and updated annually. The Living Wage is calculated according to the real costs of living.

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

Each year we work with tenants to agree what is in this report. This year, 29 readers provided survey feedback. We then met with a group of 3 Interested Tenants to talk in more detail. It is important to us that we continue to work together to produce a report that is relevant and interesting.

This year, the bars on our graph will show:



#### Celebrating 45 years at Langstane

Langstane formed 45 years ago with two employees and 250 homes. We now have 78 employees and 2,886 homes.

Our background is unique. We were born of injustices local students witnessed as they volunteered in lodging houses of Aberdeen, specifically the one in East North Street. Living in lodging houses was often unsafe. The accommodation was of very poor quality with only small cubicles available. It is shocking that these were still in operation in the 1980s.

Our founders were determined to end the stigma attached to those living in lodging houses. Occupants were mainly single men, and the common perception was they were alcoholics or had mental health problems. The reality in many cases was very different.

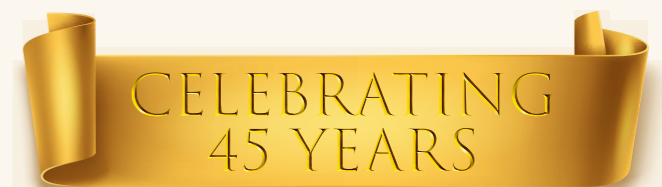
At the time, Langstane's approach was innovative. Housing support was provided to those who needed it, giving people a fighting chance to live independently. A significant milestone came when our founders purchased the East North Street lodging house and renovated it into the flats which now form Peacocks Court.

In 1981 we developed the first purpose-built women's refuge in Aberdeen. Our first Chief Executive, Michael Fitzpatrick, was appointed in 1983. Building started on our first new-build homes in Aberdeenshire and Moray in 1984.

Alan Grant was appointed Chief Executive in 1998, a post which he held until 2015. During his tenure Langstane continued to grow. Our first shared equity homes were developed in Portlethen in 2010, and we acquired our first mid-market rent homes in 2014.

Since 2015, under current Chief Executive Helen Gauld, we have had many things to celebrate. Making significant strides in tenant participation, we have won awards both as an organisation, and side by side with our tenant Ronnie Boyle. Our Peterhead Caley Fisheries building was opened by then Housing Minister Kevin Stewart, and was a finalist in the 'Best Regeneration Project' category of the Herald Property Awards.

Unfortunately stigma can and does still surround social housing today. We continue to champion the rights of those who are disadvantaged in the housing market. We are proud to provide homes and services that meet the needs and aspirations of our tenants current and future. We work hard to do better tomorrow than we've done today.

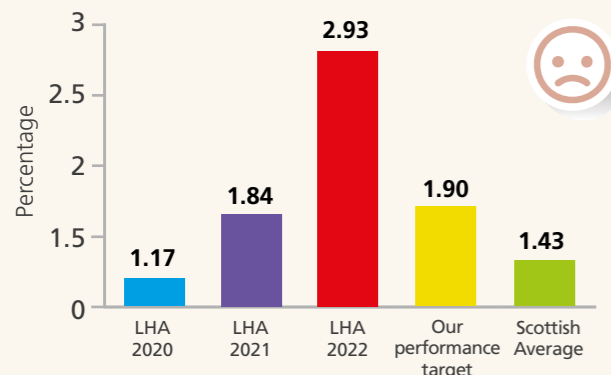


Our Aberdeen headquarters



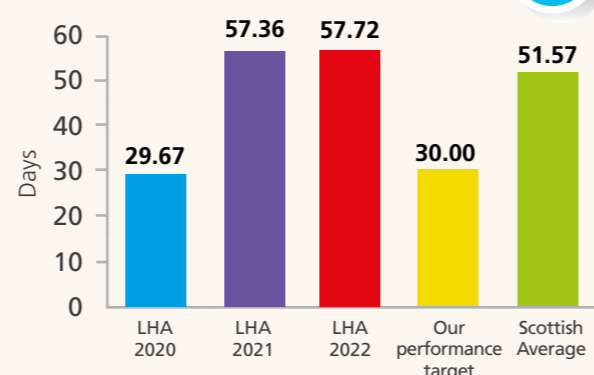
## Getting good value for rents and service charges

### Percentage of rent lost through properties being empty during the year



1. Our Performance 2019/2020
2. Our Performance 2020/2021
3. Our Performance 2021/2022

### Average number of days taken to re-let properties



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

This year we had 431 vacancies. This is a massive 31% increase on last year. There are a number of reasons for this:

- Increased supply of social housing. People on the housing list have more choice.
- A greater supply of private-rented properties. This has led to lower rents and yet more choice for applicants.
- Slowdown in the growth of property prices. Owning a home was more of an option.
- Following the pandemic people want extra space to work from home, and have a garden.
- Tenants have lost their jobs and had to move for work.
- Brexit has led to many Europeans returning home.

We made 549 offers of accommodation. 145 (26.4%) were refused. Properties are most commonly refused for the following reasons:

- Property too small
- Affordability issues
- Floor level is unsuitable
- Area no longer wanted
- Property condition

Our average re-let time for a void property was 57.72 days. Improving on this is a challenge in the current economic climate.

In April 2021 we implemented a new web based application system. It allowed us to update our housing list. The number of applicants greatly reduced. Some areas or types of accommodation now have little or no demand. The local authorities have experienced similar issues, limiting the

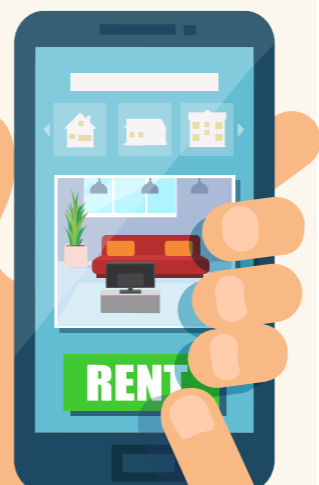
supply of nominations they provide to us from their housing list. In order to tackle this we have:

- Reviewed how we work to allow more flexibility for letting two bedroom flats.
- Advertised vacancies on our website and Facebook pages. Our Allocations Policy allows us to accept bids from people. We then prioritise on housing need.

We are currently starting a project to improve our void timescales. Some actions are:

- Tackling debt left on meters that can stop improvement works.
- Bring some of our long term vacant properties up to an enhanced standard. This may include full decoration, floor coverings and some furnishings.
- Recording "walk through" videos of properties so these can be used online for advertising and virtual viewings.
- Launch a weekly bulletin of available properties with details on how to apply.
- Have a furnished show flat in areas of high turnover.

Unfortunately there is no quick solution to some of the issues. The cost of living crisis that has emerged during 2022 will further challenge us as a landlord.



**Jargon Buster**  
A Void is an empty property

## Our specialist Welfare Advice Service



We work with people to make sure the rent is a top priority bill. Where someone has lost their job or is experiencing benefit issues our Tenant Welfare Advisor, David, is ready to help and give advice. Benefit health checks are completed to make sure people are claiming all the benefits they are entitled to. David can also help with filling in benefit claims. He has an extremely busy job, with over 70 people on his caseload every month! The benefit system is complex. It can take David up to an hour to help someone to complete a form for Personal Independence Payment (PIP). PIP changed this year. It is replaced by the new Adult Disability Payment. This is available to anyone aged between 16 and state pension age. It is made up of two parts: daily living and mobility. The amount that someone receives depends on how their condition affects their ability to do everyday activities and get around. Medical assessments have changed so people can have compassionate consultations via telephone or

video link. There is no longer a need for face-to-face appointments unless there are no other options.

David contacts every new tenant to the Association. He makes sure that they are not struggling with notifying the Department of Work and Pensions (DWP) about their new tenancy and rent. This helps lessen rent arrears. New tenants also receive a benefit health check. Not everyone chooses to make use of this service. Those that do really feel the benefit from receiving expert knowledge and assistance.

As well as new tenants, David also contacts all existing tenants who have received a first letter about rent arrears. He does this to ease a difficult situation and offer help and advice. This is especially helpful if someone has lost their job and has never claimed benefits before. Assistance is at hand to prevent rent issues spiralling out of control.

What a great & helpful man David Campbell is. He came out before his holiday leave & got this adult disability payment sorted which I get now. & he's coming out next thursday to see to another few things since I'm now on 2 benefits after years of struggling. 🙏🙏🙏🙏 david campbell & rest of staff who are great..thankyou

### Case study: Data insight – positive outcomes

#### A homeless applicant signed the paperwork for their new home.

After four weeks, our new Tenancy Analytics tool highlighted the case for attention. The reason for this was there were signs in the system that the tenant was not living in the property. No rent had been paid and there had been no contact. Maybe they hadn't moved in.

David, our Tenant Welfare Advisor, stepped in. After some initial enquiries he phoned the tenant's Social Worker to ask if the tenant had claimed Universal Credit.

An appointment was arranged for David to help the tenant with the benefit claim. He discovered they struggle with form filling and paperwork due to being dyslexic. They had missed appointments with Universal Credit. This delays the progress of claims. A little extra support would make a big difference. David arranged to work together with the Housing Support Team to enable the tenant to settle in their new home.

David got started helping arrange an application for an advance payment of Universal Credit. This would ease the situation while

full payment was being processed.

The team got permission to act on behalf of the tenant for their Universal Credit claim. This really eased the pressure of them dealing with the process, which involves a lot of virtual paperwork!

After a few weeks, the first rent payment arrived from Universal credit straight into the rent account. It had a small extra amount every week to pay off the rent arrears balance over time. Everything was in place so that the tenant could concentrate on settling in to their new home, with a little help from the Support Team!



**Longest void: 307 days** Three bedroom fourth floor flat in central Aberdeen

The Local Authority had no people on their housing list to nominate for the property. There were 46 other empty properties ready to let. The Lettings Team worked down to the 94th person on the housing list before finding a tenant. When the property was let there were more than 60 other empty properties to fill.

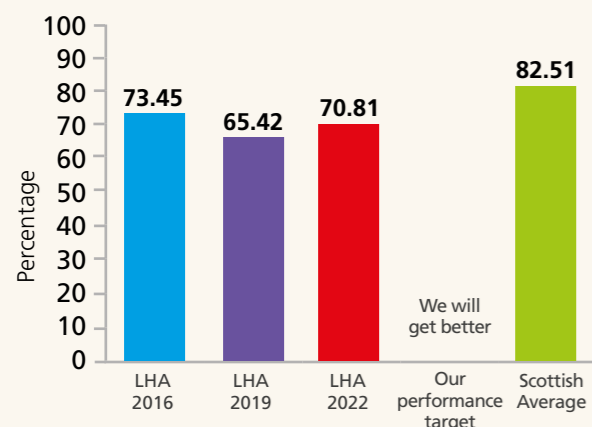
**Shortest void: 0 days** One bedroom first floor flat in Keith

The keys were handed back early. A nomination came through from the Local Authority. The housing applicant was keen to accept the property. It was ready to let before the end of the notice period, meaning the outgoing tenant did not have to pay for the full 28 days.



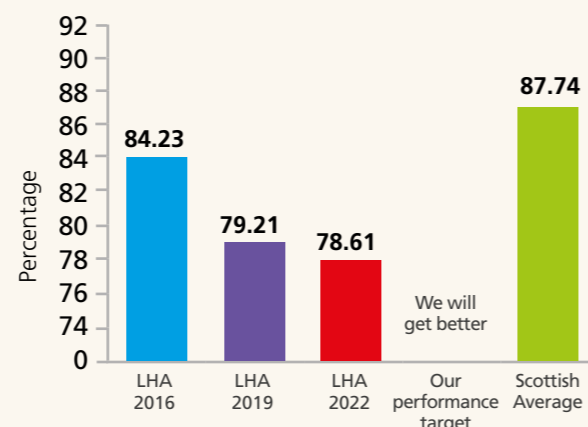
## Value for money

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



1. Our Performance 2016
2. Our Performance 2019
3. Our Performance 2021/2022

Percentage of tenants satisfied with the overall service



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

### Value for Money explained

We recognise that achieving Value for Money is more important than ever given the current economic pressures. There are price increases across all areas of our business, and we are working very hard to deliver more for our tenants whilst keeping our rents affordable. This means we must find efficient ways of working so we can do more, with less.

Technology plays a key part. We have made great strides in transforming our IT systems over the past year. Our new telephone system is delivering the information we need to assist our Customer Service Manager to monitor service quality and drive improvement (see page 15).

Our teams are using Microsoft 365, the latest business software, that was installed in 2022. It keeps us all secure, connected, and working together effectively. This is especially vital now that we work both at home

and in the office, a new hybrid approach to work that employees now view as the norm after the pandemic. Next year, we are looking to buy a new housing and finance database. This will improve the quality of data that we have to make sure we make decisions using the best information possible, both for now and to allow us to plan for the future. In time our tenants will have online access to view their rent accounts and manage information relating to their tenancy, for example to track repairs.

Our most important resource is always our people. You can read more about how we intend to deliver success through culture change on page 20.

Value for Money can be difficult to define. Our statement below was developed with tenants so that we have a shared understanding of what it means at Langstane. It also sets out what we do to demonstrate we are maintaining focus on achieving best value.

### 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

## The procurement journey

Buying things for a housing association can be quite complicated! There are different ways to do it depending on how much we are spending. Our staff are trained to consider available options carefully when making decisions about spending money or entering into a contract for goods or services.

When a contract is due for renewal the Association follows a legal process. The full process is in our Procurement Policy, available to read on our website. It makes sure that when we tender for goods or services, we get the best deal to allow us to deliver our 'Value for Money' promise.

We have different routes for procurement. The route we follow depends on the value of the contract and the type of contract it is. We also assess whether we can procure goods and services jointly with other housing associations to deliver further savings.



### Our new gardening contract

One particularly successful procurement exercise was our gardening contract which started in 2021-2022 following the procurement process. The contract was split into different 'lots' or areas. Each bid was scored on quality and price using a formula. The overall value of the contract is around £140,000 per year.

We are legally obliged to publish this information to demonstrate the transparency of the process and do so through the Public Contracts Scotland (PCS) website.

When tendering the Association provides a specification to potential bidders. It details the work we want them to do for example:

- how often the grass is cut;
- when borders are weeded; and
- when bushes are cut back.

Our Estates Assistants routinely inspect the gardener's work to ensure they keep to the specification. We have regular contract meetings to discuss performance and any complaints that we have received.

### Service charges

The way we charge for services is also laid out in our policy.

A service charge is the cost of providing a service to a tenant. It forms part of the tenancy agreement. The charge is calculated on the basis of the full cost of providing the service, and the cost is fair and reasonable.

Service charges are reviewed annually and any savings from the procurement of contracts is passed on to tenants.



### What about trees?

Our gardening contract specification does not include taking down or cutting back large trees. This is a complex area of work and may require a tree surgeon. There may be tree preservation orders, or the trees may not be in ground we own. Overhanging trees can be a nuisance. We must establish ownership of the land, and this can be tricky and time consuming too. So, work on trees is assessed out-with the gardening contract.

#### Jargon Buster

**Procurement** is everything involved in obtaining goods and services we need to support all our activities

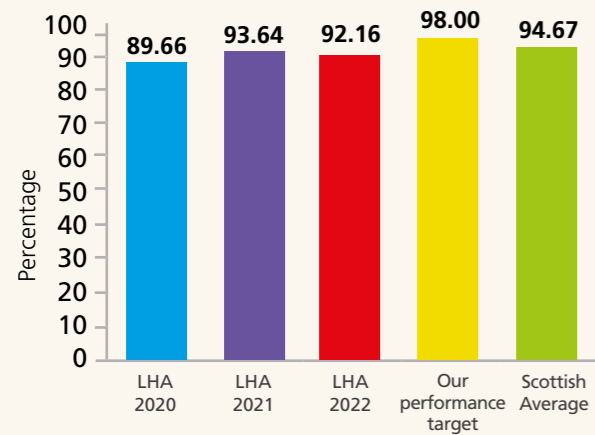
#### Jargon Buster

**Tender** is the process we follow to invite companies to submit a proposal or bid to provide goods/services



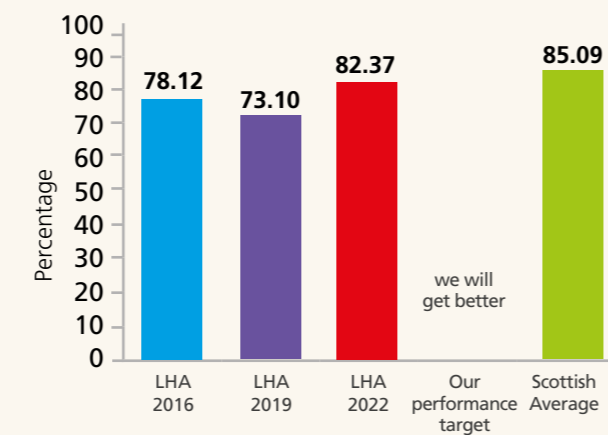
# Neighbourhood and community

## Percentage of anti-social behaviour complaints resolved



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

## Percentage of tenants satisfied with the management of their neighbourhood



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

### What does 'resolved' mean in anti-social behaviour?

The Scottish Housing Regulator defines a case as being resolved where:

- the landlord has taken appropriate measures to address the cause of the anti-social behaviour complaint and has advised the complainant of the outcome; or
- the landlord does not have the authority or powers to resolve, and it has provided a full explanation of the landlord's position to the complainant.

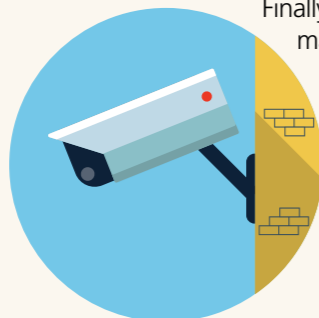
Unfortunately in many of these cases we are unable to resolve the issue to the satisfaction of complainants. We work very hard using a range of approaches to minimise the impact of anti-social behaviour. We evicted one Aberdeen tenant this year for their anti-social behaviour. This is an action of last resort, but we will take steps to evict where all else has failed.

### Mobile CCTV success

The Association continues to use mobile CCTV units. Units were used at seven schemes throughout the year as a deterrent against anti-social behaviour such as intimidation, fly-tipping, vandalism and dog fouling.

### Fixed CCTV pilot scheme

Recognising the success of the CCTV we are currently exploring piloting fixed CCTV systems in a small number of our schemes. We intend to continue having robust CCTV systems in place to act as a deterrent against anti-social behaviour.



### Satisfaction with Management of the Neighbourhood

We were delighted that tenant satisfaction with the management of the neighbourhood has increased. There is still work to do. The appointment of a Housing Team Leader last year has provided support to Housing Officers, strengthening the housing service.

Our staff mix working from home with working from the office. This increased flexibility has allowed teams more time to spend in our schemes meeting with tenants and dealing with issues that affect tenants' quality of life.

Finally, this year the Housing Team has taken over management of the cleaning and gardening contracts. This allows performance to be more closely monitored. This is a positive change as we can prevent issues before they become a problem, and the team are able to provide more full and efficient responses to tenants. We have seen a reduction in the number of cleaning and gardening complaints as a result!



## A day in the life - Estates Assistant

Lee-Anne has worked in the Housing team at Langstane housing for 5 years. She is about to embark on a level 3 housing qualification with the Chartered Institute of Housing. When she is not at work providing vital estates services to our customers, Lee-Anne enjoys football (being an Aberdeen fan), watching movies, and spending time with her family. She has a lovely Jack Russell, called Narla.

Here is a typical working day for our estates team.



### 8.30 am

Today I am starting off from home, heading to the Torry area to carry out what we call scheme visits. The grounds look lovely. The gardening contractors were here last week, and they have done an excellent job. A customer is happy with the service. I note this down and give feedback to the gardeners. While I am here, I am checking for any issues that need to be reported. When I get back to the office, I log them onto our system.



### 1 pm

It's time for lunch. I'm in the office today and enjoy catching up with colleagues.



### 2 pm

A tenant in Inverurie has requested a parking permit. As part of this process, I check the registration document for the car, called a V5. All the details are logged to our system: the make, model, registration, and colour against the customer's tenancy record. I then issue a parking permit. This is displayed on the vehicle. We do this to make sure our car parks are not being misused.

### 9.30 am

I arrive at Great Northern Road. There is an abandoned vehicle in the car park. I have been trying to track down the owner for a while now and have had no success. I will contact the DVLA to request the current owner's details. It is a black BMW that has been there for months without moving. The condition of the car is poor. If no owner is identified and the car has not moved, I will arrange for uplift and disposal of the vehicle.



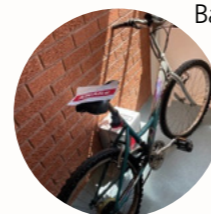
### 3 pm

It is time for the monthly meeting with our cleaning contractor. We review all the cleaning checks that I have done during the month. We set action plans for the contractor and discuss any compliments and complaints that have come in since we last met. It's an important part of my job to make sure our customers get good value from their service charges.



### 10.30 am

Back to the office! I pick up some 'Langstane Aware' stickers. We have had a lot of issues with items being left in communal hallways recently. It is important that these areas are kept clear. This is to keep to our fire safety policy. I update our system with my findings from the scheme visits in Torry and Great Northern Road. It is important that everything is recorded so the correct follow-up action is taken.



### 4 pm

I check my system work tray. This is where my tasks are logged throughout the day. My role involves being out-and-about on schemes, so it is not often you will find me at my desk! So, if you call and don't reach me, a call back request is raised. When I get back to the office, I complete my call backs and plan for the next day.



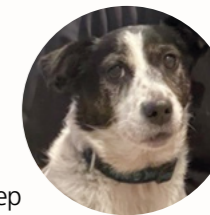
### 11 am

I receive a call from a tenant. They want to discuss the cleaning in their block. The tenant lives close to the office. Because I am nearby, I head to the block to visit them. We discuss the standard of the cleaning and agree that there are areas that have been missed. The cleaners are nearby so I track them down and they come back to resolve the issue. It is great to fix these issues straight away!



### 5 pm

It is time to head home and get dinner ready. It's a nice evening so I will head out for a walk with Narla and get some fresh air. My step count is already over 10,000 for the day as I spend so much of my time outside.



### Breaking News

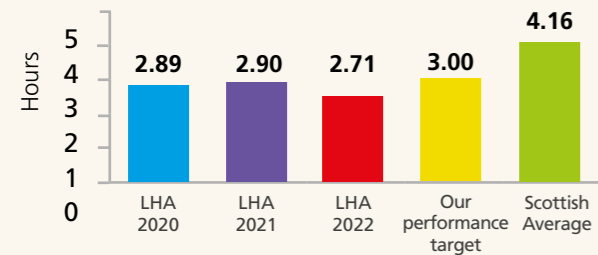
Lee-Anne has recently been promoted and is now a Housing Officer, continuing to provide great services to our tenants. Congratulations Lee-Anne!



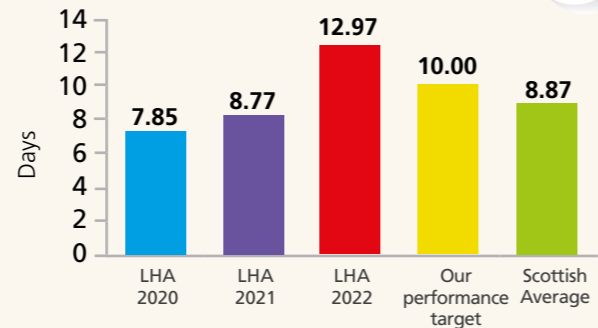


# Housing quality and maintenance

## Average number of hours taken to complete emergency repairs



## Average number of days taken to complete non-emergency repairs



1. Our Performance 2019/2020
2. Our Performance 2020/2021
3. Our Performance 2021/2022
4. Comparing our results against our performance targets
5. The Scottish Average performance

## We continue to invest in repairing and maintaining our properties

Repairs, maintenance and improving homes are a big part of what we do. Much of the rental income to the Association is invested in making sure that our homes are safe and secure for our tenants.

2021/2022 remained a challenging environment to deliver reactive and planned maintenance services. Various restrictions placed upon the Association during the pandemic affected the way our tenants accessed the repairs service. The team have dealt with an increased volume of repairs this year due to tenants waiting until the pandemic was over to report multiple issues.

We also encountered significant storm damage due to Storms Arwen and Barra in late 2021 and Storms Malik, Corrie and Dudley in early 2022. Constraints with labour and materials to rectify storm damage meant repairs took longer than expected.

This affected our performance on non-emergency repairs. We are working hard to pull our performance back to hit our target as soon as possible.

## Our lettable standard

The team continue to deal with a high volume of voids. This year we had 384 void properties which were repaired and made ready for the rental market. £721,792 was spent on carrying out repair works within these properties to ensure they met our minimum lettable standard for a new tenant.

In 2022/2023 the Association will review our minimum lettable standard. Teams involved in the void process and customers whose opinions will be vital in forming the new standard will work together on this project.

The new approach aims to reduce the length of time a property is unavailable for use between tenancies, during which time the property is classed as 'void'. The new lettable standard will support the Association in improving void processes by reducing re-let times, improving practice and performance, and providing a more person-centred approach ensuring our properties are attractive to incoming tenants and meeting people's needs.

## Investing in our homes

Here's a summary of some investment activity for 2021-2022

38 Adaptations costing **£75,621**

Kitchens & bathrooms **£914,761**

Heating installations **£526,867**

Health & Safety (fire and electrical safety work, legionella & asbestos) **£427,635**

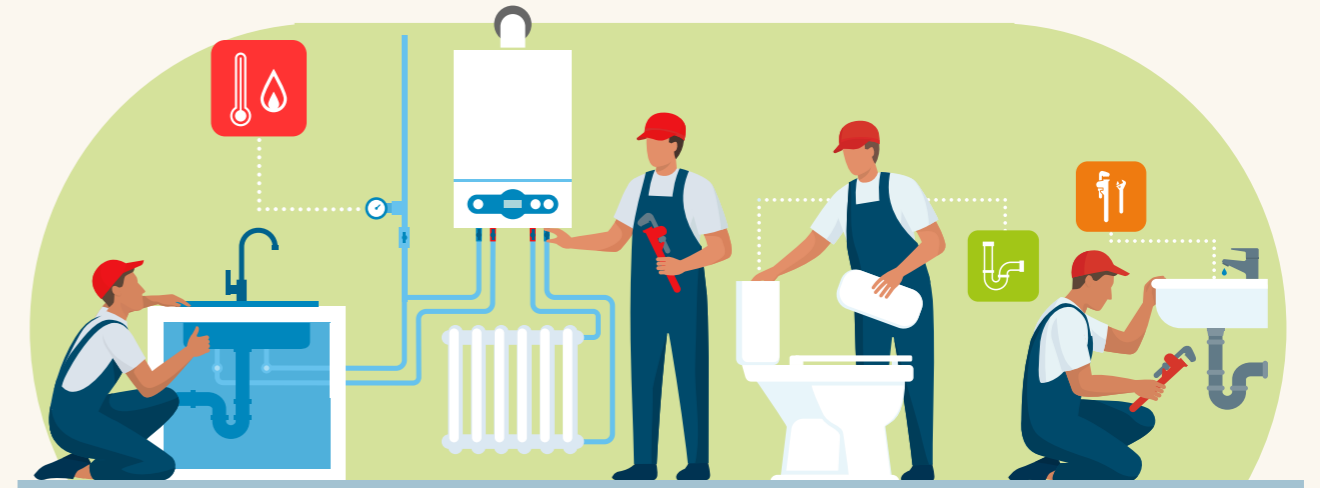
Fire Risk Assessments & Emergency Lighting upgrades **£854,429**

External decoration **£87,583**

Gas servicing **£310,181**

## Planned maintenance review

Due to Covid restrictions earlier in the year we were unable to complete most of our planned maintenance works. We had a hectic January to April 2022 during which we completed a condensed programme of works. This involved all our kitchen and bathroom installations for the year. We completed our heating upgrade programme and continued with our external and communal painting programme which was largely unaffected by the pandemic. We do however have some properties from last year's decoration programme which are carried over.



### This year we did

#### Bathrooms

22-24 Richmond Street, Aberdeen  
1-36 Temple View, Banff  
1-22 Faroes Court, Lossiemouth  
559A-565D King Street, Aberdeen  
114- 140 Fraser Court, Aberdeen

#### Cyclical decor

2-4 Charlotte Street, Aberdeen  
14-16 Jute Street, Aberdeen  
8-14 Seaton Place East, Aberdeen  
Broadford, Inverurie  
Temple View – internal/external decoration  
Woodview Court – internal/external decoration

#### Heating

100-141 Fraser Court, Aberdeen  
1-54 Langstane Place, Elgin  
7-13 Langstane Lane, Keith  
9-19 Bloomfield Road, Aberdeen  
411A-H Holburn Street, Aberdeen  
68-96 George Street, Huntly  
2-22 Faroes Court, Lossiemouth  
22-24 Richmond Street, Aberdeen  
574A-C George Street, Aberdeen  
586 & 588 George Street, Aberdeen  
78 Queen Street, Peterhead  
6 Cross Street, Fraserburgh  
53-55 Menzies Road, Aberdeen  
77A-F Wood Street, Aberdeen  
5-21 Culbert Street, Portsoy

### Next year we plan to

#### Planned maintenance works 2022/23

##### Kitchen upgrades

1-54 Langstane Place, Elgin  
64-140 Fraser Court, Aberdeen  
6-10 Palmerston Road, Aberdeen

##### Bathroom upgrades

36-44 Don Street, Aberdeen  
1-25 Charlotte Gardens  
3A- 3f Kirk Street, Peterhead

##### Windows

3A-3F Kirk Street, Peterhead  
22-37 Uphill Lane, Peterhead  
Door entry systems  
36-44 Don Street  
1-60 Charlotte Gardens  
69-89 Charlotte Gardens  
90 John Street, Aberdeen  
23 Main Street, Aberchirder

##### Heating

1-60 Charlotte Gardens, Aberdeen  
90 John Street, Aberdeen  
Anderson Court, Fraserburgh  
45-90 Stevenson Court, Aberdeen  
Langstane Place, Elgin  
Royal Court  
Forbes Court



#### Repairs

Reactive repairs  
Out of hours repairs  
Reactive major repairs (boilers, structural repairs, pointing, rot)  
Void property repairs

#### Total cost of repairs for 2021-2022

**£1,058,650**  
**63,505**  
**£306,719**  
**£721,792**

#### Estate management costs

Clearing fly tipping **£23,877**  
Environmental clean-ups (e.g. bodily fluids, graffiti) **£70,139**  
Communal area cleaning service **£177,315**  
Grounds maintenance service **£265,853**



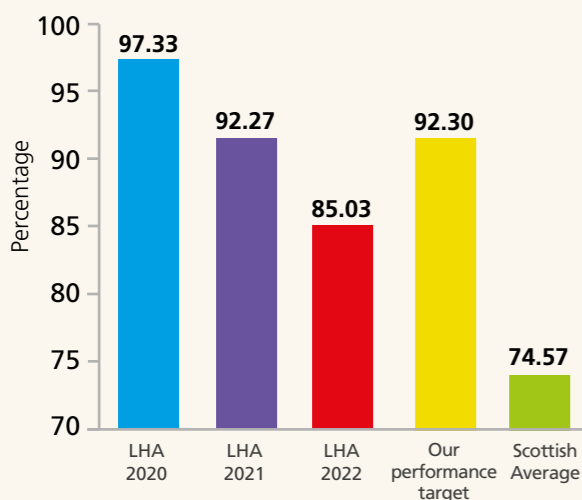
#### Customer Feedback from a tenant

Aberdeen tenant complimenting the cleaners: 'They do an amazing job and they have come in all through Covid. They are very friendly and kind. I've never seen landings as clean. Thanks again.'

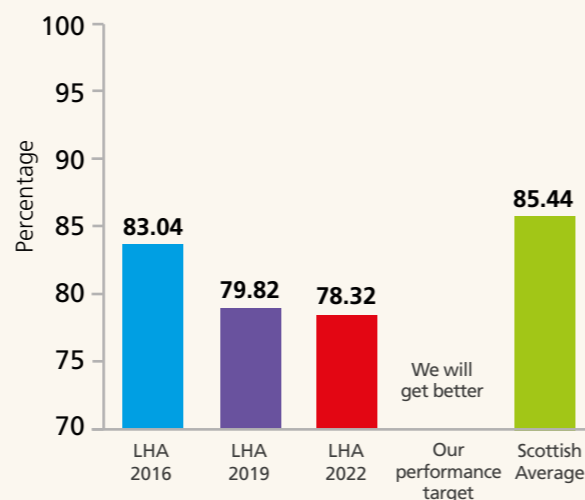


# Quality of housing

Percentage of stock meeting the SHQS at the end of the reporting year (31st March 2022)



Percentage of tenants satisfied with the quality of their home



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

Only one property did not have the gas safety test carried out on time this year. Last year we continued with the many safety inspections we are responsible for in addition to gas servicing. This includes:

- Electrical inspections
- Fire safety checks
- Asbestos surveys
- Lift testing
- Legionella testing
- Roof anchor servicing
- Portable appliance testing
- Fire risk assessment

For much of this work we rely on getting into our tenants' homes. This is not always straightforward. Our team work hard with tenants, their families, and our Housing Officers and Housing Support Team to make arrangements to complete this vital health and safety work.

### Stock condition survey

Every three years the Association must complete a stock condition survey in a sample of our properties.

This year an external company surveyed 20% of our properties. The information collected is used to work out the Association's future

Cost of condition survey  
**£55,410**

investment needs. We also assess our compliance with the Scottish Housing Quality Standard. The survey data also helps us with decisions about property upgrades. We are currently reviewing the survey results to form our future maintenance and replacement programmes.

### Scottish Housing to 2040

The Scottish Government's ambition is that everyone has a safe, high-quality home that is affordable and meets their needs in the place they want to be.

Also, the aim is for housing to contribute to tackling climate change by delivering homes that are warm and affordable to heat and reducing the emissions caused by housing and housing construction.

### A new housing standard

Change is required to make this happen. The plans for Scotland include developing a new Housing Standard for all tenures, which is aimed to be phased in from 2025-2030

### What does this mean for Langstane?

This new Housing Standard is likely to be expensive and challenging to deliver. However, it could bring benefits of reduced void turnover and increased levels of tenant satisfaction with the quality of their homes. It is difficult to know exactly what is going to happen as it is at such an early stage of development. What is clear is that social housing will be at the forefront of much of the transformation in the housing sector.

## Improving housing standards

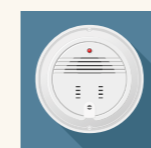
The Scottish Housing Quality Standard (SHQS) was introduced in February 2004. It is the main way Registered Social Landlords measure housing quality in Scotland.

### What does this mean for Langstane?

We must make sure tenants' homes:

- are energy efficient, safe and secure;
- are not seriously damaged; and
- have kitchens and bathrooms that are in good condition.

The Scottish Government introduced a minimum housing standard in Scotland to try to make sure that no property ever falls below this level.



They recently set all Associations an ambitious target for installation of smoke detectors and fire safety measures. We upgraded 99.98% of all properties to comply with these Housing (Scotland) Act amendments that came into force on 1 February 2022. This means that every home has a smoke alarm in every circulation space on each storey, such as hallways and landings, and a heat alarm in every kitchen.



Over 85% of our homes meet Scottish Housing Quality Standard (SHQS). This is higher than the Scottish average of 74.57%. In addition, 93.6% of our homes meet the Energy Efficiency Standard for Social Housing (ESSH). The Association may be prevented, by social or technical reasons, from completing improvements required by SHQS. For example, if tenants do not want a new kitchen, bathroom or heating system installed.



At the moment we have 20 properties with an EPC below Band D. 19 have been offered a heating upgrade but the current occupier has refused. When this happens we wait, and do the upgrade when the property becomes empty.

**ESSH 2 Milestone 2** – All social housing meets, or can be treated as meeting EPC Band B, or is as energy efficient as practically possible by December 2032, within the limits of cost, technology and necessary consent.

As of March 2021 93.6% of the Association's properties meet the current ESSH standard and 80% of our properties have an EPC band below a B. There is work to do if we are to achieve the longer term targets.

### What next for ESSH2?

The Scottish Government proposes to review the ESSH2 in 2023 to strengthen and realign the standard with the target for net zero heat in houses from 2040. The Association has completed a review that will allow us to form a strategy for how the Association reaches the new standards and how we will play our part in tackling climate change.



### What is ESSH all about?

The ESSH was introduced in March 2014. It is a crucial part of Energy Efficient Scotland, which is the cornerstone of delivering the Scottish Government's designation of energy efficiency as a National Infrastructure Priority. It set out a 15-20 year programme to significantly improve energy efficiency.

ESSH has been constantly reviewed since 2014 and new standards set up. We are now working to ESSH 2, with future milestone targets set for landlords as follows:

**ESSH 2 Milestone 1** – no social housing below Energy Performance Certificate (EPC) band D should be relet from December 2025, subject to temporary exemptions.



### Customer Feedback

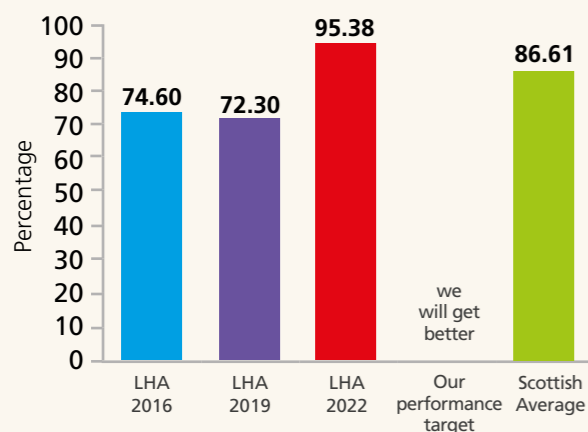
Email from a Forres tenant: 'Harry has been amazing taking an interest in everything going on and noticing things that need to be done and doing them. He genuinely cares about the tenants and this is heart-warming'





## The customer - landlord relationship

### Percentage satisfied with the opportunities to participate in decision making



1. Our Performance 2016
2. Our Performance 2019
3. Our Performance 2021/2022
4. Comparing our results against our performance targets
5. The Scottish Average performance

### Tenant involvement update

Another busy year of tenant engagement and changes within the Association. One change is our Customer Participation Officer moving to our Customer Service Team. This has given us a fresh perspective on tenant involvement. We look forward to activities such as using Microsoft 365 Teams to run hybrid meetings. This means we can be as inclusive as possible and break down barriers.

We are delighted to still have 18% of our tenant population who engage with us through our tenant panels. These groups continue to allow tenants to get involved in a way that suits them. When members join up, they choose topics that are of interest to them. See below a comparison of 2020/2021 with this year's membership numbers.

Group name	What does this involve?	Number of members 2020/2021	Number of members 2021/2022
Register of Interested Tenants	Members are invited to take part in all possible activities in their area of interest	257	272
Tenant Panel	For those short of time, tenant panel members are asked to take part in short surveys, or even to answer a single question by email or telephone	289	294
Reader Panel	Members read content of our leaflets, newsletters and other publications. We can then use our 'Reader Approved' logo once we have taken account of their feedback	197	192
Total membership		445	448

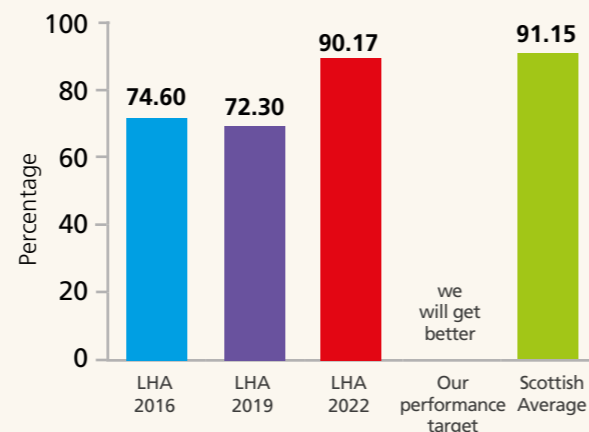
To increase our tenant panel membership, we are:

- recruiting through our Housing Officers when they complete welcome calls;
- discussing engagement options during our Customer Service feedback calls;
- maintaining popular tenant publications; and
- reviewing how we communicate with tenants and staff to constantly move with the times.

### A busy year of tenant engagement

As ever, our Customer Participation Officer, Samantha, has been very busy working with tenants to make sure there is every possible opportunity to take part in decision

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



1. Our Performance 2016
2. Our Performance 2019
3. Our Performance 2021/2022
4. Comparing our results against our performance targets
5. The Scottish Average performance

making. The Association remains committed to tenant involvement and always looking for ways to embed it in all our activities. Here is a run-down of what has been happening this year.

- Open day in April. We discussed tenants' future ideas for involvement activities, including:
  - café sessions
  - open mornings at external venues across City & Shire
  - developing our scheme groups
- Met tenants face-to-face for the first time since 2019 to review our Annual Performance Report 2022.
- We completed the following consultations via online survey, and our summer newsletter:

- Communications and tenant participation strategy reviews
- Reader feedback for this annual report
- Tenants helped us design our new interactive website
- Two of our team attended Tenant Participation Advisory Service Scotland's first face-to-face conference in Clydebank. This provided lots of engagement information along with resources to achieve more.
- Joined Aberdeen City Council tenant walkabouts, learning about their Microsoft App taking them from paper to digital.
- We successfully met with our tenants in Stonehaven to complete two walkabouts. Look out for us visiting your neighbourhood soon!
- Worked with tenants to support the 'Plant a tree for the Jubilee' initiative for the Queen's Platinum Jubilee. This will be planted in Autumn 2022 at Pennan Way, Ellon.

- Feedback calls. We engage with tenants in real time to make sure service delivery meets expectations and helps us plan service improvements.
- Received great results on our tenant satisfaction survey for customer involvement. As the graphs opposite show our figures have risen to 95.4% and 90.2%. Our aim now is to maintain this level of satisfaction by continuing to work in partnership with our tenants, listening, and acting on, feedback.

### What next for working with tenants?

We have some exciting plans to:

- Meet with tenants to discuss and finalise the draft tenant participation strategy – written with feedback from summer news insert consultation.
- Develop scheme groups with tenants at three schemes
- Recruit new digital champions to help tenants improve their skills – many have left the Association or are in new roles, so we have spaces to fill!

## Customer Service Team – our results so far this year



Here is an update from Customer Service Manager, Rebecca Davidson, on our brand-new Customer Service Team providing a one-stop service to customer enquiries.

Since the introduction of our new phone system in February, we have received over 12,871 calls into the Customer Service Team. We managed to answer 82% of those and have set a target for improving this performance.

We have menu options for callers when they telephone us. The busiest line into our team is option 4 for 'Other Enquiries'. This has received 6,477 calls so far this year.

Callers to the Association wait an average of 2 minutes 15 seconds to speak to us. We are going to work on reducing this.

Our Quality Assurance Framework was introduced in March. The framework allows the service to be assessed against our minimum service standards. The reason we do this is to continuously improve the quality of service, and make sure that our team deliver a consistent service. So far I have reviewed 80 calls:

- 70 of these passed our minimum standards which is an 88% success rate.
- 40 were graded green which means they were a pass and 30 were graded amber which means they were a pass, with feedback.

Our minimum standards are designed to make sure that our Customer Service Team provide excellent customer service including raising repairs, helping housing applicants, logging neighbourhood complaints, managing customer expectations, and taking ownership of trying to answer or direct queries to the right place.



### Feedback success!

Every week we contact a sample of customers who used our service in the previous week and ask about their experience. Since we started collecting 'Live Call Feedback' in June, we have:

- Attempted to contact 50 customers, and managed to speak with 27.
- Received 24 five-star reviews and 3 four-star reviews!

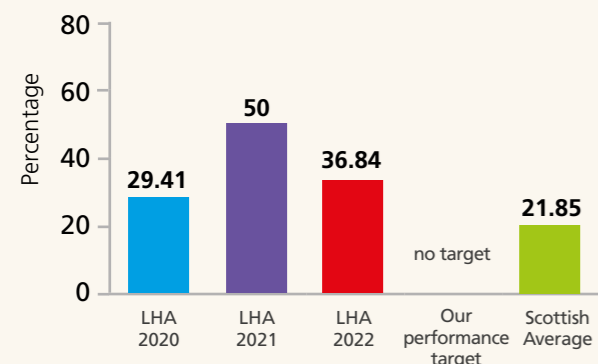
### Our priorities for the future are:

1. Increase the percentage of calls we can answer from 82% to 93% as a minimum.
2. Reduce our average wait time to 1 minute 30 seconds.
3. Increase our internal call pass rate against the Quality Assurance Framework from 88% to 92%.
4. Continue to gather 'Live Call Feedback' from those customers who have called in to the team and take on board any feedback points provided.
5. Strive to continue to be the best we can be, and make sure our service and framework continue to evolve to achieve ongoing improvement.



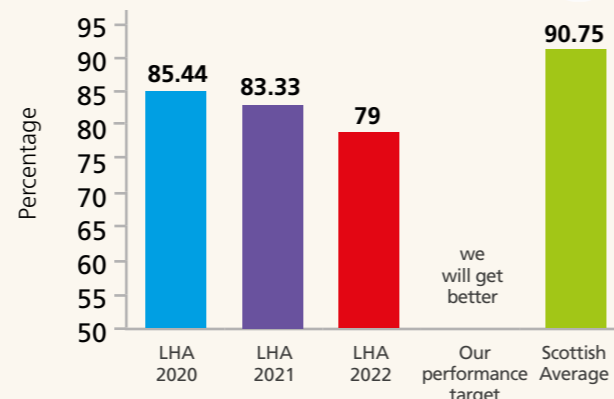
# Tenancy sustainment

## Percentage of court actions resulting in eviction



1. Our Performance 2019/2020
2. Our Performance 2020/2021
3. Our Performance 2021/2022

## Percentage of new tenancies sustained for more than a year



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

### The latest from Langstane Housing Support Service (LHSS)

At last, we are coming out the other side of the Covid pandemic. It's been a hard time for everyone. Here in the LHSS we have been kept busy providing support to tenants. We do this on two levels:

#### 1. Our registered service

This is for tenants who require up to 15 weeks support in any or all areas of tenancy sustainment. There is a service user information sheet given to all tenants at the start of their support. It sets out clearly what we do and what we cannot do.

Sometimes we do support people for longer than the 15 weeks, but it's decided on a case-by-case basis. At the end of the support we ask for feedback to help us improve our service. Also, it's always great for team morale to know we have achieved positive outcomes for our service users.

#### 2. Quick cases

The other type of support we provide is what we call 'quick' cases. As the name suggests, this may be where a tenant requires one-off support to fill out a form, be referred for a food parcel, or require help with their utility bills.

Our core purpose is to support tenants to learn the skills and knowledge required to maintain their tenancy, be a good neighbour, and become a valued part of their neighborhoods.

The team does incredibly varied work. This past year the team supported 349 people with the majority needing

help more than once. Our Housing Support Officers help people with medical appointments. They provide advice, support and signposting to those affected by domestic violence. They help tenants obtain housing appropriate for their needs. Our team also support tenants going through crisis. No two days are the same. You can read about some of the good work done by the team in the case studies on page 17.

#### What is Housing Support?

The type of support provided depends on individual needs. It is person-centred support and can cover the following areas:

- Home and environment;
- Wellbeing: physical and mental health;
- Financial;
- Social issues;
- Work, education and training;
- Practical skills; and
- Referral or sign posting to other services (mental health services, addiction services, etc.)

#### The Housing Support Service does not offer support with:

- Medication;
- Personal care;
- Shopping/meals; and
- Handling money (except for budgeting skills advice)



#### Customer Feedback from a tenant

Ellon tenant called to say she has been on phone lots of times to report issues but wanted to say how helpful and lovely Theresa has been to her while passing on messages.

## Langstane Housing Support Service in action

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

### Story 1 – Mr D

Mr D was referred for Housing Support due to having difficulties living in his flat. At the time of the referral, he had been housed for a few months in a block where there was a lot of drug use from people staying there. People were using the communal hallways to take drugs. Mr D has a history of drug abuse but is trying to stay clean. He was finding it very difficult being faced with his past every day. Mr D had been approached by people in the hallway asking him if he wanted to buy drugs and he was very concerned he could relapse. Mr D has a lot of support from a family member who visits regularly. They told us they had to step over people lying in the hallway. The family member is elderly and lives on the other side of Aberdeen so were finding the journey and distance too much.

Mr D had been on the waiting list for a transfer to a property closer to his family so that they could continue to support him. Mr D had only chosen one area. Though he had medical points his chances were limited. He was becoming increasingly anxious as time went on and was relying more and more on family to support him.

The Housing Support Officer spoke with the allocations team and explained the full reason that only one area was chosen. They emphasised the difficulty Mr D was having living with the strain of being around drug use. The following day, a tenant ended his tenancy in the area Mr D was looking for. Mr D was shortlisted for the flat. A viewing took place when the property was ready to let, and Mr D accepted straight away. Both Mr D and his family are delighted.

### Story 2 – Mr M

Mr M was referred for help by his Housing Officer. He had issues with his health. Living at home was proving difficult, and he felt trapped in his flat.

During the first home visit Mr M was so relieved just to be able to speak to someone. He had recently had a minor stroke. After 2 weeks he had been sent home with no aftercare. Mr M had trouble walking. One leg had been affected and both hands were painful and sore. He struggled to shower, wash and prepare and cook meals. Mr M lived on a top floor flat and couldn't manage the stairs so was stuck.

The Housing Support Officer contacted an Occupational Therapist for an assessment. They also referred Mr M to the Local Authority for support. The Occupational Health Team were very quick to contact Mr M. After visiting him, they made some adaptations in the bathroom with a seat for the bath, handrails and a raised toilet seat. He was given a trolley on wheels to take cups and plates from the kitchen to the living room, so he didn't have to carry them.

The next step was submitting a transfer application for a move to a ground floor property. This was marked as urgent.

Around this time Mr M contacted to say he was in hospital. He had taken a fall at home, and it was suspected to be another stroke. However, tests and scans ruled this out, but discovered a neurological nerve condition. Mr M's hands were so sore he couldn't move them at all. After 3 weeks in hospital the nurse said he would be discharged with medication and hopefully a short-term care package in place. Mr M was devastated at the thought of being trapped again once he was home. He was also concerned that he wouldn't be able to cope on his own.

Housing Support Service contacted DPHS (Disabled People Housing Service) and submitted a referral with the hope that they could do something to help. Our Housing Support Officer gave them all the details and stressed that this was urgent. DPHS got back very quickly and said that Mr M had been awarded urgent priority for sheltered housing. A property should become available soon.

Mr M was so delighted and emotional. This move will be perfect for him. Currently, Mr M is still in hospital, hoping to be discharged straight into sheltered housing.

### Story 3 – Ms T

After moving in, Ms T didn't engage despite our attempts to contact her. Her referral to Housing Support was closed. The tenant quickly ran into tenancy problems due to some anti-social behaviour at the property. She received warnings from her Housing Officer. She was on an Acceptable Behaviour Contract (ABC) and had been served with a legal notice due to the anti-social issues. We were thinking about taking the tenant to court, but this is an absolute last resort. We tried another referral to our Housing Support Service. It was observed that her lifestyle was a bit chaotic. There had been a few arrests due to domestic issues. Unopened mail resulted in her council tax reduction application being cancelled. Unpaid debt was with debt collection agencies, meaning yet more debt building up in extra charges. The Tenant did not have other professionals

involved. She didn't see the value in accepting support. Weekly meetings with our Housing Support Worker started. Together they identified what areas to work on. The tenant was committed to these appointments and said that she felt it was making a difference. The support was real and not just 'ticking a box'. The tenant now has all her correspondence organised in a folder. Payment plans are in place to pay outstanding debts. She became involved with the workability team, which gave her confidence. Now, our tenant is working full time as a chef! She feels more confident about her future and feels that almost ready to continue without support. Even when she moves ahead on her own, she also knows that if she becomes unsure about something she can contact our team for a chat.



# Financial

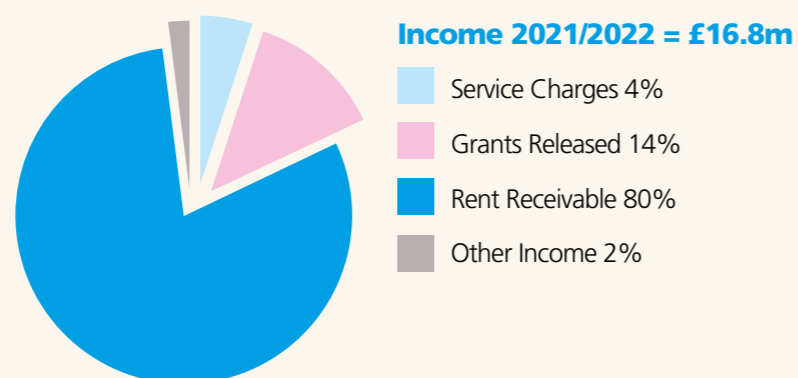
The results for the Langstane Group for the year ended 31 March 2022 are shown below.

## 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

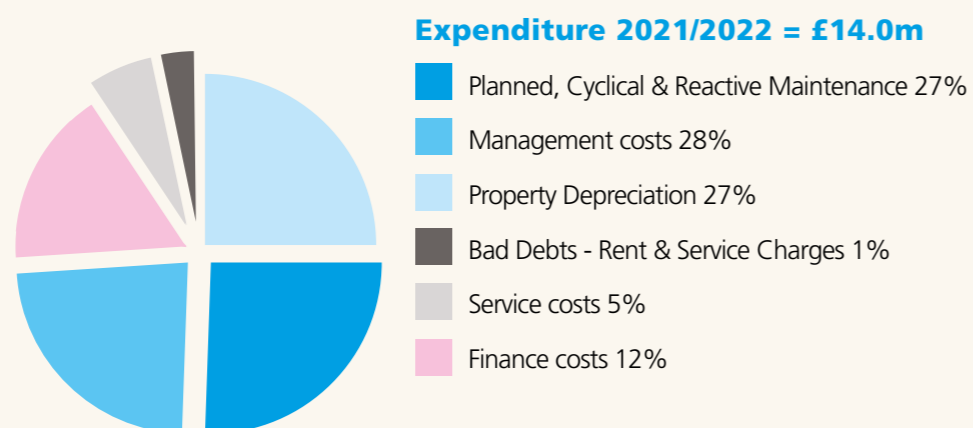
## Where does the Langstane Group get its money?

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 properties, we spent a significant amount 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 properties, including improving the energy efficiency of our homes.

## 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 2022. 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	2022	2021
	<i>(We round all figures to the nearest pound)</i>	
Housing properties	140,571,885	143,160,780
Other assets (offices, equipment and vehicles)	3,274,662	3,404,574
Stock	55,071	14,500
Rent arrears and other receivables	1,000,239	959,824
Cash	4,035,947	2,672,903
	<b>148,937,804</b>	<b>150,212,581</b>

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	2022	2021
	<i>(We round all figures to the nearest pound)</i>	
Social Housing and other grants	82,082,714	84,417,776
Housing loans	39,533,449	41,416,431
Suppliers	443,907	460,723
Accruals and deferred income	2,176,078	1,447,474
Other payables	295,595	401,243
Pension liability	-	1,697,000
	<b>124,531,743</b>	<b>129,840,647</b>

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	2022	2021
	<i>(We round all figures to the nearest pound)</i>	
Share Capital	107	106
Revenue Reserves	24,405,958	22,068,828
Pension Reserves	-	1,697,000
	<b>24,406,065</b>	<b>20,371,934</b>

## Our People and Culture

**We are on a mission to provide homes and services that make a positive difference to people's lives.**

To enable this, our team takes great pride in serving our communities. As an employer, we are modernising operations to create an engaging culture where committed people want to join, do great work, and stay. The pace of the world means we need simplified, efficient, and modern processes to make sure we meet customer needs.



### A structure that delivers

Last year our key update was the organisational restructure. It created a strategic People and Culture Manager role. The aim is to develop a creative, caring and ambitious culture. With over 20 years experience in people management roles, Catherine Dalgarno joined us in October 2021. Much progress has been made changing over to new ways of working. Catherine works closely with all our people managers and employees to create employment experiences that will ultimately mean enhanced service to our tenants and customers.

There is much work to be done to make the most of the opportunities created by the new structure. Work is ongoing across all aspects of people management. Our People and Culture Strategy sets out the objectives at a high level. Our people have a variety of aspirations about their working lives and what they expect from Langstane. We're developing a flexible yet consistent approach to people and culture.



### A supportive, enabling culture

Our communities are at the heart of all we do. We need to ensure our services are delivered by highly competent people who remain up to date in their chosen specialism. Getting to know what makes our people tick means they get real hands-on opportunities in a supportive environment, to allow them to develop to their full potential. We know customer satisfaction will increase when our people are empowered and equipped to deal with queries at the first point of contact, so will develop the skills needed and drive delegated powers to make appropriate, timely decisions.

### Delivering shared goals

We need to build our environment further to recognise and reward contribution and success in the delivery of great work. Frameworks are being designed where Association and individual goals are joined up. All our people will influence decision making and goal setting.



### Retaining talent

We have completed a project to look at the size and scope of our jobs and looked at what our competitors pay so that we pay a fair wage for every role. We will develop our other employee benefits so that we can keep our talented colleagues whilst keeping this affordable.

### Building on health, safety, and wellbeing

The resilience and flexibility of our teams has shone through in challenging times. In relation to team wellbeing we will build from the foundations of existing options like the availability of a confidential employee counselling service. We'll take into account the wide variety of individual needs. The approach to our duty of care in relation to health and safety of our employees will be modernised. We'll make sure all our people have the capability and confidence to focus on safe behaviours and challenge any unsafe approaches.



### Customer Feedback from a tenant

Stonehaven tenant by email: He found newsletter informative & interesting. He doesn't normally like restructuring but thought new look to tenant services looked good. He was pleased to see feedback information from tenants reflecting concerns. Also thanked us for questionnaire particularly question about the pandemic.

## Our Board of Management

Consisting of a dedicated group of skilled volunteers, our Board sets the strategic direction of the Association. In order to achieve this, our Board also has sub-committees, responsible for specific areas of decision-making. Here is a summary of the major parts of the framework, and what each is responsible for:

### Board of Management

The Board ensures staff deliver the Association's business plan objectives to achieve better outcomes for its tenants and other customers. They also set and monitor the standards for service delivery and performance. They control Langstane's affairs, ensuring compliance with the Scottish Housing Regulator's Standards and the standards required by all the Association's regulatory bodies.



### Joint Audit & Governance Committee

Established to assist each part of the Langstane Group meet their responsibilities in relation to risk management, internal control, governance, business improvement, external and internal audit functions, and associated assurance through a process of constructive and appropriate challenge.

### Performance Committee

Established to assist the Board meet its strategic responsibilities in relation to the performance of Langstane Housing Association and its associated subsidiary companies. This includes setting performance standards and direction through the approval of key strategic and policy documents.

### The People Committee

Established to assist in meeting responsibilities in relation to human resource activities. This includes approval of strategic and policy documents, periodic review and approval of changes to staff terms and conditions, review of human resource related documentation / processes, and overseeing training and development plans.

**Here are a few of our current Board members telling us why they volunteer for the Association.**

### James Knowles

*"I joined about 10 years ago & served as Chair for 5 years. I worked in local government for around 40 years. Volunteering means I get to put something back after retirement. I'm proud of the Association's progress in the recent past, and hope to remain part of the good work we do in the future."*

### John Fraser

*"Around 10 years ago I was approached to join the Board, having been involved for roughly 30 years before that as a Quantity Surveying Consultant. I leapt at the opportunity to "put something back", in my semi-retirement, by serving the tenants of Langstane whose homes I had helped to provide. It felt right, and I have appreciated ever since the opportunity to assist in the governance of the Association."*

### Mike Martin

*"I am passionate about the work housing associations carry out, particularly those like Langstane that seek to provide support and care in addition to their landlord function. I get a lot of personal satisfaction from contributing along with other Board members to the good work of Langstane. I am really looking forward to meeting more tenants and staff now we are hopefully being released from the restrictions of Covid."*

### Jamie Drummond

*"I was delighted to offer my support to Langstane initially through my role with the Board of Management and more recently also on the Joint Audit and Governance Committee. It has been a pleasure working with Langstane's management team and staff and to play a small part in helping Langstane provide good quality family homes at an affordable price in the local community."*

We are currently recruiting for our Board of Management. If you think this role is something you would enjoy, you can find out more by checking the careers page on our website or contact [executiveassistants@langstane-ha.co.uk](mailto:executiveassistants@langstane-ha.co.uk) and ask for a recruitment pack.



Serving our tenants  
for over 45 years



## TEAM LANGSTANE



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