

Asset Management Strategy – Action Plan (November 2019)

(Section heading references Asset Management Strategy 2018- 2023

<F:\Policy & Procedure Folder\Maintenance\Policies\Asset Management Strategy 2018.docx>

Section	Topic	Action	Responsibility	Target Date	Current Status
1.1	CHA Business Plan 2018-2023	<ul style="list-style-type: none"> Review on six monthly basis and report to Management Committee 	Senior Staff	September 2019	Review by MC in November 2019
2.1	Asset Value	<ul style="list-style-type: none"> Reviewed at year end in audited accounts Ensure we continue to gain a comprehensive understanding of all our assets and liabilities which could have a significant impact on delivery of this strategy e.g., offices, unadopted road, car parks and potential development land. Ensure regular property valuations are carried out 	<p>LL</p> <p>Senior Staff</p> <p>LL</p>	<p>May 2019</p> <p>Review progress in March 2020</p> <p>Ongoing</p>	<p>Completed</p> <p>Ongoing</p> <p>Survey of 42 units of unsecured stock received in May 2019. Regular valuations when required for current lenders</p>
2.2	Asset Profile	<ul style="list-style-type: none"> Update stock lists, Kypera, Stock Condition Life Cycle Costings (LCC) and component accounting records following completion of new developments, shared ownership buy-back or open market purchases, medical adaptations and major repairs contracts. 	LL/AM	When required	Detailed procedures now in place and regularly reviewed
2.3	Demand for affordable housing	<ul style="list-style-type: none"> Annual review of housing waiting list together with district and national statistics to keep strategy up to date. 	JF	Annually	Rolling reviews

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2.4	Tenant Satisfaction Results / Asset Perception	<ul style="list-style-type: none"> Carry out regular tenant satisfaction surveys and use feedback received to gauge perceptions of stock and any actions or improvements required. 2 yearly at the moment. 	Senior Staff	May 2019	Research Resource surveys complete and results received, reviewed and improvements noted/actioned.
3.0	Landlord Responsibilities	<ul style="list-style-type: none"> Ensure we are complying with our legal obligations in line with current legislation 	JF	Ongoing	Ongoing
4.0	Asset Condition <ul style="list-style-type: none"> SHQS ESSH 	<ul style="list-style-type: none"> Carry out stock condition surveys and regularly assess all our stock for compliance with standards. 	AM	2023 for full stock condition survey	Stock assessed continually via inspections/voids
6.0	Investment in Stock Planned maintenance Cyclical maintenance Reactive maintenance	<ul style="list-style-type: none"> Carry out five yearly stock condition surveys of 20% of stock – 10% carried out in 2018. Consider surveying tenemental properties using a specialist contractor. This would identify remedial repairs and restoration works required. Ensure cyclical maintenance programmes are kept on target Maximise community benefit opportunities from contracts Ensure value for money in all aspects of maintenance works by close monitoring of budgets and updating CHA Contract Register Update Value for Money action plan Reduce void re-let times 	AM AM AM AM/LL AM/LL LL JF/AM	2023 for full stock condition survey September 2019 Review progress in March 2020	<ul style="list-style-type: none"> 20% stock surveys annually. 2019 complete Specialist identified / will be contacted for future surveys Ongoing Community benefit agreed with current bathroom renewal contractor Ongoing Ongoing

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7.0	Maintenance Service Standards and Performance Management	<ul style="list-style-type: none"> • Customer satisfaction – close monitoring of contractors to ensure customers receive service we expect • Monitor complaints and action any service improvements required • Pre and post works inspections • Customer satisfaction surveys • Review procedures for solely assessing satisfaction on our repairs service as and when works are completed – text message service to be investigated. • Review of Repairs & Maintenance Policy in August 2019 – focus group views to be sought prior to this and will include review of Lettable Standard • Measure performance by means of benchmarking with other RSL's 	AM	Update in September 2019	<ul style="list-style-type: none"> • Quarterly reporting to HSSC on performance. • Surveys issued after major works. • Focus Group formed to assist with review of Repairs Policy – completed • Benchmarking through Scottish Housing Network • Lettable standard review in Jan 2020
8.0	Environmental Management	<ul style="list-style-type: none"> • Continue working with Keep Scotland Beautiful and aim to achieve Gold standard • Continue to take part in carbon reduction initiatives as outlined in CHA's Carbon Management Plan 	JF/AM/LL	Review progress in March 2020	Ongoing – visit to flats which have Gold standard to see what is required
9.0	Health & Safety	<ul style="list-style-type: none"> • Ensure compliance with Health & Safety Control Manuals (both employee and landlord) and regular audits take place • Ensure risk assessments reviewed • Ensure staff/committee training carried out on a regular basis 	AM	Next audit due January 2021 March 2020	Regular reviews and reports to MC Training arranged throughout year including lone working, fire safety awareness

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10.0	Asbestos	<ul style="list-style-type: none"> • Ensure compliance with legislation and our Asbestos Management Policy & Procedures • Keep our computer database up to date with asbestos survey records 	AM	Policy renewal due in February 2021	Policy review now in Dec 2019. All surveys being updated on database
11.0	Fire Safety	<ul style="list-style-type: none"> • Carry out regular fire risk assessments at eligible properties i.e. office, Centre81 and multi-storey flats • Action requirement to meet new standard for all properties by fitting interlinked smoke alarms, heat detectors & carbon monoxide detectors by the deadline of Feb 2021- currently programmed in the financial year 2019/2020. 	AM AM	Review in March 2020 March 2020	Completed at Leven View Currently being carried out in voids & rewires. Full contract procurement complete
12.0	Medical Adaptations	<ul style="list-style-type: none"> • Continue to apply for HAG funding each year to carry out adaptations • Consider supplementing grant funding during major repairs contracts to replace existing adaptations which had reached the end of their useful life • Ensure accurate database maintained of adapted properties 	AM Senior Staff AM	Review progress September 2019	<ul style="list-style-type: none"> • £38,000 for general & £24,200 for major adaptations • Actioned at bathroom contract • Ongoing
13.0	Risk Management and Welfare Reform	<ul style="list-style-type: none"> • Continue to assess risks as a result of statute compliance • Ensure SHQS/ESSH compliance is maintained • Monitor financial challenges faced as a result of welfare reform – bad debts and the impact of these on operating costs. Carry out scenario testing within Financial Plans 	Senior Staff	Annually (March 2020)	On target

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14.0	Procurement	<ul style="list-style-type: none"> • Continue to comply with all current legislation • Aim to achieve value for money in all contracts awarded • Where applicable, include a community benefit clause in the procurement of works • Adopt a formal Contractors Performance Policy outlining KPI's, CHA expectations and progress meetings etc. Monitor performance of contractors and tenant satisfaction • Review stock data on an annual basis in conjunction with the budget setting process • Pre and post contract procedures to include tenant notification, number of properties involved, setting up contract register, KPI assessments and performance monitoring, record of meetings, tenant surveys, before/after photos & LCC updates. • Regularly update CHA Procurement Action Plan 	<p style="text-align: center;">AM/LL</p> <p style="text-align: center;">AM/LL</p>	<p style="text-align: center;">Annually (March 2020)</p> <p style="text-align: center;">June 2019</p>	<ul style="list-style-type: none"> • Liaising with Gold Consultancy and all contracts being advertised on Public Contracts Scotland and utilising existing Framework Agreements - Scotland Excel and Wheatley Group • Ongoing • Ongoing • Contractors adhering to CHA code of conduct • Ongoing • Procedures in place • Ongoing
15.0	Addressing "cause for concern" stock	<ul style="list-style-type: none"> • First asset performance review of all stock to be carried out in 2019/2020 • Results of review will be subject to internal review during lifetime of this strategy • Customer consultation if required 	Senior Staff	March 2020	On target

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16.0	Consultation	<ul style="list-style-type: none"> Continue consult with our tenants, either individually or through RTO's, Focus Groups and Tenants Panel. 	Senior Staff	Ongoing	<ul style="list-style-type: none"> Focus Group reviewed Repairs & Maintenance Policy Tenant Panel met to discuss EESSH & SHQS compliance Regular contact with RPMTRA and attendance at public meetings