



"Offering our community more than a home"

Asset Management Strategy (2018-2023)

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CHA Objectives:

- To provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area.
- To manage the houses provided, in a professional and cost effective manner, for the benefit of our local community and the environment
- To provide a first class maintenance service which offers value for money and ensures the comfort and safety of our residents while achieving high levels of satisfaction
- To work in partnership with others, supporting our tenants and other customers, to maximise opportunities for physical and socio-economic regeneration in Clydebank
- To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.
- To promote social inclusion by applying principles of equality and diversity to everything we do.

Regulatory Standards:

- The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
- The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.
- The RSL ensures that any organisational changes or disposals it makes safeguard the interests of, and benefit, current and future tenants.

This policy can be made available on request in a variety of different formats, such as on tape, in large print and translated into other languages.

Introduction

Our Asset Management Strategy is there to manage and protect the asset base in such a way that it supports the wider organisational objectives and contributes to the long-term sustainability of the organisation.

Asset Management is the process by which we ensure that the assets that we need to operate our business are managed effectively and provide value for money. It covers a range of activities that are in place to protect these assets.

Our assets consist of:

- Housing stock we own to support our main business i.e. to provide quality, affordable housing that meets the changing needs of our customers and to ensure fair access to housing within our area.
- Our office accommodation and other non-housing assets
- Skilled staff - the people resource that is in place to ensure that our physical assets are effectively managed and that the required services are offered to customers.
- Voluntary Board members who govern the organisation, take strategic decisions to influence the direction and ethos of the Association
- Other assets that support the above such as IT systems, stock information, equipment
- Financial strength that underpins the organisation to ensure that we achieve our strategic objectives

We rely on all of these to deliver our key objectives.

We have an Asset Management Strategy and an **Asset Management Plan** to ensure delivery of the strategy in order to ensure that we 'make the most of what we have'.

Our Plan focuses primarily on the stock assets as the management of our other assets is covered elsewhere in our other strategic documents.

1.0 Background to CHA

Clydebank Housing Association (formerly known as Central & East Clydebank Housing Association, up to June 1989) was established by local residents in 1984 and working in partnership with the Housing Corporation (latterly Communities Scotland then Scottish Homes) and with the Local Authority, set out to improve housing and regenerate the central and east areas of the town. The Association was registered with the Housing Corporation in January 1985 and celebrated 30 years of achievements in 2015.

Clydebank Housing Association took ownership of its initial Tenemental stock in 1984. Since inception, our stock portfolio has incrementally increased in size through building new properties, stock transfers from West Dunbartonshire Council and Scottish Homes, through the purchase of Mortgage to Rent properties and buy back of shared ownership shares to 100% ownership.

As at 31 March 2019, our housing stock totalled 1,166 units including 42 Shared Ownership units and we offer a range of affordable housing (including general needs, amenity and wheelchair adapted properties) and related services throughout our area of operation.

The stock is generally in good condition and of high demand. The average re-let figure compares well against the performance of most other landlords and the Scottish average. Tenancy sustainment is fairly high. The main strategic challenge facing the Association is the fact that demand exceeds supply.

We work in partnership with the Scottish Government and West Dunbartonshire Council and others to create a strong, sustainable community by improving access to and choice in affordable housing and services.

CHA is registered with the Financial Conduct Authority, a Registered Society registered under the Co-operative and Community Benefit Societies Act 2014 (registered number 2191 RS) and the Housing (Scotland) Act 2010. This means that it cannot distribute any profits and all surpluses are set aside for future major repairs investment. It is also registered with the Scottish Housing Regulator, No. HAL86 and as a result, CHA is subject to supervision and inspection by this agency. The Association is a registered property factor under the provisions of the Property Factors (Scotland) Act 2011, Registration No PF00023 and is a Registered Scottish Charity with the Charity number SC033962.

During the duration of Clydebank HA's Business Plan, 2019-2024, we anticipate growth through development activity.

In March 2019, our tenants' satisfaction survey stated that 93% of our tenants were satisfied with the overall service supplied by Clydebank.

1.1 Clydebank HA's Business Plan 2019-2024

Clydebank HA's 2018-2023 business plan outlined the purpose and set the direction for Clydebank in the next few years and stated that "we will produce a comprehensive strategy which sets out our approach to the overall management of all our assets including housing and non-housing stock, equipment, vehicles, etc." This document assists us to improve our approach to strategic asset management and the collection of high quality stock condition information and demand and customer data will also be critical when making decisions on future investments.

This new Asset Management Strategy has been aligned with the business planning process and covers the same delivery period: 2019-2024.

This Strategy aims to deliver the property element of Clydebank HA's vision of "Offering our community more than a home" and provides a framework to deliver against the Association's Business Plan Strategic Objectives.

We will ensure that our objectives are delivered in terms of asset management by: -

- Ensuring that homes are improved and maintained to a high quality standard, meet customers' needs and aspirations and are compliant with current legislation including ongoing compliance with the SHQS and compliant with ESSH by 2020 and ESSH2 thereafter.
- Ensuring that future investment decisions are based upon robust reviews or options appraisals of any "cause for concern stock"
- Ensuring effective customer involvement in the development and monitoring of improvement programmes
- Developing computer infrastructure to provide accurate stock information
- Ensuring our property portfolio is suitable for its current use and supports efficient and effective service delivery both now and in the future
- Demonstrating value for money in delivery of the capital programme through effective procurement

1.2 Vision, Mission and Values

Clydebank Housing Association aims to strive for excellence and provide the highest possible quality housing, environment and services to all our customers. We will aim to maximise our contribution to the overall regeneration of our area, addressing wherever possible, the needs of those in the community who are disadvantaged. In order to achieve this, the following **core values** have been formulated: -

"Offering our community more than a home"

We will achieve this by being

- **Respectful**- we will treat all our customers with courtesy and respect
- **Accountable** – we will be open, honest and approachable and act with the highest integrity at all times
- **Responsive and Informative** – we will listen, respond and inform through effective and timely communication
- **Professional** – we will ensure we have the appropriate skills and strive for excellence in all aspects of our service

2.0 Purpose of our Asset Management Plan

The purpose of our asset management plan is to: -

- Set out the framework for our approach to managing our assets in order that we achieve our aims and objectives both now and in the future.
- Devise a working document/Asset Management Action Plan to assist with continual improvement in the efficient and effective delivery of the Asset Management Strategy

The objectives of the plan are as follows: -

- To produce an asset profile of the housing stock
- To state the value of the stock
- To review the findings of the most recent stock condition survey against the current and future repairs and maintenance requirements including the requirement to meet the Scottish Housing Quality Standard, EESSH and EESH2.
- To evaluate the Association's housing stock against existing housing needs and demand information
- To clarify Clydebank HA's understanding of customer needs and detail how we ensure we keep abreast of changing needs of current and potential customers
- To provide an integrated understanding of the 30 year financial plans for the organisation and how asset management impacts upon this
- To set out the risks acknowledged in relation to asset management and identify actions that we will take to mitigate against the effects of these risks
- Produce an action plan detailing how we will challenge ourselves to continually improve and remain effective and efficient in supporting our Strategy

2.1 Asset Value

As at 31 March 2019 the stock is valued as follows in the audited financial statements: -

- Housing properties for rent , shared ownership
And under the course of construction - NBV c. £29.2m

In addition to improving our knowledge and database of housing stock, there is still a need to gain a better understanding of our other assets and liabilities that may have significant impact upon delivery of this strategy, namely offices, potential developable land, unadopted roads, car parks and footpaths, etc. It is recognised that these may have a significant positive or negative effect on our ability to deliver this strategy and other strategic objectives. This information will be included in our action plan going forward.

The Association owns the following unencumbered non-housing assets.

- Office accommodation - Registered office, 77-83 Kilbowie Rd
- Office accommodation - Social Economy Centre, 63 Kilbowie Rd
- Regeneration Centre - Centre81, Braes Avenue, Whitecrook
- CHP Station - Radnor Park, Clydebank

Total Net Book Value c. £3.0m

2.2 Asset Profile

Our asset base (1,166 units) is diverse in nature and is predominantly situated in the central and east areas of the Clydebank in West Dunbartonshire and includes 641 units transferred from Scottish Homes (113 were sold before the end of the Right to Buy scheme in July 2016), 42 shared ownership units as

well as our core and acquired stock of 483 units. We also provide factoring services to c. 600 owner-occupiers within our area of operation.

Our stock: -

Core rehabilitated stock	136 units
Core new build stock	300 units (inc. 7 wheelchair properties)
Acquired stock	47 units
Transfer stock	641 units
Shared Ownership	42 units

The breakdown of stock (excluding shared ownership) by apartment size is shown below: -

Apt Size	House	High Rise	Tenement	4-in-a-block	Other flat/ maisonette	Total
2 Apt	0	0	286	34	67	374
3 Apt	3	390	98	48	30	556
4 Apt	50	0	4	73	16	142
5+ Apt	22	0	2	1	0	25
Total	75	0	390	156	113	1124

The breakdown of stock (excluding shared ownership) in terms of age profile is shown below: -

Pre 1919	1919-1944	1945-1964	1965-1982	1983-2002	Post 2002	Total
114	40	208	439	239	84	1124

Our stock by client group type confirms that 96% is for general needs family housing, 3% for older people and <1% is leased accommodation.

Our properties are a mixture of construction types, ranging from traditional stone/brick built properties, non-traditional (no-fines/BISF/Whitson Fairhurst, etc.) cavity and timber framed properties and multi-storey properties. There are approximately 555 (c.49%) traditional built, 391 (c. 34%) multi-stories and 196 (c. 17%) non-traditional properties which were transferred from Scottish Homes.

The turnover of void properties during the year to 31 March 2019 was 119, approximately 10.5% of the total stock held.

We classify low-demand properties where one or more of the following exist: -

- Small or non-existent waiting list for the property
 - Tenancy offers on dwelling are frequently refused and;
 - High rates of tenancy turnover
- Clydebank HA currently has no properties in the low-demand category.

2.3 Demand for affordable housing

According to the most recent Scottish Household Survey (2018) there are c. 2.477 million households in Scotland.

The percentage tenure breakdown by sector in **West Dunbartonshire** reveals the following: -

Private Rented	13%
Owner Occupier	48%
Social Rent	37% (the highest percentage in the whole of Scotland)
Vacant	2%

There are c. 158k applicants on Scottish Local Authority waiting lists per Scottish Government 2018 statistics. West Dunbartonshire Council has c. 2.3k applicants (2017) on its waiting list and Clydebank HA has c. 800.

A breakdown of Clydebank HA's waiting list as at 31 March 2019 was as follows: -

Apartment Size	Waiting List	Transfer List (2018)	Total
2 apt	366	42	408
3 apt	258	18	276
4 apt	115	4	119
5 apt +	29	2	31
Wheelchair adapted (inc. in above figures)	77	0	834

When current level of demand is compared with the Association's stock profile, it is clear that demand is high across all apartment sizes. The use of Clydebank HA waiting list information together with district and national statistics will be reviewed regularly to inform this Strategy and our Development Strategy going forward.

2.4 Tenant Satisfaction Results/Asset Perception

The Association's latest tenant satisfaction survey undertaken in March 2017 provided levels of satisfaction with our stock and with the neighbourhood in general. The table below demonstrates levels of satisfaction as at this date

Percentage of tenants satisfied with the quality of their home (Indicator 10)	87.55%
10.1 How many tenants answered the question Overall, how satisfied or dissatisfied are you with the quality of your home?	450
10.2 Of the tenants who answered, how many said that they were:	
10.2.1 very satisfied	261
10.2.2 fairly satisfied	133
10.2.3 neither satisfied nor dissatisfied	41
10.2.4 fairly dissatisfied	8
10.2.5 very dissatisfied	7

Percentage of tenants satisfied with the management of the neighbourhood they live in (Indicator 17)	91.33%
17.1 How many tenants answered the question Overall, how satisfied or dissatisfied are you with your landlord's management of the neighbourhood you live in?	450
17.2 Of the tenants who answered, how many said that they were:	
17.2.1 very satisfied	248
17.2.2 fairly satisfied	163
17.2.3 neither satisfied nor dissatisfied	25
17.2.4 fairly dissatisfied	13
17.2.5 very dissatisfied	1

It is clear that since the last survey was carried out in 2017, levels of satisfaction have dipped in the both the quality of our homes and the neighbourhood in which they are situated. The introduction of an Estate Caretaker will hopefully address the dissatisfaction of our neighbourhoods going forward and have analysed the results and reasons for responses in relation to quality of home and now regularly update tenants with our 5-year major repair plans.

3.0 Landlord Responsibilities

3.1 Housing (Scotland) Act 2001 incorporating update in 2014

Our responsibilities as a registered social landlord are set out in the Housing (Scotland) Acts 2001 and 2006. As a registered social landlord, we are required by law to keep properties wind and watertight and 'reasonably fit for human habitation'.

3.2 Scottish Secure Tenancy Agreement

All our obligations are set out in our Scottish Secure Tenancy Agreement and include: -

- a) A duty of care to carry out repairs relating to water penetration, rising dampness and condensation dampness. This duty of repair includes a duty to take into account the extent to which the property falls short of the current building regulations by reason of disrepair or sanitary defects.
- b) To keep in repair, the structure and exterior of all properties and communal areas, this will include:
 - Drains, gutters and external pipes
 - The roof, chimneys, chimney stacks and flues;
 - External walls, external doors, window sills, window catches, sash chords and window frames including external painting and decoration
 - Internal walls, floors and ceilings, doors, door frames and internal staircases and landings

- Plasterwork
 - Pathways, steps or other means of access, integral garages and stores, boundary walls and fencing
- c) To keep in repair and proper working order, installations we have provided for space heating, water heating and sanitation and for the supply of water, gas electricity, this will include: -
- Basins, sinks, baths, toilets, flushing systems and waste pipes, showers, water tanks;
 - Electric wiring, fireplaces, fitted fires and central heating installations, door entry systems, communal TV aerials and extractor fans.
- d) Publish and inform tenants of their, and the Association's responsibilities in respect of repairs and maintenance.

4.0 Asset Condition

4.1 Scottish Housing Quality Standard (SHQS)

The SHQS was introduced in 2004 and all social housing landlords in Scotland were required to meet this standard by 2015. The information is reported annually in the Annual Return on the Charter.

The SHQS has 55 elements within 9 sub-elements. The standard requires all dwellings to: -

- Meet the tolerable standard
- Be free from serious disrepair
- Be energy efficient
- Be equipped with modern facilities and services
- Be healthy, safe and secure

As at 31 March 2019, 91.53% of our housing stock presently meets the SHQS (dipped below 100% following stock condition survey) however, it is expected that this will be 92.96% by 31 March 2020 (this figure excludes exemptions and abeyances). All information is recorded via the Association's housing system, Kypera and reported to the Housing Services Sub-Committee monthly.

Clydebank HA has introduced a rolling programme of inspections to check SHQS continued compliance and inform investment needs. 40% of our stock was externally assessed in 2018 and 2019 and a further 20% is planned for 2020/21. Association staff also inspect properties on a routine basis and address areas of non-compliance as identified.

The data from these processes is analysed and subsequently integrated into the long-term financial forecasts.

4.2 Energy Efficiency Standard for Social Housing (ESSH)

The ESSH is based on a minimum energy efficiency rating, as defined within the Energy Performance Certificate (EPC) for a property. The energy efficiency rating is taken from Standard Assessment Procedure (SAP) energy calculations and the ESSH uses the 2009 version of SAP as its basis. Since

January 2009 we have been obliged to provide an EPC for each of our properties at the time of re-let.

The EPC gives an energy efficiency rating which will be used for EESSH purposes and the Association is in the process of ensuring that all its properties has an up to date EPC certificate in place by 31 March 2020.

The EESSH sets a single minimum Energy Efficiency rating that must be achieved. The rating varies depending on fuel type and general dwelling type. It does not differentiate between construction types or age of properties:

Table 1: EESSH minimum ratings for 2020 (by dwelling type)

EE Rating	SAP 2009		SAP 2012	
	Gas	Electric	Gas	Electric
Flats	69	65	69	63
Four-in-a-block	65	65	65	62
Houses (other than detached)	69	65	69	62
Detached	60	60	60	57

The Standard does not prescribe how RSLs are to achieve these minimum energy efficiency ratings but provides a list of 'reasonable measures' that we can consider when deciding what works we will undertake to bring properties up to the minimum rating. These measures are felt to represent a good balance of cost and benefit in the reduction of energy consumption:

- Condensing boilers
- Double/secondary glazing
- Heating controls
- Storage heaters
- Loft insulation top-up
- Floor insulation
- Compact fluorescent lighting
- Solid wall insulation (external)

Clydebank HA will incorporate requirement in our future budgets to allow us to meet the Standard in as many properties as possible and apply for exemptions should this be necessary.

It is accepted by the Scottish Government that there will be circumstances where RSLs are unable to meet the EESSH by 2020, due to circumstances out with their control. They have, therefore, included a number of categories where RSLs can claim a 'Temporary Exemption' from meeting the EESSH.

There are six possible categories of exemption:

- a) Technical: Where the construction of the property means that the building is unsuitable for energy efficiency measures. It is expected that this will be very rare and new technologies in the future may help address the issues.
- b) Legal: For example, where a property is listed or in a conservation area and required measures cannot be installed. Again, it is anticipated that these types of cases will be rare.
- c) Excessive cost: Where the cost exceeds any possible benefit to tenants.
- d) Social: Where a tenant and / or owner or sharing owner refuse to participate and the measures cannot reasonably be undertaken without their consent. The RSL is expected to make every reasonable effort to secure the participation of all parties and is expected to regularly review the situation, particularly when tenancies change, etc.
- e) Disposal: Where the landlord's long term asset management strategy is to dispose of the property either through demolition or sale.
- f) Funding: From 2017 if RSLs can show that funding for required energy efficiency measures is not available. The RSL is expected to show that it has made all reasonable efforts to secure funding and is expected to regularly review the funding situation.

RSLs are expected to regularly review the circumstances of all cases where they are claiming temporary exemptions. It is anticipated that advances in technology will mean that some measures may become technically achievable in the future and changes in funding may make them affordable. The table below details the Association's reported exemptions as at 31 March 2019: -

C33.6 Number of properties in scope of the EESSH that are exempt the standard

	Gas	Electric	Other fuels	Total
Flats	0	20	0	20
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	2	0	2
Detached houses	0	0	0	0
Total	0	22	0	22

In addition, RSLs are expected to undertake all measures they can to a property to improve its energy efficiency, even if it will not fully meet the Standard. As at 31 March 2019, the Association reported in the ARC, the number of properties which meet the standard as follows: -

C33.7 Number of properties in scope of the EESSH that meet the standard

	Gas	Electric	Other fuels	Total
Flats	324	494	0	818
Four-in-a-block	138	1	0	139
Houses (other than detached)	50	1	0	51
Detached houses	0	0	0	0
Total	512	496	0	1,008

This indicated that 89.8% of its properties met the EESSH and the Association continues to work towards teaching 100% compliance by the 2020 deadline.

We have a strong track record in securing funding support to assist us in achieving our energy efficiency improvements. Scottish Government HEEPS funding in the sum of c. £800k was secured to accelerate external and internal wall insulation in 44 of our non-traditional and Tenemental properties. In addition, the Association in partnership with our contractors, secured c. £1.23m for cavity and internal wall installations to our electric heated properties. We also continue to explore grant funding opportunities and have recently been in discussion regarding the following: -

- Cavity wall insulation at multi-storey flats and other properties
- Loft insulation throughout the stock
- Internal wall insulation not originally included in HEEPS funding
- Gas supply installation at Dumbarton Road

5.0 Asset Performance

We aim to carry out an asset performance review in 2019/21 that will provide us with an understanding of comparative stock performance based on current information which will serve to identify where data quality requires to be improved.

This approach will provide a sound basis from which we can measure our strategic asset performance across our portfolio and also over time, so as to:

- Inform this Asset Management Strategy
- Comply with Regulator Strategic Asset Management Guidance; and
- Align with and support our overarching 5- year Business Plan.

The Baseline Asset Performance Review Report will provide full details of our methodology and findings.

6.0 Investment in Core Stock

Our current investment planning framework includes: -

- 30-Year Life Cycle Costs
- 5-Year financial projections which are included in the Association's Financial Viability Return to the Scottish Housing Regulator
- Business Plan 2019-2024 including annual budget
- Major Repairs Sinking Fund calculation for rent setting and planning purposes

6.1 Planned maintenance and improvements

In order to keep our Major Repairs investment programme up to date as well as ensuring compliance with any regulatory or legislative requirements, the Association will instruct a physical stock condition survey of its stock on a 5-year cycle (last carried out in 2019).

Planned improvement work consists of the replacement of components that are in need of renewal as they have reached or exceeded their expected life span and the Association has in place a 30-year costed plan (reviewable at least every 5 years) which forms the basis of its major repairs programme.

Component Useful Economic Life

Structure	50 years
Kitchen	20 years
Bathroom	25 years
Gas Boiler	15 years
Radiator & Pipe work	30 years
Electric heating	25 years
Rewiring	30 years
Ventilation units	10 years
Emergency Lighting	10 & 15 years
Windows	30 years
External Doors	30 years
Communal entrance & pass doors	20 years
Door entry system	15 years
Lifts	20 years

The main areas of planned improvement work for the Association will consist of kitchen replacements, installation of boilers and the upgrade of central heating systems. The Association communicated its 5-year programme to tenants in 2019.

The Association anticipates spending approximately c. £10.5m on planned works in the 5 years between 2020/21 and 2024/25 and a total of c. £38.9m over the lifetime of the 30-year plan to 2048/49.

Investment priorities will be co-ordinated, managed and directed to derive maximum financial and community benefits and to ensure we achieve value for money. To this end, programmes may be adjusted accordingly.

6.2 Cyclical

A significant part of our maintenance work is of a cyclical nature to help prevent early deterioration of components and to maintain health and safety requirements. The bulk of our cyclical works include cyclical decoration, gas servicing, electrical testing, and prevention of legionella and asbestos survey reviews.

A significant number of service contracts are also in place to cover grounds maintenance, gutter cleaning, and lift servicing, stair cleaning, etc.

Any contract over the value of £50,000 is awarded after an open and competitive procurement process and placed on the Public Contracts Scotland website.

Clydebank HA anticipates spending approximately £2.0m on cyclical works in the 5 years between 2020/21 and 2024/25 and approximately £10.5m over the 30-year plan.

6.3 Reactive maintenance including Void works

This relates to reactive repairs to the housing stock and repairs to empty homes. The service standards are set out in Clydebank HA's Repairs and Maintenance Policy and information sheets available to service users.

Ongoing repairs and maintenance of our assets is crucial to the proper management of our housing stock and is central to achieving high levels of customer satisfaction. We aim to ensure that we provide a repairs and maintenance service which discharges our legal obligations to tenants and which efficient, responsive to changing demands and which achieves value for money.

In 2018/19, we spent c. £448k on direct reactive repairs which equates to an average reactive maintenance spend of c. £384 per property.

The March 2019 tenants' satisfaction survey stated that 90.52% of tenants (who had a repair carried out in the 12 months before the survey) were satisfied with the overall repairs service.

A priority in 2019/20 was to procure through Public Contracts Scotland, small works contractors to carry out our routine maintenance. This process has now commenced with a view to complying with procurement legislation, increasing our pool of contractors, improving performance in all aspects of our repairs service, securing community benefits, achieving value for money and importantly improving tenant satisfaction levels. The Association has used external support to assist in managing the procurement process to ensure that we adhere to regulations and achieves our objectives.

Detailed below is performance for maintenance ARC indicators and indications are that improved maintenance data collection and reporting mechanisms have had a positive effect on Indicator 13 – Right First Time where performance is exceeding 95% (March 2019).

Average length of time taken to complete emergency repairs (Indicator 11)	2.40 hours
11.1 The number of emergency repairs completed in the reporting year	444
11.2 The total number of hours taken to complete emergency repairs	1065
Average length of time taken to complete non-emergency repairs (Indicator 12)	3.38 days
12.1 The total number of non-emergency repairs completed in the reporting year	2,830
12.2 The total number of working days taken to complete non-emergency repairs	9,570
Percentage of reactive repairs carried out in the last year completed right first time (Indicator 13)	95.65%
13.1 The number of reactive repairs completed right first time during the reporting year	2,702
13.2 The total number of reactive repairs completed	2,825

7.0 Maintenance Service Standards and Performance Management

Our repair standards and performance targets are currently published within our quarterly ChitChat Newsletter and achieved and monitored through: -

- **Contractor Performance** – Performance against repairs target times is monitored to identify poor performance with any issues directly actioned through contractor’s meetings.
- **Post inspections** – We aim to carry out a minimum of 20% of all completed works.
- **Post Contract Customer Satisfaction Surveys** – Carried out after major planned replacement programmes. Feedback is collected and can influence subsequent contract design, administration, use of contractor, etc.
- **Environmental Surveys** – Conducted through Keep Scotland Beautiful
- **Complaints** – monitored on an ongoing basis and reported to the Management Committee on a quarterly basis

7.1 Categories of Reactive Repairs – Target timescales

All repairs are responded to in terms of their necessity, liability and degree of urgency. Wherever possible, attendance will be at a date and time that is convenient to the tenant; otherwise tenants will be advised of the expected timescales involved.

The Association’s published repair categories and response times in terms of its Repairs and Maintenance Policy (Aug 2019) are as follows: -

- **Emergency Repairs**
This class of repair is intended to deal with emergencies which are likely to cause injury or death or substantial property damage. The response target time to attend and make safe is within 4 hours and completion of the repair within 24 hours.

- Urgent Repairs**
 These are faults that may cause inconvenience to a tenant but little possibility of further property damage if dealt with within the specified target time. The response target time is within 3 working days.
- Routine Repairs**
 These are faults that are not hazardous or which cause minor inconvenience to a tenant. The response target time is within 10 working days.
- Complex Repairs**
 These are repairs which are likely to involve multi-trades and can include jobs requiring time to dry out, removal of asbestos, jobs over a certain value, jobs requiring authority from owners, insurance approval. The response target time is within 20 working days.
- Right to Repair**
 The Association will adhere to the duties set out within the Scottish Secure Tenants (Right to Repair) Regulations 2002. The timescales are set out in this legislation and are specific for qualifying repairs. Repairs which are covered by the scheme include:

REPAIR	Working days to complete
Blocked flue to open fire or boiler	1
Blocked or leaking foul drains, soil stacks, or toilets where there is no other toilet in the house	1
Blocked sink, bath or drain	1
Loss of electric power	1
Loss of water supply	1
Insecure external window, door or lock	1
Unsafe access path or step	1
Significant leaks or flooding from water or heating pipes, tanks or cisterns	1
Loss or partial loss of gas supply	1
Loss or partial loss of space or water heating where there is no alternative heating available	1
Toilet not flushing where there is no other toilet in the house	1
Unsafe power or lighting socket or electrical fitting	1
Partial loss of electric supply	3
Partial loss of water supply	3
Loose or detached banister or handrail	3
Unsafe timber flooring or stair treads	3
Mechanical extractor fan in internal kitchen or bathroom not working	7

In order to drive performance further, the Association has also a resident Tenant Panel which has in place a programme of scrutiny and welcomes input, views and proposals in its service delivery and policy reviews.

8.0 Environmental Management

The environmental management service consists of a comprehensive range of works that include the maintenance of common areas and litter-pick up services.

A tendering process is underway to procure a landscape maintenance contractor which will be in place by April 2020. An enhanced service is proposed which will include grass cutting, removing dog fouling, gritting and removal of bulk/fly tipping.

Our March 2019 tenants' satisfaction survey stated that 91.33% were satisfied with the management of the neighbourhood.

In 2014, we established a Tenant Panel which has comprehensively reviewed the Association's approach to estate and environmental management and we have incorporated proposals and recommendations accordingly.

The Association has also partnered with Keep Scotland Beautiful to audit various areas within our property base and we have action plans in place to improve the quality of the environment in which our tenants reside. The Association retained Silver Standard at its 7 multi-storey flats in 2019 (first assessed 2017).

We are fully committed to sustainability and carbon reduction initiatives for both the organisation and its tenants which will also save money and address fuel poverty and work in partnership with Keep Scotland Beautiful in this regard. The Association has secured 3 rounds of Climate Challenge Funding to fulfil this objective and is awaiting the outcome of its fourth application (decision expected March 2020).

9.0 Health and Safety

We have a legal responsibility to ensure that all our tenants live in properties which are healthy, safe and secure. In order to achieve this we undertake the following as part of our annual cyclical works programme:

- Annual safety checks of all gas appliances, pipe-work and associated fittings at properties we manage
- A programme of electrical checks on all of our general needs properties, every five-ten years or at change of occupancy and upgrading of installations identified during these checks. Checks are every three years for houses in multiple occupation (HMOs). This check also includes smoke and heat alarms and CO detectors
- Conduct regular testing and disinfection of water systems to office premises and high risk properties, such as our multi-storey flats and tenements where there are water tanks, to prevent contamination by legionella bacteria, within timescales laid down by Health and Safety Executive and approved codes of practice.

We also undertake regular servicing of the following:

- Window safety catches (at void stage)
- Unvented hot water cylinders
- Testing of portable electrical appliances
- All fire alarms as required by current legislation
- Dry risers
- Water pump systems
- Lightning conductors
- All emergency lighting installations
- All fire-fighting equipment and signage, replacing any damaged or faulty equipment
- All passenger lift installations (maintenance/servicing and insurance inspections)

The Association complies with ACS/EVH Health and Safety Manual and regular audits are undertaken and recommendations implemented timeously. The Association also follows ACS/EVH Landlord Health and Safety Manual requirements and also commits to regular audits.

10.0 Asbestos

The Association is governed by several legislative Acts in relation to asbestos management including The Health and Safety at Work Act 1974 which requires every employer to ensure as far as reasonably practical, the health and safety and welfare at work of all employees and contractors who work on its behalf. Employers and occupiers must conduct their undertakings and keep their premises in such a condition as to ensure that others are also not exposed to asbestos fibre.

Several changes to legislation over the years concluded with the Control of Asbestos Regulations (CAR) 2006, which combined all previous asbestos related regulations. This was updated on 06 April 2012 with the Control of Asbestos Regulations 2012 which set out clear levels of responsibilities, conditions and duties placed on employers to manage asbestos containing materials. The only alterations were in classification of asbestos surveys and notification periods.

Clydebank HA has an Asbestos Policy, which is in line with the Control of Asbestos Regulations 2012, and maintains a comprehensive register of asbestos for all its properties and undertakes surveys as required e.g., during major/cyclical repairs programmes and when a property becomes void. All information is contained within the Association's Asbestos Register and in the computerised database (Kypera) and is updated in line with the Policy.

The register is provided to all contractors the Association uses on reactive and programmed maintenance. The contractors, as part of their contract, are requested to report back to the Association immediately with details of any materials which are potential asbestos containing (PACMs) to allow appropriate sampling to take place and corrective action to be taken. Asbestos awareness training forms part of the Asbestos Management Policy and our capital investment works also incorporates asbestos surveys as required.

Clydebank HA has produced an information leaflet for tenants entitled “Asbestos in the Home” and is made available to tenants at reception, on our website and upon request.

Asbestos identified to date has been minimal, predominantly low-risk and subsequently managed and left in-situ pending renewals of components.

11.0 Fire safety

We recognise the importance of fire safety and prevention. Fire risk assessments have been carried out on eligible properties, under the Fire Safety (Scotland) Act 2005. The Association has recently carried out Fire Risk Assessments to all our high risk properties (multi-storey properties, office premises and Centre81) and has a rolling programme of assessment in place. Regular health and safety reports and actions plans are submitted to the Management Committee following assessments and Scottish Fire and Rescue Scotland inspection reports are also included.

The assessments include a number of recommendations to meet and improve the fire safety in each site.

Following a consultation at the end of 2017, the Scottish Government confirmed that all existing homes in Scotland will be required to meet a new standard for fire safety. The new standard will require that every home has: -

- one smoke alarm installed in the room most frequently used for general daytime living purposes;
- one smoke alarm in every circulation space on each storey, such as hallways and landings;
- one heat alarm installed in every kitchen;
- all smoke and heat alarms to be ceiling mounted; and
- all smoke and heat alarms to be interlinked
- at least one carbon monoxide detector to be installed within all properties with a gas supply and interlinked to smoke alarms and heat detectors

Specified types of sealed long-life battery alarms or mains-wired alarms are permitted, with a maximum lifespan of 10 years.

These new standards will bring all existing homes up to the standard for fire and smoke alarms required in new build homes.

The standards will be introduced through an amendment to the Tolerable Standard and came into force in February 2019. Landlords and homeowners now have 2 years (until February 2021) to meet the new standard. Compliance will be monitored via returns to the Scottish Housing Regulator.

The Association has identified these requirements within its Life Cycle Costings and financial plans and has expedited the procurement process to ensure installation throughout its stock prior to the February 2021 deadline.

12.0 Medical Aids and Adaptations

The Association has a Medical Aids and Adaptations Policy in place and is aware that it faces a challenge of meeting increasing demand for adaptations in a period of public expenditure constraints but are committed to assist tenants to remain in their homes and continue to live independently.

In order to maximise adaptations and address demand, the Association has taken the decision not to fund certain adaptations of a specific nature and particular type such as wet floor showers in a second or third floor flat.

In 2019/20, we have received a funding allocation of £38k to carry out general medical adaptations and £24,200 for major adaptations from the Scottish Government.

Whilst grant funding is sought and secured from the Scottish Government, we continue to supplement this grant funding from our own investment programme, to help provide level access showers and replace existing adaptations that have reached the end of their useful lives, during planned major repairs contracts.

We are aware that our timescales for delivery of adaptations is well below average in comparison to others; which is mainly due to insufficient grant funding to fund the applications which are received. An action from this strategy will be to continuously review our performance on adaptations to determine what is required to improve performance.

13.0 Risk Management and Welfare Reform

A key risk for Clydebank HA in the context of asset management is statute compliance, maintaining demand for our stock and ensuring we achieve high levels of resident satisfaction.

The Association has to maintain SHQS compliance and adapt to potential enhanced energy efficiency standards. On-going external survey work supports the management and control of this risk.

The Association has a comparatively low turnover of stock and demand exceeds supply. The financial challenge of welfare reform continues to present a significant risk to the organisation. This will increase pressure on operating costs and the scale of potential doubtful and bad debts and also presents a risk in the context of maintaining demand and funding any new legal obligations the organisation has to meet.

14.0 Procurement

Clydebank HA is committed to open and competitive procurement and our approach to procurement and legal compliance will be reviewed periodically to ensure all current and future requirements under the Procurement Reform (Scotland) Act 2014 are met.

Our current arrangements cover the use of framework agreements for major works and the appointment of consultants. In addition, our reactive repairs service is provided by various small works contractors and procurement via Public Contracts Scotland is currently underway and we aim formally procure by April 2020.

For works in excess of £50,000 the Association will place the contract on the Public Contract Scotland website to try and achieve best value.

All tenders comply with Clydebank HA's Procurement Policy and financial regulations and current procurement legislation.

Where applicable, procurement of works should have a community benefit element whether it is in relation to community sustainability, local training and employment. The annual budget and financial forecasts include a sum for external consultancy support.

On an annual basis, the Association reviews and maintains stock condition data and produces proposed work programmes and incorporates this into the budget setting process. This process includes collecting and analysing information on tenant demand.

All reactive and programmed work is monitored to ensure: -

- Work proceeds and is completed within timescale
- Work is completed within budget and potential over spends are addressed quickly and decisively.
- Tenant satisfaction is monitored to ensure service standards are realised
- The Management Committee receives regular reports to monitor performance and manage risk.

15.0 Addressing “cause for concern” stock

The Association currently has no stock identified as a cause for concern.

We will be carrying out our first asset performance review of all our stock in conjunction with a consultant in 2019/2021 which will assess all schemes in order to compare asset performance. Schemes will be considered a “cause for concern” if: -

- An average net present value per unit of less than +£5,000; and
- An equivalent weak non-financial performance

Once this process is finalised, all of the results will be subject to internal review during the lifetime of this strategy. Customer consultation may be required at a future date as part of an agreed project plan and this would take place following a due diligence review.

We will take cognisance of the following: -

- Financial performance of each scheme – Income –v- Costs
- SHQS and EESSH compliance and costs of meeting this

- Demand analysis based on demographics and needs

For those schemes which require detailed investigation, tenant consultation and an options appraisal will follow this assessment and the consultation process will include the following: -

- Set out our proposals for the stock
- Detail how we would involve and support them through the investigatory process
- The Management Committee will receive and consider customer feedback
- The Association will decide on the appropriate methodology for the options appraisal and communicate this to tenants.
- At a strategic level, the Management Committee would lead the process, based on professional advice and recommendations and if appropriate external agencies such as the Regulator and local authority, would be consulted.

16.0 Consultation

The Association recognises the importance of the statutory framework for tenant participation set out in the Housing (Scotland) Act 2001 which requires us to consult with tenants either on an individual basis or via a registered tenants' organisation on policies and standards of service for repairs and maintenance.

The Association has consulted on a variety of repairs and maintenance specific issues including our Medical Aids and Adaptations Policy and target timescales. Major repair works include consultation groups for each project proposed where possible.

The Association has two registered Tenants and Residents' Association and a Tenant Panel with which it consults with on a regular basis.

17.0 Equality and Diversity

“Clydebank Housing Association is committed to promoting social inclusion by applying principles of equality and diversity to everything we do.”

We are committed to promoting and encouraging diversity and eliminating discrimination by providing access, equality and opportunity for all. Excellent customer intelligence is vital to ensuring that we are meeting our obligations as well as understanding who our customers are, identifying their needs and aspirations to inform our investment plans and asset management now and into the future.

18.0 Review

The asset strategy will be reviewed on an annual basis alongside the business plan.

For Office Use Only – Required Actions

Customer Consultation Required/Arranged	No
Intranet Update	Yes
F Drive Update	Yes
Website Update	No
Leaflet change required?	No
Newsletter Promotion?	No
Other information updated, e.g. posters, automatic email responses, post cards, answering machine messages, etc.	No
Equality Impact Assessment completed	Yes