



ASSET MANAGEMENT STRATEGY 2022/2027

1.0 INTRODUCTION

- 1.1 The Association is aware that the decisions it takes on stock investment, maintenance, demolition and disposal are business-critical decisions that have both immediate and longer-term implications for performance in meeting our strategic objectives and remaining viable as an organisation.
- 1.2 Accordingly, our Asset Management Strategy is firmly rooted within our overall strategic objectives, as outlined in our Corporate Management Plan.
- 1.3 The aim of our Asset Management Strategy is to deliver housing investment through new build, acquisition, refurbishment and planned maintenance activities that will ensure that the Association's housing stock is of a quality and type that meets the needs of its tenants; it is located in the right places, is environmentally sustainable and energy efficient and is capable of being effectively, efficiently and economically managed and maintained over the long term. The strategy also aims to maximise income and minimise liabilities and targets planned maintenance investment into stock that has long-term viability in delivering our objectives.
- 1.4 Our strategy takes a holistic approach to asset management, as we are aware of the need to ensure that we only invest in property that is sustainable. Accordingly, we invest in new build and acquisition of property and in the maintenance and improvement of our existing homes on the basis that there is a short and medium term demand for our properties. All parts of our area of operations display housing need and we do not have any stock that is classed as difficult to let.

2.0 CORPORATE MANAGEMENT PLAN

The Associations Corporate Management Plan 2022/2027 refers to the "Asset Management Strategy and Plans" and

- ✓ Comments on the Association's status in compliance with the SHQS. It also outlines areas where exemptions are applicable and the reasons for these, and whether the exemption can be addressed.
- ✓ Confirms the planned expenditure over the next 5 years to ensure compliance is maintained.
- ✓ Refers to the Associations 5 year asset plans (as contained in the 5 year financial projections) with particular reference to issues identified through tenant consultation as being important e.g., energy efficiency improvements, increasing security and improving housing quality.

- ✓ Refers to the EESSH/EESSH2 requirements including a position statement of current compliance, and measures to increase compliance to December 2020 and beyond.

2.1 Compliance with Scottish Housing Quality Standard (SHQS)

The Association's rented stock of 1436 the end of March 2022 (excluding shared ownership) can be categorised as follows:

- ✓ 779 principally new build stock in Clackmannanshire;
- ✓ 177 new build stock in West Fife;
- ✓ 480 large scale voluntary transfer (LSVT) stock in Tullibody (transferred from Scottish Homes in 1998).
- ✓ 34 of the units in Clackmannanshire acquired through the Scottish Government Residential property acquisition programme. The age profile of these units puts them in similar requirements to the Association's LSVT stock and not its new build stock.

Predictably the new build stock shows high levels of compliance with EESSH throughout the plan period. However, despite considerable investment since 1998, the LSVT stock, which includes 185 non-traditional properties, continues to require high levels of expenditure.

The Association's rented housing stock is located in 64 developments throughout Clackmannanshire and West Fife. In addition, the Association had 16 shared ownership properties as at 31st March 2022.

The Association also provides a factoring service to 44 owner occupiers.

The Association also continued with the strategy of purchasing off the shelf properties – 4 properties were purchased during 2021/22 at a cost of £299K, with grant funding of up to £40K per property received for each of these. This brings the total number of properties purchased “off the shelf” since 2015 to 34.

The Association successfully met 91.10% compliance with the SHQS by 31st March 2022 (excluding exemptions) and is currently continuing efforts to gain access to the outstanding properties to undertake any necessary work.

2.2 Investment in Housing Stock

The Association invested £1.1m in its housing stock in 2021/22 aimed at achieving the Scottish Housing Quality Standard. In terms of future investment, the 2022/2023 budget and current 30-year cash flow assumes the SHQS is maintained.

2.3 EESSH Investment

During 2021/22 we continued with our plan to bring 55 properties up to the EESSH standard, through the installation of external wall insulation and solar photo-voltaic panels. As part of this project, the roofs would also be renewed. As at 31st March 2022, and following further lengthy delays due to the Covid-19 pandemic, we had managed to achieve compliance with these properties with 2 exceptions (due to adjoining owner agreement). As at 31st March 2022, our compliance 95.44%.

During 2022/23 we continue to progress proposals to improve the energy efficiency of our remaining 5 electric-heated homes. A project has been awarded to install internal wall insulation and air-source heat pumps. The project has secured funding

from the Scottish Government and we are aiming for completion by 30th November 2022.

2.4 Funding

Based on the current maintenance assumptions the existing 30-year cash flow shows that the Association is confident of being able to fund the investment required and on-going maintenance requirements for the next 30 years.

3.0 DEVELOPMENT PROGRAMME & STRATEGY

The Association's development aspirations are articulated in a Development Strategy that is reviewed annually by the Board.

The principal means through which the Association has increased its stock numbers has been by the development of new build affordable housing for rent and low-cost home ownership products. This has been reflected in the Association's strategic objective to provide increasing numbers of high-quality affordable housing solutions since its formation in 1989.

The planning framework for the delivery of a development programme stems from the Council's proposals for investment in its Strategic Housing Investment Plan based on its Local Housing Strategy. This three-year resource planning submission informs the publication of the Scottish Government's Affordable Housing Supply Programme, from which the areas investment in social housing is derived across Council and housing association provision.

Up until 2012 local investment priorities in Clackmannanshire were agreed between the Council and the Association who at that time were seen as the preferred RSL development partner. However, in recent years, as a result of the Association suspending its development programme (because of the reduction in subsidy levels), local housing investment priorities have been implemented by Kingdom Housing Association.

4.0 NEW BUILD PROGRAMME

- 4.1 In April 2013, as a direct result of the reduction in subsidy levels, the Association's Management Committee took the decision to suspend its new build development programme until such time as the financial circumstances improved particularly with regard to the level of public subsidy.
- 4.2 Accordingly, our developments at Kippen Place Sauchie and Miller's Lade Avenue Sauchie which were completed and occupied in 2012 and 2013 were expected to be to be our last new build provision for some time.
- 4.3 However, in 2016 the Scottish Government revised its benchmark grants to levels reinstating these to the levels which meant that social housing projects were once again financially viable.
- 4.4 This has allowed the Association to return to the delivery of a limited amount of development.

Partnerships have now been re-established with the Scottish Government and Clackmannanshire Council including a formal development partnership with Kingdom HA which delivered 11 new units of housing for social rent on sites, owned by the Association, at Miller's Lade Avenue Sauchie in 2019 and 33 units at Elm Grove Alloa in 2022.

Elm Grove, Alloa

Having lain vacant since 2005 this development was completed in 2022 in partnership with Kingdom HA, and provided 33 social rented units for Ochil View and 21 mid-market rent for Kingdom. The project was significantly delayed as a result of the Covid-19 pandemic, having originally been scheduled for a revised completion in December 2021.

The approved social rented housing mix is as follows:

Apt / Persons	House Type Breakdown
4 x 2apt (1 bed) / 2 person cottage flats	2 x Amenity Ground Floor 2 x General Needs 1 st Floor
11 x 3 apt (2 bed) / 4 person house	1 x Wheelchair Standard Detached Bungalow 3 x End Terrace 5 x Mid Terrace 1 x Semi Detached
8 x 4 apt (3 bed) / 5 person houses	2 x Semi Detached 4 x End Terraced
7 x 4 apt (3 bed) / 6 person houses	1 x Wheelchair Standard 2 Storey House 6 x Semi Detached
2 x 4 apt (3 bed) / 7 person houses	2 x End Terraced
1 x 5 apt (4 bed) / 7 person house	1 x Wheelchair Standard Detached Bungalow

Future Development Opportunities

Following a period of consolidation between 2013 and 2016 the Association has again embarked on a “Growth Strategy” based on the development of new homes with the aspiration that through building new homes and acquiring properties “off the shelf” this will result in an increase in its property portfolio of some 100 units over the next 5 years.

This will be delivered in partnership with Kingdom HA where additional opportunities are identified annually for inclusion in the future capital investment plans.

20 Mar Street, Alloa

Following an “options appraisal” in October 2018 it was decided to “remodel” the block of 6 bedsits at 20 Mar Street, Alloa and provide 3 one bedroom flats.

In terms of progress the project achieved a site start in November 2019 and was scheduled for completion in May 2020.

However, the project was temporarily suspended as a result of the Covid-19 pandemic, resuming in June 2020. Further significant delays have occurred through Scottish Power and reconnection of internal meters with no completion date yet agreed.

The project which has been developed in partnership with Clackmannanshire and Stirling Health and Social Care partnership and Key Housing Association and will provide 3 adapted one bedroom flats is now scheduled for completion sometime during 2022.

5.0 RESIDENTIAL PROPERTY ACQUISITIONS

- 5.1 In 2015 the Association embarked upon a strategy of purchasing individual residential units and to date, with the financial support of the Scottish Government and to date a total of 34 properties have been acquired, with a further 8 scheduled for 2022/2023.
- 5.2 The key driver for this is to try, in some small way, to bring back into social housing some of the properties lost over the past 30 years through right to buy particularly where the acquisition helps to address common ownership issues which have arisen through such a policy.
- 5.3 Criteria and terms for the acquisition of property on the open market are set out in the Association's Residential Property Acquisition Strategy.

6.0 MANAGEMENT AND MAINTENANCE SERVICES TO OWNER OCCUPIERS

- 6.1 The Association provides a Factoring Service to 44 home owners and 16 sharing owners.
- 6.2 The Association is a registered Property Factor within the requirements of the Property Factors (Scotland) Act 2011. The Association aims to recover its administration costs in providing a factoring service and to recover the direct costs of any work done on behalf of owner occupiers in the maintenance of their homes. Where ever possible we will exclude home owners from maintenance work where this is not fully funded but, in some cases, where this work affects structure or quality of service to our tenants, this may not be possible and we may have to front fund works and recover costs later.
- 6.3 The Association's most recent Customer Satisfaction Survey (2019) identified that 53% of owners were satisfied with the Factoring Service provided by OVHA and 33% regarded the Factoring Charges as "Good Value for Money".

7.0 EXISTING HOUSING STOCK PROFILE

- 7.1 At 31st March 2022 our property portfolio consisted of:

- ✓ 1430 self-contained lettable properties
- ✓ 6 non-self-contained properties

7.2 Size

The size profile of our properties was as follows:

- ✓ 4 no 1 apartment properties
- ✓ 360 no 2 apartment properties
- ✓ 613 no 3 apartment properties
- ✓ 421 no 4 apartment properties
- ✓ 32 no 5 apartment (or larger) properties

7.3 Age

The age profile of our stock is as follows:

- ✓ 504 units were completed 1945-1964
- ✓ 1 unit completed 1965-1982
- ✓ 538 units were completed 1983-2002
- ✓ 393 units were completed after 2002.

7.4 Property Types

Our self-contained housing stock is divided into the following accommodation types:

- ✓ Houses / bungalows: 641
- ✓ 4 in a block flats: 143
- ✓ Other flats / maisonettes: 646

7.5 LSVT

478 of our properties in management are those remaining in the Associations ownership following a 582 unit stock transfer from Scottish Homes in 1998.

7.6 Location

Our housing stock is spread across two adjacent local authorities, Clackmannanshire and Fife, with 1259 units in Clackmannanshire and 177 units in Fife.

7.7 Costs & Funding

The historic cost, at 31 March 2022, of the Association's housing assets is £89.4m.

Total borrowing at 31 March 2022 is £23.9M, which includes new loan funding secured in March 2022 of £2.2M. This results in a gearing ratio 26.8% and net debt per unit of £9,520.

The annual income from our rents and service charges from the housing properties in 2021/22 was £6.3m.

7.8 Investment

The Association has been investing, and continues to invest significant sums for the maintenance and improvement of its housing stock. Over the last 3 years our spend profile on maintenance has been as follows:

	2019/20(£)	2020/21 (£)	2021/22 (£)
Reactive & Void Maintenance	659,947	677,148	781,822
Cyclical Maintenance	302,691	264,057	480,506
Other Planned Maintenance	322,838	308,344	314,289
Major Repairs/Capital Works	370,609	667,594	1,109,937
Total	1,656,085	1,917,143	2,686,554

Increasing levels of investment are expected over the course of the 30-year plan, having determined our spend profile through stock condition surveys and life cycle costing matrixes.

Over the next 3 years there is a significant amount of expenditure expected for component replacements.

Our spend for the next 3 years is anticipated to be:

	2022/23 (£)	2023/2024 (£)	2024/2025(£)
Reactive & Void Maintenance	819,500	873,400	904,500

Cyclical Maintenance	361,806	287,987	337,987
Other Planned Maintenance	805,694	932,113	837,113
Major Repairs/Capital Works	1,230,500	1,904,200	1,830,600
Total	3,217,500	3,997,700	3,910,200

7.9 Funding

The most updated 30-year plans (May 2022) show that no further borrowing is required to achieve the maintenance plans in the future, based on current information. However, borrowing may be required to fund any substantial developments going forward, which are identified through the partnership with Kingdom.

This position will need to be reviewed on an annual basis in line with a review of the future maintenance requirements and underlying assumptions within the business plan.

8.0 **HOUSING MARKETS AND DEMOGRAPHICS**

8.1 The Association takes a holistic approach to asset management and is aware of the need to ensure that it only invests in property that is sustainable. Accordingly, the Association invests in new build, and in the maintenance and improvement of existing stock on the basis that there is a short and medium term demand for its properties. There are no difficult to let schemes or properties within the Association's existing stock.

8.2 The evidence for this holistic approach is apparent in our decision, taken during 2018/19 to remodel 6 bedsit properties at 20 Mar Street Alloa to provide 3 x1 bedroom flats. This has been supported with £120K grant from the Scottish Government.

These properties had a history of being used as a supported accommodation project and had been let as mainstream accommodation since being empty for about 12 months in 2015/16. However high turnover had demonstrated that these properties would continue to be unattractive as long term accommodation in their current layout, so the decision was taken in 2019 to remodel them as 1 bedroom flats to secure their long-term let ability.

8.3 Relet Times

Over the past 3 years our performance in re-letting our empty properties has been:

2018/19	18.95 days
2019/20	16.46 days
2020/21	58.87 days
2021/22	38.57 days

Financial Year	Number of properties	LSVT Voids	Clackmannan Voids	West Fife Voids	Total Voids	% turnover
2018/19	1381	29	74	15	118	8.54 %
2019/20	1398	27	95	18	140	10.01%
2020/21	1402	16	62	13	91	6.49%
2021/22	1430	24	62	15	101	7.06%

While stock turnover is variable across financial years and we have seen an increase over 20221/22, this is largely due to emerging further from the Covid-19 Pandemic. The overall level does not give us cause for concern.

However, while the Association is not at risk from rising void levels, our void performance has remained consistent over the last few years as follows:

Financial Year	Total Void days	Days with Housing	Days with Repairs
2018/19	18.95	1.95	17.29
2019/20	16.46	2.15	14.32
2020/21	58.87	7.19	51.68
2021/22	38.57	4.25	34.32
Change over period	-20.03	-2.94	-17.36
% change	-34.48%	-40.89%	-33.59%

During 2022/23 the Association will continue to monitor how we undertake repairs to voids. We will also continue to monitor other factors contributing to void performance and take remedial measures to ensure performance is maintained. Focus will remain on the two distinct elements of the reletting process with the voids performance days indicator split in two to monitor the performance of Housing Services and Property Services to overall performance.

The flowing measures are set out within the Association’s Risk Management Plan as mitigation measures.

8.4 Quarterly Management Reports to Committee

Quarterly reports are made to the Board of Management and the Customer Services Committee reporting on Void Management Performance.

Benchmarking with peers

Targets are set with reference to the Association’s historic performance and the performance of other, comparable landlords

Inter departmental liaison on tenancy terminations / allocations etc.

The extent to which any difficulties in inter-departmental liaison contributes to delay in completing the void recovery process will be assessed.

Apply strict timetable for void repairs from contractors.

The greatest element of deterioration in the void management process remains with property services and therefore the performance of contractors in completing pre-tenancy repairs is the first point for scrutiny. We have introduced tighter contractual controls including recovery of rent loss for repairs completed late however on the expectation that there may be a number of contributory factors, we will consider all possible elements.

Minimise the impact of statutory agency involvement in the process.

The Association ended “Nominations Agreements” with both Clackmannanshire and Fife Council’s some time ago and replaced them with participation in a Common Housing Register therefore we are rarely (if ever) in the position of waiting for the local authority to nominate a prospective tenant – only in the rare cases of waiting for environmental assessment reports to be provided for registered offenders.

8.5 Age of Stock

Apart from a number of Open Market Purchases, our oldest stock is that transferred to the Association through an LSVT contract with Scottish Homes in 1998 (see below).

Of the original 584 units acquired, 478 units remain in the Association's ownership with 106 units having been sold under the Right to buy. The Right to buy having been abolished, this number will remain constant. There is sustained demand for this stock which is being strengthened as the planned improvements to the internal and external fabric.

8.6 Non Traditional Stock

A significant number of these units (185) are of "non-traditional" i.e. steel framed construction, being either *Atholl Steel*, or *Weir Phoenix* that we have identified as being problematic in terms of EESSH compliance. We have undertaken the installation of external wall insulation and solar photo-voltaic panels to 55 of these properties, being those that currently do not meet EESSH. We are also in the process of completing the installation of external wall insulation and new roofs to a further 10 properties, therefore completing the streets involved. Going forward our plans for the remaining properties remain the same however as many have higher energy ratings, we may be able to proceed with external wall insulation only which would reduce the investment required whilst meeting the standard. Future investment will consider this area and other potential funding opportunities.

8.7 Clackmannanshire Housing Strategy (2018-2023) (CHS) and Strategic Housing Investment Plan (SHIP)

The draft 2018-23 CHS refers to the Scottish Government's commitment to complete 50,000 affordable homes across Scotland between by 2021 and the significant increase in resources which continue to be allocated to Clackmannanshire.

The following statements are taken from the draft CHS:

Vision

Every household in our area should have access to a good quality and affordable home, with advice and support services that meet their needs.

Priorities

- ✓ Investing in new Housing Supply
- ✓ Best Use of Existing Housing
- ✓ Homelessness
- ✓ Specialist Housing and Independent Living
- ✓ Energy Efficiency and Fuel Poverty
- ✓ Improving Neighbourhoods and Communities

Other important issues relating to the housing market are:

- ✓ The most recent Housing Needs and demands Assessment (HNDA) highlights an increasingly elderly population in Clackmannanshire therefore the demand for specialist housing provision will increase, as will the need for adaptations to existing housing;
- ✓ The population is in decline, but there will be more, smaller households. By 2037, 75% of all households are predicted to be single people or couples;

- ✓ Housing need is projected at 26 affordable and 23 private houses each year between 2021-25;

The Strategic Housing Investment Plan (SHIP) 2022/27 defines the priorities for housing investment, as set out in the Clackmannanshire's Housing Strategy (CHS) 2018-23.

The Councils vision is that;

"Everyone should have a safe area to live in, a well maintained house and help when they need it"

The SHIP details an investment programme of over £17.286m over the 3 year period from 2012 to 2022.

The Scottish Government has provided Resource Planning Assumptions (RPA) for the next four years to 2025/26 totalling £23.071 million, as detailed below:

- ✓ 2022/23 - £5.746 million
- ✓ 2023/24 - £5.73 million
- ✓ 2024/25 - £5.75 million
- ✓ 2025/26 - £5.845 million

This impressive level of investment is excellent news and the Association intends to play its part in delivering the new housing required.

8.8 New Housing Supply Targets

The 5 year SHIP contains plans for new housing development within the following areas;

- ✓ Alloa South & East,
- ✓ Clackmannan
- ✓ Alva
- ✓ Tillicoultry

A proportion of new housing will be provided for older people and those with disabilities.

Translated into units the most recent Housing Need and Demand Assessment (HNDA) states that up to 2020, the annual estimated need for additional affordable housing in Clackmannanshire is around 75 homes, 53 of these for 'social renting' and 22 for mid-market rent. It shows 11 properties required for rent by a private landlord and the remaining 36 required for sale on the open market.

The Association considers that it has a positive role to play in all of the above.

Quotes from most recent SHIP:

"The Council and Ochil View housing Association maintain the commitment to make 'off the shelf' purchase a means of delivering affordable housing"

"Ochil View Housing Association has entered into a new agreement with Kingdom Housing Association to manage their development work. As such, work is on site at Elm Grove, with an estimated completion date of January 2022 for 54 new homes"

8.9 Fife Local Housing Strategy

The Association only operates in one of the four housing market areas in Fife – namely Dunfermline & West Fife (and within this we only operate in what are known as the West Fife villages).

Local Housing Strategy (Interim 2020/2022)

The Fife Council Local Housing Strategy (LHS) 2020-2022 has been prepared alongside partners through the Fife Housing Partnership. It provides long term goals that will help us to tackle housing need and demand. It will focus on future investment in housing and related services across Fife, whilst recovering from the setbacks of the Covid-19 pandemic.

The strategy provides a framework for working together. We support the Scottish Government's Housing to 2040 draft vision, for everyone in Scotland to have a home that is warm, affordable accessible and meets their needs. In line with this national vision, our Local Housing Strategy 2020-2022 aims to provide housing choices for people in Fife, it looks at the priority areas set out below:

- ✓ Prevention of Homelessness
- ✓ Access to Housing
- ✓ Healthy Heating & Poverty
- ✓ Housing Health & Social Care
- ✓ New Housing Supply
- ✓ Private Sector Housing Condition
- ✓ Place Making & Communities
- ✓ Home Energy

LHS Outcomes 2020-2022

The LHS highlights 17 specific housing outcomes to be achieved as follows:

1. People are prevented from becoming homeless
2. People are enabled to sustain their current accommodation
3. All unintentionally homeless people are offered sustainable housing
4. People are provided with suitable and sustainable housing allocations
5. People are provided with quality-assured housing information and advice
6. People benefit from improved availability and best use of existing housing supply
7. As far as reasonably practicable, people do not live in fuel poverty
8. The impact of poverty on people's housing circumstances is minimised
9. People are offered appropriate housing options and support services to sustain their choice of living arrangements
10. People are provided with housing adaptations to enable independent living
11. People are provided with new housing appropriate to their need and demand
12. People live in well-designed, high quality homes
13. Private owners live in good quality housing conditions
14. Private rented sector tenants live in good quality, well-managed housing
15. Social housing tenants live in good quality housing
16. Sustainable communities are built through partnership and engagement
17. People live in energy efficient homes

Due to its limited activity in Fife the Association only has a role to play in aspects relating to fuel poverty / investment in its existing housing stock.

8.10 Choice Based Lettings

The Association operates a choice based digital lettings Service called These Homes for its properties in Clackmannanshire. This service launched in April 2021, replacing a choice based letting service called Homehunt. As such, traditional measures of demand for social housing as described by the size of extent of waiting lists are not applicable. Each available property is advertised and people who are registered on These Homes can apply for the property. The best measure of demand is the number of applications (known within These Homes as applications) that each property receives. The information for 2021/22 on the profile of applications for our properties through These Homes is as follows:

- ✓ Number of properties let through These Homes - 123
- ✓ Average bids per property - 140
- ✓ Number of properties let to applicants with Gold Homelessness passes - 18 (14.63%)
- ✓ Average days on register for applicants – 428

The Association operates a Common Housing Register (CHR) within Clackmannanshire, in partnership with Clackmannanshire Council. This enables each applicant to be registered with both housing providers by making an application to any one of them.

Within Fife, the Association is a member of the Fife Housing Register, which is a Common Housing Register with all the main social landlords in Fife as members. We do not hold a separate housing register for Fife and all Allocations are made to persons who are registered on FHR.

9.0 30 YEAR PROJECTIONS

9.1 Maintenance Plans

The 30 year projections are reviewed on an annual basis and are used as the basis of the five year financial projections to the Scottish Housing Regulator.

The long term plans are based on a series of assumptions and projections which are reviewed on a regular basis. However, the most fundamental element of the financial plans are the maintenance plans and in particular the major component replacements, the costs and the timing of these replacements.

9.2 Condition Surveys

The Association continually carries out a rolling programme of condition surveys across all of its stock through which we can maintain a constant review of our short, medium and long term obligations, particularly in relation to maintaining the **Scottish Housing Quality Standard (SHQS)**, **Energy Efficiency Standard for Social Housing (EESH)** and our planned and cyclical maintenance programs for 30 years.

9.3 30-year Financial Projections

The most recent 30 year plans, May 2022, show that the Association remains viable over the next 30 years and that no cash flow issues arise, or additional borrowing requirements are needed to cover our maintenance obligations for existing stock. Borrowing is likely to be

required to fund any substantial development works and this is assumed in the plans. Based on current information and assumptions the Association will remain viable over the next 30 years.

9.4 Summary

In summary, the successful management of the Association's housing assets relies on a prudent approach to financial planning, ensuring that the Association is a viable organisation delivering sustainable, quality housing provision over the next 30 years and beyond, thus protecting the long term interests of its tenants as a whole and the value and condition of its asset base.

10.0 REACTIVE, PLANNED AND CYCLICAL MAINTENANCE

The central aim of the Association's Repairs and Maintenance Policy is to invest in its existing housing stock to ensure that the Association provides the highest standard of accommodation possible. Specifically, these policy objectives contribute to the Asset Management Strategy by maintaining a comprehensive and systematic programme of cyclical painting, planned maintenance and property improvements.

As outlined above, the Association has prepared a 30 year investment programme of planned and cyclical maintenance covering all of its stock. The need for additional unforeseen major repairs is identified as a result of significant damage to a property or properties; through the void property management process; or following routine inspections as part of the cyclical painting or planned maintenance programmes.

10.1 Procurement and Value for Money

The Association has procured a 3-year reactive maintenance contract with a sole contractor for the period 2020-23 to provide all mainstream building services, which has the option of being extended by up to 2 years to 2025 based on successful performance. This contract is complimented by a panel of specialist contractors providing specialist trades such as door entry systems and TV aerial maintenance, and asbestos testing and removal. The Association assesses the qualitative aspects of our reactive maintenance service and they are also regularly tested through in-house maintenance satisfaction questionnaires and the three yearly comprehensive tenants' satisfaction survey.

The period of extension on the 3-year reactive maintenance contract will be considered in late 2022 based on performance across several areas against the contractual requirements. The Association aims to achieve the following objectives by remaining with a single contractor service and tightening contractual obligations.

- Secure 99% emergency repairs completion on time; Achieved
- Increase percentage of repairs completed on time; Achieved
- Maintain average length of time to complete emergency repairs: Not achieved*
- Reduce average length of time to complete non-emergency repairs; Not achieved*
- Increase percentage of repairs that are completed Right First Time; Achieved
- Continue to operate a Repairs By Appointment system; Achieved
- Maintain increased levels of tenant satisfaction with the repairs service; Achieved
- Simplify the repairs administration process; Achieved
- Maintain reduced levels of administration; In progress
- Reduce communication failures by reducing points of contact with the tenant. Achieved

**Affected by Covid-19 pandemic*

The Covid-19 Pandemic continued to have significant effects on keys areas of our performance during 2021/22 which hampered progress to some areas. It is encouraging however to see progress during the year, and we aim improve further on this during 2022/23.

10.2 Voids Management

It is important that properties that become void are re-let as quickly as possible. The processes associated with this are detailed in our Voids Management Policy and Reactive Maintenance Policy.

We also have Lettable Standard which publicly states the standard that properties will be repaired to prior to letting. Our performance in relation to average relet time, along with other Strategic KPI's, is monitored against our targets by the Board of Management on a quarterly basis.

This information is also benchmarked, through membership of the Scottish Housing Network (SHN), against the performance of the other RSLs, and in our annual Charter Report to tenants, published each October, where we compare our performance in the last financial year with a number of other comparable and local RSL's.

The Association recognised (2017/18) that we were failing to achieve tenant's aspirations as to the condition of property at let. We took remedial measures to improve decoration standards and achieved 94.44% satisfaction in 2020/21 and 94.12% satisfaction in 2021/22. The Lettable Standard was reviewed again during 2022 however it is perhaps too early to see the effects therefore this will be monitored throughout 2022/23.

10.3 Quality of the Environment

The quality of the environment is an important issue for tenants. We have in place arrangements for landscape maintenance including litter collection.

In addition, the Association carries out stair cleaning and window cleaning in developments with communal stairs where residents do not do this, and the costs are fully recovered through addition to the rent charges.

However, in the Association's 2019 Tenant Survey, 83% of tenants were satisfied with the management of their neighbourhood by Ochil View, this being a modest (+7%) increase since 2016. Satisfaction levels by area ranged from 78% satisfied in Alloa to highs of 91% satisfied in High Valleyfield and Sauchie.

The main neighbourhood problems affecting all OVHA stock areas that tenants felt needed to be improved are:

- ✓ Maintain trees, shrubs and grassed areas (10.8%)
- ✓ Tackle anti-social behaviour (8.7%)
- ✓ Improving parking (8.2%)
- ✓ Improving handling of bins (5.0%)
- ✓ Improve communal areas e.g. bins, fencing, storage (5.0%)

In December 2019, the Association, in partnership with keep Scotland Beautiful, completed an Environmental Assessment which resulted in the Association being awarded a silver level National Award for Environmental Excellence by Keep Scotland Beautiful.

In addition, we undertook our own internally led environmental assessment of our developments at Talisker and Kippen Place during 2021/21, both areas having higher than normal levels of anti-social behaviour. This resulted in measures being established to improve both areas and to monitor anti-social behaviour.

10.4 Compliance with Standards

We have cyclical programmes in place to deal with our obligations across a range of service areas so that we meet our legal and contractual obligations as well as high service standards. The details associated with this are as follows:

- ✓ Gas Appliances
- ✓ Legionella
- ✓ Asbestos
- ✓ Electrical Systems and Appliances
- ✓ Lifts

10.5 Customer Intelligence

The Association supports its investment decisions through customer feedback and information.

This assists in reducing the risk that our investment is misdirected and is driven by our 3 yearly comprehensive customer satisfaction surveys and discussions with tenants at our annual Estate Visits. During 2019 our Involved Resident's Group ceased. Following the appointment of a Tenant Engagement & Communication Officer in April 2021, we have established an Engaged Residents Group and continue to develop our Tenant Engagement Strategy and methods of consulting with those residents on specific areas as well as undertaking wider tenant consultation exercises.

11.0 LSVT STOCK

In 1998 the Association purchased 582 houses and flats from Scottish Homes. Prior to the transfer through a Purchase Agreement a selective stock condition survey was carried out.

This, together with the life cycle costings analysis determined the transfer value of the stock. The Purchase Agreement specified the level of expenditure required of the Association in terms of planned maintenance investment. This requirement was met and exceeded by the Association. The rolling programme of stock condition surveys has included the LSVT properties, all of which are included within the overall investment program.

Following discussions between the Scottish Government and the Scottish Federation of Housing Associations in relation to the Purchase Agreements/Contracts, it was agreed in 2009 that, subject to consultation with tenants the Association, along with other housing associations with similar purchase agreements, was able to set aside the contract with the authority of the Scottish Government.

This agreement to set aside the contract has enabled the Association to retain all of its receipts from Right to buy sales to invest in the stock, as well as being able to revise the rents and the basis of future rent reviews to bring them into line with the new build stock.

These changes have meant that the Association has been able to manage its stock holding and its cash projections on a universal basis with the resultant confidence that objectives of the Asset Management Strategy can be met in relation to the LSVT properties.

As stated above, the Association has 185 units within the LSVT stock which are of non-traditional construction being steel framed properties. During 2021/22 we have revised our classification under SHQS. They had previously been classed as exempt however we have now changed this with cavity fill being not applicable due to the non-traditional construction and these now meet SHQS for this criterion.

During 2021/22 we completed a project to externally clad a number of these properties with insulation (EWI) and install solar photo-voltaic panels so that the properties exceed compliance with EESSH 1, and EESSH 2.

12.0 REVIEW

This Strategy will be subject to review annually.

Andrew Gibb
Property Services Manager

23rd May 2022

POLICY REVIEW CONSULTATION PROCESS

Reviewed by the Management Team	25th May 2022
Approved by Board of Management	30th June 2022
Date of Next Review	June 2023