

**Asset Management Strategy**

**2020 -2025**

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| **Date of Policy** | **January 2021** |
| **Date approved by Management Committee** | **28 January 2021** |
| **Date for review** | **January 2024** |

**1 INTRODUCTION**

* 1. Our Asset Management Strategy outlines how Ruchazie HA will manage and maintain its housing stock. This strategy supports the wider organisational objectives and contributes to the long-term sustainability of the organisation.
  2. 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.
  3. Our assets consist of
* Housing stock we own
* Office accommodation and other non-housing assets (commercial unit)
* Skilled staff
* Voluntary Committee members
* Other assets that support the above such as IT equipment
* Financial strength that underpins the organisation to ensure we achieve our strategic objectives.

**2 OBJECTIVES OF THE POLICY**

2.1 The main objectives of the Asset Management Strategy are to

* Continue to meet SHQS
* Continue to meet EESSH
* Deliver a quality repairs and maintenance service
* Achieve tenant satisfaction
* Achieve tenancy sustainment
* Adhere to legal and regulatory requirements
* Identify risks and actions to mitigate the effect of these risks
* Maintain a welcoming neighbourhood
* Produce and action plan detailing our approach to the strategy

2.2 **Vision, Mission and Values** – our vision is of ‘a flourishing space for all’ and encapsulates the importance we give to place including our high quality natural environment, a thriving and sustainable local community and a welcoming and inclusive community. Our values underpin this vision by being **R**espectful, **U**nderstanding, **C**ommunity focused, **H**elpful, **A**pproachable, supporting **Z**ero Tolerance, having **I**ntegrity and **E**qualities

1. **SCOTTISH SOCIAL HOUSING CHARTER** 
   1. The Scottish Government’s Social Housing Charter came into force in April 2012. The Charter sets out the standards and outcomes that Registered Social Landlords should achieve.
   2. There are 6 outcomes under the Charter that are especially relevant to our asset management policy, these are:

**Outcome 2 Communication**

Social landlords manage their business so that:

• *tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides*

**Outcome 4: Quality of Housing**

Social landlords manage their business so that:

*• Tenants’ homes, as a minimum, meet the SHQS when they are allocated; are always clean, tidy ad in a good state of repair and also meet the EESSH.*

**Outcome 5: Repairs, Maintenance and Improvements**

Social landlords manage their business so that:

*Tenants’ homes are well maintained, with repairs and improvements carried out when required and tenants are given reasonable choices about when work is done.*

**Outcome 6: Estate Management, etc.**

Social landlords, working in partnership with other agencies help to ensure as far as reasonably possible that:

*Tenants and other customers live in well-maintained neighbourhoods where they feel safe*

**Outcome 11: Tenancy Sustainment**

Social Landlords ensure that:

• *Tenants get the information they need on how to obtain support to remain in their homes and ensure suitable support is available, including services provided directly by the landlord and other organisations.*

**Outcome 13: Value for Money**

Social Landlords manage all aspects of their business so that:

• *Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.*

*The Scottish Housing Regulator (SHR) is the regulatory body for social landlords. The SHR monitors and assesses performance and regulatory*

**4 LEGISLATION**

The following legislation is relevant to this policy:

• The Housing Scotland Act 2001 & 2010 & 2014

• Scottish Secure Tenancy and Short Scottish Secure Tenancy;

• Data Protection Act 1998;

• Human Rights Act 1998;

• SHQS;

• EEESH;

• Gas safety.

1. **STOCK** 
   1. Ruchazie Housing Association own and manage 225 properties, we have 1 factored owner and 2 residents who exercised the Right to Buy but do not receive a factoring service. We also own our office at 24 Avondale Street and 1 commercial property at 22 Avondale Street.
   2. The breakdown of stock by apartment size and type is shown below

|  |  |  |  |
| --- | --- | --- | --- |
| Size | Tenement | House | Other Flat |
| 2 apt | 11 |  | 8 |
| 3 apt | 34 | 36 | 36 |
| 4 apt | 30 | 53 |  |
| 5 apt + |  | 17 |  |
| Total Stock | 75 | 106 | 44 |
| Office | 1 |  |  |
| Commercial | 1 |  |  |
| Factored | 1 |  |  |
|  |  |  |  |

* 1. With the exception of 2-18 Avondale Street which is a modernised property all of our stock has been built as part of a development programme spanning over 20 years. Avondale Street was modernised in 1997 with the first new homes completed in 1998, the most recent phase of 14 new homes completed in 2016.
  2. The turnover of properties in 2019/20 was 3.5%, 8 of our properties becoming available for let in the period. RHA have a high demand for their properties and this is reflected in low turnover and minimal loss of rent due to properties being void.
  3. The association holds information about all of our stock on our housing management system. This is updated regularly and reflects the information held on our asset management portal HUB.

**5. STOCK CONDITION**

5.1 Although stock condition reports are completed on a continuous basis through void and routine inspections RHA also have in place a programme of inspections to check stock condition that will ensure SHQS compliance and help inform investment needs for our stock. These are carried out by an independent consultant. Since 2018 we have undertaken stock condition surveys across 60% of our total stock, by 2022 we will have carried out stock condition surveys across all of our stock with 5 years. This programme will continue on a cycle of inspections to ensure that our data is accurate. The data from these surveys is analysed and subsequently integrated into our asset management HUB and our long-term financial forecasts which are reviewed by our Management Committee annually.

**6.** **SCOTTISH HOUSING QUALITY STANDARD (SHQS)**

6.1 The SHQS was introduced in 2004 and all social landlords in Scotland were required to meet the standard by 2015. This information is reported annually in the Annual return on the Charter. There are a number of elements within the standard that requires all dwellings to meet. 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

6.2 As of the 31st March 2020 all of our stock is compliant with the 2015 standards. All of this information is recorded on our asset management portal HUB and reported to the Management Committee and in our Annual Return on The Charter.

**7. ENERGY EFFICIENCY STANDARD FOR SOCIAL HOUSING (EESSH)**

7.1 The EESSH 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 EESSH uses the 2009 version of Sap as its basis. Since January 2009 we have been obliged to provide and EPC for each of our properties at the time of re-let.

7.2 The EPC gives an energy efficiency rating which is used for EESSH purposes. And the Association will continue to update its records as each property is relet, and as guidance changes. .

7.3 The table below illustrates the EESSH minimum ratings for 2020 (by dwelling type)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| EE rating | SAP 2009 | | SAP 2012` | |
| Dwelling type | Gas | Electric | Gas | Electric |
| Flats | 69 | 65 | 69 | 63 |
| 4 in a block | 65 | 65 | 65 | 62 |
| Houses (other than detached) | 69 | 65 | 69 | 62 |
| Detached | 60 | 60 | 60 | 57 |

7.4 The standard does not prescribe how RSL’s 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)

7.5 RHA will incorporate requirement into future budgets to allow us to meet the Standard in our properties, and apply for exemptions should this be required.

7.6 RHA report on EESSH in the Annual Return on the Charter.

7.7 what else can I say about % of homes meeting EESSH.

**8 INVESTMENT**

8.1 Our current investment planning framework includes

* 30 year life cycle cots
* 5 year financial projections
* Business Plan 2020-2025

8.2 **Planned maintenance and improvements** – in order to keep our investment programme up to date as well as ensuring compliance with any legislative requirements, the Association instruct stock condition surveys on a rolling programme, each property is surveyed every 5 years.

8.3 Planned improvement work consists of replacement 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, reviewed at least every five years, which forms the basis of a programme of work.

**Component Useful Economic Life**

Kitchens 18 years

Bathrooms 30 years

Central Heating 15 years

Windows 30 years

Radiators 30 years

Doors (internal and external) 30-45 years

Door Entry Systems 20 years

Renewables 20 years

Rewiring 30 years

Rainwater Goods 30 years

External Render 50 years

Roof Coverings 50 years

Structure 50 years

8.4 In the next five years the main areas of planned component replacement for the association will consist of kitchen replacements and boiler renewals. Tenants will be updated on the programme of works for 2021 -2026 in our summer newsletter. The anticipated spend on planned component replacement works between 2021 -2025 is approximately £850,000.

8.5 Investment priorities will be reviewed, managed and directed to derive maximum financial and community benefits to ensure we achieve value for money, and may be adjusted accordingly.

8.6 **Cyclical Maintenance** – A significant part of maintenance work is of a cyclical nature to help prevent early deterioration of components and to maintain health and safety requirements. This work includes, external and internal painter work, gas servicing, electrical testing and ground maintenance.

8.7 There are 2 service contracts in place for Gas servicing and maintenance and estate maintenance.

8.8 In 2021 we aim to procure through Public Contracts Scotland All contracts are procured through Public Contract Scotland, either using the Quick Quote facility or full tender process in line with legislative requirements.

8.9 RHA anticipates spending approx. £850, 000 on works in the 5 years between 2021 and 2026 and £xxx over the 30-year plan.

8.10 **Reactive maintenance including void work:** 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 will 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.

8.11 In 2019/20 we spent £xxx on reactive repairs and void works, this equates to an average spend of £xxx per property.

8.12 The 2020 Tenants Satisfaction Survey stated that 92% of tenants who had a repair carried out in the previous 12 months were satisfied with the repairs service provided. This seen an increase of 5% in the previous 2 years.

**9 SERVICE STANDARDS AND PERFORMANCE MANAGEMENT**

9.1Our service standards are set out in our repairs and maintenance policy and our performance is currently published in our newsletters and in our annual report on the charter, performance is monitored and achieved through:

* **Contractor performance**- performance against target times and any issues directly actioned through contractors meetings.
* **Post Inspections –** we aim to carry out xx% of all completed works
* **Customer satisfaction surveys across all delivery –**carried out after any works completed (reactive, planned, contract)
* **Complaints** – monitored on an ongoing basis and reported quarterly to Management Committee.

9.2 The Associations published repair categories can be found in our Repairs Policy which is on our website at [www.ruchazieha.co.uk/policy](http://www.ruchazieha.co.uk/policy).

9.3 Right to Repair – The Association will adhere to the duties set out within the Scottish Secure Tenants (Right to Repair) Regulations 2002.The timescales set out in this legislation are specific for qualifying repairs . All responsibilities are set out in our Right to Repair Policy which can be found on our website at [www.ruchazieha.co.uk](http://www.ruchazieha.co.uk)

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

**10 ENVIRONMENTAL MANAGEMENT**

10.1 The association has in place a service to manage and maintain the area surrounding its homes.

10.2 A process is underway to procure a landscape contract to provide services as well as local jobs. An enhanced service is proposed to include close cleaning and bulk uplift services.

10.3 In our 2020 Tenants Satisfaction Survey 95.89% of tenants were satisfied with RHA’s contribution to the management of the neighbourhood.

**11 HEALTH AND SAFETY**

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

* Annual safety check of all gas appliances, pipework and associated fitting in all our properties. We will also check smoke and heat alarms at this time.
* A programme of electrical checks in all our properties on a five year cycle or when a property becomes void and upgrade installations where identified during these checks.

11.2 In partnership with EVH the Association subscribes to the Landlord Safety Manual provided and supported by ACS. Regular audits are undertaken and recommendations from these audits are implemented timeously.

**12 ASBESTOS**

12.1 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.

12.2 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.

12.3 Ruchazie HA retain a register of asbestos for properties we own. Surveys are undertaken every 5 years to ensure properties remain safe.

12.4 The Association will undertake surveys where required prior to any planned/cyclical maintenance programmes in properties where asbestos has been identified. Contractors will be provided with any information required, and will be asked to report back immediately should materials be found that are potential asbestos hazards.

12.5 Our records reflect that asbestos has only been identified in the common electric cupboards at 2-18 Avondale Street and these can only be accessed by staff or contractors at any time.

**13 FIRE SAFETY**

13.1 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.

13.2 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

13.3 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 completed this work as part of a full programme and will now include maintenance of these in our cyclical maintenance programme.

**14 MEDICAL AIDS AND ADAPTATION**

14.1 The Association has an Adaptations Policy reviewed and approved in January 2020. This sets out our approach to this type of work.

14.2 The Association 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.

14.3 Funding secured from Glasgow City Council supports tenants to remain in their home for as long as possible.

14.4 We aim to complete adaptations within the target time set, however this is not always possible and can be delayed due to tenant availability for works or delays caused by availability of materials. Performance is reviewed quarterly by staff and management committee.

**15 RISK MANAGEMENT AND WELFARE REFORM**

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

15.2 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.

15.3 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.

**16. PROCUREMENT**

16.1 Ruchazie 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.

16.2 Following a comprehensive review of procurement arrangements RHA have made the decision to not only use small local contractors but will procure works via Public Contract Scotland. It is the aim that all contracts and any new framework will be in place by April 2021.

16.3 Reference should be made to RHA procurement Policy.

**17 CONSULTATION**

17.1 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.

17.2 The association has a Tenant Panel formed in 2020. This Strategy has been reviewed by those members and other tenants whohave expressed an interst in the work of the Association.

**18 EQUALITIES**

18.1 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.

**19 REVIEW**

19.1 The asset strategy will be reviewed every year and at least every three years in the absence of changes to the Business Plan.