



Dunbritton Housing Association Limited

Name of Policy	Asset Management Strategy
Responsible Officer	Asset Manager
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Section	Asset Management
Reference	

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Executive Summary

A critical element of any Registered Social Landlord's performance is the delivery of an efficient, realistic and coherent Asset Management Strategy. Delivery of the strategy will impact on the core fundamentals of the business including income and expenditure, demand for properties, disposal of assets that are no longer viable, developing new properties and customer satisfaction.

Our Asset Management Strategy allows us to manage the asset base in such a way that it supports the wider organisational objectives and contributes to the long-term sustainability of the organisation. We base our decision making on sound robust information and remain aware of potential threats that could impact on our delivery of service.

In order to achieve this strategy, the Association must continue to seek out and implement best practice to improve our services and ensure our properties continue to meet Scottish Housing Quality Standard (SHQS) and deliver the Energy Efficiency Standards for Social Housing (EESH) by 2020 and beyond, taking account of EESH 2 and the Scottish Government's commitment to climate change and reducing the overall carbon footprint of the country.

Maintenance and major works programmes must be procured to meet legislative and regulation requirements and deliver best value in line with the Procurement Reform Act 2016 presenting the most economically advantageous tender. The Association will continue to innovate and work in partnership with others to ensure contracts deliver community benefits such as employment opportunities and apprenticeships for local residents. Where possible, the Association will engage with local contractors and suppliers as we recognise the wider benefits this brings to our service delivery. Retaining a high-quality stock profile will ensure demand continues for our properties and as a result income streams are sustained to cover future business needs and investment to fund this strategy.

We need to work closely with our communities and involve them in decisions to better understand their needs and be able to deliver on their requirements. This will allow us to create sustainable communities where people can afford to work and live. The Association will continue to work beyond our principal role as Landlord to deliver community-based projects as we recognise the benefits accrued from creating communities and not just building homes.

1. Introduction

1.1 Defining our Asset Management Strategy

Asset Management is a central function to the organisation's vision and objectives set out in the Business Plan.

Asset Management is the process by which we ensure that the assets that we need to operate our business are managed effectively creating a platform from which we can deliver good services to our customers and stakeholders.

Asset Management means optimising the use of assets in terms of service and financial return. This involves careful targeting of resources to where they can have the greatest effect in raising standards, maximising value for money to deliver good quality properties and good customer services.

Effective Asset Management is crucial. Dunbritton Housing Association (DHA) recognises that, whilst we have predominantly 'new build' properties, we have an ageing stock profile and we need to plan appropriately to cover maintenance costs effectively. We also live in a society with an ageing population so the needs of our tenants will change as the age profile changes and our stock needs to meet their needs as well as current and future building standards.

This Strategy has been drawn up to complement and inform our Business Plan and Risk Management Strategy.

1.2 Strategic Objectives

DHA's strategic objectives for Asset Management are:

- Providing good quality affordable homes to people in housing need and to those requiring care and support
- Maintaining the stock to a standard comparable with that of other market leaders in the RSL sector
- Maximising the use of stock
- Maintaining a balanced portfolio through new build, acquisitions, remodelling, tenure diversification, demolition and redevelopment
- Contributing to neighbourhood regeneration
- Ensuring the stock complies with relevant regulatory requirements such as Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard for Social Housing (EESH) standards for Scottish Social Housing 2020 and beyond taking account of EESH2.
- Aiming to maintain the continuing demand for our properties and quickly

identify and dispose of stock that may become a liability or a drain on our resources.

- Ensuring tenancy support where practical to enable tenants to sustain their tenancies
- Where practical, ensure resident involvement in any proposals for strategic development, major repairs and Wider Role activities
- Ensuring we have the financial, personnel and technological resources to deliver on our Strategy
- Embedding sustainability as a principle in all our activities
- Ensuring we continue to meet statutory requirements in respect of equality & diversity
- Providing a range of homes of different tenures.

1.3 Defining our Assets

Our assets consist of:

- Housing stock we own to support our core business which is the provision of good quality, affordable accommodation to people in housing need
- Related assets including garages, shops, offices within supported accommodation & common land
- Land that is 'banked' for future development.
- 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 of Management members who govern the organisation and take strategic decisions to influence the direction and ethos of the Association
- Other assets that support the above such as IT systems and equipment
- Financial strength that underpins the organisation to ensure that we achieve our strategic objectives
- Knowledge base and track record of delivery of good quality housing, tenant support and community projects.

This Asset Management Strategy focuses primarily on our stock & related assets and the environment in which our stock is based, with management of other assets and business objectives being covered in other strategic documents (Business Plan; Internal Management Plan; Development Strategy and Customer Participation Strategy).

1.4 Defining Sustainability

We recognise that the term 'sustainability' has many meanings and will strive to ensure that our actions recognise the diverse nature of sustainability principles, including actions which help to protect the environment, help to support communities, through to actions which help our tenants maintain their tenancies. DHA will not just maintain but enhance and increase value to our properties and estates. In 2019 DHA will produce a sustainability action plan detailing our long-term commitment to Asset Management.

1.5 Our Asset Management Plan

We set out in this document how we will manage our assets and what steps we need to take in order to achieve the Strategic Objectives stated at 1.2, above.

Through effective planning, we have the opportunity to challenge ourselves further in our approach to developing, maintaining and preserving assets so that we can secure the value of them over the long term, contribute to business development, sustainable communities and meet the needs and protect the health and well-being of our key stakeholders - the tenants.

This is not a static document, it contains actions that will be subject to regular review to ensure that it remains relevant to the needs of DHA and its stakeholders. The development and review of the Plan and the establishment of a specific improvement plan embeds into DHA the 'whole organisation approach' and reiterates that asset management is not merely a technical matter to do with 'bricks and mortar'.

To achieve our objectives and improvement, the essential information requirements are:

- Our position in respect of meeting SHQS & meeting the Energy Efficiency Standards (EESH) and beyond EESH2 (Section 2)
- Asset Profile (Section 3)
- Stock Value (Section 3.2)
- Stock Condition Surveys (Section 3.3)
- Planned Maintenance Programme (30 years) (Section 4)
- An evaluation of our stock against housing need and demand now and in the future (Section 5)
- Analysis of current and potential customer needs, now and in the future, including requirements to support tenancy sustainment and adapt stock to meet the needs of an ageing population. (Section 5)
- Addressing future needs – our growth plan (Section 5)
- Estate Management Plans (Section 5)
- Owners and factoring (Section 5)

The context of these elements and our approach to them are described in the Sections that follow.

2: CONTEXT – Setting the scene

2.1 Regulatory Standards & Expectations

The following Scottish Housing Regulator's Regulatory Standards are relevant to this Strategy.

Standard 1

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

Standard 3

The RSL manages its resources to ensure its financial well-being and economic effectiveness. Included in this is the requirement to achieve the right balance between costs and outcomes and ensure security of assets.

Standard 4

The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

The Scottish Housing Regulator (SHR) expects RSLs to recognise that Asset Management is important and relevant to everyone in the organisation. Senior staff are expected to ensure that the Board of Management understands its responsibilities in this subject so that it is able to make informed decisions about the assets of the organisation.

Equally important is front-line staff involvement in planning and delivering improvements in services which contribute to good asset management.

2.2 Governance

DHA's Board of Management has the experience, training and support to be effective in discharging its role of ensuring good governance of the organisation.

Through an established and regularly reviewed Board structure, remits, reporting standards, agenda planning and timetabling, there is effective monitoring of progress towards achieving our Vision & Purpose (as set out in our Business Plan). As a result, the Board of Management maintains clear control of the strategic direction of the organisation and has a clear picture of on-going operational performance.

A Key Performance Indicators performance monitoring system forms part of the Internal Management Plan review process. On-going review of the Asset Management Strategy actions is integrated into this reporting process.

2.3 Landlord Responsibilities

As a landlord, DHA has a critical role in protecting the physical environment in which its tenants live. Our ability to provide excellent services and quality housing is at the core of what we do. How we manage our assets is at the heart of the success of the organisation and the long-term sustainability of the Association as well as the communities we serve.

2.4 Charitable Status

As well as regulation by the SHR, the Board of Management of DHA are required as charitable trustees by Office of the Scottish Charity Regulator (OSCR) to:

- Act in the interest of the charity
- Seek, in good faith, to ensure that the charity operates in a manner that is consistent with its objectives and purposes
- Act with the care and diligence that it is reasonable to expect of a person who is managing the affairs of another person
- Ensure that we comply with the Charities and Trustee Investment (Scotland) Act 2005 and other relevant legislation.

2.5 Housing (Scotland) Acts

Our responsibilities as an RSL are set out in the Housing (Scotland) Acts 2001 and 2014. As an RSL, we are required by law to keep properties wind and watertight and 'reasonably fit for human habitation'. We seek to go well beyond this.

2.6 Scottish Secure Tenancy Agreement

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

- 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
- To keep in repair the structure and exterior of all properties and communal areas
- To keep in repair and proper working order installations that we have provided for space heating, water heating and sanitation and for the supply of water, gas and electricity
- To publish and inform tenants of their, and the Association's, responsibilities in respect of repairs and maintenance.

2.7 Scottish Social Housing Charter

The Housing (Scotland) Act 2010 established the Scottish Social Housing Charter which set standards and outcomes that RSLs are expected to achieve.

Since 2013/14 we have been required to:

- Measure and assess our performance in progressing towards or achieving the Charter outcomes and standards;
- Provide the Scottish Housing Regulator (SHR) with some key performance information on our achievement of the outcomes and standards; and
- Report our performance to our tenants and other service users who use our services.

Of specific relevance to the Asset Management Strategy are the following sections of the Charter:

- Standard 4- quality of housing
- Outcome 5- repairs, maintenance and improvement
- Standard 13- value for money.

The SHR is not prescriptive on how to involve tenants. However, its regulatory framework requires RSLs to:

- Agree our approach to self-assessment with tenants
- Demonstrate our approach is being implemented
- Produce a statement of how we will involve service users, customers, homeless people, home owners and hard to reach groups in our self-assessment activities.
- Produce annual Assurance Statements

DHA will use the Tenants Scrutiny Panel to ensure that the views of tenants are at the heart of what we do. We also want to provide value for money housing services based on the views of the tenants.

As well as having our Resident Consultation Group during 2018 Staff engaged with our Tenants to form the tenants Scrutiny Panel, providing training and guidance to assist them to be able to participate effectively in this process. The Group will continue to work closely with the staff to evaluate their needs and implement changes where appropriate.

Key Annual Milestones

- DHA submit an Annual Return on the Charter (ARC) to the SHR each financial year
- By the end of August, the SHR will publish information about RSLs' ARCs
- By October DHA must produce a report of performance against the Charter for all our tenants, having consulted with our Resident Consultation Group on the content of this Report
- In March 2019 the SHR published Regulation Plans and a report on performance of the Scottish Housing Sector.

DHA's Tenants' Report was published as part of our 2017/18 Annual Review. Whilst this was completed in advance of the SHR's published information, we obtained comparable peer group information via benchmarking groups we are members of: Scottish Housing Network (SHN) and the Quality & Efficiency Forum (QEF).

For 2017/18 our tenants report was published following discussion with our Residents Consultation Group.

2.8 Scottish Housing Quality Standard (SHQS)

The Scottish Housing Quality Standard (SQHS), the national standard based on a minimum set of quality measures for all homes in the social rented sector, was announced in 2004. Revised guidelines have subsequently been issued (March 2011).

The five areas of assessment (or 'criteria' to use the SHQS terminology) have 55 elements and 9 sub-elements and are summarised below.

Criteria	Code	Element Number
Must meet the Tolerable Standard (the basic legal minimum standard).	A	1-12
Must be free from serious disrepair	B	13-30
Must be energy efficient	C	31-35
Must have modern facilities and services	D	36-40
Must be healthy, safe and secure	E	41-55

RSLs had until March 2015 to meet the standard and were required to report to the SHR on performance towards achieving the Standard. DHA currently has 37 properties in Rosneath that fail on the energy efficiency measure. Two of these properties also have no door entry system but owners are the majority preventing this investment. Although these properties fail, they are classed as exempt by the SHR using their published guidance.

2.9 Energy Performance

As noted above, energy efficiency is one aspect of the SHQS.

Alongside this, RSLs have been required since January 2009 to produce an Energy Performance Certificate (EPC) detailing the energy performance of any property that is built, sold or newly rented out. EPCs are provided to new tenants. They detail the rating of the property in relation to Energy Efficiency and Environmental Impact (carbon dioxide emissions from their properties). Each EPC includes effective home improvement measures that will help to save energy, reduce bills and cut carbon dioxide emissions.

As part of our Stock Condition Surveys, we are gathering as many EPCs as practical across the range of our stock types, to ensure that our planned maintenance programme approach is addressing any energy efficiency shortfalls. We have expanded the skill base within the office and now have two fully qualified EPC assessors within the team who can validate and carryout any assessment.

2.10 Energy Efficiency Standard for Social Housing (EESH)

The EESH sets target energy efficiency standards to be met by all social housing properties by 2020. The purpose of the EESH is to cut carbon emissions in line with the targets set in the Climate Change (Scotland) Act 2009, and to alleviate the impact of fuel poverty by significantly reducing it and the country's carbon footprint. The standards are based on the SAP (Standard Assessment Procedure) rating system used to measure the energy efficiency of a property through energy performance certificates, as this system is already used by social landlords when properties are re-let or being developed across the sector. With EESH (2020) and beyond EESH2 (2032) we are actively seeking to improve our baseline data on the energy performance of our stock in order to inform future investment plans and maximise potential funding opportunities.

2.11 Other Legislative Requirements

The other key legislative and good practice requirements in relation to asset management that RSLs such as DHA need to comply with are as follows:

Topic	Legislation /Good Practice	How it impacts on DHA
Fire Safety	Fire Safety (Scotland) Act 2005 Amendment to the Housing Scotland Act 2019	DHA is required to carry out Fire Risk Assessments for common areas (where required) to properties that it has responsibility for maintaining. Also, provision of smoke alarms in every property in line with recent legislation.
Asbestos	Health and Safety at Work Act 1974 & The Control of Asbestos Regulations 2006, 2012	Requirement to maintain an asbestos register and inform tenants & contractors of locations of asbestos materials. Follow DHA Asbestos Procedures.
Gas Safety	Gas Safety (Installation and Use Regulations) amendment 2018	An annual gas safety check must be carried out on each appliance with a flue to avoid risks of carbon monoxide poisoning. Follow DHA Gas Safety (Installation & Use) Procedure
Electrical Safety	The Electrical Equipment (Safety) Regulations 1994 Periodic Inspection of Electrical Installations	Inspection on a ten-year cycle from New Build followed by a five-year cycle thereafter.

Legionella	Health & Safety Executive (HSE)'s Approved Code of Practice L8	Water testing for legionella bacteria risk assessments and contracts in place also advice on checking shower heads etc. is given to tenants via newsletter. Follow DHA Prevention and Control of Legionnaires' Disease Procedure
General Health and Safety	CDM Regulations 2015	Fulfil 'Client' requirements under new Regulations includes appointment of a principal designer & contractor, retaining health and safety files, ensure H&S is managed etc.
Procurement	European Public Contracts Directive (2004/18/EC) Procurement Reform Scotland Act 2016	Follow advertising and timescale requirements for larger projects. (For smaller projects there is an expectation from the SHR, reflected in Dunbritton's in-house policies and procedures, to attain value for money when procuring contractors and consultants). All contracts above £50k advertised on Public Contract Scotland website, following processes set out within the procurement journey that reflect additional sustainability and community benefit duties.
Tenancy Rights	Housing (Scotland) Act 2001	Introduced the Right to Repair for tenants.
	Housing (Scotland) Act 2014	This covers a wide range of matters mostly relating to the regulation of the private rented sector but included HMO licensing.
	The Housing (Scotland) Act 1987	(Fire Safety) Amendment to include <ul style="list-style-type: none"> • Have at least one smoke alarm installed in the room most frequently used • Have at least one smoke alarm in spaces such as hallways and landings • Have at least one heat alarm within every kitchen • Have one carbon monoxide detector

	Tenements (Scotland) Act 2004	Covers all aspects of tenement repairs/ maintenance, costs, insurance and amendments to title conditions. Majority decision making for repairs and other tenement shared responsibilities.
	Property Factors (Scotland) Act 2011	Introduced a register of property factors; it is an offence not to be registered. Resolution of disputes between homeowners and property factors.
	The Building (Scotland) Amendment Regulations 2011	Changes to building standards in relation to energy efficiency and carbon emissions.
	Building (Miscellaneous Amendments) (Scotland) Regulations 2013	Carbon monoxide monitors and other changes to regulations.

3: OUR ASSET BASE

3.1 Our Asset Base

DHA's asset base of rented stock is located within the Helensburgh & Lomond part of Argyll & Bute and the communities of Dumbarton & the Vale of Leven within West Dunbartonshire. The stock is a mix of refurbished former local authority, Scottish Homes and Defence Estates stock, tenement stock and new build flats and houses, including purpose built or refurbished 'supported' accommodation

Stock as of January 2019

Area	Mainstream	Amenity	Wheelchair	Ambulant	Other Adapted	Non-self	Totals
Argyle Bute	371	85	7	2	2	4	471
West Dunbartonshire	172	82	25	80	1	12	372
Totals	543	167	32	82	3	16	843

Other Assets

Non-self-contained properties are those which normally are classed as houses in multiple occupation, where people receive care from support providers. We have 16

properties which have 85 bed spaces spread across Argyle and Bute and West Dunbartonshire.

Other assets include garages, offices in care units and shops at Brown Street, Haldane. In addition, we have 51 shared ownership properties and, although the owners are 100% responsible for the maintenance of their properties, where appropriate, we will include them in or offer them the opportunity to participate in any planned maintenance works to preserve the properties and protect our investment interest in their homes.

We also provide a factoring service for 309 owners (as at 31 March 2018) who have properties in estates or buildings that we own.

3.2 Stock Value/Funding Strategy

During 2017/18 the Association commissioned a stock valuation of all its stock to action stock releases from Santander and to provide added security to Bank of Scotland (BOS) and Charities Aid Foundation (CAF) for the two new loans which were arranged with the funders in 2017/18.

There is excess security with existing funders of around £3.5m. In addition, unsecured stock values on an existing use basis around £3.6m. Once the Dumbarton Harbour development is off site this will provide additional security for borrowing of around £6.3m on existing use value.

Total debt as at December 2018 is £13m as below

- BOS Facility £4m amount outstanding £2.5m (346 units secured)
- Santander Facility £12.5m amount outstanding £5.7m (256 units secured)
- CAF Facility £4.8m amount outstanding £4.8m (146 units secured)

A further facility of £9m for the 150 units at the Dumbarton Harbour development has also been secured and this will be drawn down from February 2019 until June 2020.

Our stock is valued on the basis of existing use – social housing for lending purposes, around 84% of our current stock is secured against loans and unsecured stock of 16% includes the new properties at Succoth - 26 units and 51 shared ownership properties.

For the purposes of the loan arrangements we have a development in Bridge Street Alexandria that has 9 separate units. This is included as 1 entity rather than nine separates.

DHA can demonstrate in its 30-year financial projections, taking full account of planned maintenance requirements for its assets, risk assessments and development ambitions, that it is a financially viable organisation.

The Board of Management receives an annual Treasury Management Report as well as the annual Loan Portfolio Return which is submitted to the SHR. Any additional lending requirements are subject to detailed reporting and scrutiny by the Board.

The Association is on a sound financial footing to take forward its development and maintenance investment programmes.

3.3 Stock Condition

Stock Condition Surveys

We endeavour to visit each property at least every five years as part of a programme of stock condition surveys. The focus of these visits is to assess the condition of the stock and take the opportunity to engage with tenants to ensure that their housing needs are still being met. Since 2012 we have widened the remit of these visits to include an SHQS-specific survey and an in-house EPC if required. In 2014 we created an Energy Performance database which now contains 100% cloneable information.

The surveys assist us in:

1. Clarifying the condition of the stock relative to the SHQS and the EESSH criteria.
2. Identifying any failures or new failures under SHQS criteria.
3. Providing energy efficiency ratings for the stock.
4. Being proactive by identifying reactive repairs that have not been reported by the tenant.
5. Engaging with each tenant in their home at least once every five years to establish if their needs are being met.
6. Reviewing the five and 30 - year planned maintenance programmes and cash flow projections.

All of the above is done in the context of ensuring that all Dunbritton's stock meets the SHQS standard and is maintained, **as a minimum**, at that level. The findings of the surveys are used to review and update the life cycle costing and investment projections. A sample survey of our stock was undertaken by The Planned Maintenance Consultancy and Reid Associates (Quantity Surveyors) in 2011 and 2014 to update 5-year plans and 30-year life cycle costing charts for each phase of the stock. The Association is seeking to collaboratively work with other local RSLs in 2018 /19 to carryout audits to ensure validation stock surveys.

We use survey information to inform our future maintenance planning and to determine our ability to meet the standards we aim to achieve. This approach has also helped to maintain efficient turnaround of void properties with a steady bank of EPCs being built up to assist with ARC reporting for EESSH.

Recognition of the life cycles across the entire range of building elements and maintaining a regular cycle of inspection allows us to refine our data and projections to facilitate more accurate reporting and forecasting over time. In order that DHA

continues to hold relevant and robust data on its stock, we are carrying out a phased inspection of properties aiming to achieve 20% per annum thereby all stock will be inspected every 5 years. During 2017-18 we completed 20% surveys of our stock.

This will help us to ensure that our stock and programme of planned works continues to align to the SHQS and EESSH.

As and when surveys are complete the information will be updated on the database and programmes of work adapted accordingly.

SHQS Criteria	Sub-heading	Findings from SHQS stock condition surveys
A. Must meet the Tolerable Standard (the basic legal minimum standard).		No properties were found to fail this criteria
B. Must be free from serious disrepair	Primary Building Elements	No properties were found to fail these criteria
	Secondary Building elements	No properties were found to fail these criteria
C. Must be energy efficient		37 properties in Rosneath currently do not meet SHQS for energy efficiency. These properties were exempted and a possible funding solution is being explored to bring them to EESSH compliance.
D. Must have modern facilities and services		No properties were found to fail these criteria
E. Must be healthy, safe and secure		No properties failed these criteria however 2 properties in Rosneath were exempted due to a majority of owners not supporting the install of door entry systems

3.4 Storing, using and maintaining stock information

3.4.1 Information Management

It is vitally important that we know our stock, maintain information correctly and make use of the information to fulfil a key objective of this Asset Management Strategy: making best use of our assets.

The organisational review and re-structure of the Asset Management department in 2017-18 brought about new roles and responsibilities within the department with the introduction of an Asset Management Co-ordinator and two Asset Management Assistants to help deliver excellent customer services, improve efficiency and effectiveness, and to meet all regulatory requirements.

Proper information management and use of the technology available to us is essential for all aspects of our business and, in the case of Asset Management, to achieve:

- Confidence that our stock data/property data is accurate, kept up to date and is maintained that way through audit checks by external a third party.
- Better customer satisfaction in respect of ease of repair reporting; having repairs completed 'right first time'; providing information about planned maintenance programmes; quickly resolving issues arising out of repairs and maintenance services; reduced complaints reporting
- Better access to information about our stock and more easily analyse data; report on performance; identify issues such as trends in component failures; regularly review and provide information to others as relevant (e.g. finance section, Customer Services team; customers, SHR, local authorities, etc.) on investment programmes, actual costs vs budgets, longer term spend projections/programmes, component accounting requirements, etc.
- Improved responsiveness to changes in standards imposed by legislation and good practice (e.g. Building Regulations, SHQS, EESSH) and any associated complex calculations required to identify actions required.
- Accurate completion of the ARC Return
- Improved efficiencies in working methods – thereby freeing up staff resources to provide better, customer focussed, services
- Maximise funding opportunities for renewables and new technology.

It is critical to our success that the information we have is accurate, up-to-date, and accessible. It is also vital in terms of good governance that the Board of Management has assurances that we are working from accurate data.

3.4.2 Stock (Asset) Data

The intention is to eventually hold all stock information on Kypera but currently this information is held on a variety of formats as outlined below. DHA is in the process of upgrading to a new version of Kypera (Castleton) and staff are working towards compiling all stock information to upload data. Although this is a significant piece of work, on completion it will save staff time and enable easy access to the data.

Firstly, DHA uses the computerised Property Maintenance software, Kypera for the following:

- A property register, enabling the accumulation of comprehensive records of all units either owned or managed by the Association
- A repair record for each dwelling and common property
- A system to record all repair requests, maintenance works instructed, completion dates etc.

Kypera upgrade (Castletoun) also has the facility to use the following features which the Association previously has not been able to use:

- A record of service and cyclical maintenance history and a record of the next due service/maintenance
- A record of major repair/ planned maintenance history and a record of the next due component replacement
- Details of tenant satisfaction surveys
- Details of inspections carried out
- Rechargeable repairs
- Insurance claims.

Secondly, separate databases are used to record and process rechargeable repairs, factoring invoices, and insurance claims.

Further, an Excel spreadsheet is maintained and specifically designed to track progress in relation to SHQS and now EESSH. A separate set of interconnected spreadsheets are used to monitor Life Cycle Costings for each phase of stock. For accounting purposes, a further excel spreadsheet is used to assist with depreciation calculations. Finally, SAGE software is used to record and process rechargeable repairs and factoring invoices.

4. OUR APPROACH TO ASSET INVESTMENT

4.1 Securing Value for Money

We acknowledge that our main source of income, namely rental income from our stock is finite and it is therefore vital that we secure value for money for the investment that we make. It is also critical that we protect the investment already made.

The objectives in this Strategy are based on the principle that we have a clear understanding of the nature, number, value and condition of our stock as well as the legislative and good practice obligations on us as an RSL. We segment our approach to investment in the stock through the following:

- a responsive repairs service and void management service
- a cyclical maintenance programmes

Furthermore, we have recently embarked on a huge procurement process to ensure efficiencies in the procurement of contractors and consultants through the nature and

length of contractual obligations that we enter into, while still protecting the interests of our tenants and the business and acting within the legal parameters to which we are bound.

Our estimated planned investment over the coming five years is as follows:

	2019/20	2020/21	2021/22	2022/23	2023/24
Planned Maintenance	£580612	£566,662	£584064	£744674	£485796
Responsive Repairs including voids	£377793	£394693	£417493	£433443	£449393
Cyclical/Estate Maintenance	£262753	£257432	£327827	£268037	£324810
Medical Adaptations	On application/Demand				
Total	£1221158	£1218787	£1329384	£1446144	£1259999

4.2 Responsive Repairs Service

It is recognised that day to day repairs are essentially reactive, curative and demand driven, arising from reports by tenants and issues noted by staff during the stock/void inspection process. We categorise reactive repairs as follows and set ourselves target timescales for completions.

Category of reactive repair	Target timescales	Brief description
Emergency	Make safe in 5 hours	Where there is risk to life or property
Urgent	4 days	Those repairs that affect the successful running of the home
Routine	12 days	The type of repair which may be left until there is sufficient work in an area to justify sending a contractor
Right to repair	Various timescales ranging from 1 day to 7 days for different types of repair	Timescales fixed by statute – Housing (Scotland) Act 2001

A full description can be obtained from the [Asset management maintenance standards and performance policy](#):

The following tables detail our performance relative to the targets that we set ourselves and show our positive results when benchmarked against our peers. Not only is our emergency target more challenging than our peer groups given the

geographical spread of the Association's stock, our performance is exceeding organisational targets.

DHA performance: NB the statistics for urgent and routine are combined as this is how it is reported in the ARC.

Category	2015/16	2016/17	2017/18	DHA Target	17/18 Average Rural
Emergency (Includes Right To Repair) Hours	5.07	4.06	4.29	5 hrs	3.01 hrs
Non-Emergency (Routine & Urgent) Days	6.01	5.74	5.98	6 days	5.71 days

Our customer-focussed responsive repairs service was evaluated early 2018 by the new Asset Management Team. This involved a feasibility study carried out on the Handyman service and how this role could be incorporated into future contracts. The Association has carried out a complete review of the services being delivered and a procurement process was established to deliver all of the responsive services.

The Association has successfully procured contracts in the following areas to deliver the responsive services for potentially a further five years:-

- 3-star Gas servicing and plumbing maintenance contract
- Electrical maintenance servicing and ad-hoc replacement contract.
- Joinery and secondary trade's contract.

Our Maintenance Officers have a role in quality assurance through a minimum 10% pre-& post inspection sample of completed works.

Performance of the Contractors is monitored at monthly meetings and reported on via regular reports to the Board of Management together with tenant satisfaction with the Responsive Repairs Service.

4.3 Cyclical maintenance and environmental management

An annual cyclical maintenance programme takes place as follows to ensure the safety of our residents and the appearance of the local environment:

- Gas Safety checks (including third party quality audit checks)
- Close Cleaning
- Landscape maintenance
- Gutter cleaning

- Additionally, at 10 years from new build then 5-year intervals, each unit of stock undergoes an electrical safety inspection.
- In HMOs (Houses in Multiple Occupancy) and some other developments, Legionella testing, communal CO and smoke alarms, firefighting equipment and lifts.

As part of the Asset Management team's on-going drive to achieve value for money, the cyclical painting contract has been reviewed and a fixed term contract is now in place to deliver Cyclical painting. The contract allows flexibility to approach works based on the budgets set within our investment plans.

4.4 Planned investment programme

The current programme of planned maintenance is directly linked to the 10% stock condition surveys undertaken by Reid Associates and verified on an annual basis by our in-house Maintenance Officers. The stock is assessed across the entire range of building elements and the resulting 30-Year Life Cycle Costing

The programme of major repairs is reviewed each year in order that the Association can assess which components in which areas of stock require to be prioritised for replacement.

While the 30-year charts are a useful planning tool and allow a longer-term projection of investment requirements, in reality we tend to focus on a 5-10 year rolling programme. The Charts are reviewed to identify what major investment is planned for the coming year, 5 years and 10 years. Analysis of reactive maintenance is undertaken to establish if there are any elements in any phase of our stock that require to be brought forward in the Plan to achieve better value for money.

On an annual basis the charts are reviewed and updated. The process is as follows:

1. Charts are reviewed to identify what major investment is planned for the coming year/ 5 years. Consideration is given to any recent SHQS surveys.
2. Review of the component takes place to establish if the work is necessary or if it can be stretched into a later year on the Plan. An example of this is the mechanical ventilation in most phases which has been deemed to be operating adequately and thus postponed into future years.
3. Analysis of reactive maintenance is undertaken to establish if there are any elements in any phase that require to be brought forward in the plan to achieve better value for money due to significant deterioration/ increasing levels of repair requests via the reactive service.
4. Consideration is given to any new or impending legislative or good practice issues that may influence the Plan. For example, in October 2018 consultation on new legislation took place with Social Housing Providers on the implementation of new fire safety measures within social housing stock which come into force in February 2019 with a two-year window to comply by 2021.

5. Finally, the planned investment for the coming year and five years is fed into the Association's budgeting process and consideration is given to funding options, and the anticipated impact of completing the work or postponing it.

SECTION 5. DEMAND MANAGEMENT & SERVICE DELIVERY

It is not solely information about the physical characteristics of our stock that informs our Asset Management Strategy. A key risk is whether our property will remain in high demand and fit for purpose in the future.

A vital aspect of the 'whole organisation approach' to asset management is therefore the way in which the needs of current and potential customers are understood and integrated into the strategic and operational direction of the organisation.

Apart from having a supply of high quality and high demand housing stock, we have developed robust support mechanisms to enable our customers to sustain their tenancies in the long-term.

Our sound housing management practices in relation to allocations, tenancy management, voids and estate management support this 'whole organisation approach'.

5.1 Staff structure

One facet of our Asset Management Strategy is the staff resource to manage the stock and deliver a quality service to our customers.

We aim to be an employer of choice and ensure that we go beyond best practice to protect our staff as an organisational asset. As members of Employers in Voluntary Housing (EVH), we ensure pay and conditions contribute to this and balance the need for a strong and motivated workforce with our organisational priorities. We are committed to continuous improvement in our business development and support to staff. In 2013 we began our 'Journey to Excellence' and achieved the 'Committed to Excellence' award from Quality Scotland. In February 2016 we achieved the next level of recognition: 'Committed to Excellence Assessment – 2 Star Award'. We will be assessed for 'Recognised for Excellence' (R4E) in April 2019.

Knowledge and skills are shared and developed at DHA, backed up by our commitment to learning & personal development. This is done through internal and external training and regular staff briefing sessions Visual Measures Board (VMB) meetings. Further, all of our policies were reviewed 2017/18 and supporting Procedures will be developed as and when required. Policies and procedures are regularly reviewed to support staff in the deployment of the strategic and operational objectives. Staff appraisals and regular support and performance meetings identify any learning & personal development needs of staff and these are collated into a Training Plan which informs budget setting to ensure adequate resources are set

aside to meet identified needs.

5.2 Void management

We aim to carry out any necessary repairs to homes which have become vacant promptly and quickly. This is key to minimising void repair periods.

DHA has an excellent track record in property management; however, shortened turnaround times do not necessarily mean that we are turning around voids in the most cost-effective fashion and achieving excellent customer satisfaction. Hence, following our organisation review in 2017, we reviewed our Void Procedure. The aim of this review was to put in place a system that ensures that staff within Asset Management and Customer Services teams work closely together to deliver and allocate homes that are in good move-in condition. The new process clearly sets out responsibilities and roles along with standard documents to record information, these processes are explained in detail in the [void management policy](#). Efficient allocations, offering of decoration allowances and the condition of the property can all help to minimise the number of refusals, which in turn helps achieve sustainable communities, effective estate management and reduces anti-social behaviour problems. We generally carry out all repairs prior to a tenancy commencing but on occasions will carry out follow up work after the new tenant has moved in. In 100% of cases, we follow up with a settling in visit 6 weeks after tenancy commencement.

In addition to houses the Association has a small portfolio of garages and commercial premises. The Association is very proactive in terms of minimising void levels. Apart from one shop unit that has been void for some time, the turnaround on all other non-housing premises is quick and poses no cause for concern.

5.3 Addressing continuing housing need – our growth plan

Our Development Strategy reflects our commitment to continue with a development programme as far as resources, development opportunities and support through Strategic Housing Investment Plans (SHIP) within each local authority area allow.

5.4 Managing our Factoring Service

As factors for a number of estates and flats with private owners (mainly as a result of stock transfer or mixed tenure new build developments), we have different issues to address in relation to managing shared/common assets.

We are registered as a Factor in accordance with the Property Factors (Scotland) Act 2011. In accordance with the Code of Conduct for Property Factors, we are obliged to issue a statement of services to all factored customers and among other things, this sets out the maintenance service we will provide including: common area insurance, property insurance, making customers aware of how they can communicate with us and if necessary, make a complaint.

5.5 Disposals

Occasionally it may not be economically practical to let properties that present significant management difficulties.

In these circumstances the Association will take cognisance of things like reputational risk, financial stability and may ultimately decide to dispose of such properties via:

- Sale and/or Voluntary Disposal
- Engaging local RSLs/ Local Authorities in stock transfer
- Demolition

All stock considered for disposal will go through a detailed assessment by the Finance Manager and Asset Manager demonstrating the options explored and presenting such findings to the Board of Management.

Where disposal is considered we will ensure that permission is approved by the Board of Management.

Appendix 1: Detailed fully owned Stock Breakdown

Area(reference)	No of Properties	Location	Area (local Authority)
Alexandria 1	59	Levenbank terrace	WDC
Alexandria 2	18	O'Neill terrace	WDC
Alexandria 3	34	Sutherland gardens	WDC
Alexandria 4	1	Inchconnachan	WDC
Alexandria 5	1	Scott Court	WDC
Alexandria 6	9	Bridge Street	WDC
Alexandria 8	30	Leven street, Howie court	WDC
Arrochar 1	10	Beechwood	ABC
Arrochar 2	26	Bruce Court	ABC
Suzannah Street	6	Suzannah Street	WDC
Bonhill 1	2	Burns Street	WDC
Bonhill 2	26	Braehead	WDC
Tullichewan	19	McColl Ave, Kennedy Court, Craig Ave	WDC
Dumbarton 1	6	High street, Castle street	WDC
Dumbarton 2	6	Castlegreen street	WDC
Dumbarton 3	21	Round Riding Road /Bonhill Rd ,	WDC
Dumbarton 4	11	West Bridgend, Moss Cottage	WDC
Crosslet Road	1	Crosslet Road	WDC
Dumbarton 6	13	Hawthornhill Road	WDC
Gartocharn	3	Cambusmoon Cottages	WDC
Haldane 1	8	Gerardine Court	WDC
Haldane 2	26	Glen Avenue	WDC

Area(reference)	No of Properties	Location	Area (local Authority)
Haldane 3	57	Miller Road, McGregor Avenue, Peters Avenue, Cook Road	WDC
Haldane 4	3	Brown Street	WDC
MTR AB	3	Frazer, Lomond, Barrs	ABC
MTR (mixed tenure blocks)	3	Station Road, Glasgow road, Williamson avenue	WDC
MTR Various	13	Dumbarton West, Bellsmyre, Tullichewan, New Bonhill	WDC
Helensburgh 1	56	Fisher /Nelson	ABC
Helensburgh 2	66	Malcom Place	ABC
Helensburgh 3	25	John Street /West King Street	ABC
Helensburgh 4	28	Logie Place	ABC
Helensburgh 5	2	Old Luss Road	ABC
Clydeview	39	East Montrose Street	ABC
Hermitage	51	Mackintosh, Campbell Drive	ABC
East King Street	24	East King Street	ABC
Lochside 1	37	Roseneath various	ABC
Lochside 2	17	Feorlin Way, Queens Crescent, St Michaels Knowe	ABC
Lochside 3	24	Feorlinbreck, The Cottages	ABC
Lochside 4	2	Graigrownie Gardens	ABC
Lochside 5	19	Upland Road, Mary Brown Walk, the Fairways Edge Lane, Park Lane	ABC
Hepburn Road	12	Hepburn Road	ABC
Highland Drive	14	Highland Drive	ABC
RHU	6	Lineside Walk	ABC
Cardross	6	Scott Court	ABC

Appendix 2: Glossary

AMS	Asset Management Strategy
DHA	Dunbritton Housing Association
CDM	Construction, Design, Management (Regulations)
ARC	Annual Return on the Charter
SHQS	Scottish Housing Quality Standard
EESH	Energy Efficiency Standard for Social Housing
SSHC	Scottish Social Housing Charter
EPC	Energy Performance Certificate
RSL	Registered Social Landlord
Kypera (Castletoun)	DHA's Housing Software Package Provider
Wider Role	Scottish Government strategy to encourage RSL's to deliver community regeneration projects.
SHN	Scottish Housing Network
SMART	Specific, Measurable, Achievable, Realistic and Time bound
WDC	West Dunbartonshire Council
ABC	Argyll and Bute Council