



MOLENDINAR PARK HOUSING ASSOCIATION

ASSET MANAGEMENT STRATEGY

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Molendinar Park Housing Association
3 Graham Square
Glasgow G31 1AD

Registered in Scotland 2400 R (S)
Registered Scottish Charity SC043725
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1. Glossary

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.

STRATEGY

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. Molendinar Park Housing Association (MPHA) recognises that, whilst we have a number of '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

MPHA'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
- 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
- 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 Management Committee 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 and tenant support.

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 and Tenant 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.

MPHA will not just maintain but enhance and increase value to our properties and estates. In 2019 MPHA 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 MPHA and its stakeholders. The development and review of the Plan and the establishment of a specific improvement plan embeds into MPHA 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 Condition Surveys (Section 3.2)
- Planned Maintenance Program (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

MPHA's Management Committee 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 strategic and operational objectives. As a result, the Management Committee 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, MPHA 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 Management Committee of MPHA 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

MPHA will use Scrutiny Panels 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.

Key Annual Milestones

- MPHA 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 MPHA must produce a report of performance against the Charter for all our tenants, having included the views of Sub-committees and Management Committee on the content of this Report
- In March 2019 the SHR published Regulation Plans and a report on performance of the Scottish Housing Sector.

MPHA's Tenants' Report was published in October 2018.

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. MPHA currently meet these standards and will continue to monitor and upgrade on an ongoing basis.

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. The Association reported in the ARC 2018-2019 return that we are 86.06% compliant and will be working towards 100% compliance by 2020. We will do this by carrying out further EPC's on the house types that are failing or have no information for.

2.10 Energy Efficiency Standard for Social Housing (ESSH)

The ESSH sets target energy efficiency standards to be met by all social housing properties by 2020. The purpose of the ESSH 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 ESSH (31 December 2020) and beyond ESSH2 (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 MPHA need to comply with are as follows:

Topic	Legislation /Good Practice	How it impacts on MPHA
Fire Safety	Fire Safety (Scotland) Act 2005 Amendment to the Housing Scotland Act 2019	MPHA 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 MPHA 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 MPHA Gas Safety (Installation & Use) Procedure
Electrical Safety	The Electrical Equipment (Safety) Regulations 1994 Periodic Inspection of Electrical Installations	Inspection on a 10% stock sample on a rolling programme. Full inspections carried out on every void property.
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 MPHA 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	<p>European Public Contracts Directive (2004/18/EC)</p> <p>Procurement Reform Scotland Act 2016</p>	<p>Follow advertising and timescale requirements for larger projects. (For smaller projects there is an expectation from the SHR, reflected in Molendinar Park 's in-house policies and procedures, to attain value for money when procuring contractors and consultants).</p> <p>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.</p>
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.
	<p>The Housing (Scotland) Act 1987</p> <p>NB. Upgrades are ongoing and must be completed before the end of February 2021 as per (Tolerable Standard) (Extension of Criterion) Order 2019.</p>	<p>(Fire Safety) Amendment to include</p> <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

MPHA's asset base of rented stock is located within the following areas; Bellgrove, Finnart, Drakemire (Castlemilk) and Dalmarnock. The stock is a mix of ex Scottish Homes properties, inter-war tenement stock, four-in-a-block style flats and new build. The stock also includes a purpose built sheltered housing complex.

Stock as of January 2019

Area	Mainstream	Sheltered	Wheelchair	Other assets	Totals
Bellgrove	111	0	0	220	331
Finnart	28	0	1	17	46
Drakemire	0	26	3	2	31
Dalmarnock	313	3	4	104	424
Totals	452	29	8	343	832

Other Assets

Other assets include our offices at 3 Graham Square, 50 Graham Square Flat 12 and at Drakemire the Wardens house and the common room. In addition, we have 83 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 owners who have properties in estates or buildings that we own.

3.2 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. We have widened the remit of these visits to include an SHQS-specific survey and an EPC if required. In 2018 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 Molendinar Park'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 40% sample survey of our stock was undertaken by JMP Consultants in 2018 to update 5-year plans and 30-year life cycle costing charts for each phase of the stock.

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 MPHA continues to hold relevant and robust data on its stock, we are carrying out a phased inspection of properties aiming to achieve another 20% in 2021. It is anticipated that we will carry out 20% survey every 3 years thus achieving 100% survey of the entire 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 criterion
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		68 of our properties currently do not meet SHQS for energy efficiency. Works will commence in the current year to bring these properties up to standard and to ensure EESSH compliance by the deadline of 2020
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.

3.3 Storing, using and maintaining stock information

3.3.1 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 2018-19 brought about new roles and responsibilities within the department with the introduction of an Asset Manager, Maintenance Officer and two Customer Service 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 Management Committee has assurances that we are working from accurate data.

3.3.2 Stock (Asset) Data

The intention is to eventually hold all stock information on Homemaster (Designer Software) but currently this information is held on a Kypera. MPHA is in the process of upgrading 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, MPHA 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.
- Rechargeable repairs
- Factoring invoices

Homemaster 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.

Further, HUB is a specifically designed database used to track progress in relation to SHQS and now EESSH. HUB is also used for 5/30 year projections and in forming the ARC annually.

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

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

	2019/20	2020/21	2021/22	2022/23	2023/24
Planned Maintenance	£226,000	£226,000	£232,000	£272,000	£250,000
Day to day Repairs including voids	£391,000	£402,000	£414,000	£427,000	£440,000
Cyclical/Estate Maintenance	£	£	£	£	£
Medical Adaptations	On application/Demand				
Total	£	£	£	£	£

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 2 hours	Where there is risk to life or property
Day to day	1 day	All other repairs
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 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 peers, our performance is exceeding organisational targets.

Performance as reported in the ARC:

Category	2016/17	Peers	2017/18	Peers	2018/19	Peers
Emergency	1.6	2.6	1.4	2.5	1.5	Not available to date
Day to day (including right to repair)	1.3	2.6	1.3	2.5	1.2	Not available to date

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)
- Smoke alarm / carbon monoxide alarm checks
- Communal fan checks
- Close Cleaning
- Landscape maintenance
- Gutter cleaning
- Lightning protection maintenance / annual checks
- Attenuation tank maintenance (Moore Street only)

- Painter works

As part of the Asset Management team's on-going drive to achieve value for money, the cyclical painting contract should be reviewed and if value for money, a fixed term contract put in place to deliver Cyclical painting. The contract would allow 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 stock condition surveys undertaken by JMP and is continuously updated using HUB. 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 515 and 525 Gallowgate 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.

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 Mentor 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.

Knowledge and skills are shared and developed at MPHA, backed up by our commitment to learning & personal development. This is done through internal and external training. Further, all of our policies were reviewed 2017-19 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.

MPHA 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, in 2019/20 we will be reviewing our Void Procedure. The aim of this review is to put in

place a system that ensures that staff within Asset Management and Housing Management teams work closely together to deliver and allocate homes that are in good move-in condition. The new process will clearly set out responsibilities and roles along with standard documents to record information. Efficient allocations, offering of decoration vouchers 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.

5.3 Addressing continuing housing need – our growth plan

MPHA has a commitment to develop where possible and when opportunities present themselves. Development will be undertaken 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 Director, Finance Officer 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 Management Committee.

Glossary

AMS	Asset Management Strategy
MPHA	Molendinar Park 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)	MPHA'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