



forth

housing association ltd.

## **Asset Management Strategy 2022/2027**

Forth Housing Association's (FHA) Asset Management Strategy identifies, how we will maintain and improve our housing assets. and provides our vision to transform communities.

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**1. Mission Statement – This will be updated to reflect the 2022/27 business plan**

## 2. Introduction

FHA was established in 1988 and is a registered charity organisation. Our aim is to provide good affordable properties to rent. The Asset Management Strategy sets out our objectives for looking after our assets and tenants, including tenants' safety and consultation, climate change, demand for properties and measurement of success.

## 3. Forth Housing Assets

As of 1st April 2022, our housing and commercial stock totalled 880 properties that we rent out or we lease out, 875 of these properties are self-contained houses and flats. We have the 3 commercial buildings that are used as offices at Kildean and Enterprise Hub. We have 2 properties that are Homes of Multiple Occupation (HMO) each HMO has 4 ensuite rooms. The HMO's are subject to a management agreement with Stirling Council.

The properties that we are responsible for are situated around the Stirling Council area.

In addition to the 880 properties, we factor 58 privately owned properties, and manage 10 shared ownership properties. The factored properties and sharing owners including the 2- HMO, s and commercial buildings are not included in the table below.

We lease 34 our properties to Stirling Council Homeless department (10), Stirling Council social Work (15) and Women's Aid (9) which are included within the figures.

The table below provides a breakdown of self-contained Architypes we own.

Flats	4 in Block	Houses	Total
147	381	347	875

### Housing Stock by house age and type April 2022

868 (98.7%) of the total stock is new build, constructed through our development programme between 1991 and 2022.

Property by Age

1945-1964	1982- Present	Total
8	867	875
0.91%	99.1%	100%

## Property by Type

Flats	4 in Block	Houses	Total
147	381	347	875

Our stock is considered young and does not require major upgrades such as re-roofing or roughcasting including rewiring at present. Within these figures there are also a small number of older properties acquired through the Mortgage to Rent Scheme and the majority have previously had both internal and external upgrades either through the local authority's investment plan or FHA investment plan.

We have had a wide variety of apartment sizes, including large properties built specifically for large extended families, some of which also include significant alterations for families who have members with disabilities.

	2 Apt	3 Apt	4 Apt	5 Apt+	Total
Total	301	423	123	28	875
%	34.4%	48.3%	14%	3%	100%

The COVID-19 pandemic and Scottish Government restrictions has had a significant overall impact on the association. This includes all forms of contracts being undertaken, including investment programmes, stock condition surveys, and staffing levels. However, moving forward, we are in a positive position, in relation to asset management and investment over the next 5 years. Due to the pandemic investment plans for 2020 could not be completed. This resulted in the planned investment for 2020 and 2021 taking place during 2021/22.

We have defined our Asset Management Strategy as the plan in which we will undertake to manage, maintain, and invest in our property portfolio. This ensures that our properties provide great quality homes for our tenants and service users at an affordable cost to them and the Association.

We also want to ensure our homes and other property assets are in the right location and are fit for purpose. This strategy reflects the process we apply to ensure our assets are managed effectively, provide value for money, encourage diversity and support growth and sustainability into the future.

In addition to the property assets, we also recognise financial resources, staff, systems,

and processes as organisational assets.

The asset management strategy recognises that effective maintenance is essential to ensure our properties continue to meet housing needs, the demand and remain sustainable in the future.

#### **4 Aims and Objectives –This will be updated to reflect the 2022/2027 Business Plan**

##### **The Standards:**

Forth aims to develop and maintain quality affordable homes and services. Ensure our properties meet or exceed the Scottish Housing Quality Standards (SHQS). The standards consist of 55 elements which are grouped into 5 broad criteria. All self-contained properties need to meet or exceed the 55 elements to be considered meeting the SHQS. This is unless there is a specific social or technical factor stopping FHA from carrying out work to meet the standard. Element 35 of the SHQS relates to EESSH (Energy Efficiency Standard for Social Housing).

At present out of FHA 875 self-contained properties. We reported that 9 properties do not meet SHQS this is due to the following.

- 6 flats fail due to the size and shape of the kitchens. SHQS Exemption as it is not possible to increase the kitchen size.
- 2 properties fail due to electric heating. SHQS (EESSH ) Abeyance
- 1 property fails due to failing on 3 elements.

We will carry out an options appraisal on any properties that do not meet the standard annually.

##### **Objectives:**

-  Developing and maintaining quality homes within the Stirling area.
-  Allocating homes to meet a range of housing needs.
-  Encouraging tenants to meet their responsibilities.
-  Providing income maximisation and associated assistance.
-  Ensuring robust governance and value for money.
-  Delivering excellent customer services.
-  Engaging with our communities and encouraging tenant involvement.

#### **5 Purpose of an Asset Management Strategy**

Strategic Asset Management is essential to deliver good services for customers, provide a solid platform for improvement, and make the most of our property assets.

It is therefore the aim of the Asset Management Strategy to ensure that all assets owned or managed by Forth Housing Association are sustainable/ affordable/ that meet or exceed the Scottish Housing Quality Standards.

We will take the following strategic approach:

- Ensure that the key objectives of the Asset Management Strategy align with and contribute to delivery of the Business Plan.
- Ensure appropriate Customer Engagement and Stakeholder consultation at relevant stages, leading to improved satisfaction levels.
- Assess the long-term viability of stock to ensure that value for money is delivered
- by meeting expected standards with investment requirements based on a sound understanding of our customers, our future customers, our assets, and the issues affecting both.
- Ensure quality standards are maintained.
- Ensure regular monitoring and review of the asset management strategy, and how this will be communicated internally and externally.

## **6 Expected outcomes of an Asset Management Strategy**

### **Communities:**

- Established higher standards and specifications for our housing stock.
- Improved Customer Satisfaction levels in relation to their homes.
- Taking forward our revised 5-year investment plan which supports our Business Plan.
- Sustained demand for our properties.

### **Financial Leadership:**

- Improved value for money through strategic procurement as per our procurement policies

### **Services:**

- Use of new technology & systems to deliver improvements to homes and services.

## **7 Understanding our assets**

Our assets incorporate all heritable property, including rented housing stock and Shared Ownership, interests in properties, commercial premises, and our offices. We also have responsibilities in relation to Common Areas where we provide Factoring services, although we do not own these assets.

The nature and type of assets owned and managed by us are detailed within the property database. This database will be kept up to date at all times, and we will periodically publish a summary of the key information on our assets.

## 8 Looking after our Assets

We will operate efficient and effective reactive and planned maintenance services. Procurement of the reactive and void maintenance contract is underway and should be complete by July 2022. This will link to value for money section of business plan which is under review.

In order to maintain our properties will formulate investment plans, based on the condition of our properties and their components, this will be done by carrying out stock conditions surveys. The information from the surveys will determine if we replace components before or after their component life cycle. We will record this information accurately on our systems, which will be used to formulate 5 yearly asset plans and 30-year financial projections.

Currently we have stock condition survey of 30% for year one (2022) and this will increase to 60% during 2022 and further increase 80-90% during 2023. Going forward we will aim to have all our stock surveyed on a 5-year rotation where access is available.

This will ensure that:

- The condition of our assets is maintained through regular reactive and cyclical maintenance and component replacement including updating component costs to reflect current market prices.
- Our assets meet or exceed quality standards, such as the Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard for Social Housing (ESSH)
- We begin to plan for future standards such as ESSH 2 which will require all properties to have a minimum EPC rating of band B by December 2032.
- We will meet or exceed all legislative and statutory requirements.
- Internal and external funding is in place and aligned to meet business needs

## 9 Tenants Safety Within Properties

We ensure our properties, and our estates are safe for our tenants, and we adhere to all relevant guidance and laws making sure we are compliant in terms of tenants' safety within properties and the wider estate.

- Gas Safety (linked to gas policy M07)- At present we have stringent policies and procedures in place and are currently 100% compliant. This includes all tenanted properties, HMOs, and commercial buildings.
- Fire safety (linked to Gas policy M07, Electrical Policy M19, Estates management policy HM07, Fire risk Assessment (HMO). All our self-contained properties have their fire detection alarms upgraded to level of detection 2 (LD2) as required by the Scottish Government laws. Our HMO's and commercial building have commercial alarms systems linked to fire panels which get regular maintenance

and testing. Regular estates and close inspections take place checking for flammable materials to be removed. This includes all tenanted properties, HMOs, and commercial buildings.

- Asbestos Management- (Linked to Asbestos Management policy M20) We have policies and procedures in place and have asbestos checks carried out.
- Asbestos register. (Linked to Asbestos Management policy M20) We have 2 rented properties that contain Asbestos containing materials (ACM's), one commercial property that contains an ACM which is encapsulated and labelled. We have the relevant flags on our Housing Management system.
- Legionella management (HMO) Linked to Legionella risk Assessments) we continue to manage the two properties that require legionella maintenance and water sampling. We carry this out this maintenance biannually including water testing. In addition. We provide all our tenants with legionella information advice within our newsletters. This advises tenants that if they vacate the property for a period of time the must run water through their taps and showerheads to ensure any stagnant water is flushed out.
- Electrical Safety checks- (linked to Electrical safety policy M19) We continue our annual rolling programme to ensure properties receive their Electrical Insulation Condition Reports (EICR) and carry our remedial works prior to the anniversary date. We will also ensure our common closes receive emergency light testing and close EICR at their determined intervals.

**Outside properties** -Tying in with our estates management policy. Carry out regular bi-monthly estates management visits in general ensuring our paths, closes and bin stores, buildings and wider areas are safe including checking buildings for spalling concrete, choked gutters and running overflows.

## 10. Kildean Business & Enterprise Hub (Commercial Properties)

Following an agreement made between Stirling Community Enterprise (SCE) and ourselves, we purchased the former Kildean Hospital from the NHS during September 2017.

SCE were able to access funding to allow the site to be converted from the former hospital to Offices. Following obtaining planning permission and carrying out a tender exercise the conversation/ renovation works started during 2017 this consisted of detailed repair work.

We lease the full Site to SCE and in turn lease back 1 office as the Associations Housing Office and moved into the office in 2018.

SCE leases the office (former ward 1) directly to S.T.E.P.S and SCE utilises the main building as their Own Office.

The Site was originally constructed in 1902 and now consists of 4 building. Each building is constructed of sandstone blocks with suspended floors with pitched roofs covered in Scottish Slate.

The Association recognises the importance of maintaining the buildings and site and carries out its statutory obligations in relation to gas safety and electrical testing.

WE are responsible for the upkeep of the major fabrics of the building and SCE is

responsible for any day-to-day repairs at their own office and Steps Building. We are responsible for any repairs within our Office.

We plan to monitor the fabrics of the buildings by carrying out estate management inspections including carrying out visual surveys of the buildings and estate on a bi- monthly basis. Any repairs identified will be carried out promptly by our maintenance contractors. We can also call upon construction specialists should we believe this is warranted.

## 11. Climate Change

The Scottish Government has published Scotland's 2018-2032 Climate Change Plan which sets out the Scottish Government's pathway to new ambitious targets set by the Climate Change Act 2019.

This sets out their vision and path to a low carbon economy while helping to deliver sustainable economic growth and secure the wider benefits to a greener, fairer, and healthier Scotland in 2032.

Housing is identified as a key contributor to CO2 emissions, approximately 13% of the nation's total emissions. The introduction of a new Energy Efficiency Standard for Social Housing (EESH2) will become the key driver to reduce CO2 emissions in the social housing sector. However, there are other objectives that will impact on the Association, including:

- Energy efficiency targets for commercial premises
- Stringent energy efficiency targets for new housing
- The electrification of energy supplies, leading to the phasing out of heating systems using fossil fuels
- An aim to phase out petrol and diesel vehicles by 2032, with the resultant impact this will have on residents and staff requirements in terms of being able to charge their electric vehicles



## 12. Stock Condition Survey and component replacement.

At present our planned maintenance system projects when components replacements take place, this is based on the year the property was constructed and the specific component life expectancy. This is set as the default on our system. Prior to any components being replaced sample inspections take place to confirm the replacements proceed. Our Housing Management system SDM can also be interrogated on the number of repairs taking place to maintain certain components.

Stock condition surveys can be taken to provide data on component conditions and aid in the decision-making process on modelling the planned maintenance system. Modelling the system allows you to either push back or bring forward the replacement of components dependant on their condition. In general, we would not bring forward components unless we have absolute reason to do so.

The association appointed a consultant who specialise in stock condition surveys to undertake a 10% survey during 2017. We further appointed them during 2021 to undertake a 10% survey to compare our 30-year financial projection on component replacement. Our consultant advised their results concluded that our 30-year financial projection plan is in line with their findings. However certain variations exist in terms of our chosen component life expectancies. The component life cycle for each Association can vary across associations. In addition, we have undertaken our own 15% of stock condition surveys during 2021/22.

We recognise the short fall in surveys and plan to increase surveys by appointing a consultant during 2022/23 to carry out a 30% stock condition survey. In addition, the Association will carry out its own 10% of its own surveys during 2022/23. Further surveys will take place during 2023/24 however the percentage will reduce slightly to achieve 100%. Moving forward once 100% (dependant on access) survey is achieved the Association will continue to carry out 10% each year by carrying out its own stock surveys and every third year appoint a consultant to undertake a 10% survey for verification.

This approach is to ensure we always have 100% stock surveys.

We plan to carry out surveys to any void's properties and these inspections in addition can be used to model the existing planned maintenance component replacement plan.

### **Data Management**

Each survey data will be input into our SDM planned maintenance software which will be used in the planning replacement components and financial analysis.

Each survey undertaken will be used to replace existing cloned data.

We are also investigating a new cloud-based Asset management system that allows for stock condition surveys to be taken using a smart phone or tablet and uploaded direct to the cloud without the need for further intervention. This also produces the 5 yearly Asset plan and a 30-year financial projection.

<b>Compliance item</b>	<b>Year of verified survey</b>	<b>% Off stock condition surveys (Rolling)</b>
SHQS	2021/22	35%

	2022/23	40%
	2023/24	100%

### 13. Investment levels

Overall investment in Forth Housing properties is detailed below over the period of the 5-year (*table 1*) investment & 30-year life cycle plan and budget. (*Table 2 and Table 3*)

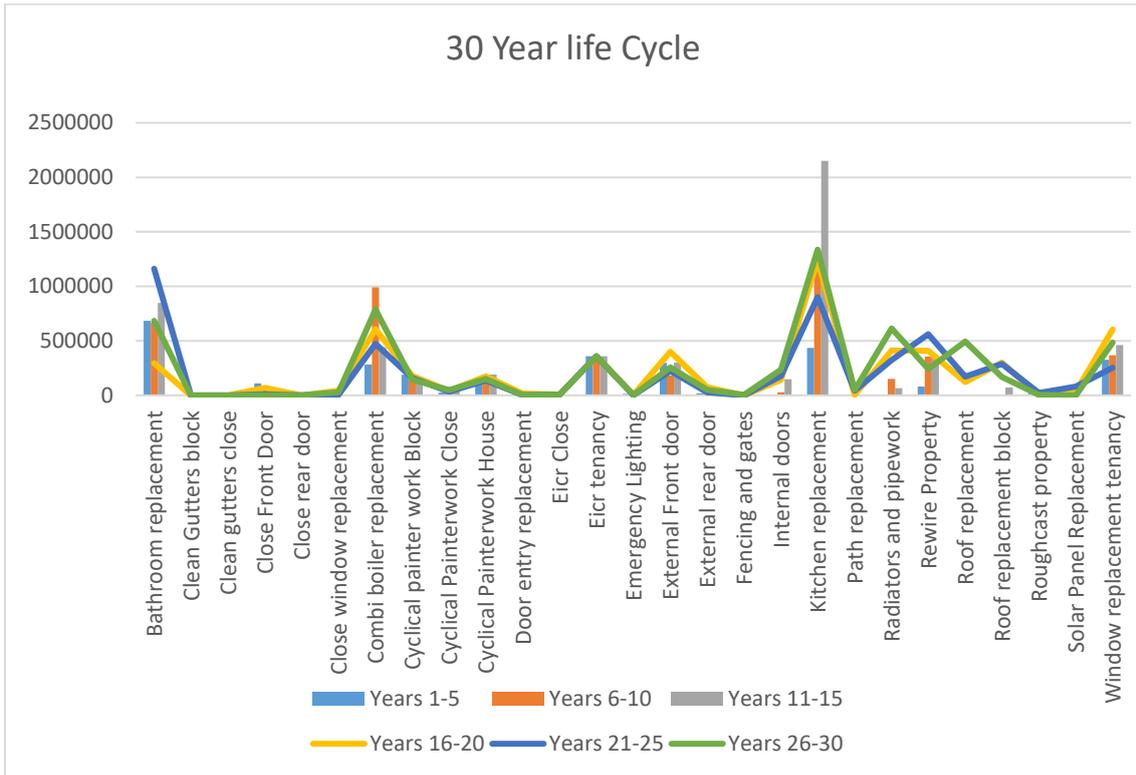
Overall investment in Forth Housing properties amounts to over £3.046m (includes VAT and excluding fees for our 5-year plan).

Our cost for investment in our properties over our 30-year life cycle plan and a total budget of £30.77m (includes VAT and excluding fees).

#### Forth Housing 5-year investment Plan (excludes VAT & fees)

	2022	2023	2024	2025	2026
Bathroom replacement	124920	133248		266496	158232
Close Front Door	60000		10000	40000	
Close window replacement			6000	24000	
Combi boiler replacement		117300		66300	99450
Cyclical painter work Block	30000	27800	46000	37500	48500
Cyclical Painterwork Close	2000		4500	6750	13500
Cyclical Painterwork House	13960	12270	22336	51419	29980
Door entry replacement	15000		2500	10000	
Eicr Close	534	534	534	2670	3010
Eicr tenancy	83835	72988	42689	69600	89850
Emergency Lighting	2870	2870	2870	2740	2220
External Front door	47658	31161	54990	54990	108147
External rear door		1500			17250
Kitchen replacement		264000			170500
Rewire Property					82500
Roughcast property				25000	
Window replacement tenancy		47294	83460	27820	169702
<b>Grand Total</b>	<b>380777</b>	<b>710965</b>	<b>275879</b>	<b>685285</b>	<b>992841</b>

**Table 2 Forth Housing 30-year Life Cycle Plan (includes VAT)**



**Table 3 – 30 Year Investment Plan**

Component	Years 1-5	Years 6-10	Years 11-15	Years 16-20	Years 21-25	Years 26-30
Bathroom replacement	682896	670404	849456	295644	1161756	682896
Clean Gutters block	0	0	0	0	0	0
Clean gutters close	0	0	0	0	0	0
Close Front Door	110000	55000	10000	70000	10000	2500
Close rear door	0	0	0	0	0	2500
Close window replacement	30000	33000	6000	42000	6000	27500
Combi boiler replacement	283050	990855	441441	606900	474300	786855
Cyclical painter work Block	189800	143800	156000	181800	159300	146300
Cyclical Painterwork Close	26750	40700	56450	38700	33500	49700
Cyclical Painterwork House	129965	144198	190991	174837	136785	151842
Door entry replacement	27500	15000	2500	17500	2500	3500
Eicr Close	7282	7282	7282	7282	7282	7282
Eicr tenancy	358962	359651	359651	358962	359651	359651
Emergency Lighting	13570	10320	6680	5120	1740	1350
External Front door	296946	183300	300612	399594	225459	255398
External rear door	18750	13500	80250	75750	29250	52750
Fencing and gates	0	0	0	0	0	5500
Internal doors	0	28080	149040	142560	176400	235440
Kitchen replacement	434500	1276000	2150500	1243625	902000	1336500
Path replacement	0	0	0	4800	42400	49600
Radiators and pipework	0	151800	66000	411000	325600	613800
Rewire Property	82500	357500	345000	408500	561000	241500
Roof replacement	0	0	0	121500	171000	493500
Roof replacement block	0	0	72000	300000	288000	168000
Roughcast property	25000	0	24000	0	24000	4000
Solar Panel Replacement	0	0	0	35000	82000	0
Window replacement tenanc	328276	367224	462824	606476	253162	486188
<b>Grand Total</b>	<b>3045747</b>	<b>4847614</b>	<b>5736677</b>	<b>5547550</b>	<b>5433085</b>	<b>6164052</b>

## 14. Organisational Approach

### Strategic Objectives

The following represent the Association's main strategic objectives for the period of this plan, and these will be incorporated going forward following consultation with tenants on their priorities.

-  To consolidate current areas of strength and at the same time keep abreast of forthcoming changes (in funding, political, legislative, and economic world) so that the Association can be well placed to respond as required.
-  To continue to ensure local control of any future housing developed for affordable rent in the Association's area of operation and to seek to further increase the Association's stock and range of housing.

-  To continue to develop joint working initiatives with other Associations and partner agencies to provide new and/or more effective services for the Association, its tenants, and the communities it works in
-  To identify every possible opportunity to improve the efficient running of the Association's operations and services.

## 15. Tenant Engagement/Consultation

It is essential that we engage with existing and prospective customers, and their needs and views, so that we can match these with our assets to ensure that people will continue to want to live in our properties long into the future. Customers' needs and aspirations will change, and we will seek their views on all aspects of the service delivery.

We consulted with all our tenants on their view on how they feel about our Asset plan. We carried this out from 1st June 2022 – 13 June 2022. This was carried out by publishing a booklet that informs tenants about asset management strategy including a 5-year plan. We explained how we currently maintain our properties and highlighted our components life cycles; this included a questionnaire asking tenants what they thought of our strategy. This was published on our "My Home" portal, our website including consulting via our text service inviting tenants to log into the website or my home portal to review and fill out the questionnaire. We received 7 responses from our tenants.

The tenant's consultation results are:

Q1(a) We asked our tenants if they think we have succeeded with our Asset management strategy	6 replied yes and 1 replied No because they want new windows which is programmed in
(b) We asked our tenants what else they believe we should be doing.	1 reply was no issues and 6 replies varied from repair suggestions some are already in cyclical works; some are already planned and 1 refers to landscaping.
(c) We asked our tenants what is important to them, if it is the replacement of internal components i.e., kitchen and bathrooms or external components i.e., window and roofs.	3 replies were external replacement such as windows. 2 replies were internal replacements. 2 further replies highlight internal and external replacements are as important as each other.
(d) We asked our tenants what other enhancements we should include when carrying out component replacement.	5 replies provided no answers. 1 reply was to provide suggestions and 1 reply requested an additional fence.
(e) We asked our tenants how we should consult with	2 replies were no answered 4 replies were ok to use phone or email

them in terms of component choice.	or a least some form of communication. 1 reply asked for suggestions.
(f) We asked our tenants what is important to them that would enhance your home.	2 replies were unanswered. 2 replies related to landscaping or land that is no in our ownership. 1 reply requested rent reduction 1 reply requested a cheaper form of energy to heat their home
(d) We asked our tenant if they agreed with the default life cycle of our components	2 replies were no answer 1 reply was no 2 replies were yes 1 reply was 50:50 1 reply was yeas but wished the window replacement were amended to every 25 years instead of 30.
Q2, We asked our tenants if there were any other comments they would like to make regarding the strategy.	1 reply said everything is ok 4 replies were no answer 1 reply related to a tree in an owner's garden. 1 reply was that kitchens should be user friendly.

The knowledge gained, will be used to add, or improve services for customers, including regular review of strategy, policy, and procedural documents. This approach will assist us to deliver the objectives of the Asset Management Strategy by improving both the quality of homes and the environment in which our customers live and the services we provide to them.

Planning is important to include enough time to consult with tenants, owners, and other service users in order that they have an opportunity, to influence and be fully involved in any planned investment plans.

To cause as little inconvenience as possible, tenants and owners, would be made aware as far in advance as possible as to when their property was scheduled for improvements. This would allow those who may have to check with their place of employment and anyone wishing to book holidays to have plenty of time to prepare. Consultation feedback will help us further develop our asset management strategy and improve how we deliver future maintenance and improvement services.

**The Committee should note that a new engagement strategy is being formulated. This will be presented to the committee around August 2022 and this current strategy will be updated to reflect any changes in engagement practices.**

## 16. Monitoring & Review

SHR Recommended Practice states that Associations should plan and execute a periodic review “to think carefully about what it needs to do to ensure it has a good strategic approach to asset management. If a review is required, then it should reflect individual context, be led by Senior Management Team, involve a range of people from across the association and provide a challenge to current thinking”

The Association's Asset Management Strategy will be reviewed every four years, or more often if required. An annual review will be carried out and reported to the Management Committee annually.

### **Making best use of our properties – asset performance and options appraisal**

Through development of a separate sustainability plan Forth Housing will develop analysis of the individual and collective performance of our properties using asset, individual stock performance and social value appraisal methods. This will allow us to:

- Measure the medium and long-term performance of our assets
- Provide an objective baseline on which to make investment decisions for example a traffic light system R.A.G
- Identify any low performing assets for options appraisals

This approach will produce a Net Present Value (NPV) of Forth Housing Assets by individual property and by specific stock groups. The NPV will be based on a calculation

of the costs to manage and maintain a property against the income it generates. A negative NPV means that a property costs more to manage than the income it generates but it does not mean that all negative NPV properties should be disposed of as other factors should be considered such as stock performance management adjustments, localised stock strategy and appraised social value.

### **Cause for Concern**

Although the associations stock is mainly constructed from the 1990's onwards, it is considered young and maintenance costs and upgrades are not considered financially unviable at present, we will use the following criteria to identify stock that may be considered a cause for concern in the long term. A cause for concern in the longer term will be based on the following:

- uneconomic and wasteful to improve.
- problematic/difficult to let.
- history of expensive or ineffective repairs.
- poses a risk, if not dealt with, to our reputation.
- Unlikely to ever pass SHQS

## **Disposal of Properties**

Properties which are assessed as giving cause for concern in line with the Asset Management Strategy will be considered for possible disposal. All disposals of land or assets that are cause for concern will be approved by the Committee.

They will also approve all other categories of disposals i.e., sale or lease of land or property to individuals or groups.

All disposals will be supported by a sound Business Case and financial appraisal. The financial appraisal will assess the future long term investment requirement relative to the rent and income being received by FHA

The appraisal will also take into account whether there is any security over the property by private lenders, the outstanding debt on the individual property and any outstanding Housing Association Grant (HAG) on the property which may have to be repaid.

Where properties are occupied and assessed as causing particular concern, we will carry out resident and stakeholder consultation. We will assess tenants' interest in being rehoused to enable us to dispose of the properties.

Consultation will take place with tenants and other key stakeholders on the reasons for the disposal and alternative housing options.

The consent of the SHR, the Grant Provider or Lender may be required for disposal prior to the disposal of taking place.

All disposals will be made on the basis of an independent valuation and usually disposed of at full market value. Resources released from the sale of properties will be utilised by FHA to meet our charitable objectives with recommendations for use of funds approved by the Committee.

Any proposal to dispose of property at less than market value will be a matter reserved for decision by the Committee. Such a transfer will only proceed if it is supported by a robust Business Case.

## **Performance Management**

The success of an asset management strategy is determined by a number of factors, but a crucial factor is monitoring performance and effecting improvements from the information obtained. Since the work will be procured by partnering on a phase-by-phase basis there will also be reviews at the end of each stage as well as annual reviews. A number of review mechanisms will be utilised.

- An annual review of contractor's performance against KPI's and in line with the contractual protocols and monthly progress meetings.
- A quarterly review of the financial position.

- A tenant satisfaction survey for each contract.
- A five yearly full revaluation with a mid-term update at the 30-month period.
- An annual review of demand which will take into consideration, cultural and economic changes.
- An annual review of materials to ensure allowances for sustainability options and energy efficiency to help combat fuel poverty.
- A review of costs against the building price indices.
- A review of the local context in which the contracts are being delivered and monitored.
- A test against housing for varying needs disability legislation and sustainability guidance for all projects.
- An appraisal of the contractor's performance by staff.
- An overview of operational performance indicators (KPI's and OPI's) that link to targets and risks associated with the delivery objectives.

## 17. Housing Demand

The stock is generally in good condition and there is demand for the majority, of our homes and services. Our most recent tenants' satisfaction survey stated that 94.5% of our tenants were very or fairly satisfied with the overall service supplied by Forth Housing HA compared to the Scottish average of 89% and a peer group average of 90.5%.

All our stock is located within the Stirling area where the population increased due to the amount of new build being undertaken across all areas. The Associations stock by age profile can be found at section 11 above.

Whilst not a comprehensive needs/demands assessment, our housing waiting and transfer lists by apartment size gives an indication of demand and is shown below:

Waiting list by size

No of bedrooms	Number of Applicants
1	393
2	263
3	111
4	20
5	4
<b>Grand Total</b>	<b>791</b>

## 18. Summary of Priorities and Challenges 2022/23

The strategic challenge facing the association is maintaining and carrying out an assessment of house types and size within the demand for our stock to ensure the financial viability of the organization and be demand led.

Potential demand challenges arise from the impact of further welfare reform and the after, effects of the Covid-19 pandemic.

Consequently, the association will closely monitor other Housing Association's new build and private investors within the Stirling area. We also need to monitor the impact of Stirling Councils programme of new builds properties for rented housing.

As an organisation, we would welcome other tenures, into our area, where there is an unmet demand, to create a more balanced and stable community.

We will work to develop a more robust understanding of the housing need and demand for the areas where we plan to develop and use this to ensure that we design and build sustainable homes. We will feed in tenants' views as well as those of prospective tenants.

The Development Strategy is currently out for tenant consultation, and we will communicate the case for additional stock and how the Association will seek to deliver these new homes. However, the Association is clear that:

- we will build homes for people who are homeless or in need of social housing.
- our housing product will be responsive to demonstrated local housing needs and the strategic housing priorities of Stirling Council.
- our houses will aim to meet current and projected future housing needs as these change.
- we will strive always to exceed minimum legislative standards

### FHA priorities and challenges

Action by FHA	Measures of Success
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<p><b>Provide FHA tenants with a reactive repairs service that is fast, efficient, and effective</b></p>	<ul style="list-style-type: none"> <li>• Introduce new repairs service contractors once the tender exercise is concluded</li> <li>• In house teams' performance in meeting FHA quality standards and delivering service within available financial resources</li> <li>• Inspections provide assurance about quality of works carried out by external contractors</li> </ul>
<p><b>Tenants highly value reactive repairs service</b></p>	<ul style="list-style-type: none"> <li>• High levels of tenant satisfaction maintained, and tenant feedback used to make changes where needed</li> <li>• Endeavour to achieve high performance in relation to Charter Indicators and FHA's own key performance indicators</li> </ul>
<p><b>Future proof FHA housing, by protecting and sustaining our ageing housing stock</b></p>	<ul style="list-style-type: none"> <li>• FHA's approach makes a greater use of proactive inspections of our stock and the introduction of the HUB asset management system</li> <li>• All FHA stock continues to meet the Scottish Housing Quality Standard (other than exemptions and abeyances) and ESSH. In addition, we will make every effort to reduce the number of our properties that are classified as abeyances or exemptions.</li> <li>• FHA's spending on major repairs and replacements is planned effectively, with reference to the Asset Management Strategy, up to date stock condition survey data, life cycle costings and Financial Business Plan</li> <li>• Delivering the catch-up programme in 2021/22 which has resulted from the COVID 19 pandemic.</li> <li>• Plan and deliver the programmes of major repairs and cyclical maintenance approved by SMT and the Committee, also review/update programmes annually</li> <li>• Provide a Strategy in achieving the Scottish Government's 2032 climate change targets, with an initial emphasis on replacing heating systems</li> <li>• Positive feedback received from tenants about FHA's communications on works to be carried out, and the quality of the completed works</li> </ul>

<p><b>Maintain the quality of the housing stock and ensure tenant safety through FHA cyclical maintenance programmes</b></p>	<ul style="list-style-type: none"> <li>• FHA meets all legal obligations relating to stock/tenant safety (e.g., gas servicing, fire safety, asbestos management, water hygiene)</li> <li>• Life cycle assumptions and up to date property inspections are used to decide programming of cyclical work of an elective nature (e.g., painter work, programmes, and environmental works etc.)</li> </ul>
<p><b>Getting the best value from FHA assets</b></p>	<ul style="list-style-type: none"> <li>• Maintain present high levels of demand for FHA's stock</li> <li>• Achieve continued improvements in void relet times and void rent losses, also review current let standards in accordance with the targets set annually by Management Committee</li> </ul>
<p><b>Provide services that deliver good value for money</b></p>	<ul style="list-style-type: none"> <li>• Up to date property surveys allow evidence-based targeting of resources.</li> <li>• Repairs and planned maintenance are affordable under the budgets set by SMT and the Committee</li> <li>• FHA's best value approach delivers added value for residents (e.g., enhanced estate and environmental services by in house teams)</li> <li>• Best practice approach to procurement, to achieve affordable solutions and community benefits</li> </ul>