



## **Asset Management Strategy 2020 - 2024**

### **Part 1**

#### **Background and context**

##### **What is Asset Management?**

Asset management is about ensuring that our homes are affordable and attractive to tenants and are financially viable in the medium to long term. It is partly about investing in, maintaining and upgrading properties and partly about understanding the needs and aspirations of our customers.

The Asset Management Strategy sets out the approach the Association will adopt to ensure that its assets are managed and maintained effectively, provide value for money, support our development ambitions and are viable in the future while taking account of customer feedback.

#### **Strategic context**

##### **Vision**

Our vision is: *Great homes in strong and thriving communities*

##### **Mission**

Our mission is: Providing great housing and services for our customers; supporting strong, inclusive communities in North West Glasgow.

##### **Values**

Our values are to:

- Think customer first
- Celebrate diversity
- Deliver on our promises
- Keep improving

Everything that we do as an organisation in the local communities of Maryhill and Ruchill must relate back to our vision, mission and values. These are the fundamental building blocks of our asset management strategy.

#### **Long term strategic objectives**

Our Corporate Plan 2019/20 sets out three long term strategic objectives:

- Improve customer experience and increase customer satisfaction
- Address poverty and enable customers to make their lives better
- Provide better homes and developing neighbourhoods to feel proud of

Within these high level objectives, specific key objectives that relate to asset management are as follows:

- Replacing electric heating with a more energy efficient solution
- Improving the energy efficiency of our pre-1919 tenements
- Improving the efficient planning and delivery of our investment programme
- Improving back courts and communal areas to create positive, usable spaces
- Re-procuring a reactive repairs service which delivers on both cost and quality

As well as the above objectives, the Association is required to:

- Ensure compliance with the Energy Efficiency Standard for Social Housing (EESH) by 2020, and plan and deliver EESH 2 by 2025;
- Continue to comply with Scottish Quality Housing Standards (SHQS);
- Ensure compliance with relevant regulatory inspection, monitoring and service regimes (including gas safety, water hygiene, fire, lift safety, asbestos electrical testing and asbestos management); and
- Meet the relevant outcomes and standards of the Scottish Social Housing Charter – outcomes and standards 2, 3, 4, 5, 6, 13.

## **Long Term Financial Business Planning**

The Strategy has been developed in conjunction with our Business Plan. The Business Plan demonstrates that we have resources in place to deliver the 4 year Investment Plan and replace all components as they become life expired over the next thirty years, whilst keeping rents affordable.

## **Regulatory guidance on asset management**

The development of this Strategy has been developed in line with the Scottish Housing Regulator Recommended Good Practice (2012).

## **Why we have an Asset Management Strategy**

An effective asset management strategy and asset management processes provide the following benefits for the Association:

- Helps us identify long term capital investment requirements
- Helps us achieve value for money in the procurement of contracts and services
- Minimises the proportion of our expenditure on day to day repairs and maximise that spent on planned maintenance
- Helps us maximise our approach to financial planning through maximising external funding sources
- Helps us to plan for the provision of affordable homes for our tenants that meet government targets in relation to housing quality and energy efficiency
- Establish those priorities identified by tenants and ensure that investment priorities take account of these, and
- Assess the long term viability of stock which poses a challenge or risk to the Association and take the appropriate action.

## Part 2

### Where are we now?

#### Our Stock Profile and Type

As at March 2020, the Association currently owns 3039 properties which are located in the Maryhill and Ruchill areas. The stock is made up of a range of property types with a variety of management and maintenance issues including low demand stock and complex repair needs.

The Association spends approximately £6m a year on reactive repairs, cyclical maintenance, health and safety checks and works to refurbish empty properties.

Just under a third of the stock has outdated inefficient storage heating which is costly to repair and is expensive for customers to use.

The tables below give a breakdown of the Association's stock by type and age.

Type	House	High rise	Tenement	4 in a block	Other Flat / Maisonette	Total
Number	405	714	1533	250	136	3038

Age	Pre 1919	1919 - 1944	1945 - 1964	1965 - 1982	1983 - 2002	Post 2002	Total
Numbers	700	529	843	403	243	320	<b>3038</b>

*(ARC 31/3/2018)*

#### Past approach to investing in our homes

Since the transfer of over 2000 homes from GHA in 2011, the Association's investment focus has mainly been on replacement of internal components (e.g. kitchens, bathrooms, rewiring, and boilers).

Little wide-scale investment in the environment in which our properties are located has been delivered.

#### Key asset management challenges

The following key issues and challenges are facing the Association in relation to asset management and our approach to addressing these is explained throughout this document:

- **Pre-1919 tenements** – The limitations in relation to improving the energy efficiency in this property type and the city wide issue linked to structural and

stonework issues which are reliant on owner engagement due to the mix of tenure in these blocks.

- **High rise long term sustainability and render** – Low demand stock and the failing render on our Glenavon Road blocks which will need to be replaced in the short term.
- **The environment in which our properties are located** – Lack of investment in the environmental infrastructure resulting in back courts in poor condition and the lack of owner engagement to address issues. Large areas of local authority green spaces where maintenance and management is inadequate.
- **Electrical heating** – The Association currently has just under a third of stock which is electrically heated with outdated storage heating. This type of heating is costly to repair, expensive to run and is not energy efficient.
- **Multi-tenure stock** – The unwillingness of some owners to fund improvement works to communal areas has meant that some investment work has not been progressed which impacts negatively on the environment in which tenants live and their satisfaction with the immediate local area.
- **Reactive repairs contract.** Our reactive repairs contract will come to an end in 2021 and our current contract has not consistently met customer expectations.

## Part 3

### Where do we want to be?

The aim of our asset management strategy is to guide investment that delivers better homes and developing neighbourhoods to feel proud of – investment that ensures our homes are affordable and attractive to tenants and which are financially viable in the medium to long term, addressing some of the challenges identified in the stock.

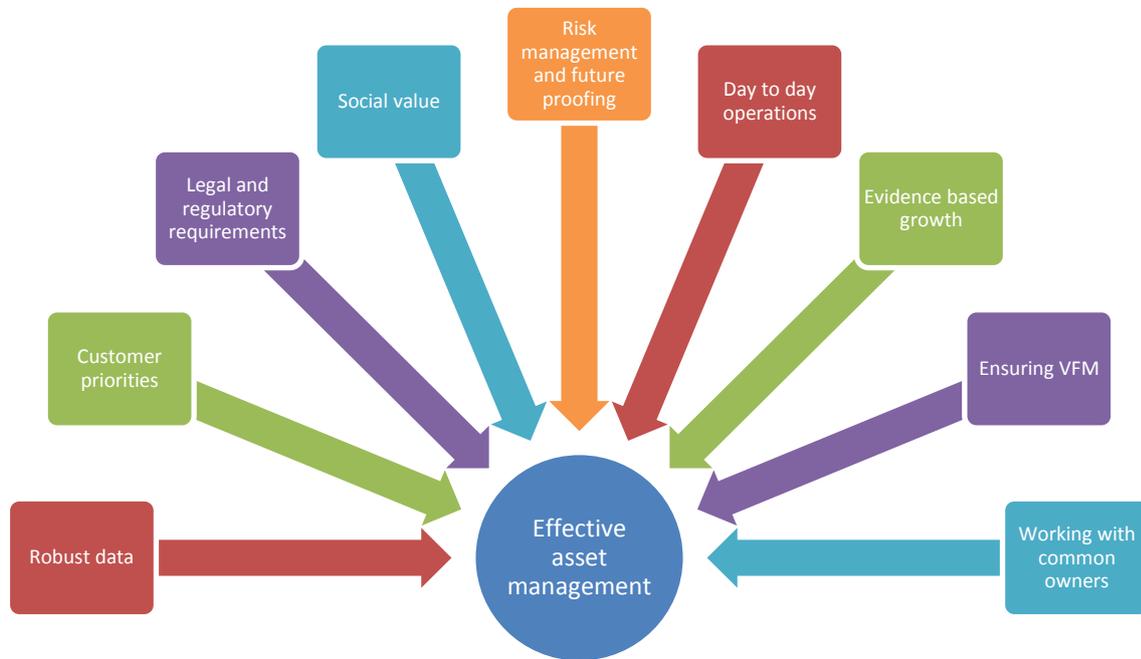
#### Key Themes:

Our vision for each of the asset management challenges identified above is as follows:

- **Pre-1919 tenements.** We want our sandstone tenements to be warm, to meet customer aspirations in terms of space and to be restored to contribute to the unique historical character of Maryhill.
- **High rise properties.** We need to understand the long term viability of our high rise properties in terms of cost and their strategic role (e.g. meeting housing need) and to be able to shape our investment accordingly.
- **The environment in which our properties are located.** We want our common areas and back courts to be clean, well maintained spaces actively used by tenants. We want the North Maryhill area to benefit from high quality open spaces and improved walking and cycling routes.
- **Electrical heating.** We want to replace all our traditional electric storage heating systems over the next four years.
- **Multi tenure stock.** We want to engage with common owners to deliver improvements to the common areas of our tenement and flatted properties.
- **Reactive repairs contract.** We want a reactive repairs contract that meets customer aspirations, regulatory requirements and achieves values for money in reactive repairs to maximise our investment expenditure.

## How will we get there?

Our approach to Asset Management is summarised in the diagram below. Each of these areas are explained in more detail in the sections below.



We have taken a whole organisation approach to the development of this strategy.

The steps taken to develop this strategy are shown in the diagram below:



## **A. Robust data**

The Association proactively uses data on the condition of our stock to inform effective investment decisions. Between 2013 and 2018, over 80% of our properties were surveyed to understand their condition. The data collated has built a base profile of our stock from which long term investment planning can be undertaken.

We plan to survey a minimum of 10% of our properties every year, focusing on those properties where investment works are scheduled according to our stock lifecycle database. This approach will ensure that investment works are carried out where they are actually necessary, rather than appearing to need done simply because an anniversary in a database has been reached.

We routinely analyse and interrogate data to see what it is telling us about our properties; for example, reviewing high value spend items to see if there are patterns or underlying issues; monitoring the reasons for reactive repairs; and using repairs data to feed into our procurement exercises to help us get better value for money from our contracts and services.

## **B. Customer priorities**

The Association carried out a customer satisfaction survey in 2018 and received feedback from over one third of tenants. This survey identified key drivers of dissatisfaction with the quality of the home and environment:

- Dissatisfaction with the environment around our homes, particularly tenement back courts and issues with rubbish disposal
- High fuel costs in electrically heated properties
- High fuel costs in pre-1919 sandstone tenements

Our four year Investment Plan has responded to customer feedback and will deliver small scale, impactful projects to common areas. In 2020/21 the Association will invest over £50k replacing lighting, improving paving and rubbish disposal facilities.

This Strategy identifies specific challenges and priorities for investment over a four year period based on the feedback we received from the customer satisfaction survey. There is limited scope to deliver additional investment in response to further customer priorities within this period. However, in the later years of this Strategy we will consult customers on priorities for Investment Plans beyond 2023/24 when there is more scope to develop investment planning and potentially rent levels in response to customer feedback.

The Association jointly commissioned a housing needs and demand study in North West Glasgow with Queens Cross and North Glasgow Housing Associations in 2018. This study showed that there is limited demand for our high rise, mini multis and studio properties. It also demonstrated that there is significant demand for retirement housing and larger family homes. As set out below, the Association has commissioned an option appraisal of our high rise properties which considers future demand. The Association considered the possibility of converting its studio properties in Hathaway Lane during 2019 but confirmed this would not be priority

during this Asset Management Strategy because a combination of housing management action and common area improvements has successfully reduced turnover and improved demand.

## **C. Legal and regulatory compliance**

### **Health and safety**

The Association is compliant across all key areas of landlord health and safety with the exception of asbestos management because the Association does not currently hold a fully comprehensive register of asbestos in common areas. This will be resolved by April 2020.

The Association has action plans in place to improve its approach to water safety and fire prevention in multi storey properties following external assessments in 2018 and 2019.

The Association has a bespoke suite of landlord health and safety compliance indicators shown at Appendix A. Compliance against landlord health and safety requirements is assessed by officers at quarterly health and safety forums and reported to Assurance Boards quarterly.

During 2019/20 and 2020/21, we are undertaking an extensive programme of review of key landlord health and safety compliance in the following areas:

- Asbestos
- Gas
- Fire safety
- Water management
- Lifts
- Electrical safety

This review programme aims to ensure that the organisation is fully compliant with all relevant legislation and good practice and that we are providing homes for our customers which are safe and sound for habitation.

We will commission a specialist audit of landlord health and safety in 2020/21 to provide assurance in this area.

### **Regulatory requirements: Scottish Social Housing Charter, EESSH and EESSH 2**

Under the Scottish Social Housing charter to Association must ensure that:

- Tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated; are always clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (EESSH) by December 2020.
- Tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.
- Tenants and other customers live in well-maintained neighbourhoods where they feel safe.

We have been working hard to ensure that our homes meet the Energy Efficiency Standard for Social Housing (EESH) by the deadline of December 2020. As at February 2020, 89% of our properties met the standard, with a large proportion of those that are failing being electrically heated properties.

This strategy now looks towards the Energy Efficiency Standard for Social Housing post-2020 (EESH2), which aims to ensure that all properties meet or can be treated as meeting, EPC Band B (Energy Efficiency rating), or are as energy efficient as practically possible, by the end of December 2032, within the limits of cost, technology and necessary consent.

The Association commissioned a detailed desktop feasibility study of options to replace electric storage heaters in 2018. This study concluded that the most efficient solution is to replace these systems with air source heat pumps.

All traditional electric storage heater systems will be replaced by 2024.

The programme of storage heater replacement is show in the table below

Year	Process	Units
2019/20	Pilot installations at 3x properties at Glenavon, plus full block at 266 Cumloddan	<b>31</b>
2020/21	Mini Multis Year 1 in line with LCTIP Funding application: 276 Cumloddan, 4, 32, 60 & 88 Fearnmore	<b>150</b>
2021/22	Mini Multis Year 2 in line with LCTIP Funding application: 120 Fearnmore, 1 & 5 Lyndale, 200 & 220 Shiskine, 545 Sandbank, 115 Glenavon	<b>298</b>
2022/23	29 and 71 Glenavon	<b>240</b>
2023/24	Cumloddan estate, Skirsa and Cadder	<b>239</b>
<b>Total</b>		<b>955</b>

The Association been successful in securing funding from the Scottish Government's Low Carbon Infrastructure Transition Programme (LCITP) for the programme of air source heat pump installations in the mini multi properties in 2020 to 2022.

#### **D. Social value**

The Association believes that there should be a wider, holistic view of asset management, rather than simply focusing on bricks and mortar. Our homes have to be attractive for our customers to live in and they have to meet the needs and aspirations of a changing demographic in the local community. If this isn't the case, we will find that our properties become increasingly difficult to let.

The HACT Social Value Bank measures the impact of organisational activity on people’s wellbeing and has demonstrated that organisations should consider the social impact of the investment they make; a greater, more positive impact on wellbeing can be achieved in making environmental improvements than simply replacing a kitchen, for example. The HACT social value bank ‘monetises’ different issues by calculating the hypothetical extra income people would need in order to compensate them for a give housing problem. Some examples are shown in the table below:

Issue	Value
<b>Neighbour noise</b>	£1,068
<b>Damp</b>	£1,068
<b>Poor lighting</b>	£1,044
<b>Vandalism</b>	£436

This strategy takes the principles of the Social Value Bank into account when determining the priorities for investment for the period 2020 to 2024. We will make reference to the principles of the Social Value Bank in directing investment.

## E. Risk management and future proofing

Responsibility for reporting and monitoring the Association’s risk register is summarised in the diagram below.



Risks are scored in terms of impact and likelihood. Prevention and mitigation actions are identified and residual risk is identified as a result of these actions. The Association has identified the following key risks in relation to asset management:

- **Glenavon render:** render falling from Glenavon high rise resulting in harm to staff, public or contractors
- **Health and safety:** board, staff or contractors coming to harm
- **Housing quality:** failure to provide better homes and develop neighbourhoods to feel proud of.

The Association’s risk register as at February 2020 is shown at Appendix B and sets out actions to mitigate these risks.

The Association carried out an ‘Insight’ study of wider stock sustainability in 2017 and 2018. This considered demand, capital and revenue costs, turnover, empty properties and anti-social behaviour to suggest whether the Association’s properties are viable in the long term.

The Association carried out further in-house analysis of its high rise properties in 2019, and in March 2020 commissioned an external option appraisal of its high rise properties to inform future investment decisions. This study will assess short and long term options including demolition and conversion to alternative uses and will conclude in June 2020. The appraisal will consider future demand for these properties, long term investment needs and management and repair costs.

The Association is committed to supporting customers to get online and to offering more online services. We have installed a free internet service in over three hundred homes already, and will roll this out to a further 700 homes as part of the replacement of electric storage heating. The Association is also piloting Internet of Things technology to improve health and safety within our properties and to enable us to take a more preventative approach to asset management. The Association will consider whether to roll this out more widely in 2020.

## F. Day to day operations

The Association organises its asset management activity into four main work streams as noted below:

Area	Description	Annual spend (2020/21)
<b>Reactive repairs</b>	Responsive repairs service in response to customer requests. 1 lead contractor.	£1.3m
<b>Health and safety checks and other cyclical works</b>	Including gas servicing, lift maintenance, electrical checks, smoke alarm installations.	£1.4m
<b>Empty property refurbishment (void) works</b>	Refurbishment of empty properties to the Maryhill standard.	£530k
<b>Investment (improvement) works</b>	Improvement works as set out in the four year Investment Plan plus adaptations to meet customers’ changing needs	£3.5m

Competitively procured contracts are in place across all of these key areas. The reactive repairs contract will expire in April 2021 and the Association is working to re-procure this by Autumn 2020.

Performance is monitored at monthly Operational meetings and reported to the Association’s Board quarterly. Performance is strong across most key performance indicators against internal targets and when benchmarked with peers. Performance up to December 2019 is shown in the tables below. This is summarised in the tables below:

Indicator	YTD at end of Dec / Q3	B'mark	2019/20 Target
<b>PROPERTY</b>			
Average hours to make safe emergency repairs - MPS	1.8	2.3	2
Average hours to make safe emergency repairs - total	1.5	2.3	2
Percentage of emergency repairs attended on time - total	93.6%	NA	100%
Average days to complete routine repairs - total	5.2	4.7	7
Percentage of routine repairs attended on time - total	97.7%	NA	98%
Percentage of repairs completed right first time	94.5%	91%	90%
Percentage of post-inspections completed	13.3%	NA	10%
Percentage of customers very or fairly satisfied with the repairs service received - total	89.4%	88%	95%
Percentage of properties with gas that had a check by the anniversary date	100.0%	100%	100%

During 2020, we will be developing standard specifications for the common components that we install in our customers' homes, such as kitchens, bathrooms and boilers, and this will be included at all stages of the investment journey – from when the property is built to when it becomes vacant and when a component part needs repaired or replaced at the end of its lifespan. This Strategy recognises that procuring cheaply does not necessarily reflect quality procurement.

### **G. Evidence based growth**

The Association has set out its strategic aspirations for newbuild growth and regeneration in its Development Policy.

We will build affordable housing that contributes to meeting our strategic objectives, which is viable, aligned with the priorities set out in the Glasgow Housing Strategy and Strategic Housing Investment Plan and which responds to the North West Glasgow Housing Needs and Demand Assessment.

The creation of place will be at the heart of all design decisions to ensure that, in addition to the new homes, the surrounding environment represents a great place to live with a feeling of community belonging.

The key priorities identified for development are:

- Low density family housing
- Tenure diversification
- Older people's accommodation
- Specialist accommodation (for example, for people with disabilities), and
- Sites of strategic importance to the regeneration of Maryhill (for example, derelict buildings).

## H. Ensuring Value for Money

The Association aims to deliver value for money when investing in our homes. We actively benchmark our costs through the Housemark tool. The tables below summarise our results from 2018/19:

Measure	Maryhill 2017/18	Maryhill 2018/19	Peer Group Median	Upper Quartile	Rank	Queens Cross 18/19
Direct cost per property of responsive repairs & void works	£714	<b>£842</b>	£747	£588	27/32	£747
Management cost within the above	£164	<b>£149</b>	£134	n/a	n/a	n/a
Average cost of a responsive repair	£91	<b>£107</b>	£122	£100	11/32	£122
Average cost of a void repair	£2240	<b>£2515</b>	£1866	£1494	19/22	-
Average days to complete repairs	5.21	<b>5.37</b>	5.98	4.47	9/25	3.18
Repairs completed right first time	82.3%	<b>94.75%</b>	93.53%	96.8%	16/25	93.53%

Measure	Maryhill 2017/18	Maryhill 2018/19	Peer Group Median	Upper Quartile	Rank	Queens Cross 18/19
Direct cost per property of major works & cyclical	£1619	£1430	£1147	£979	23/32	£1020
Major works management cost percentage	11.11%	12.02%	10.52%	7.83%	21/32	14.5%

Measure	Maryhill 2017/18	Maryhill 2018/19	Peer Group Median	Upper Quartile	Rank	Queens Cross 18/19
Cyclical management cost percentage	26.56%	25.00%	26.15%	17.92%	13/32	30.97%
Percentage of properties meeting ESSH	79.37%	77.4%	88.45%	94.88%	19/24	68%

Since these results were published, the Association has already delivered significant savings in empty property refurbishment costs. The average cost per property during 2019/20 has been approximately £1,500 compared to £2,500 during 2018/19. The Association will continue to look for further savings in this programme during 2020/21.

The Association approved a new Procurement and Community Benefits Policy and implemented a Procurement Toolkit in 2019. This Toolkit is a step by step guide to procurement and ensures that data is captured on procurement and necessary authorisations are achieved. The Procurement Policy introduced improved clarity on spend thresholds and an internal audit in 2019 confirmed that these thresholds are appropriate compared to peers. The Policy also sets out a new matrix to calculate Community Benefits which is applicable to both large scale investment and new build projects, and to ongoing multi-year service contracts. Contractual clauses have also been applied which ensure Community Benefits will be recovered. Compliance with our Procurement Strategy and achievement of Community Benefits will be reported to our Board from April 2020.

The Association introduced a Contract Management Framework at the start of 2019 which provides guidance and procedures around effective contract management.

Internal audits of our Procurement Policy, Toolkit and Contract Management Framework were completed in 2019 and returned Strong and Substantial ratings respectively.

The Association aims to lever in grant money where possible to help deliver its investment priorities. £1.5m has been secured to help fund installation of air source heat pumps in 2020/21 and 2021/22 and £250k has been secured to contribute towards owners' shares of solid wall insulation in four in a block properties.

The Association's rents are currently 8-9% lower than our peer landlords in the north west of Glasgow. Over the last two years the Association has delivered a Value for Money Strategy which sets savings targets of £750k over seven years. Achievement of these targets has allowed the Association to reduce future rent increases. The Board approved a further set of savings targets of £500k to be achieved by 2024/25. This second tranche of savings has allowed the Association to make further reductions in rent increases. Our current rent increase assumptions are that rents

will increase at CPI inflation plus 1% until 2024/25 then CPI inflation only for the next thirty years.

## **I. Working with common owners**

The Association provides factoring services to approximately 700 common owners. In 2018 we surveyed all of our owners to assess their level of satisfaction with the service provided. Approximately one third of owners responded to the survey and 53% were satisfied or very satisfied. This is an increase from the last survey in 2015 but our owners are still less satisfied than in other peer landlords.

Since second stage stock transfer in 2011 the Association has attempted to deliver a range of improvement works in common areas involving owners but has consistently not delivered the projected spend due to a lack of buy in from owners. Lessons have been learnt from these experiences including:

- The need for early engagement with owners so that owners can shape the design of proposed improvements
- The need to build in time for extensive consultation
- The need to consider offering longer repayment plans for owners to contribute to the costs of works
- The need to consider acquisitions and stock rationalisation to facilitate the delivery of improvement works.

During 2020 we will develop an Acquisitions and Stock Rationalisation policy set out and resource our approach. We will also expand our Factoring Policy to include consideration of the Association's approach to delivering major works with common owners, such as how to engage, what repayment plans to offer and how the Association will use its majority position to push works forward.

**With all this in mind, our approach to addressing the specific challenges is:**

**Pre-1919 tenements:** A programme of internal wall insulation was started in 2019/20 to improve the energy efficiency of these homes and to meet EESSH. The Association will continue to budget annually to deliver energy improvements in these homes. The Association will build on the stone and roof work surveys carried out and begin to engage with owners in the blocks identified as the most immediate priority and will develop approaches to address these issues.

**High rise long term sustainability and future:** A comprehensive options appraisal of the multi storey blocks will be carried out in 2020 to ensure that future investment is maximised and continues to meet the priorities set by the Association.

**The environment in which our properties are located:** Surveys will be undertaken to prioritise environmental improvements and engage tenants and owners in shaping investment plans. The Association will work with partners to shape a masterplan to deliver Place Shaping improvements in the North Maryhill area around our high rise properties.

**Electrical heating:** A programme of heating upgrades commenced in 2019/20 initially with a pilot and will continue over a 4 year period to upgrade all electrically heated homes with sustainable energy efficient heating systems.

**Multi-tenure stock:** A policy will be developed which will set out how the Association intends to maximise opportunities to improve the environment and the measures which will be put in place to address affordability issues for owners. The policy will also set out how the Association intends to carry out improvement works when the majority share allows this to happen. The Association will also consider acquiring units in blocks where this will allow the Association to become the majority owner in blocks. This will include investigating and maximising funding opportunities for owners.

**Reactive repairs:** We will procure a new reactive repairs contract building on customer feedback, engagement with the market place and detailed consideration of different pricing models. This will facilitate more self-service for customers and automation of repairs processes.

Our specific investment plans over the next four years are shown in Appendix C.

### **Resourcing our objectives**

Our Asset Management Strategy is fully integrated into our long term financial plans. Our four year investment plan shown at Appendix C is reflected as the first four years of our financial business plan. After this initial period our financial business plan makes provision for replacement of all key components when they are life expired. In 2019 we reviewed all of our key component assumptions in terms of lifespans and costs to ensure they were based on practical evidence and reflected benchmarks in the sector.

Our Business Plan has been externally tested in 2019 to ensure our global investment assumptions are evidence based and in line with benchmarks.

## Action plan

This high level action plan summarises our key asset management activities over the next four years:

Action	2020-21	2021-22	2022-23	2023-24
<b>Commission landlord health and safety audit</b>	X			
<b>Commission option appraisal of the Association's high rise properties</b>	X			
<b>Develop Property Acquisitions and Stock Rationalisation Policy</b>	X			
<b>Develop Factoring Policy to include approach to delivering investment works involving common owners</b>	X			
<b>Delivery of the electric heating replacement programme</b>	X	X	X	X
<b>Reprocurement of the reactive repairs contract</b>	X			
<b>Deliver energy efficiency improvements in pre 1919 tenements</b>	X	X	X	X
<b>Deliver investment in health and safety priorities including fire doors, asbestos management and water tank improvements</b>	X	X		
<b>Work with partners to conclude the masterplan for North Maryhill and consult customers. Seek funding to deliver against the vision.</b>	X	X	X	X
<b>Consult customers on investment priorities and rent levels beyond 2023/24.</b>			X	X
<b>Develop a common specification for key component replacement across Investment projects, reactive repairs, voids and new build</b>	X	X	X	
<b>Introduce quarterly assurance report to the Board covering procurement and community benefits</b>	X			
<b>Deliver savings targets to keep rents affordable</b>	X	X	X	X

## How we will know we are achieving the objectives

The Association's performance management framework is shown in the diagram below:



## Governance

Progress in delivering this Asset Management Strategy will be reported to the Assurance Board quarterly. The table below summarises key performance indicators for the strategy in 2020/21 and where they are reported:

Project objectives	By	Action in....	Management oversight	Board oversight
Commission and deliver landlord health and safety audit	Dec 2020	2020/21 Delivery Plan	Quarterly senior management team (SMT) meeting	Quarterly Assurance Board
Complete option appraisal of the Association's high rise properties	Jun 2020	2020/21 Delivery Plan	Quarterly SMT	Quarterly Assurance Board
Develop Property	Oct 2020	2020/21 Policy and	SMT Annually	Board Annually

<b>Project objectives</b>	<b>By</b>	<b>Action in....</b>	<b>Management oversight</b>	<b>Board oversight</b>
Acquisitions and Stock Rationalisation Policy		Board Schedule		
Deliver internal wall insulation in twenty five pre-1919 properties	March 2021	Investment Report	Investment Monitoring Meetings – monthly  Quarterly SMT	Quarterly Assurance Board
Complete action plans for fire safety, legionella and asbestos compliance	Asbestos: June 2020  Fire: March 2021  Legionella: March 2021	Health and Safety Report	H and S Forum quarterly  SMT quarterly	Quarterly Assurance Board
Conclude Masterplan for North Maryhill	July 2020	2020/21 Delivery Plan	SMT quarterly	Quarterly Assurance Board
Develop a common specification for key component replacement across Investment projects, reactive repairs, voids and new build	March 2021	2020/21 Delivery Plan	SMT quarterly	Quarterly Assurance Board
Deliver savings of £250 in 2021/22 budget	March 2021	2021/22 Business Plan	SMT monthly	Quarterly Assurance Board
Delivery of 150 air source heat pump installations	March 2021	Investment report	SMT quarterly	Quarterly Assurance Board

<b>Key performance indicators</b>	<b>Benchmark</b>	<b>Target</b>
Average hours to make safe emergency repairs	2.6	2 max
Percentage of emergency repairs attended on time	-	100%
Average days to complete routine repairs	4.3	7 max
Percentage of MPS repairs that are emergencies	-	30% max

<b>Key performance indicators</b>	<b>Benchmark</b>	<b>Target</b>
Percentage of repair appointments kept	95%	98%
Percentage of repairs completed right first time	94%	90%
Percentage of post-inspections completed	-	10%
Percentage of customers satisfied with the repairs service	93%	95%
Percentage of properties with gas that had a check by the anniversary date	100%	100%
Percentage of properties meeting ESSH	80%	90%

## **Review**

This strategy will be reviewed every three years, or sooner if considered necessary in response to changing regulation or legislation. We also intend to review the strategy at the end of 2020/21 when the Scottish Housing Regulator issues revised guidance on asset management.

Although set out as a 4 year plan, our Investment Plan will be reviewed annually to ensure that the priorities identified are correct and to reflect any changes required by changing circumstances throughout each year.