

Loreburn Housing Association Asset Management Strategy 2021 - 2024



Creating Great Places to Live

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EXECUTIVE SUMMARY

Loreburn's 2020-2025 Corporate Plan was developed in collaboration with customers, colleagues and partners and it sets out clear commitments in terms of investment, improvement, and appraisal of our homes. The number one priority for customers is the quality of the homes we provide and having great places to live, so our commitment is to maintain a high-quality portfolio of properties with a quality repairs service. To achieve that aim we are committed to building/acquiring new homes, maintaining our current stock, and disposing of lower-quality inefficient, properties as necessary to build on our reputation as an award-winning housing provider.

Loreburn Housing Association's Asset Management Strategy 2021-2024 is a critical business tool to align our property assets with business needs. The document is directly linked to the Corporate Plan and supported by the 30-year Business Plan it highlights the strategic thread through these plans and helps us deliver measurable outcomes for our customers. Everything we do in terms of asset investment must be linked to achieving the best possible results for our customers. As we are a property business and we must understand the performance of our assets and our strategy is aligned to the Asset Management Cycle of developing, maintaining, disposal/demolition or redevelop. Loreburn is committed to an exceptional customer experience across the business including Asset Management. As well as building new homes we must consider how we maintain and improve our current stock to ensure that meets the needs of current and future customers. We also must consider the external landscape and environment and the costs to the customers of maintaining it. A good home should contribute to a customer's quality of life and the external environment can play a key role.

Our Asset Management Strategy focuses on the goals of the Corporate Plan, by recognising where we want to be as an organisation, what we aim to achieve and helps us to shape an asset base that contributes to achieving our goals. Asset Management is no longer about simply looking at building components and bringing all homes up to standard it is now about making viability decisions on which homes will be sensible to retain and invest in. Much has changed in recent years and this new Asset Management Strategy reflects the challenges including customer affordability issues arising from welfare reforms, demographic changes, increasing customer expectations and the need to create a more sustainable asset base against a background of rising energy prices and costs. There is also a challenge to balance the development of new homes with maintaining and investing in current stock as both make demands in terms of financial resources.

Effective asset management will help us to shape homes that can meet the needs and standards for the future, with sustainability a key theme throughout the strategy. Sustainability goes further than just environmental and energy performance standards, it requires us to ensure our decisions are focussed on future standards too as well as addressing the challenges of Climate Change. The Asset Management Strategy spans three years but will be formally reviewed annually to reflect new legislation, learning and customer feedback. Monitoring of the strategy will be through the Asset Management Action Plan which will also be reviewed annually to ensure that it reflects and meets Loreburn's Corporate Objectives.

ACHIEVEMENTS and current position

During the period of the previous Asset Management Strategy 2019 – 2021 success has included:

QUALITY

- EESSH pass rate of 92.5%
- SHQS pass rate of 93.2%
- The implementation of Gas Tag to provide excellent levels of reassurance in Loreburn's Gas Safety Programme.
- In House Repairs service established, as a response to customer feedback, which is delivering high levels of satisfaction and a better understanding of our repair costs.
- A full review of all DEICR information to allow a fully planned programme of electrical checks with savings from the removal of duplicate checks.

VALUE FOR MONEY

- Efficiency savings in the Asset Team through grant funding of gas installations and repairs inspections. Access to ECO 3 funding to deliver increased insulation and new heating to 12 new homes.
- Tender approval for 180 new homes to be delivered by March 2021 which will see a total investment of £30M.

INNOVATION

- On-site with Loreburn's first passive homes with a further 200+ in the pipeline.
- Established Working groups for Zero Carbon, Development Procurement and Future Homes which involve customers in their design and delivery.
- Investment in Biomass Heating System at Ae to deliver a better and more reliable service to our customers.

PARTNERSHIP

- 100 new homes built or planned for delivery with the Integrated Joint Board through Loreburn's partnership with Health and Social Care.

1. AIMS OF THE ASSET MANAGEMENT STRATEGY

The Asset Management Strategy sets the framework to make and support decisions and to create the step-change in the way we invest and maintain homes to ensure our stock is fit for

the future. The strategy sets out how Loreburn will assess and maintain its current stock, invest in the future stock, and make decisions about homes which are aligned to customers' needs and aspirations. A defined Asset Management Strategy helps us develop, maintain, and invest in our property assets in a way that ensures properties provide attractive, good quality homes for our residents and future customers, at an affordable cost to them and us. It also focusses us to make sure our homes and other property assets are in the right location, fit for purpose and the future.

Our strategy follows the principles of the Asset Management Cycle:

Develop-Maintain-Assess-Invest/Remodel/Dispose

As a registered social landlord, Loreburn will comply with the regulatory requirements of the Scottish Housing Regulator (SHR) and our Asset Management Strategy has been guided by the SHR recommended practice for Strategic Asset Management (August 2012).

As a social housing provider, we have a responsibility to provide good quality, energy-efficient homes for our current and future customers. Following the CV-19 pandemic and underinvestment in stock in previous years there is a significant maintenance backlog and imbalance of reactive to planned repairs which must be addressed in the lifetime of this strategy. Through the strategy, we commit to tackling the challenges whilst contributing to the delivery of our strategic objectives. To achieve this, we will:

- Build a better understanding of our customer requirements and what is needed to deliver an exceptional customer experience
- Commit to affordable in use and high levels of energy efficiency
- Improved the quality and condition of our homes with an agreed quality standard.
- Adopting an integrated approach between the built and the natural environment, supported by best practice research
- Maintain a focus on sustainability and suitability of purpose.
- Make decisions which ensure financial viability, affordability, and value for money
- Deliver added value by contributing to the community benefits ambitions contained in our Procurement Strategy.
- Develop a tool which informs decision making for when to retain, invest or dispose of an asset.
- Adopt a spend to save approach to investment
- Rebalance reactive and planned maintenance to make the shift to a planned approach.
- Prioritize investment with improved transparency and ease of access to information.

Effective Asset Management requires us to go beyond investing in good repairs, improvements, and new build housing, therefore, the Asset Management Strategy will guide future investment and the direction of Loreburn's property assets to ensure that they contribute to the corporate objectives and meeting customer expectations. We will review and adapt the asset base to build a portfolio of the right accommodation in the right location, meeting customer expectations and future standard. We will consider quality and value for money including the whole life cost of a home, cost in use to our customers to protect where we can from rising energy costs and costs of living. It must also look to the future and the strategic landscape; politically, economically, environmentally and in terms of legislation.

1.1 Headline facts and figures

- Number of homes – 2,382
- Value of the assets - £147,586,000
- EESSH Compliance – 92.5%
- SHQ Compliance – 93.2%

1.2 Summary of the key asset management challenges

- **Maintenance issues** – the maintenance process is reactive and is not addressing the long-term issues with the portfolio
- **Financial resource** – being able to meet the required levels of investment based on good quality data.
- **Void turnaround times** – maximizing income requires us to ensure short turnaround times for voids and in 2020/21 this has been a challenge.
- **Fuel Poverty and energy efficiency** – EESSH compliance will help address fuel poverty levels across Scotland. We have work to do in terms of insulating home and addressing inefficient heating systems in a region with high levels of fuel poverty. We are focusing our investment on decarbonizing our stock, Passivhaus and renewable technology moving away from natural gas systems.
- **Data quality** – some of our survey data is not as robust as it needs to be and lacks detail to help evidenced-based decision making.

1.3 Links to other strategies

The Asset Management Strategy will be supported by several other strategies and key documents including:

- Customer Excellence Strategy
- Procurement and Value for Money Strategy
- ICT Strategy
- Risk Management Strategy

- Loreburn's Design Brief
- Rent Setting Policy
- Development Policy

2. STRATEGIC CONTEXT

2.1. National Context

The Scottish Government ambition is that “everyone in Scotland should live in a high quality, energy-efficient homes that are affordable and meet their needs” They also want a housing system which is “dynamic and resilient” enough to respond to future changes and helps to address challenges faced across Scotland including an ageing population and a global climate emergency. Scottish Ministers announced in June 2015 that they would take long-term action to reduce increasing energy demand and decarbonise heat supply, designating energy efficiency as a national infrastructure priority. Energy Efficient Scotland is the culmination of this thinking and will improve energy efficiency and promote low carbon heating in Scotland's homes and buildings. It will make our existing homes, shops, offices, schools, and hospitals warmer and cheaper to heat.

Energy Efficient Scotland will be a whole system approach to delivering energy efficiency improvements and the provision of low carbon heat. A framework of energy efficiency standards, advice and funding will help create long-term consistency and confidence for consumers and industry, backed up by legislation where needed. The programme will help support skills and supply chains across Scotland with appropriate protections for consumers. Energy Efficient Scotland can also deliver significant health and wellbeing benefits, particularly for those living in cold and damp homes. Energy Efficiency Standard for Social Housing 2 (ESSH 2) will be a critical part of Energy Efficient Scotland and realising its vision by 2040. During the lifetime of this strategy, Loreburn will move closer to meeting the Scottish Government's vision and ambitions.

ESSH 2 states that no social housing property below Energy Performance Certificate (EPC) Band D can be let from December 2025 onwards and that all properties should achieve Band B rating by December 2032. An interim review point is included in 2025 to ensure the targets set are still relevant. In addition to this, the new Climate Change Bill commits Scotland to a target of net-zero emissions of all greenhouse gases by 2045. Loreburn is required to meet the standards of ESSH and ESSH 2, however, this Asset Management Strategy will take Loreburn beyond 2032 and look towards the requirement to be net-zero by 2045. By approaching investment in our homes in this way we can ensure incremental progress to a higher standard which will make the best use of the investment made in Loreburn's homes, whilst providing warm, comfortable, healthy, and lower cost in use homes for our customers.

2.2 Local Context

Dumfries and Galloway Council's strategic vision for housing is: 'Everyone in our region will have access to a high-quality affordable home that is warm, safe, provides good access to services and meets their needs at every stage of life.'. Dumfries and Galloway are an ageing population which requires the housing sector to work very closely with colleagues in Adult Health and Social Care to deliver innovative housing models for people with additional needs. IN the lifetime of this strategy Loreburn will develop new homes that contribute to addressing this significant challenge.

The council are also committed to tackling poverty in all forms and the rural nature of this region means that fuel poverty is a key challenge in comparison with other regions in Scotland. Again, in the life of this strategy, Loreburn will make a significant investment in creating homes and a vision that begins to address fuel poverty across the region.

The population of Dumfries and Galloway is concentrated in Dumfries, Annan, Stranraer, Newton Stewart, and Castle Douglas as combined they make up 65% of the population. The remaining 40% is spread of nine other letting areas with populations of less than 10,000 each. The population is set to decline over Dumfries and Galloway by 4.6% over the next 20 years, with decreases in working-age population and increases in the older households. The workingage population is also concentrated in Dumfries, Annan, and Stranraer, with median incomes being relatively low. Areas of deprivation are concentrated in DG2, Stranraer and Upper Nithsdale. Demand analysis has shown that overall Dumfries and Galloway is not a highly pressured housing market. This is reflected in relatively affordable prices and is also demonstrated by the relatively high proportion of outright ownership.

There is also relatively low pressure in the social housing sector, reflected in the overall supply/demand ratio (between 2 and 3 applicants to every let), and some areas relatively high turnover and refusal rates. There is higher demand in Dumfries, Annan, and Stranraer and to a lesser extent Castle Douglas but in many areas existing social housing supply is not matching demand by type and size. There is apparent over the supply of 1-bedroom flats relative to demand in many areas. There is a clear demand for 2- and 3-bedroom houses which can be flexible for a range of household needs including families, but also single people and couples with caring needs or responsibilities. The analysis shows that a lower proportion

of allocations have been made to older couples and families relative to demand over the last 3 years when compared to much higher provision for single people under 60. Loreburn will consider this and other data when considering the strategic development priorities for the region.

3. LINK TO CORPORATE PLAN

This strategy must be read in conjunction with the Corporate Plan which was developed in collaboration with customers, colleagues and partners and it sets out clear commitments in terms of our homes: Much has changed in recent years and the Corporate Plan 2019/2024 sets an updated context for our new Asset Management Strategy identifying new challenges including customer affordability issues arising from welfare reforms, demographic changes, increasing customer expectations, increasing competition and the need to ensure more sustainable homes that will meet future needs. This strategy linked to the corporate plan will help Loreburn make wise investment decisions for our homes.

In the lifetime of this strategy, we will:

- Increase our housing stock by 353 new homes by 2024
- Offer new homes that meet Passivhaus standards by 2021
- Achieve a balance between the external and the built environment to achieve Great Places to live
- Successfully embed an in-house repairs service, increasing customer satisfaction and cost-effectiveness by 2021
- Target investment which results in customers reporting affordable running costs for their homes
- Develop a range of homes for older people which allows them to live independently for longer.
- Shift the balance from a reactive to a planned maintenance culture
- Further integrate the work of Development, Asset and IHR

4. CUSTOMER FOCUS

- Meaningful customer consultation
- Maximising opportunities for our customers to participate in decision making
- Learning from customer feedback not just collecting it.
- Evidencing and demonstrating how we have collected, listened to and effectively utilise feedback to improve service delivery and customer experience.

One of the Loreburn values is a commitment to exceptional customer experience. To achieve the outcomes and aspirations of the Asset Management Strategy that commitment will be underpinned by:

5. Effective Asset Management

5.1 Stock Data Management and Analysis

Accurate stock information and good data systems are key components to the delivery of sound asset management with the reliability of information critical to the operational delivery of improvements. We must have good quality data about the performance of our assets to inform our decision making. Good quality data allows us to review the outcomes of any investment decisions over time. Understanding asset value and property performance will be undertaken as part of this strategy drawing on a range of financial and non-financial data which will inform option appraisals.

On an ongoing basis, we will continue to collate a comprehensive set of Strategic Performance Indicators and Key Performance Indicators, most of which are nationally benchmarked. By analysing a range of indicators, we can understand how our assets perform to support the Asset Management Strategy and use the information to improve performance and outcomes. The analysis and evaluation enable us to position each asset relative to others and identify options for improving or maintaining viability such as redevelopment, re-provision or disposal. Our approach and the levels of data intelligence we hold will continue to evolve during the lifetime of this strategy. In 2019, Loreburn undertook a review of the Stock Condition Survey information held. The review focussed on high-level components and highlighted gaps in information so Loreburn will undertake a stock condition survey in 2020/21 which will address these matters and provide the stock information required to fully inform the 30- year component replacement requirement. This information will be used to consult with customers on a 5-year Investment Plan.

The 30-year Business Plan incorporates the Stock Condition Survey data available at this time, however, it is recognised that the funding requirement for future years are likely to increase as our data intelligence becomes more sophisticated. As with many housing associations, a key challenge is financially modelling and funding for the component replacement programme in terms of short, medium, and longer-term investment. Therefore, the strategy includes a commitment to design and develop new homes which minimise long term maintenance costs hence our firm commitment to build to Passivhaus standard and to maximise savings wherever possible for example from procurement. Moving forward, it is recognised that there is a need to integrate the stock condition information with Loreburn's in house repairs service with an effective ICT system to support it which will be considered during the period of the strategy.

In 2021/22 we will commence a 5-year rolling stock condition survey programme which will provide the stock information required to fully inform the 30- year component replacement requirement.

5.2 Develop

Loreburn is committed to delivering 353 new homes by 2024 to high energy efficient or Passivhaus standards. The programme will deliver general needs housing as well as homes that enable older people to live in their homes independently for longer with the use of technology and SMART Homes will be explored further during the lifetime of this strategy.

Through our development programme, we will actively seek to reflect and enhance the attributes of the local natural environment.

We will work throughout Dumfries & Galloway, providing the right housing in the right places working with D&G Council Strategic Housing Services and its strategic partners.

We will avoid opportunity-led development unless there are strategic support and demand to pursue an opportunity. Our homes will be built in the areas identified by the local authority as priorities for investment through the Local Housing Strategy, Strategic Housing Investment Plan, Local Housing Strategy and Housing Needs Statements and Assessments as well as Loreburn's business intelligence

We will create external spaces of exceptional quality by utilising best practice.

We will ensure that our new developments will seek to address the specific needs of local communities and communities of need.

We will ensure that our development programme is driven by local demand.

5.3 Partnership

Dumfries and Galloway Health and Social Care Partnership Strategic Plan 2016-2019 (Strategic Plan) created a single system for local planning and delivery of health and social care services, offering an opportunity to work innovatively. In Dumfries and Galloway, there is projected to be an increasing number of older people with a fewer number of younger, working age people to support them. This means that we need to develop sustainable housing solutions that help ensure our citizens can live as independently as possible, for as long as possible. Loreburn continues to see the Health and Social Care Partnership as a stakeholder and will continue to work together to deliver specialist and extra care housing and to explore opportunities for capital contributions to be made to build costs to improve the financial performance of new specialist developments.

Partnership with other social housing providers can be a vehicle to facilitate better procurement, accessing more elusive supply chains and funding streams as well as sharing expertise and knowledge.

Similarly working with external organisations who are experts in their field can unlock potential and assist particularly in relation to our Zero Carbon ambitions

We will seek to develop a range of effective partnerships with a range of organisations including Social Landlords and specialist agencies where they will aid the achievement of our ambitions and the delivery of this Strategy.

5.4 Future Homes Vision

Loreburn has a design guide which sets out the technical standards and components expected of our development, asset, and repairs programmes. This document is currently being reviewed to provide a more holistic approach to our homes and development and communities so that we can create great places where people want to live. The document will set a vision for Loreburn's new and existing homes focusing on key areas of:

Through our revised design brief, we will set out a vision for Loreburn's new and existing homes focussing on the key areas of:

- **Homes Fit for Future Living**
- **Healthy Homes, Neighbourhoods and Communities**
- **External spaces of exceptional quality and high quality internal communal spaces**
- **Warm, Safe, Affordable in Use Homes**
- **Delivering Zero Carbon**
- **Reducing Environmental Impact**
- **Harmonising key components**

5.5 Responsive repairs (IHR)

"To do the right repair by appointment, fixed the first time and to a good quality (without subsequent recall) and the whole process communicated", is the classic definition of the responsive repairs service. The Scottish Housing Regulator sets standards for RSLs, which entail a cost-effective service that completes repairs right the first time, meets all applicable statutory requirements, whilst being responsive to customer needs and giving choices.

Loreburn has a high-level commitment to provide exceptional customer service and has chosen to deliver responsive repairs and void works via an in-house team. This is a relatively new service, having been brought in house in April 2019. By the third year of operation, we expect the service to be embedded, it is appropriate to review its effectiveness during this time.

We will undertake a value for money assessment of the IHR service in 2021/22 to assure that we are delivering and cost-effective and efficient service which results in high customer satisfaction.

Following the VFM assessment of the IHR service, we will consider options for extending the in-house provision to include other maintenance activities such as stock investment and some cyclical programmes.

5.6 Voids (IHR)

An effective void process ensures void properties are available for letting as quickly as possible, minimising rent loss and maximising housing availability, whilst striving to meet customers' expectations, with priorities being:

- provide a safe and secure home

- improve relet timescales through setting ambitious targets
- work to a relet standard that meets customers' expectations
- maximise the use of IT to improve performance.

Through our in house repairs service and working with housing teams, we will continue to aim to minimise the time a property is unoccupied by carrying out preliminary inspections wherever possible. We will also identify properties where fast-tracking is possible and set a challenging relet time. The overall aim is to be within the national top quartile for void performance in the lifetime of this strategy.

5.7 Health and Safety/Cyclical compliance

Cyclical maintenance is the regular maintenance of elements of property including mechanical and electrical plant. Cyclical servicing is planned at regularly defined intervals based on statutory requirements or best practice. Headline areas include boiler servicing and gas safety checks, electrical safety, lift maintenance, asbestos management, legionella, and fire safety. Statutory compliance with Health and Safety related legislation is essential and we will continue to use the appropriate contracts to meet the organisation's statutory obligations.

5.8 Stock investment

The principal aims of the stock investment planned programmes are to:

- Minimise spend on more expensive responsive repairs by having effective planned preventative maintenance programmes in place
- Make sure maximum benefit is delivered through planned works by responding to the priorities identified through responsive maintenance work
- Ensure that programmes are developed and refined in good time so that greater certainty can be provided for residents about works to their homes and less disruption is caused
- Ensure that programmes can be procured more effectively by parcelling works together and over a longer timespan where possible
- Respond effectively to national policy decisions while taking tenant views into account

Good practice in asset management delivers a ratio of 30/70 or 40/60 of between Responsive Repairs and Planned Maintenance expenditure. In 2020 Loreburn's ratio was 61/39 Responsive Repairs v Planned Maintenance expenditure we aim to have a ratio that reflects good practice.

Over the life of this strategy, we will seek to rebalance the ratio between Responsive Repairs and Planned maintenance through increased levels of investment in planned programmes with an anticipated subsequent reduction in responsive repairs requirements.

5.9 Aids and Adaptations

Our corporate plan sets out a commitment to ensuring that residents can live independently in their homes for as long as possible. We will continue to maximise Scottish Government funding for Aids and Adaptations on an annual basis and work with the Health and Social Care Partnership and Occupational Therapists to identify high priority cases.

6. Financial appraisal and Asset Investment

Our assets have suffered from underinvestment for some time which has resulted in many of the challenges we now face, in terms of investing and improving our existing housing stock. We have invested significantly in new homes and are now looking to invest in current stock to meet our quality standards and customer aspirations. During 2020, we introduced a revised financial appraisal tool for new homes making it more reflective of actual rather than hypothetical factors. We will continue to assess our development schemes on an individual basis, ensuring that schemes which do not meet the assessment criteria are not progressed beyond the stage where a financial commitment by Loreburn is made.

Development schemes which do not meet the agreed viability criteria will not be progressed to site acquisition stage.

Loreburn will actively seek to access additional funding sources to help support the delivery of our ambitious targets. We will do this through working with suppliers and energy suppliers, specialist agencies working to deliver zero carbon, government agencies and considering additional localised funding streams such as investment from wind farm providers .

We will consider options to leverage in additional funding streams through developing properties for outright sale as well as via selected stock disposal.

7. EESSH2 and Zero carbon

Ensuring our customers live in homes that are affordable to heat as well as achieving the specific demands of EESSH2 as set by the Scottish government and the zero-carbon targets are key challenges over the life of this strategy and beyond. Investment to achieve this will be required in addition to the routine component replacements referred to above and well as other routine and cyclical maintenance activities.

To progress towards these goals, we are taking an approach with several strands, which will assist in an overall strategic route map. This will be developed further throughout the life of this strategy and will be updated accordingly.

We will optimize the use of external grant funding, which contribute to the delivery of EESSH2 and zero-carbon objectives.

We will take an incremental approach replacing key components and upgrading insulation, utilizing external initiatives which contribute to the overall aims and assist in progressing towards the overall objectives.

We will evaluate and cost the outcomes of the Aspirational Standard Demonstration project and other whole-house approaches to inform our future strategic approach alongside incremental replacements.

8. Procurement

Effective procurement processes are crucial in helping to deliver the main objectives of the Asset Management Strategy. Through procurement legislation, Loreburn is committed to promoting enhanced social, environmental and economic values through its procurement of goods and services wherever possible. Full details on our approach are contained in the Procurement and VFM Strategy.

Loreburn has a high-level commitment to delivering housing to Passivhaus standard through the development programme and crucial to the delivery of this is the right supply chain and the appropriate skills to deliver the ambition. In seeking to deliver our vision of Passivhaus it became apparent that Scotland, including Dumfries and Galloway, does not have a fully developed supply chain or the skills mix to deliver these objectives at a reasonable price. Loreburn is forward-looking in terms of job creation and sustainability and will work with partners to address the potential skill gaps and where possible to help create new well-paid employment opportunities. By creating conditions where skills and abilities are supported and developed employees will see how their contribution is making a difference, therefore, creating buy-in to the wider principles of Passivhaus, energy efficiency and zero-carbon helping to create a healthier, wealthier and more inclusive society helped by the commitments set out in our Asset Management Strategy.

We will procure a Development Framework for a supply chain to deliver to aid the delivery of Loreburn's Passivhaus Development Programme.

9. Consultation

Consultation with customers, colleagues, contractors, suppliers, and other involved stakeholders is a key theme at every stage of the Asset Management Strategy and we will do this through:

- Discussion of key projects such as the Future Homes Vision and grounds maintenance contract with the Tenant Scrutiny Group, working with involved and engaged customers to represent the wider customer base on strategic issues.
- Forming working groups to address key strategic issues such as the zero-carbon, development procurement, Future Homes, and grounds maintenance procurement.
- Engaging contractors in procurement activities to encourage local employment and local economic growth where possible in line with our corporate plan.
- Working in partnership with other organisations, strategic bodies and action groups to deliver Loreburn objectives.
- Undertaking meaningful consultation and feedback in terms of development, IHR and asset management programmes, ensuring that we listen to our customers and can demonstrate their impact on decision making.

We will also continue to address the issues raised by our customers as priority areas and identify changes which can have a positive impact on satisfaction levels. Customers have identified several key priority areas which will be addressed during the lifetime of this strategy:

- Targeted investment in customer's homes, particularly the provision of modern and efficient heating systems, replacement windows and new bathrooms.
- Continued work on the quality of the responsive repairs service and the importance of getting it right the first time.
- The quality and cost of the ground's maintenance programme
- Communication methods and sharing information in ways that are easy to access and interpret.
- Creating a range of opportunities which aid meaningful participation and influence decision making.

10. Developing our staff

Staff are an important asset and key to the delivery of Loreburn's ambitions and this Strategy. Through our competency framework and personal development plans, we will ensure that the expertise and knowledge to deliver on these commitments is developed and kept up to date.

11. Risk Management

An important part of Asset Management is to identify and understand the risks that can influence or change strategy in the short, medium, and long term. During the life of this strategy, the risks have and will be identified and managed using the Corporate Risk Management System.


12. Assess and Measure the impact

Good practice in Asset Management concerning housing stock is closing the cycle of

Develop- maintain-reinvest/remodel/dispose

Delivering Asset management in this way is crucial for ensuring the right properties are built in the right locations, maintained well, and reviewed periodically to ensure investment is made in the right stock for the right reasons. The approach is particularly important as funding investment into existing stock is a challenge and the expectations of delivering EESSH2 and zero-carbon will add cost to the requirements for the routine and planned maintenance of the stock. At the same time, customers' expectations and standards change over time. Applying this approach to Loreburn's Later Living developments will ensure we assess what types of housing customers want and review our stock in line with the findings.

We will introduce a structured approach to option appraise our stock, taking both a strategic and ad hoc approach, using an agreed methodology. Key considerations will include the quality and investment needs of the dwelling as well as the external environment. The outcomes will inform investment/remodel or disposal decisions.



Therefore, we must understand the impact of the work we undertake, and the investment made. This is necessary to ensure that we know what works; what difference has been made; and how effective the Asset Management and EESSH Strategy is. We want to measure the value of projects that we take forward by measuring success through outcomes against targets and customer satisfaction.

In relation to this strategy, to assess and measure we will:

- Work collaboratively with our customers and communities to establish their expectation and what matters to them.
- Work toward a defined suite of outcomes for each project or working group.
- Carry out a robust review of each initiative
 1. Did it achieve what it set out to do?
 2. Was the investment worth the outcome?
 3. Has it made a real difference to the recipient?
 4. Is it achieving VfM for our business and customers?
- Share the results of the impact of each initiative and collectively learn from them.
- Measure the impact of additional funding on works completed and benefit to our customers.
- Use accurate stock condition information to target investment.
- Maximise the level of grant funding to support initiatives and measure the impact for customers through reporting of reduced running costs.

The Asset Management Action Plan will support the delivery of the strategy and ensure our homes and associated assets continue to play a positive, active role in the delivery of our services. The plan is included as **Appendix 1** and will be reviewed, measured, and renewed annually. The Strategy and accompanying Action Plan will be subject to a framework of monitoring and review to ensure progress and flexibility to respond to changing external factors and emerging needs.

- Operational Monitoring will be undertaken by the appropriate Heads of Service
- Monitoring of against the strategic objectives and action plan tasks will be to Loreburn H A's Executive Team (quarterly) with an annual report to Audit and Compliance Committee.