



ASSET MANAGEMENT STRATEGY 2024-2026

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1. Executive Summary

The 2024-2026 Asset Management Strategy presents a clear outline of how Paisley Housing Association's (PHA) aims and objectives will be delivered over the next two years. It establishes strategic alignment with PHA Business Plan 2022-2025 and provides the basis for future decision making and a clear process for achieving commitments made in an Action Plan. It has been developed with the involvement of the PHA Board, Senior Management Team and the relevant staff and budget holders.

The strategy has been updated with the guidance from the Integrated Asset Management published by the Scottish Housing Regulator in February 2023, Scottish and National Government Regulations and targets and the local and national plans which will assist and support the Associations objectives in the environment of which we operate.

Updates to the strategy have been made following a turbulent few years post-pandemic and an unstable economy, with significant impacts on the construction sector affecting the deliverability of planned investment. While inflation has begun to return to normal levels, other significant issues persist. High energy costs continue to impact on tenants, and the construction sector is still grappling with a shortage of skilled labour, complicating efforts to maintain and develop future housing stock.

Additionally, despite the easing inflation, uncertainties around vital grant subsidies remain, adding further complexity to financial planning. The association continues to focus on developing projects that address affordable warmth and ensuring that the housing stock is maintained to meet future safety and energy efficiency standards.

The Action Delivery Plan (**Appendix 1**) will be monitored and reviewed annually, with an annual progress report provided to PHA Board.

2. About Paisley Housing Association

Operating in Scotland's largest town, PHA are a high-performing, volunteer-led, Registered Social Landlord. We currently own 1,299 homes, factor a further 287 homes, employ over 30 staff and have an annual turnover of around £6 million.

We own and manage a diverse property portfolio of traditional, multi-storey and tenemental buildings. Our properties are located in 5 main areas; town centre, west end, south, Foxbar and Glenburn. Around 85% of our properties are flats and over 90% are designated for general needs.

The Association currently invests around £2m annually in maintaining its properties and as a result 94% now meet the Scottish Housing Quality Standard. 91% of our tenants tell us that they are satisfied with the repairs service.

PHA is evolving as different provider from the one created in 1984 in terms of services, investment, finances, governance, and engagement. Tenant engagement, performance improvement, customer service and community involvement remain underlying priorities for future success. This is reflected in the Association's overall strategic business objectives.

3. Development and Strategic Context of the Asset Management Strategy

The Association's Business Plan 2022- 2025 sets out our vision, values and long term aims.

Key priorities in the period of the plan will be the successful delivery of our investment commitments and the urgency around reducing fuel poverty, contributing to the climate agenda, planning for the Social Housing Net Zero Standard (SHNZS) and making lasting improvements to the surrounding environment. We want to create a sense of community and help people to sustain their tenancy and thrive within the community we serve . Our aim is to provide quality homes where people will want to live, put down roots and help to build strong, vibrant communities.

The Association continues to meet existing regulatory standard as a minimum and aim to have a strategy in place to meet the new SHNZS following its review and implementation. The Asset Management Strategy will influence other strategic plans and priorities for the business as material changes to our assets and the financial investment required to protect them directly influences the capacity we have as an organisation to deliver existing and new services for our customers.

It confirms the progress and current position and contains the strategic themes, projects, and objectives along with the associated action plan to be delivered during the life of this strategy to achieve the Strategic Plan objectives.

The key aims of the Asset Management Strategy can be summarised as:

- Provides a framework for fully informed decision making
- Manage both current need and future expectation
- Identify risks that will impact on the ability to deliver

- Provide value for money through effective and efficient procurement and contract management
- Address the issue of Fuel Poverty and Affordable Warmth
- Identify and involve the right people who will have clear responsibilities and accountability
- Ensure long term viability and sustainability
- Identify and develop plans to deliver SHNZS
- Complement other plans and strategies

4. Property Data and Operating Context

A central part of our framework for decision-making centres on the ability of the Association to collect and maintain data that is accurate and reliable.

Key to effective asset management is having robust information. PHA carry out stock condition surveys to continually gather information on the stock which updates our asset database and life cycle costing information.

We aim to have a 20% stock condition survey assessment carried out every 3 years. This objective continues to give us confidence that our assumptions and methodology relating to our long-term future investment needs is as accurate and effective as possible.

Our information base includes

- Stock condition survey data, which incorporates SHQS and SHNZS compliance.
- Life Cycle Costing model with cost projections for 30 years.
- Alignment of planned maintenance, cyclical maintenance and other programmes that are considered asset management priorities.

The Association has well-established ways of listening to, and consulting with tenants which include service surveys, external events, and targeted tenant engagement. Our tenants have told us that affording to meet heating costs is an increasing concern. Therefore, tackling fuel poverty is a key objective for PHA by investing in energy efficiency for homes and working towards longer term affordable warmth measures.

Repairs Service

To maintain our assets, PHA undertakes approximately 3,500 repairs in tenants' homes per annum, including an out of hours emergency repairs service. There is an agreed repairs policy in place. The Association engages with a number of small local multi trade contractors. Performance of the service is closely managed and monitored against agreed repairs priority timescales and performance is published annually to tenants through the Annual Report.

Void Properties

There are approximately 130 tenancies terminated per annum. Ensuring a quick and quality turnaround of void properties is crucial to maximising rental income and meeting housing demand. Where possible, void properties are inspected and are repaired by the in house Estates Team, in line with PHA's approved Lettable Standard for re-let. Where a property is deemed 'harder to let' additional works may be carried out to increase the properties letting appeal e.g., full decoration.

Planned Maintenance Programme

Around £2million per annum is spent on upgrading properties. This includes lifecycle replacement of components at the end of their expected cycle e.g., kitchens and bathroom as well as improving standards and meeting legislative requirement, such as EESSH, SHQS, LD2 and other tenant safety measures.

The focus moving forward is by technology and new materials, lengthen lifecycles of component elements and increase energy efficiency.

Cyclical Programmes

PHA undertakes a large and varied range of cyclical programmes to maintain its assets. These include obligatory gas servicing, legionella risk assessments, lift servicing and others are to prolong the life of the assets like gutter cleaning and communal painting.

Adaptations

In order to support tenants with additional needs to live safely, comfortably, and independently at home, the Association undertakes a number of medical adaptations per annum. PHA receives an annual grant from the Scottish Government towards the cost of providing adaptations for tenants which the Association supplements with further funding. There has been a steady increase in the number of adaptations requests each year, as the general population lives longer and has more complex needs.

Development & Increasing Stock

The Association continues to seek opportunities to develop new homes. In June 2024 the Orchard Street CTI scheme commenced and will see the Association be at the forefront of preserving traditional sandstone tenements within the town centre. Despite government cuts to the affordable housing budget, the existing gap sites in Foxbar continue to be considered for feasibility for new build housing.

Working in Partnership

PHA has a well established successful track record of partnership working, as founding members of FLAIR (the Federation of Local Housing Associations in Renfrewshire and East Renfrewshire) and the procurement consortium iFLAIR.

As the period of economic uncertainty continues, PHA will maintain its operation within both FLAIR and iFLAIR, recognising more than ever the importance of supportive and collaborative working.

During 2024 the iFLAIR framework agreement will be re-tendered for its next iteration (Version 4). PHA will ensure it contributes innovative suggestions and solutions to ensuring it is an effective and efficient procurement tool for the Association and other members.

The association will also look to explore partnership working opportunities beyond the FLAIR network .

Focusing on the Green Agenda

Asset Management will play a pivotal role in addressing the climate emergency, addressing fuel poverty and aiming to meet the energy efficiency and performance targets. During 2023-2024 the Association has been working in collaboration (along with 3 other RSL's) procuring a Sustainability Consultant to assist in developing longer term investment proposals. The venture will provide retrofit solutions and costings to best understand the financial and resource implications of meeting the expected SHNZS and the wider Scottish Government Net-Zero Carbon requirements.

Other Property Assets

The current office accommodation at Assurance House, 2 Lawn Street is also owned by the Association. The building was extensively refurbished internally in 2020-2021. External refurbishment works are required to address ongoing water ingress issues and to improve the overall appearance of the building. It is expected these works will be undertaken in late 2024.

5. 2024-2026 Strategic Themes, Projects and Objectives

The projects outlined below, and their outcomes, will deliver PHA's vision for the next 2 years. How the objectives will be delivered are set out in the Action Plan at **Appendix 1**.

<i>Providing a high-quality, safe & affordable home environment for those in need.</i>	
<i>Continue to invest in existing stock. Meets the needs of customers. Complying with changing regulatory standards. Shows early action towards the Green Agenda</i>	
Projects	Objective
Investment in existing stock	<ul style="list-style-type: none">• Deliver the 5 year investment plan and cyclical maintenance plan• Review progress against performance on an ongoing basis• Review the stock data, refine and implement.
Safe Homes	<ul style="list-style-type: none">• Ensure ongoing compliance with all relevant landlord H&S criteria• Adopt a best practice culture• Expand the range of safety information for Tenants
Energy Efficiency Compliance	<ul style="list-style-type: none">• Keep immersed in the review and implementation of SHNZS.• Introduce energy efficiency measures where practical
Housing to 2040	<ul style="list-style-type: none">• Understand and evaluate the 2040 Scottish Government plans. Look to develop a longer term strategy that will meet the new standard

<i>Environmental Improvements with a focus on longevity and maintenance reducing materials</i>	
Projects	Objective
Environmental	<ul style="list-style-type: none"> • Deliver back court environmental projects for sandstone tenements (phase 1)
Mixed Tenure	<ul style="list-style-type: none"> • Re assess our engagement with factored owners and other land/property owners
<i>Development & Deliverable Growth</i>	
Projects	Objective
New build Opportunities	<ul style="list-style-type: none"> • Explore new and emerging construction methods and alternate routes to develop new homes
Mixed Tenure Development	<ul style="list-style-type: none"> • Deliver the Orchard St CTI project • Explore further mixed tenure development and land opportunities

<i>Providing effective services to help our tenants maintain their tenancies</i>	
<i>Ensuring our services and projects can help reduce inequality and improve the life of customers through challenging periods</i>	
Projects	Objectives
Adapt & Sustain	<ul style="list-style-type: none"> • Continue to enhance the delivery of adaptations work. Recognising the year on year increase and awareness of the demand of different types of adaptation requests
Reducing Energy Costs	<ul style="list-style-type: none"> • Explore options to assist with the rising cost of energy prices for an asset perspective e.g. explore alternative renewable heating systems for electric and communal gas stock, properties suitable for pilot opportunities

Providing opportunities to ensure the voice of our customers is heard

Enhancing our community participation and empowering customers in the asset decisions making

Projects	Objectives
Tenant engagement	<ul style="list-style-type: none">• Support the customer engagement strategy for an asset perspective
Digital Inclusion	<ul style="list-style-type: none">• Explore new methods of capturing tenant feedback and general interaction of asset issues

6. Monitoring & Review

The Association will review and update the Asset Management Strategy on a frequent basis. Typically if there are significant changes to legislation or recommended good practices. The Asset Management Strategy is for a two year period, and will be reviewed annually, along with the action plan.

Key Performance Indicators have been developed to capture evidence of the effectiveness of this Strategy and will be monitored regularly.

Aspects of asset related performance are reported annually through the ARC returns reported to the Scottish Housing Regulator.

Appendix 1: Delivery Action Plan - 2024-2026

Project	2024/2025 Year 1	2025/2026 Year 2
<i>Providing a high-quality, safe & affordable home environment for those in need.</i>		
<i>Continue to invest in existing stock. Meets the needs of customers. Complying with changing regulatory standards. Show early action towards the Green Agenda</i>		
Investment In Existing Stock	<p>Deliver the 5 year investment programme</p> <p>Implement delivery and measure performance of contracts. Establish post contract reviews</p> <p>Implement phase 2 of new IT system for Asset Management</p>	<p>Continue to deliver the 5 year program. Anticipate review changes to allow of SHNZS delivery</p> <p>Continue to deliver and measure performance of contracts. Implement post contract reviews</p> <p>Continue to implement new IT system with new stock condition data. Roll out other data for IT system</p>
Safe Homes	Continue to engage with a specialist H&S consultant to meet Tenant Safety requirements	Develop staff to enhance H&S knowledge and skills to deliver elements of H&S requirements internally
Energy Efficiency Compliance	Anticipate SHNZS review and new principles	Develop and agree on how to achieve the revised SHNZ
Housing to 2040		Review the published route map and look to establish a PHA 2040 Standard, reviewing investment programmes required for delivery

Environmental Improvements with a focus on longevity and maintenance reducing materials.		
Environmental	<p>Deliver phase 1 of sandstone back court improvements (tenanted blocks)</p> <p>Survey other areas and consult with tenants and owners</p>	Deliver further priority works as and where identified
Mixed Tenure	Evaluate the impact of the Environmental programme on mixed tenure owners.	Consider alternative arrangements and strategy for blocks where owner refusal is present
Development & Deliverable Growth		
New build Opportunities	<p>Evaluate options appraisal for Foxbar gap sites.</p> <p>Look to appraise sites identified elsewhere for development and acquire sites with appropriate approval</p>	Gain understanding around sustainable development and future methods of construction
Mixed Tenure Development	<p>Deliver the Orchard Street CTI project</p> <p>Work with partners and local landowners to identify suitable available opportunities for rehabilitation and development</p>	

<i>Providing effective services to help our tenants maintain their tenancies</i>		
<i>Ensuring our services and projects can help reduce inequality and improve the life of customers through challenging periods</i>		
Adapt & Sustain	Establish a closer working relationship with partners to best facilitate tenants adaptations needs	Implement and evaluate
Reducing Energy Costs	<p>Explore renewable heating solutions for George St communal system and Oliphant Court</p> <p>Establish any funding and pilot opportunities</p> <p>Identify further measures from an Asset perspective that could reduce energy costs to tenants. Work in collaboration with internal colleagues and wider partners</p>	
<i>Providing opportunities to ensure the voice of our customers is heard</i>		
<i>Enhancing our community participation and empowering customers in the asset decisions making</i>		
Tenant Engagement	Contribute to the development of the Tenant & Community Engagement Strategy from an assets perspective	Implement and evaluate
Digital Inclusion	Explore opportunities and pilot digital connectivity initiatives e.g. wi-fi pilot	Explore and develop technology to enhance asset information and tenant interaction on repairs.

Appendix 2: Strategy KPI's

The KPI's in the table below have been identified as the key indicators of the success of this Strategy. Additional KPI's may be developed as required.

<i>Providing a high-quality, safe & affordable home environment for those in need.</i>	
Performance Indicator	2024-2026 Target
Average time to complete non-emergency repairs	2.8 days
Average time to complete emergency repairs	4 hours
% of reactive repairs completed right first time	98.5%
<i>Providing effective services to help our tenants maintain their tenancies</i>	
Performance Indicator	2024-2026 Target
% Tenancy Sustainment	92%
<i>Providing opportunities to ensure the voice of our customers is heard</i>	
Performance Indicator	2024-2026 Target
% of tenants satisfied with repairs service	95%
% of tenants satisfied with investment work in their home	95%