



**Osprey Housing**  
**Asset Management Strategy**  
**2023-2025**

**Last Revised 7 April 2023**



# Asset Management Strategy 2023-25

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## Asset Management Strategy 2023-25

### 2. Introduction

Osprey Housing owns ~1,750 homes in the North East of Scotland. We are focussed on the provision of general needs affordable housing and specialist supported accommodation throughout Aberdeen, Aberdeenshire, and Moray. We seek to provide excellent services that meet our tenant's expectations and those of other stakeholders both in the properties we provide and the ongoing service delivery. This Strategy provides an overview of Osprey's current position, current intentions, and future aspirations in relation to its assets and also defines how we will ensure integrated asset management throughout the organisation.

### 3. Strategic Context

This Strategy sits within a suite of documents that define the overall aims and culture of Osprey Housing. This strategy has far reaching implications across the organisation operationally, strategically and financially. These documents include the:

- [Strategic Business Plan](#)
- Environmental Sustainability Strategy
- Development Strategy
- Communication Strategy
- Digital Strategy
- Procurement Strategy
- Tenants Participation Strategy
- Risk Strategy
- Risk Register
- The Schedule of Delegated Authority
- Void Management Policy
- Repairs & Maintenance Policy
- Void Management Policy

The Strategy is also written with the context of relevant sector legislation and guidance, primarily referring to:

- Scottish Government Compliance Frameworks
- Scottish Government Housing to 2040 Vision
- Building (Scotland) Amendment Regulation 2022
- Scottish Government Energy Efficiency Standard for Social Housing Standards EESSH
- Scottish Social Housing Charter

### 4. Our Aims

The key aims of this Asset Management Strategy are that:

- 4.1. This Strategy reflects the Core Values of Osprey Housing



## **Asset Management Strategy 2023-25**

- 4.2. This Strategy supports the ambitions outlined in the Strategic Business Plan, in particular Strategic Ambition 2 - to provide more and better homes.
- 4.3. Ensure we manage our Housing portfolio in a way that achieves our Environmental Sustainability Objectives and improve the long term impact of our housing portfolio.
- 4.4. We manage and reduce the risks associated with our Assets by:
  - 4.4.1. Understanding the aspirations of our customers and the needs of our communities
  - 4.4.2. Understanding our Housing portfolio
  - 4.4.3. Ensuring that we meet our regulatory compliance requirements in relation to our Assets including resident safety.
  - 4.4.4. Understanding our Asset Performance, both operationally and strategically.
  - 4.4.5. Ensure that our Housing portfolio is viable and continue to provide a reliable income for the organisation, thereby safeguarding the interests of current and future Tenants, and allowing us to develop new homes.
  - 4.4.6. Effective reporting and decision making
- 4.5. Clearly define our route for the duration of this Strategy



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### 5. (4.1) Core Values

#### Our Vision, Mission and Values

##### Our Vision

**Making a difference every day**

##### Our Mission

**To provide high quality affordable housing and services to people in the communities we serve.**

##### Our Values

**The Core Values of the organisation reflect the foundation from which we perform and conduct our business and are the essence of the Osprey identity. These values provide a framework to deliver our Group Mission Statement.**

✓ **AMBITION and ACHIEVEMENT**

*We are a high performing organisation delivering through innovation and challenge.*

✓ **EQUALITY and RESPECT**

*We recognise and celebrate the unique value in everyone.*

✓ **QUALITY and PROFESSIONALISM**

*We strive to deliver high standards.*

✓ **AGILE and RESPONSIVE**

*We are flexible and quick to deal with change without diminishing our delivery.*



## Asset Management Strategy 2023-25

### **6. (4.2) This Strategy supports the Asset Objectives outlined in the Strategic Business Plan**

The four key Strategic Ambitions outlined in our Strategic Business Plan are:

1. Make customers the focus of everything we do.
2. Provide more and better homes.
3. Be a stronger organisation.
4. Be a great place to work.

The effective management of our housing portfolio is vitally important to ensure that current and future tenants and are safe and their interests are protected, asset value is maximised, future income streams are protected, and investment plans offer best value. Ultimately our Board must have assurance that our housing portfolio is fit for purpose both now and in the future and that continued investment is appropriate and sustainable.

### **7. (4.3) Ensure we manage our Housing portfolio in a way that achieves our Sustainability Objectives and improve the sustainability of our housing portfolio.**

Prioritise environmental sustainability as a key factor in all aspects of our procurement process, construction, improvement and maintenance of our portfolio and promote these objectives with our Contractors.

Within the delivery of this strategy, we commit to sustainable actions to improve the energy performance and subsequently reduce the carbon footprint of our portfolio in a practical and pragmatic way. This will benefit the environment and improve the quality of our tenants' homes. We will:

- Adopt a 'fabric first' approach by improving the insulation in all our properties.
- Replace Electrical Storage heating systems.
- Plan to replace all Oil Heating system with Air Source Heating Pump systems as they become due for renewal or fail.

### **8. (4.4.1) Understanding the aspiration of our customers and the needs of our communities.**

Osprey aims to deliver properties and property management services that meet the aspirations of our customers by continually collecting and acting upon satisfaction survey information.

It's important to be aware of the housing need demands within our communities and ensure that we continue to build new affordable homes in the right place that are fit for the future. In developing new properties, we focus on the best configuration of sizes and types that will facilitate viability and meet recognised local need now and in the future. This requires a



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responsive and well informed development programme based on a robust yet flexible Development Strategy.

As the expectations and the needs of our Tenants evolve, our continued investment in maintaining and improving our portfolio will help to sustain our tenants' high levels of satisfaction. We have a clear focus on affordability and improving overall housing costs through aiming to achieve 'best Value' in all that we do and by improving the energy efficiency of our homes. Osprey prioritises tenancy sustainment by supporting our tenants with a dedicated team ensuring appropriate housing and offering information and guidance. To ensure that we meet the ongoing needs of our tenants we will continue routinely gathering and maintaining basic information on current tenants and service users and their levels of satisfaction. Measures such as housing turnover, refusals, demand and tenant satisfaction (on home, neighbourhood and asset quality), are data gathered on an ongoing basis to meet the Scottish Social Housing Charter needs. This information is factored into our Key Performance Indicators and available to the Board to gain a customer perspective on asset value and performance.

Additional assurance will be shared with the Board via tenant consultation and tenant scrutiny exercises to identify issues that should inform asset management practices and/or investment priorities.





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### **9. (4.4.2) Understanding our Housing portfolio.**

Osprey Housing currently owns a mixed portfolio of ~1750 properties. We have a thorough knowledge of this portfolio, developed over many years. This information is sourced from 'in house' condition surveys, ongoing void surveys, Valuation surveys, EPC surveys and from the knowledge of our staff team through the delivery of day to day services.

Primary Asset information is now held within our housing management software, Homemaster, having recently been transferred from legacy software. This information will be reviewed, validated and expended upon during the life of this strategy to ensure that the data held remains appropriate for future investment planning and other wider organisational uses such as advertising vacancies, effective rent structuring.

Other databases are also used to hold more detailed 'working' information on our assets. These databases will be reviewed and integrated into Homemaster where possible, to ensure their accuracy and visibility.

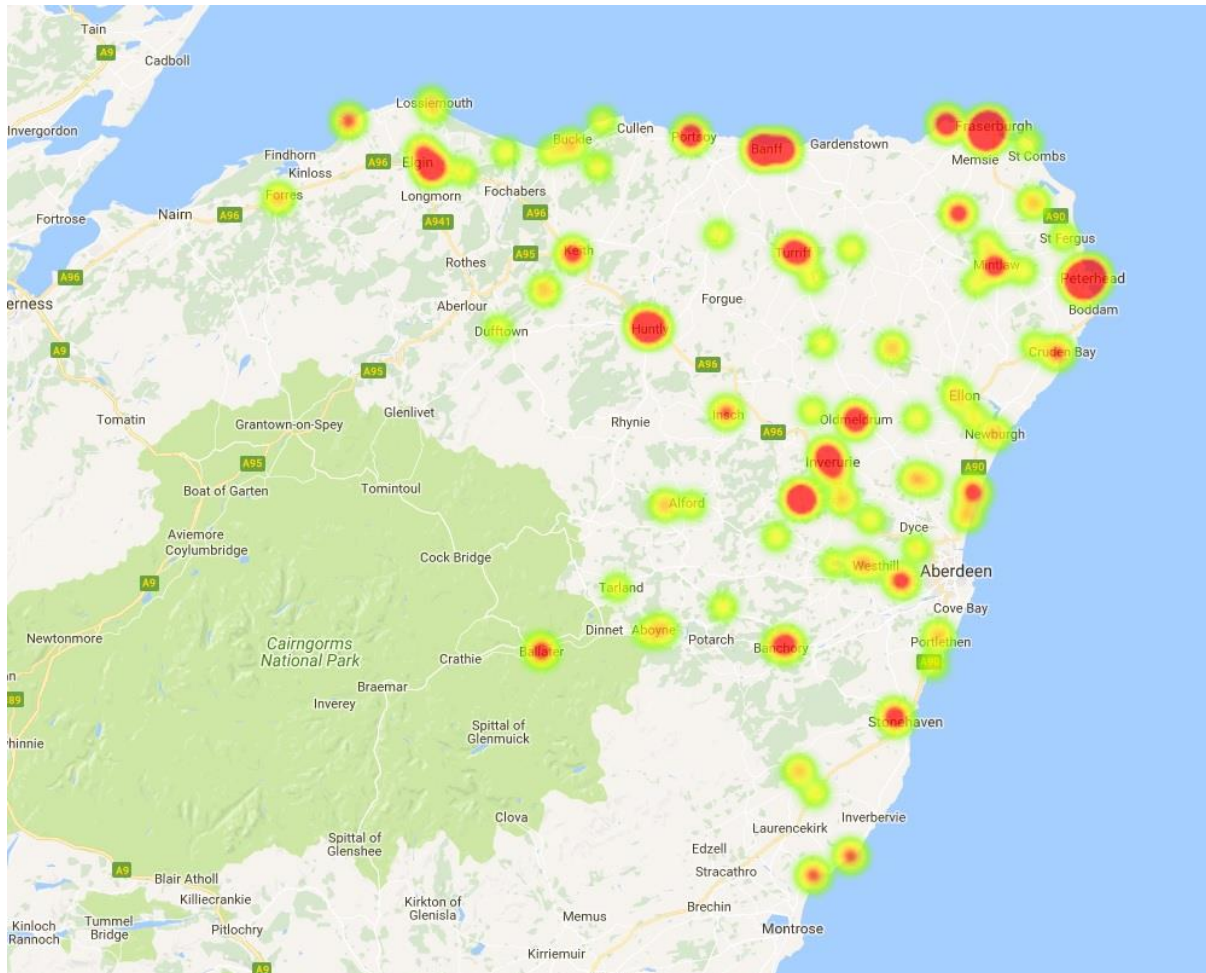
A key priority action throughout the life of this strategy is the commitment to develop a new Portfolio Evaluation Tool (PET) that combine and fully integrate various data to measure the current overall performance of individual properties and project the viability and sustainability of that property into the future.



## Asset Management Strategy 2023-25

### 9.1 Location

Osprey Housing's Assets is widely dispersed throughout the North East of Scotland



Because of the disperse location of the housing portfolio, covering ~3,900 square miles, staff time and travel costs need to be carefully managed. This challenge also has a direct impact on the costs and availability of contractors to deliver our response repairs and major replacement programs.

The management costs of single or small clusters of properties in more rural locations are a real consideration for Osprey Housing, however, we do commit to supporting and sustaining small rural communities.

### 9.2 Form

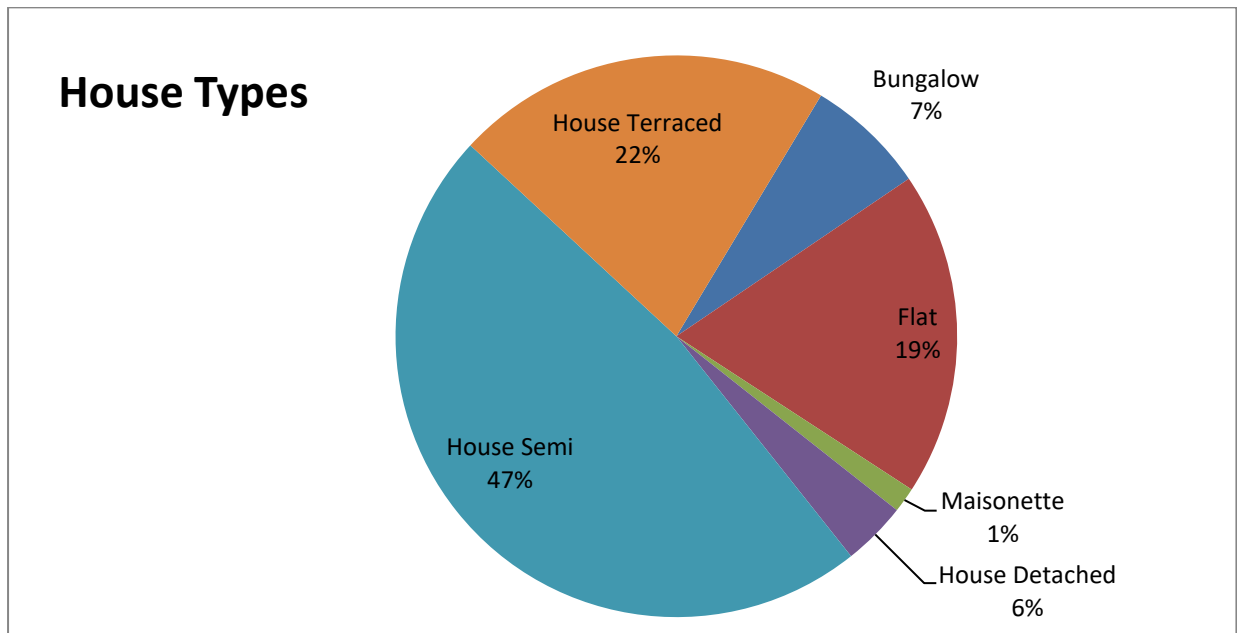
All of Osprey Housing's properties are 'low rise' (i.e. not above 4 stories)

We have the following mix of properties.



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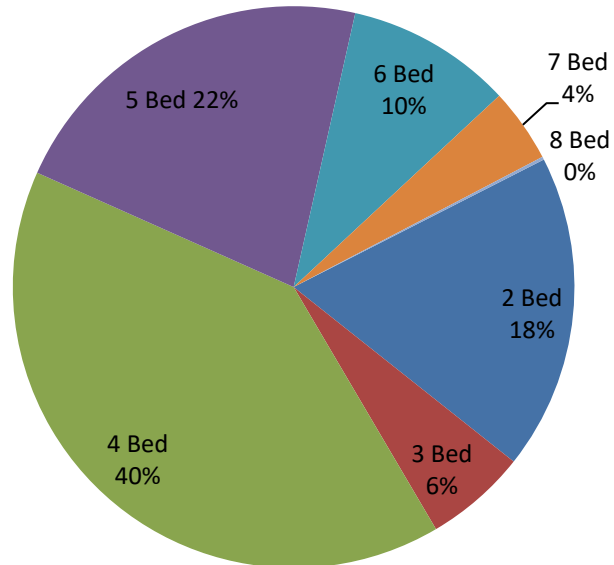
Bed Spaces	2	3	4	5	6	7	8	Grand Total
Bungalow	2.4%	0.5%	2.9%	0.9%	0.1%	0.1%	0.0%	6.9%
Detached House	0.1%	0.3%	1.4%	0.9%	0.5%	0.3%	0.1%	3.7%
Flat	10.6%	1.9%	6.1%	0.1%	0.2%	0.0%	0.0%	19.1%
Maisonette	0.1%	0.0%	0.6%	0.8%	0.0%	0.0%	0.0%	1.4%
Semi-detached House	4.2%	3.0%	17.7%	14.8%	4.8%	2.7%	0.1%	47.2%
Terrace House	0.8%	0.1%	11.2%	4.4%	4.0%	1.2%	0.0%	21.7%
<b>Grand Total</b>	<b>18.2%</b>	<b>5.9%</b>	<b>40.1%</b>	<b>21.9%</b>	<b>9.5%</b>	<b>4.3%</b>	<b>0.2%</b>	<b>100.0%</b>





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### Bed Spaces

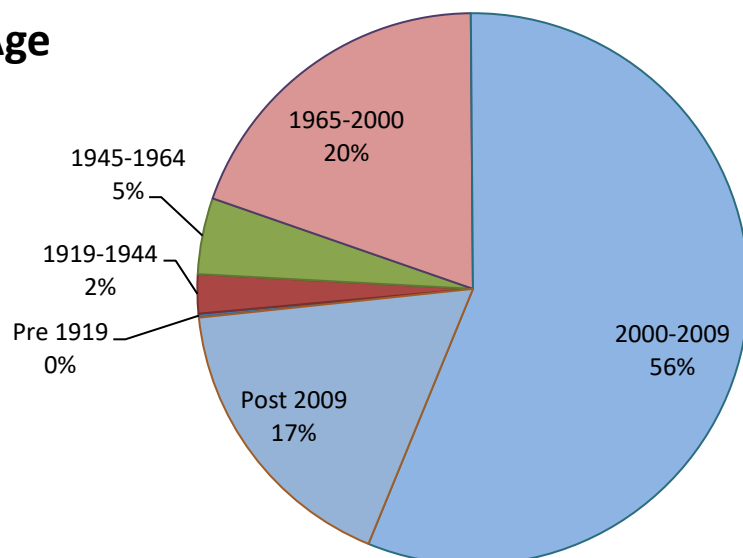


Few of our properties are in mixed tenure blocks.

### 9.3 Age of property

Our organisation was formed in 1999 by the transfer Local Authority and ex-MOD properties into our ownership. These properties were of various ages. Since 2000 we have developed a large number of new properties, that now form the bulk of our Portfolio (73%).

### Properties by Age





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### 9.4 Specialist Properties

Osprey Housing provides 22 properties for supported or specialist housing units, these units are in the following locations:

#### Osprey Housing

- Ardinn Road, Turriff – supported housing
- Bergen View, Peterhead – supported housing for young adults
- Castlewood Avenue, Fochabers – supported housing
- Chapelwell, Balmedie – supported housing
- Eilean Rise, Ellon – supported housing
- Jarvis Court, Fraserburgh – very sheltered housing
- Milton Wynd, Huntly – supported housing
- Soy Avenue, Portsoy – supported housing
- Sycamore Way, Banchory – specialist housing
- Tramaine House, Peterhead – supported housing for young adults.

These properties are all managed via lease or management agreements with Local Authority care management teams or in partnership with care providers.

The units at Sycamore Way and Tramaine House are specifically designed units that would not be transferrable to general needs without significant changes and investment, which makes them a potential risk asset in terms of use and income. Their long-term use relies on the partnership approach for their current purpose, at present there is no indication this will change in the short or medium-term.

The other units listed above could be transferred to general needs use with minimal changes and are therefore low risk in their long-term use.

### 9.5 Adapted Properties

Approximately 12% of our assets contain adaptations designed to specific customer requirements. We have continued to utilise Scottish Government grant funding to support this type of work. This funding is however, at times, insufficient to meet the needs of our tenants, and Osprey Housing is left in a position where it must fund such work itself.

With the onset of greater levels of health and social care integration, and changing demographics, we believe the demand for adapted properties will grow and become increasingly important in improving the lives of our tenants and the management of our assets. We are committed to supporting our tenants to remain in their homes and investing appropriately to future proof our stock.

We have altered our Development Specification to include features that meet these requirements by default and also facilitate easier adaptations in the future.



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### 9.6 Condition of our Assets

Osprey Housing substantially met the Scottish Housing Quality Standard (SHQS) before the April 2015 target. Approximately 3% of properties had some works outstanding at this time (some because of Tenant choice). This work has now been completed.

Condition surveys of our assets are carried out by Asset Staff on an ongoing basis. These include full surveys of Void properties (~130 properties annually), surveys when Major Works are being carried out, and separate Condition Surveys, in total representing ~ 20% of our assets annually.

Periodically inspections and revaluation surveys are carried out by our financiers, to validate the terms of loan agreements.

### 9.7 Energy Efficiency Standard for Scottish Housing (EESH 1) and (EESH 2)

Osprey has a comprehensive knowledge on the energy performance of each property. This database holds information on the category, form, build year, heating type, SAP score, EPC rating, insulation levels and potential upgrade options for each property.

Currently 3 properties fail EESH 1 because of Tenant choices. These properties are located in rural locations and the tenants choose to burn wood to heat their homes.

EESH 2 is currently being reviewed by the Scottish Government, the 2025 and 3032 milestones are currently on hold. These milestones are likely to be extended pushed out once new standards are published. Despite this hiatus Osprey Housing is continuing to improve the energy efficiency of its homes in a balanced way.

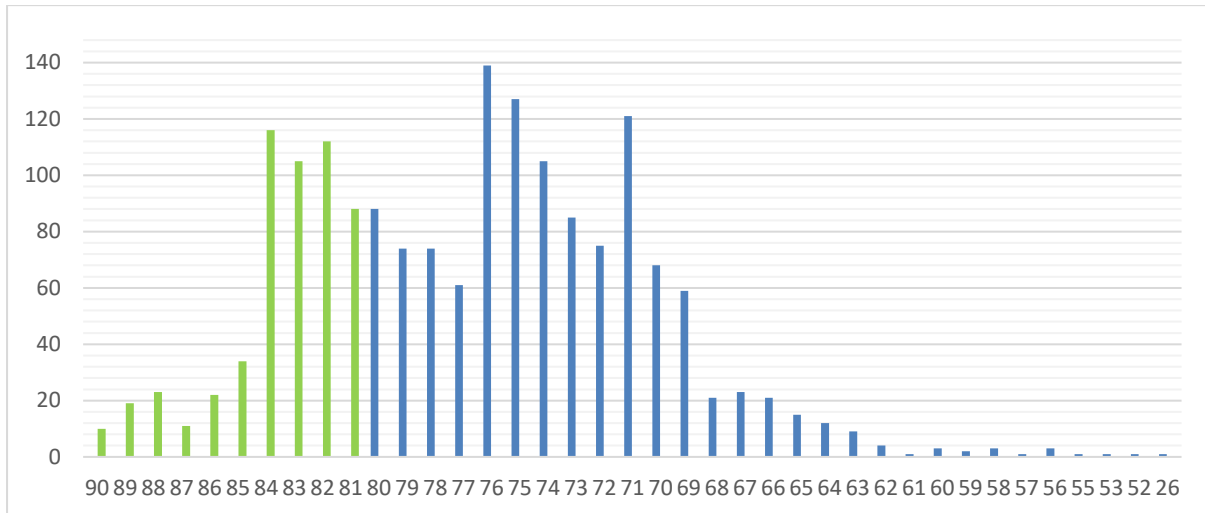
In April 2014 our average SAP score was 65.1

In April 2023 our average SAP score was 76.8

Osprey Housing will meet the EESH 2 2025 milestone, (that properties must be above EPC band D in order to be let), with all of its properties. One property currently fails this standard through the Tenants choice.



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Graph shows – SAP score / number of properties. Highlighting EESSH 2 achievement

### Non-traditional stock

Osprey has a small number of Non-traditional properties. Most have been assessed and overlaid with external insulation systems. No?

### 9.8 Flood risk

We have identified that we have few developments that are at risk of flooding, except in exceptional circumstances.

Checking SEPA river flood maps indicates the following property risks:

Each year this area has a 10% chance of flooding.	8No. – Duncan Avenue, Tarland
Each year this area has a 0.5% chance of flooding.	0
Each year this area has a 0.1% chance of flooding.	15No. – Sr Patrick Geddes Way, Ballater 13No. – Califer Road, Forres 23No. – Drumine Road, Forres 7No. – Craigview Road, Ballater

We had 12 affected by flooding in 2015 in Ballater. One property suffered significant damage, requiring total internal refurbishment, others had minor damage. We worked with our Insurance Company to respond to and learn from this incident. Assisted by fast responses of other agencies in the area we managed this disruption well and had most Tenants back in their homes within days.



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### **9.9 Landscape and Play Parks.**

We currently have 35 landscaped areas we maintain directly ourselves. The maintenance of these is tendered regularly, to a defined specification. On line methods are used to record attendances and monitor performance.

We currently have 9 Play parks within our ownership. These are inspected regularly by Asset Officers using on line forms, and any issues attended to immediately. These are also periodically inspected by our insurers.

## **10. We will ensure that we meet our regulatory /compliance requirements.**

Osprey Housing will ensure that it meets its regulatory and compliance requirements. We will ensure that:

### **10.1 Scottish Housing Charter**

We meet the requirements of Scottish Housing Charter and measure our performance using its parameters and other targets chosen annually by our Board. Performance achievement and Strategy reviews are discussed with our tenant representatives, OTRA.

### **10.2 Energy Efficiency Standards for Social Housing (EESH)**

We will meet the requirements of Energy Efficiency Standards for Social Housing (EESH). Osprey Housing has already done considerable work in this area, increasing the energy efficiency of our homes year on year. Despite EESH currently be under review by the Scottish Government, we will continue to work towards the targets it defined in 2020. Our Environmental Sustainability Strategy clearly defines our intentions to improve the energy efficiency of our homes and minimise our Tenant running costs in a cost effective, environmentally sustainable, and considered way. We have adopted a 'Fabric First' approach to our improvement works and will only adopt technologies (such as battery and hydrogen technologies) when it is cost effective to do to for Osprey Housing and for our Tenants.

We have established rejuvenated our former 'Sustainability Group' into the 'Environmental Sustainability Working Group' that has within its brief to "Improve the energy efficiency of our housing portfolio". This group reports directly to the Board.

### **10.3 Health and Safety Legislation**

We meet the requirements of Health and Safety legislation in relation to our Assets. We will continue achieve this by utilising the EVH 'Landlord Facilities Safety Control Policy' and supporting manual, which is audited periodically by them.

The recent introduction of Homemaster will allow us to manage compliance in a more consistent manner. Homemaster will introduce a new Compliance module in their software in 2023.





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We will upgrade our Asbestos register, inspections and recording methods during the life of this strategy.

We will prioritise investment to ensure compliance with current and updated standards within asset management.

### 10.4 Sustainable Public Procurement

We engage in Sustainable Public Procurement, which aims to make the best use of public money. Osprey Housing has a Procurement Strategy, a Procurement Policy and a suite of documents that ensures the organisation achieves ethical and sustainable procurement. We will continue to procure asset related contracts and services, of appropriate values, via Public Contracts Scotland, Scottish Procurement Alliance, Procurement for Housing and Fusion 21.

### 10.5 Ensuring our Contractors meet standards Real Living Wage

All contracts issued after 2022 have a requirement for the appointed contractors to support the Real Living Wage.

## 11. Understanding our Performance.

### 11.1 Current Performance

Osprey places Tenants at the heart of assessing our asset performance. We consistently measure and benchmark our performance against other similar organisations using the Scottish Housing Regulator's Annual Return on the Charter (ARC) and by using Scottish Federation of Housing Association (SHFA) comparison databases. Our 'Asset' related performance is generally higher than other similarly sized organisations.

We provide quarterly performance information, against ARC and other defined and agreed targets, to our Sub-Committees and subsequently to our Board.

OTRA periodically review aspects of asset processes and performance to ensure we meet out tenant's expectations.

The data source for the reports is primarily our housing management software, which was changed, in late 2022, to 'Homemaster'. Considerable effort was made to ensure the data transfer from our previous Software 'Aareon QL' was complete and accurate. It is our intention to validate the information held within Homemaster and develop the use of Homemaster over the life of this strategy to ensure that we have a single source of accurate and verifiable information and use it effectively.

### 11.2 Ensuring Future Performance

To ensure future performance remains high we will:

- Monitor and report upon Tenants views on our performance.



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- Procure contracts effective. Osprey has a history of effectively procuring long-term contracts with response maintenance and major works contracts being delivered through a variety of routes. We will continue to procure, within the terms of our Procurement Strategy by, directly tendering via Public Contracts Scotland, framework agreements developed by third party organisations (PFH, SPA, Fusing 21 etc) or other appropriate procurement routes.
- Continue to work closely with our Contractors to ensure that they work effectively and successfully with us.
- Continue to develop our staff team to ensure that staff have appropriate skills, expertise and capacity into the future.
- Develop new and innovative methods to monitor and record performance.

### **12. We will ensure that our Housing portfolio continue to provide a reliable income for the Organisation and safeguard the interests of current and future Tenants.**

#### **12.1 Defining our future costs**

Using the information we hold, we have developed 30-year financial investment plans for our Housing portfolio. Using these we can ensure that we have appropriate funding to maintain and improved our portfolio, and our homes will remain desirable for our Tenants into the future. We can predict element replacement costs and replacement timescales, and consequently the cost profiles for each of our properties, up to 2060. This information is updated on a live basis and costs are adjusted to take account of the prevailing costs, which recently have been very volatile. The significant increase in component replacement costs of 2020 to 2023 has been accounted for in our projections.

Our component replacement timescales are currently:

Air Source Heat Pump	18 Years
Bathroom	25
Boiler - Gas	15
Boiler - Oil	20
Doors	25
Heating	30
Kitchen	20
Roof	100
Windows	25

The above timescales are indicative. To ensure financial stability we have 'smoothed' the outcomes to ensure spending peaks and troughs have been reduced.

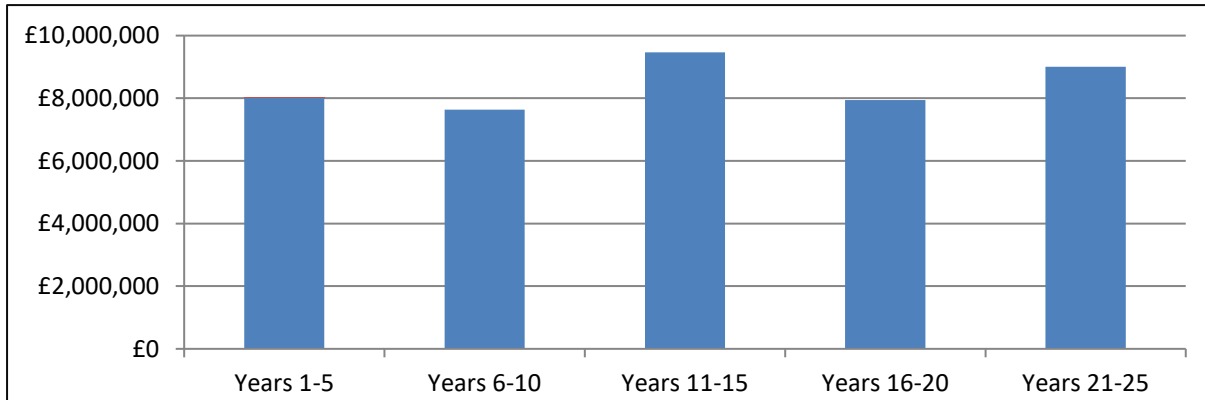


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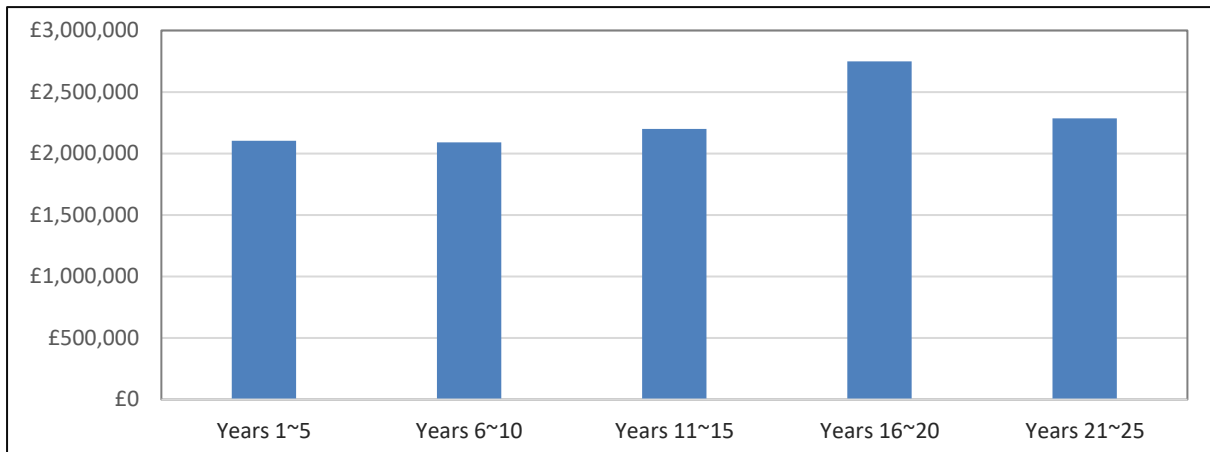
These timescales will be reviewed during the life of this strategy to ensure they are reflective of the actual requirement.

Our spending profiles are:

### Capital Works



### Planned Works



These plans are fully integrated into our annual budget review process and form the basis of our financial planning, and consequently our rent setting process. The information has been validated by our financial consultants Arneil Johnston. Loan covenants and repayment timings have been taken into account within these plans.

NOTE. The financial implications of EESSH 2 have not been fully taken into account in the above 30-year Financial Investment Plans. Because of the review of EESSH 2 currently being undertaken by The Scottish Government and the unknown position in relation to the introduction of new technologies such as Hydrogen heating sources (which could significantly change heating system replacement costs), Osprey will continue a 'fabric first' approach to upgrading the energy efficiency of our properties. The cost of replacing Oil



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based heating systems with ASHP systems has been taken into account in our most recent 2023 financial investment plans.

Our 30-year financial investment plans have been integrated into the current Osprey Housing's 30-year Financial Plan and subsequently into our Strategic Business Plan. These plans demonstrate the viability of Osprey Housing and provide headroom to enable us to remain as a growing and developing organisation in the near future.

### **12.2 Identify Properties that adversely affect our future objectives.**

Osprey has in the past used a Portfolio Evaluation Tool (PET) to identify properties that were likely to adversely affect the viability of the organisation. The information/data within this tool is now obsolete. Consequently, during the life of this Strategy we will develop a new PET, taking account of new guidance and recommendations, and incorporating live information now available from Homemaster, to produce a PET that will provide an integrated overview of each property and remains current into the future.

The PET will consider the following property aspects within its workings:  
(These are to be agreed)

- General Property Indicators
  - Property Type
  - Construction type
  - Location
  - Age
- Investment Performance
  - Short-term financial investment plans
  - Long-term financial investment plans
  - Non-traditional investment costs
- Tenant Safety Performance
  - H&S compliance costs
- Service Performance
  - Void rent loss
  - Management costs
  - Response repair costs
  - Void repair costs
  - Cyclical investment
- Financial Performance
  - Net Present Value
- Customer performance



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- Turnover
  - Refusals
  - Demand
  - Accessibility
  - Satisfaction rating
- Place Performance
    - Location/Situation/Proximity to other properties
  - Energy Performance
    - EPC Rating
    - Heating system type
    - Energy investment costs
    - Net zero achievement costs

Where a property has been identified as adversely affecting the future viability of the organisation, it will be considered for disposal. The potential impact of this will then be considered on the other objectives of Osprey Housing, primarily the impact on Tenants.

All income generated from the disposal of a property will be reinvested into new homes.

### 12.3 Tenant Management

The actions of Tenants on their home have a significant influence on the viability of that property going forward. By directly impacting on the condition of their home, tenants can affect the maintenance costs of that property in the short term and in the longer term. Similarly, Tenants actions can affect the desirability of a property or a location to future potential tenants. It is essential, therefore, that we manage tenants effectively to ensure that they meet the obligations of their Tenancy Agreement.

### 12.4 Performance Management

We will continue to monitor our performance to ensure that Key Performance Indicators (KPIs) that affect property viability are achieved. These KPIs range from: New Tenant allocation times, void property relet times, to response repair times.

### 12.5 Specifications

It is essential that our properties remain up to date and desirable to our Tenants. We will ensure that, New Build specifications, Refurbishment program specifications, Lettable Standards, etc. are reviewed within the life of this Strategy.

## 13. Effective reporting and decision making.

Osprey will ensure that our Board are provided with complete, accurate and informative reports that allow them to have assurance that:



## **Asset Management Strategy 2023-25**

- That our Tenants expectations are being met.
- Our housing portfolio is fit for purpose both now and in the future.
- That continued investment is sustainable.

Our Schedule of Delegated Authority defines where such Strategy and Policy is agreed and where assurance reports and key decisions are dealt with.

## 14. Clearly define our route for the duration of this Strategy.

The following actions have been identified within this Strategy.

Ref.	Action	Led by	Timescale
9.0a	Ensure the accuracy of the property information held within Homemaster.	DAS, SO	Q1 2024
9.0b	Review other asset related databases and where possible integrate into Homemaster.	DAS	Q2 2024
9.0c 12.2e	Develop a Portfolio Evaluation Tool – Ideally this should be part of or directly linked to Homemaster.	DAS, DOF, DHS	Q4 2024
9.5	Gain better understanding of the nature and quantity of adaptations carried out in our properties and record same on Homemaster.	DAS	Q3 2023
9.6	Further develop Condition Surveys.	DAS, SO	Q2 2023
9.7a	Ensure EESSH 2 target for 2025 will be achieved.	DAS, SO	Q1 2025
9.7b	Where an oil-based or Electrical Storage heating system is due for replacement or is considered beyond repair, we will replace it with an Air Source Heat Pump system, where it is practicable to do so.	DAS, SO	Active
9.8	Review Non-traditional housing stock.	DAS	Q1 2024
10.3a	Transfer all compliance information into new Homemaster Compliance module.	DAS	In Progress
10.3b	Review Asbestos inspection and recording processes.	DAS	Q2 2023
10.3c	Review staffing levels are adequate to maintain compliance records.	DAS, CEO, DCS	Q3 2023
10.5	Review all Service Providers to ensure they meet 'Real Living Wage' criteria. This is not an Asset function?	DAS	Active
12.1a	Review the costs used within the 30-year financial investment plans.	DAS	In Progress
12.1b	Review the component replacement timescales used within the 30-year financial investment plans to ensure they reflect the actual requirements.	DAS	In Progress
12.1c	Consider the financial impact of EESSH 2 when SG Guidance is published.	DAS	Q1 2024
12.1d	Continue Fabric first approach to upgrading the energy efficiency our properties.	DAS, SO	Active
12.2f	Use PET to identify properties for potential disinvestment.	DAS, DOF, DHS	Q4 2024



## Asset Management Strategy 2023-25

Ref.	Action	Led by	Timescale
12.3	Strengthen our enforcement of our Tenancy Agreement	DHS	Q2 2023
12.5	Review: <ul style="list-style-type: none"> <li>• New Build specifications</li> <li>• Refurbishment program specifications</li> <li>• Lettable standards</li> </ul>	DAS, DO	Ongoing Ongoing Q3 2023
13.0	Review reports going to Committees and Board to ensure they are informative and effective	DoAS	In Progress
	Review this Interim Strategy once the revised Scottish Housing Regulator EESSH 2 Guidance has been published.	DoAS	Q1 2024

DAS Director of Assets & Sustainability  
 DOF Director of Finance  
 DHS Director of Housing Services  
 DCS Director of Corporate Service  
 SO Sustainability Officer  
 DO Development Officer

### 15. Reviewing the strategy

The strategy will be reviewed annually. In determining our 30-year investment needs and plans regular reviews are essential as over this period political, social, economic and technological changes will have significant impact on the direction of the strategy.