



ASSET MANAGEMENT STRATEGY 2025/2030

1.0 INTRODUCTION

- 1.1 The Association is aware that the decisions it takes on stock investment, maintenance, demolition and disposal are business-critical decisions that have both immediate and longer-term implications for performance in meeting our strategic objectives and remaining viable as an organisation.
- 1.2 Accordingly, our Asset Management Strategy is firmly rooted within our overall strategic objectives, as outlined in our Corporate Management Plan.
- 1.3 The aim of our Asset Management Strategy is to deliver housing investment through new build, acquisition, refurbishment and planned maintenance activities that will ensure that the Association's housing stock is of a quality and type that meets the needs of its tenants; it is located in the right places, is environmentally sustainable and energy efficient and is capable of being effectively, efficiently and economically managed and maintained over the long term. The strategy also aims to maximise income and minimise liabilities and targets planned maintenance investment into stock that has long-term viability in delivering our objectives.
- 1.4 Our strategy takes a holistic approach to asset management, as we are aware of the need to ensure that we only invest in property that is sustainable. Accordingly, we invest in new build and acquisition of property and in the maintenance and improvement of our existing homes on the basis that there is a short- and medium-term demand for our properties. All parts of our area of operations display housing need and we do not have any stock that is classed as difficult to let.

2.0 CORPORATE MANAGEMENT PLAN

The Associations Corporate Management Plan 2025 refers to the "Asset Management Strategy and Plans" and

- ✓ Comments on the Association's status in compliance with the SHQS. It also outlines areas where exemptions are applicable and the reasons for these, and whether the exemption can be addressed.
- ✓ Confirms the planned expenditure over the next 5 years to ensure compliance is maintained.
- ✓ Refers to the Associations 5-year asset plans (as contained in the 5-year financial projections) with particular reference to issues identified through tenant consultation as being important e.g., energy efficiency improvements, increasing security and improving housing quality.

- ✓ Refers to the EESSH/EESSH2 requirements including a position statement of current compliance, and measures to increase compliance to December 2020 and beyond.

2.1 Compliance with Scottish Housing Quality Standard (SHQS)

The Association's rented stock of 1462 at the end of March 2025 (excluding shared ownership) can be categorised as follows:

- ✓ 794 principally new build stock in Clackmannanshire;
- ✓ 178 new build stock in West Fife;
- ✓ 490 large scale voluntary transfer (LSVT) stock in Tullibody (transferred from Scottish Homes in 1998).
- ✓ 55 of the units in Clackmannanshire acquired through the Scottish Government Residential property acquisition programme. The age profile of these units puts them in similar requirements to the Association's LSVT stock and not its new build stock.

Predictably the new build stock shows high levels of compliance with EESSH throughout the plan period. However, despite considerable investment since 1998, the LSVT stock, which includes 185 non-traditional properties, continues to require high levels of expenditure.

The Association's rented housing stock is located in 89 developments throughout Clackmannanshire and West Fife. In addition, the Association had 13 shared ownership properties as at 31st March 2025.

The Association also provides a factoring service to 43 owner occupiers.

The Association also continued with the strategy of purchasing off the shelf properties – 5 properties were purchased during 2024/2025 at a cost of £505K, with grant funding of up to £74K per property received for each of these. In addition, 1 shared ownership property was also bought back. This brings the total number of properties purchased "off the shelf" since 2015 to 61.

The Association successfully met 97.94% compliance with the SHQS by 31st March 2025 (excluding exemptions) and is currently continuing efforts to gain access to the outstanding properties to undertake any necessary work.

2.2 Investment in Housing Stock

The Association invested £617.9k in its housing stock in 2024/2025 aimed at achieving the Scottish Housing Quality Standard. In terms of future investment, the 2025/2026 budget and current 30-year cash flow assumes the SHQS is maintained.

2.3 EESSH Investment

During 2024/2025 we did not complete any specific EESSH investment projects. As at 31st March 2025, our compliance is 95.19%.

During 2024/2025 we did not make progress as expected with our proposals to improve the energy efficiency of our remaining 5 electric-heated homes. There was availability through one of our contractors to access funding to consider measures such as internal wall insulation, high-heat retention storage radiators and solar panels however various access failures led to project delays throughout the year. This project will now be considered alongside our wider targets for the new Social Housing Net Zero Standard (SHNZS).

2.4 Funding

Based on the current maintenance assumptions the existing 30-year cash flow shows that the Association is confident of being able to fund the investment required and on-going maintenance requirements for the next 30 years.

3.0 **DEVELOPMENT PROGRAMME & STRATEGY**

The Association's development aspirations are articulated in a Development Strategy that is reviewed annually by the Board.

The principal means through which the Association has increased its stock numbers has been by the development of new build affordable housing for rent and low-cost home ownership products. This has been reflected in the Association's strategic objective to provide increasing numbers of high-quality affordable housing solutions since its formation in 1989.

The planning framework for the delivery of a development programme stems from the Council's proposals for investment in its Strategic Housing Investment Plan based on its Local Housing Strategy. This three-year resource planning submission informs the publication of the Scottish Government's Affordable Housing Supply Programme, from which the areas investment in social housing is derived across Council and housing association provision.

Up until 2012 local investment priorities in Clackmannanshire were agreed between the Council and the Association who at that time were seen as the preferred RSL development partner. However, in recent years, as a result of the Association suspending its development programme (because of the reduction in subsidy levels), local housing investment priorities have been implemented by Kingdom Housing Association.

4.0 **NEW BUILD PROGRAMME**

- 4.1 In April 2013, as a direct result of the reduction in subsidy levels, the Association's Management Committee took the decision to suspend its new build development programme until such time as the financial circumstances improved particularly with regard to the level of public subsidy.
- 4.2 Accordingly, our developments at Kippen Place Sauchie and Miller's Lade Avenue Sauchie which were completed and occupied in 2012 and 2013 were expected to be to be our last new build provision for some time.
- 4.3 However, in 2016 the Scottish Government revised its benchmark grants to levels reinstating these to the levels which meant that social housing projects were once again financially viable.
- 4.4 This has allowed the Association to return to the delivery of a limited amount of development.

We now have established partnerships with the Scottish Government and Clackmannanshire Council including a formal development partnership with Kingdom HA which delivered 11 new units of housing for social rent on sites, owned by the Association, at Miller's Lade Avenue Sauchie in 2019 and 33 units at Elm Grove Alloa in 2022.

Future Development Opportunities

Following a period of consolidation between 2013 and 2016 the Association has again embarked on a “Growth Strategy” based on the development of new homes with the aspiration that through building new homes and acquiring properties “off the shelf” this will result in an increase in its property portfolio of some 100 units over the next 5 years.

This will be delivered in partnership with Kingdom HA where additional opportunities are identified annually for inclusion in the future capital investment plans. Projects identified in recent years have not proceeded due to grant levels being at a level that makes the projects financially unviable. The Scottish Government is currently agreeing above benchmark funding to progress some developments therefore the Association will continue to monitor this area and consider any projects that become available on their individual merit.

20 Mar Street, Alloa

Following an “options appraisal” in October 2018 it was decided to “remodel” the block of 6 bedsits at 20 Mar Street, Alloa and provide 3 one-bedroom flats. The project achieved a site start in November 2019 and was scheduled for completion in May 2020.

As a result of the Covid–19 pandemic, the project was suspended, resuming in June 2020 but was then beset with further significant delays through Scottish Power and the reconnection of internal meters.

The project which has been developed in partnership with Clackmannanshire and Stirling Health and Social Care partnership and Key Housing Association and will provide 3 adapted one-bedroom flats. Two properties were handed over to Key Housing during late 2023 with the remaining unit handed over in late 2024.

5.0 RESIDENTIAL PROPERTY ACQUISITIONS

- 5.1 In 2015 the Association embarked upon a strategy of purchasing individual residential units and to date, with the financial support of the Scottish Government and to date a total of 55 properties have been acquired. An announcement on funding is delayed currently, however pending an award, it is our intention to proceed with a further 8 scheduled for 2025/2026.
- 5.2 The key driver for this is to try, in some small way, to bring back into social housing some of the properties lost over the past 30 years through right to buy particularly where the acquisition helps to address common ownership issues which have arisen through such a policy.
- 5.3 Criteria and terms for the acquisition of property on the open market are set out in the Association’s Residential Property Acquisition Strategy.

6.0 MANAGEMENT AND MAINTENANCE SERVICES TO OWNER OCCUPIERS

- 6.1 The Association provides a Factoring Service to 43 home owners and 13 sharing owners.
- 6.2 The Association is a registered Property Factor within the requirements of the Property Factors (Scotland) Act 2011. The Association aims to recover its administration costs in providing a factoring service and to recover the direct costs of any work done on behalf of owner occupiers in the maintenance of their homes. Where ever possible we will exclude home owners from maintenance work where this is not fully funded but, in some cases, where this work affects structure or quality of service to our tenants, this may not be possible and we may have to front fund works and recover costs later.

- 6.3 The Association's most recent Customer Satisfaction Survey (2022) identified that 31.3% of owners were satisfied with the Factoring Service provided by OVHA and 31.3% regarded the Factoring Charges as "Good Value for Money".

7.0 EXISTING HOUSING STOCK PROFILE

- 7.1 At 31st March 2025 our property portfolio consisted of:

- ✓ 1455 self-contained lettable properties
- ✓ 7 non-self-contained properties

7.2 Size

The size profile of our properties was as follows:

- ✓ 1 no 1 apartment properties
- ✓ 373 no 2 apartment properties
- ✓ 622 no 3 apartment properties
- ✓ 434 no 4 apartment properties
- ✓ 32 no 5 apartment (or larger) properties

7.3 Age

The age profile of our stock is as follows:

- ✓ 6 units were completed pre-1944
- ✓ 519 units were completed 1945-1964
- ✓ 2 units completed 1965-1982
- ✓ 935 units were completed post-1982

7.4 Property Types

Our self-contained housing stock is divided into the following accommodation types:

- ✓ Houses / bungalows: 655
- ✓ 4 in a block flats: 145
- ✓ Other flats / maisonettes: 662

7.5 LSVT

490 of our properties in management are those remaining in the Associations ownership following a 582-unit stock transfer from Scottish Homes in 1998.

7.6 Location

Our housing stock is spread across two adjacent local authorities, Clackmannanshire and Fife, with 1284 units in Clackmannanshire and 178 units in Fife.

7.7 Costs & Funding

The historic cost, at 31 March 2025, of the Association's housing assets is £92.3m.

Total borrowing at 31 March 2025 is £19.5M. This results in a gearing ratio 21.2% and net debt per unit of £6,213.

The annual income from our rents and service charges from the housing properties in 2024/2025 was £7.7m.

7.8 Investment

The Association has been investing, and continues to invest significant sums for the maintenance and improvement of its housing stock. Over the last 3 years our spend profile on maintenance has been as follows:

| | 2022/23 (£) | 2023/24 (£) | 2024/25 (£) |
|-----------------------------|------------------|------------------|------------------|
| Reactive&Void Maintenance | 841,518 | 1,078,611 | 1,001,936 |
| Cyclical Maintenance | 430,419 | 330,917 | 291,991 |
| Other Planned Maintenance | 264,978 | 317,487 | 309,208 |
| Major Repairs/Capital Works | 1,093,314 | 291,943 | 617,883 |
| Total | 2,630,229 | 2,018,958 | 2,221,018 |

Similar levels of investment are expected to continue over the course of the 30-year plan, having determined our spend profile through stock condition surveys and life cycle costing matrixes. Our spend for the next 3 years is anticipated to be:

| | 2025/26 (£) | 2026/27 (£) | 2027/28 (£) |
|-----------------------------|------------------|------------------|------------------|
| Reactive&Void Maintenance | 1,211,400 | 1,254,600 | 1,267,500 |
| Cyclical Maintenance | 377,700 | 636,900 | 263,000 |
| Other Planned Maintenance | 404,200 | 435,500 | 423,700 |
| Major Repairs/Capital Works | 1,948,600 | 2,386,100 | 2,369,036 |
| Total | 3,941,900 | 4,713,100 | 4,323,660 |

7.9 Funding

The most updated 30-year plans (May 2025) show that no further borrowing is required to achieve the maintenance plans in the future, based on current information. However, borrowing may be required to fund any substantial developments going forward, which are identified through the partnership with Kingdom.

This position will need to be reviewed on an annual basis in line with a review of the future maintenance requirements and underlying assumptions within the business plan.

8.0 HOUSING MARKETS AND DEMOGRAPHICS

- 8.1 The Association takes a holistic approach to asset management and is aware of the need to ensure that it only invests in property that is sustainable. Accordingly, the Association

invests in new build, and in the maintenance and improvement of existing stock on the basis that there is a short- and medium-term demand for its properties. There are no difficult to let schemes or properties within the Association's existing stock.

- 8.2 The evidence for this holistic approach is apparent in our decision, taken during 2018/19 to remodel 6 bedsit properties at 20 Mar Street Alloa to provide 3 x1 bedroom flats. This has been supported with £120K grant from the Scottish Government.

These properties had a history of being used as a supported accommodation project and had been let as mainstream accommodation since being empty for about 12 months in 2015/16. However high turnover had demonstrated that these properties would continue to be unattractive as long-term accommodation in their current layout, so the decision was taken in 2019 to remodel them as 1-bedroom flats to secure their long-term ability to be let.

8.3 Relet Times

Over the past 4 years our performance in re-letting our empty properties has been:

| Financial Year | Average Days |
|----------------|--------------|
| 2021/22 | 38.57 days |
| 2022/23 | 27.00 days |
| 2023/24 | 34.21 days |
| 2024/25 | 23.68 days |

| Financial Year | Number of properties | LSVT Voids | Clackmannan Voids | West Fife Voids | Total Voids | % turnover |
|----------------|----------------------|------------|-------------------|-----------------|-------------|------------|
| 2021/22 | 1430 | 24 | 62 | 15 | 101 | 7.06% |
| 2022/23 | 1436 | 26 | 76 | 10 | 112 | 7.80% |
| 2023/24 | 1455 | 26 | 72 | 17 | 115 | 7.90% |
| 2024/25 | 1462 | N/A | 74 | 8 | 82 | 5.61% |

Stock turnover is variable across financial years and although we saw an increase over 2021/22 due to emerging from the Covid-19 Pandemic, the overall level does not give us cause for concern.

However, while the Association is not at risk from rising void levels, our void performance has remained consistent over the last few years as follows:

| Financial Year | Total Void days | Days with Housing | Days with Repairs |
|--------------------|-----------------|-------------------|-------------------|
| 2021/22 | 38.57 | 4.25 | 34.32 |
| 2022/23 | 27.0 | 2.50 | 24.50 |
| 2023/24 | 34.21 | 2.46 | 31.75 |
| 2024/25 | 23.68 | 2.33 | 21.35 |
| Change over period | -10.53 | -0.13 | -10.40 |
| % change | -30.78% | -5.28% | -32.76% |

During 2025/2026 the Association will continue to monitor how we undertake repairs to voids. We will also continue to monitor other factors contributing to void performance and take remedial measures to ensure performance is maintained. Focus will remain on the two distinct elements of the reletting process with the voids performance days indicator split in two to monitor the performance of Housing Services and Property Services to overall performance.

The flowing measures are set out within the Association's Risk Management Plan as mitigation measures.

8.4 Quarterly Management Reports to Committee

Quarterly reports are made to the Board of Management and the Customer Services Committee reporting on Void Management Performance.

Benchmarking with peers

Targets are set with reference to the Association's historic performance and the performance of other, comparable landlords

Inter departmental liaison on tenancy terminations / allocations etc.

The extent to which any difficulties in inter-departmental liaison contributes to delay in completing the void recovery process will be assessed.

Apply strict timetable for void repairs from contractors.

The greatest element of deterioration in the void management process remains with property services and therefore the performance of contractors in completing pre-tenancy repairs is the first point for scrutiny. We have introduced tighter contractual controls including recovery of rent loss for repairs completed late however on the expectation that there may be a number of contributory factors, we will consider all possible elements.

Minimise the impact of statutory agency involvement in the process.

The Association ended "Nominations Agreements" with both Clackmannanshire and Fife Council's some time ago and replaced them with participation in a Common Housing Register therefore we are rarely (if ever) in the position of waiting for the local authority to nominate a prospective tenant – only in the rare cases of waiting for environmental assessment reports to be provided for registered offenders.

8.5 Age of Stock

Apart from a number of Open Market Purchases, our oldest stock is that transferred to the Association through an LSVT contract with Scottish Homes in 1998 (see below).

Excluding property acquisitions, of the original 584 units acquired, 478 units remain in the Association's ownership with 106 units having been sold under the Right to buy. The Right to buy having been abolished, this number will remain constant. There is sustained demand for this stock which is being strengthened as the planned improvements to the internal and external fabric.

8.6 Non-Traditional Stock

A significant number of these units (185) are of "non-traditional" i.e. steel framed construction, being either *Atholl Steel*, or *Weir Phoenix* that we have identified as being problematic in terms of EESSH compliance. We have undertaken the installation of external wall insulation to 65 properties (55 of which also received installation of solar photo-voltaic panels), being those that currently do not meet EESSH. Our plans for the remaining properties remain similar and we are currently considering a pilot project for various

measures to a small section of the stock, and in addition, the installation of external wall insulation only to the remainder of the stock. Future investment plans are being aligned with our most recent stock condition survey results and the report provided by Changeworks who examined measures suitable for all our stock. These will need to be considered against the targets set by the Scottish Government once it finalises its Social Housing Net Zero Standard (SHNZS) which will replace existing EESSH targets.

8.7 Clackmannanshire Housing Strategy (2018-2023) (CHS) and Strategic Housing Investment Plan (SHIP)

The following statements are taken from the Local Housing Strategy (2018 -2023):

Vision

Everyone should have a safe area to live in, a well maintained house, and help when they need it.

Priorities

- ☐ Investing in new Housing Supply
- ☐ Best Use of Existing Housing
- ☐ Homelessness
- ☐ Specialist Housing and Independent Living
- ☐ Energy Efficiency and Fuel Poverty
- ☐ Improving Neighbourhoods and Communities

Continuing and new priorities for the Council and its partners will be accommodated within the SHIP and the Local Housing Strategy. This will include work as part of the City Deal with Stirling Council and plans for future regeneration in Clackmannanshire.

The Strategic Housing Investment Plan (SHIP) 2025/2030 defines the priorities for housing investment, as set out in the Clackmannanshire's Housing Strategy (LHS).

The SHIP details an investment programme of over £12.9M over the 5-year period from 2025 to 2030.

The Local Housing Strategy states further broad actions which are being delivered through this investment programme;

- ✓ Work with partners including planning and Scottish Government to maximise the number of additional homes provided across all tenures.
- ✓ Where possible, use Council land and assets to support new affordable housing
- ✓ Use income from reduction in Council Tax discounts to support delivery of affordable housing.
- ✓ Work with RSLs to deliver new affordable housing and maximise funding from all sources.
- ✓ Continue to implement and review the Affordable Housing Policy, implemented through the LDP, including commuted sums and on-site provision of affordable housing where required.
- ✓ Promote housing development in a range of settlement centres to contribute to economic regeneration whilst addressing housing need.
- ✓ Maintain a programme to purchase existing housing for affordable rent.

- ✓ Investigate how the RSL sector can play a greater role in housing homeless applicants.
- ✓ Define the need for specialist housing and agree best way to supply gaps in provision;
- ✓ Work with the Health & Social Care Partnership to plan and provide specialist housing for the elderly and adults with particular needs.
- ✓ Explore new models of supported accommodation for young people.
- ✓ Deliver specialist housing on all appropriate new housing developments

8.8 Fife Local Housing Strategy

The Association only operates in one of the four housing market areas in Fife – namely Dunfermline & West Fife (and within this we only operate in what are known as the West Fife villages).

Local Housing Strategy (Interim 2022/2027)

The Fife Council Local Housing Strategy (LHS) 2022-2027 has been prepared alongside partners through the Fife Housing Partnership. It provides long term goals that will help us to tackle housing need and demand. It will focus on future investment in housing and related services across Fife, whilst recovering from the setbacks of the Covid-19 pandemic.

The strategy provides a framework for working together. It supports the Scottish Government's Housing to 2040 draft vision, for everyone in Scotland to have a home that is warm, affordable accessible and meets their needs. In line with this national vision, the Local Housing Strategy 2022-2027 aims to provide housing choices for people in Fife, it looks at the priority areas set out below:

- ✓ Ending homelessness
- ✓ More homes in the right places
- ✓ A suitable home
- ✓ A quality home
- ✓ A warm, low carbon home

LHS Outcomes 2022-2027

The LHS highlights 10 specific housing outcomes to be achieved as follows:

- ✓ People are prevented from becoming homeless
- ✓ People are enabled to sustain their current accommodation
- ✓ People are provided with suitable and sustainable housing options
- ✓ People are provided with housing appropriate to their age and demand
- ✓ People are offered appropriate housing options and support services to sustain their choice of living arrangements
- ✓ People are provided with housing adaptations to enable independent living
- ✓ People live in good quality housing
- ✓ People live in well-managed rented housing
- ✓ People do not live in fuel poverty
- ✓ People live in energy efficient homes and reduce carbon emissions

Due to its limited activity in Fife the Association only has a role to play in aspects relating to fuel poverty / investment in its existing housing stock.

8.9 Choice Based Lettings

The Association operates a choice based digital lettings Service called These Homes for its properties in Clackmannanshire. This service launched in April 2021, replacing a choice based letting service called Homehunt. As such, traditional measures of demand for social housing as described by the size of extent of waiting lists are not applicable. Each available property is advertised and people who are registered on These Homes can apply for the property. The best measure of demand is the number of applications (known within These Homes as applications) that each property receives. The information for 2024/2025 on the profile of applications for our properties through These Homes is as follows:

- ✓ Number of properties let through These Homes - 65
- ✓ Average bids per property - 147
- ✓ Number of properties let to applicants with Gold Homelessness passes - 18 (27.7%)
- ✓ Average days on register for applicants housed – 485

The Association operates a Common Housing Register (CHR) within Clackmannanshire, in partnership with Clackmannanshire Council. This enables each applicant to be registered with both housing providers by making an application to any one of them.

Within Fife, the Association is a member of the Fife Housing Register, which is a Common Housing Register with all the main social landlords in Fife as members. We do not hold a separate housing register for Fife and all Allocations are made to persons who are registered on FHR.

9.0 30 YEAR PROJECTIONS

9.1 Maintenance Plans

The 30-year projections are reviewed on an annual basis and are used as the basis of the five-year financial projections to the Scottish Housing Regulator.

The long-term plans are based on a series of assumptions and projections which are reviewed on a regular basis. However, the most fundamental element of the financial plans are the maintenance plans and in particular the major component replacements, the costs and the timing of these replacements.

9.2 Condition Surveys

The Association continually carries out a rolling programme of condition surveys across all of its stock through which we can maintain a constant review of our short-, medium- and long-term obligations, particularly in relation to maintaining the **Scottish Housing Quality Standard (SHQS)**, **Energy Efficiency Standard for Social Housing (EESH)** and our planned and cyclical maintenance programs for 30 years. Our most recent assessment was completed in March 2024 where we undertook surveys of a 10% sample of our stock.

9.3 30-year Financial Projections

The most recent 30-year plans, May 2025, show that the Association remains viable over the next 30 years and that no cash flow issues arise, or additional borrowing requirements are needed to cover our maintenance obligations for existing stock. Borrowing is likely to be required to fund any substantial development works and this is assumed in the plans. Based on current information and assumptions the Association will remain viable over the next 30 years.

9.4 Summary

In summary, the successful management of the Association's housing assets relies on a prudent approach to financial planning, ensuring that the Association is a viable organisation delivering sustainable, quality housing provision over the next 30 years and beyond, thus protecting the long-term interests of its tenants as a whole and the value and condition of its asset base.

10.0 REACTIVE, PLANNED AND CYCLICAL MAINTENANCE

The central aim of the Association's Repairs and Maintenance Policy is to invest in its existing housing stock to ensure that the Association provides the highest standard of accommodation possible. Specifically, these policy objectives contribute to the Asset Management Strategy by maintaining a comprehensive and systematic programme of cyclical painting, planned maintenance and property improvements.

As outlined above, the Association has prepared a 30-year investment programme of planned and cyclical maintenance covering all of its stock. The need for additional unforeseen major repairs is identified as a result of significant damage to a property or properties; through the void property management process; or following routine inspections as part of the cyclical painting or planned maintenance programmes.

10.1 Procurement and Value for Money

During 2023, the Association re-tendered its reactive maintenance contract and appointed a sole contractor to cover the period 2023 to 2026 to provide all mainstream building services. This contract is complimented by a panel of specialist contractors providing specialist trades such as door entry systems and TV aerial maintenance, and asbestos testing and removal. The Association assesses the qualitative aspects of our reactive maintenance service and they are also regularly tested through in-house maintenance satisfaction questionnaires and the three yearly comprehensive tenants' satisfaction survey.

The contractor gave notice to the Association to end its contract in early 2025, and the Association set in place temporary measures to provide both reactive and void maintenance repairs until the contract is re-tendered. A re-tender exercise was completed in June 2025 with a new contractor set to be appointed in July 2025. The Association is re-tendering on a 5-year arrangement, covering an initial 2-year contract with the option of extension covering the remaining term of the contract. The Association aims to achieve the following objectives by remaining with a single contractor service and monitoring the following areas:

| Key Performance Indicator | Target |
|--|---------------|
| Emergency Repair Response Times | 99.00% |
| Ave length of time to complete emergency repairs | 3 hours |
| Ave length of time to complete non-emergency repairs | 7 days |
| Reactive repair Response Times (All categories) | 95.00% |
| Reactive Repairs Completed Right First Time | 92.00% |
| Reactive Repairs Appointments Kept | 90.00% |
| % tenants satisfied with Reactive Repairs | 85.00% |

During the temporary arrangements, performance has been lower than the levels we expect, left by the outgoing contractor and both new contractors taking time to put additional resource in place. We will continue to monitor the performance closely during the temporary arrangements and until a new contractor is appointed.

10.2 Voids Management

It is important that properties that become void are re-let as quickly as possible. The processes associated with this are detailed in our Voids Management Policy and Reactive Maintenance Policy.

We also have Lettable Standard which publicly states the standard that properties will be repaired to prior to letting. Our performance in relation to average relet time, along with other Strategic KPI's, is monitored against our targets by the Board of Management on a quarterly basis.

This information is also benchmarked, through membership of the Scottish Housing Network (SHN), against the performance of the other RSLs, and in our annual Charter Report to tenants, published each October, where we compare our performance in the last financial year with a number of other comparable and local RSL's.

The Association recognised (2017/18) that we were failing to achieve tenant's aspirations as to the condition of property at let. We took remedial measures to improve decoration standards and since then have achieved 90% (2022/23), 89% (2023/24), and 85% (2024/25). We believe this latter deterioration is related to low numbers of returns and we continue to monitor this feedback and we also review our Lettable Standard regularly, should any changes be required.

10.3 Quality of the Environment

The quality of the environment is an important issue for tenants. We have in place arrangements for landscape maintenance including litter collection.

In addition, the Association carries out stair cleaning and window cleaning in developments with communal stairs where residents do not do this, and the costs are fully recovered through addition to the rent charges.

In the Association's 2019 Tenant Survey, 83% of tenants were satisfied with the management of their neighbourhood by Ochil View, this being a modest (+7%) increase since 2016. Satisfaction levels by area ranged from 78% satisfied in Alloa to highs of 91% satisfied in High Valleyfield and Sauchie.

The main neighbourhood problems affecting all OVHA stock areas that tenants felt needed to be improved are:

- ✓ Maintain trees, shrubs and grassed areas (10.8%)
- ✓ Tackle anti-social behaviour (8.7%)
- ✓ Improving parking (8.2%)
- ✓ Improving handling of bins (5.0%)
- ✓ Improve communal areas e.g. bins, fencing, storage (5.0%)

In December 2019, the Association, in partnership with keep Scotland Beautiful, completed an Environmental Assessment which resulted in the Association being awarded a silver level National Award for Environmental Excellence by Keep Scotland Beautiful.

In addition, we undertook our own internally led environmental assessment of our developments at Talisker and Kippen Place during 2021/21, both areas having higher than normal levels of anti-social behaviour. This resulted in measures being established to improve both areas and to monitor anti-social behaviour.

Survey results in our 2022 Tenant Survey, showed 89.1% of tenants were satisfied with the management of their neighbourhood by Ochil View. This 6% increase was positive following our work in this area during the intervening period. We will continue monitor these areas to ensure that standards are maintained or exceeded.

10.4 Compliance with Standards

We have cyclical programmes in place to deal with our obligations across a range of service areas so that we meet our legal and contractual obligations as well as high service standards. The details associated with this are as follows:

- ✓ Gas Appliances
- ✓ Legionella
- ✓ Asbestos
- ✓ Electrical Systems and Appliances
- ✓ Lifts (including medical adaptations)
- ✓ Medical Equipment Servicing / Maintenance

10.5 Customer Intelligence

The Association supports its investment decisions through customer feedback and information. This assists in reducing the risk that our investment is misdirected and is driven by our 3 yearly comprehensive customer satisfaction surveys and discussions with tenants at our regular estate inspections. Since the appointment of our Tenant Engagement & Communication Officer in 2021, we have established an Engaged Residents Group and continue to develop our Tenant Engagement Strategy and methods of consulting with those residents on specific areas as well as undertaking wider tenant consultation exercises.

11.0 LSVT STOCK

In 1998 the Association purchased 582 houses and flats from Scottish Homes. Prior to the transfer through a Purchase Agreement a selective stock condition survey was carried out.

This, together with the life cycle costings analysis determined the transfer value of the stock. The Purchase Agreement specified the level of expenditure required of the Association in terms of planned maintenance investment. This requirement was met and exceeded by the Association. The rolling programme of stock condition surveys has included the LSVT properties, all of which are included within the overall investment program.

Following discussions between the Scottish Government and the Scottish Federation of Housing Associations in relation to the Purchase Agreements/Contracts, it was agreed in 2009 that, subject to consultation with tenants the Association, along with other housing associations with similar purchase agreements, was able to set aside the contract with the authority of the Scottish Government.

This agreement to set aside the contract has enabled the Association to retain all of its receipts from Right to buy sales to invest in the stock, as well as being able to revise the rents and the basis of future rent reviews to bring them into line with the new build stock.

These changes have meant that the Association has been able to manage its stock holding and its cash projections on a universal basis with the resultant confidence that objectives of the Asset Management Strategy can be met in relation to the LSVT properties.

As stated above, the Association has 185 units within the LSVT stock which are of non-traditional construction being steel framed properties. During 2021/22 we revised our classification under SHQS. They had previously been classed as exempt however we have now changed this with cavity fill being not applicable due to the non-traditional construction and these now meet SHQS for this criterion.

During 2021/22 we also completed a project to externally clad a number of these properties with insulation (EWI) and install solar photo-voltaic panels so that the properties exceed compliance with EESSH and EESSH 2.

12.0 REVIEW

This Strategy will be subject to review annually.

POLICY REVIEW CONSULTATION PROCESS

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| Reviewed by the Management Team | 20th May 2025 |
| Approved by Board of Management | 26th June 2025 |
| Date of Next Review | June 2026 |