



Asset Management Plan April 2017 – March 2020 Updated April 2018- March 2021

**Approved by Committee 28 June 2017
Updated August 2018**

1. Introduction

The purpose of the Asset Management Plan is to describe how we will manage our assets over the next three years to deliver good services for our tenants and to ensure that we achieve value for money. This plan was fully reviewed in 2017 to cover the period 2017-2020. In this update we have rolled the plan forward to cover the period 2018-2021. The next full revision of the plan is due to be carried out in 2020.

We take a strategic approach to asset management by focusing on the most important issues, so that we make best use of our resources over the long term. In doing so we have taken into account the views of our tenants, to ensure that we deliver the actions that are most important to them.

The way in which we manage our assets will support our strategic objectives, our **WHY**:

- Improving lives
- Protecting assets
- Engaging with customers
- Making it happen

It has been shaped by our values, our **WHAT**:

Community: community involvement is our focus

Efficient and effective: the manner in which we operate

Responsive: we listen and act on our customers' views

Never complacent: we continually improve

Accountable: accountable, open and transparent decision-making

Caring and supportive: we treat everyone with dignity and respect

Happy: we aim to please

We take a whole organisation approach to asset management. In formulating this plan we have involved staff from all parts of the organisation and the Management Committee. We have also ensured that the plan is consistent with the Association other key strategic documents, including:

- Internal Management Plan
- Performance Management Framework
- Risk Management Matrix
- Value for Money Statement

Asset Management Plan 2014-2017 was updated in November 2015. We built on that work in the 2017-2020 Asset Management Plan. We have rolled the 2017-2020 plan forward for one year in this update. In the 2017-2020 plan we streamlined the text to sharpen our focus on what matters most in asset management. Rather than

repeat information that is available in other corporate documents, we have chosen to cross-reference to other documents where information is already available.

2. Context

The Association

Cernach is a Community-controlled housing association operating in the Drumchapel area of Glasgow. Since the Association's inception in 1991, we have undertaken four stock transfers from Glasgow City Council and Glasgow Housing Association and completed thirteen phases of improvement and new build. This has enabled us to provide nearly 820 homes for social rent and shared ownership and to deliver a factoring service for 130 owners. Our housing stock is varied and includes new build homes built between 1994 and 2012 and refurbished post war housing stock purchased from Glasgow Housing Association. The stock includes a mix of tenement flats and cottage flats, together with terraced and semi detached houses.

Drumchapel

Drumchapel is located in the north west of Glasgow, neighbouring Clydebank and Bearsden. It was originally developed by the former Glasgow Corporation in the 1950s as one of a number of peripheral housing estates intended to accommodate households displaced by the clearance of inner-city slums. At its height, some 34,000 people lived on the estate. Drumchapel went into a steep decline in the 1970s when a combination of industrial change and poor quality housing resulted in a concentration of unemployment and social problems in the area.

Since then large areas of poor quality and low demand housing have been demolished. In the social rented sector, the five local housing associations, (Cernach, Drumchapel Co-op, Kendoon, Kingsridge Cleddans, Pineview) and GHA have refurbished or redeveloped the remaining social rented housing. These associations work cooperatively together as the DRUMCOG housing group. There has also been some development of housing for ownership on the periphery of the estate by private developers. However, a large programme of private development failed in the 2008 financial crisis, leaving significant areas of undeveloped land across the estate.

According to the latest estimates, Drumchapel now has a population of just under 13,000 people and around 5,700 households. Some 17% of Drumchapel's households live in a Cernach owned or factored house. Three quarters of households in Drumchapel live in social housing compared to around one third in the city as a whole. In addition, some specialist housing associations, such as Hanover Housing Association, own stock in the area.

The Demand for Social Housing in Drumchapel

DRUMCOG Housing List Demand

In August 2016 the Housing Lists of the five Community controlled landlord were compared with the total social rented housing stock. The stock data includes GHA's houses, but there is no corresponding demand data for GHA because they operate a choice-based lettings system. The Housing List data was "cleaned" to remove applicants who had made more than one application to different landlords. A summary of the outcome is shown below:

Property Type	Number of Units	Housing List Demand	% Comparison to Stock
1 Apt	143	31	22%
2 Apt	532	377	71%
3 Apt	2240	503	22%
4 Apt	934	225	24%
5+Apt	276	70	25%
Total	4125	1206	29%

Conclusions: This analysis suggests there is a significant unmet demand for social rented housing in the area. The shortfall is significantly lower for 2-apartment houses than other house types.

The Association has actively been pursuing joint initiatives with key partners to improve housing allocations to tenants:

Glasgow Common Housing Register

Cernach HA is participating in a partnership made up of Glasgow City Council and Housing Associations and Cooperatives working in the Northwest of Glasgow to develop a [Common Housing Register](#). The aims include:

- enabling applicants of Social Housing to complete a single application form to apply to multiple providers
- establishing a Common Application Form
- establish an effective information and advice strategy.

The Glasgow Housing Register (GHR) North West went live on 1 May 2017. The pilot will be evaluated. From December 2017 the GHR was put on hold to enable the development of a Housing Options element and at the time of writing, (August 2018) it is still off-line. From that time applicants have been asked to revert to using the Cernach Housing Association application form.

DRUMCOG Common Allocations Policy

Cernach HA is working with other housing associations in Drumchapel to develop a common allocations policy. This means that any applicant for housing in Drumchapel will be pointed on the same basis. GHA and Drumchapel Co-operative operate a choice-based letting system, so they are not participating in the process. This went live in Spring 2017.

GCC Drumchapel Neighbourhood Population Profile

GCC has analysed the 2011 census and the 2014 population estimates to draw conclusions about the area, including housing policy. The profile includes the following comments:

- Requirement for increased housing supply to boost population base and support school rolls.
- Housing providers should consider supplying new properties with sufficient bedspaces to meet the needs of larger families.
- There is an urgent need for newly formed households in the area.
- The higher proportion of larger families compared to city averages suggests continuing demand for larger dwellings.
- Local providers need to address any mismatch between supply and demand.
- Providers should consider tenure diversification in newbuild schemes with the aim of increasing the population.
- New development should be at lower density to improve variety and flexibility of house type.
- Less than half of all social rented provision appears to meet actual household requirements. Providers could organise surveys to test for mismatch, review letting arrangements and consider new provision.
- Local providers should work with health and social care providers to make homes more accessible in terms of mobility.
- Providers should consider marketing properties for a wider diversity of ethnic groups.

Conclusions: This research suggests new social housing supply is required for larger households and households with mobility problems. The problem of older households under-occupying is a well known phenomenon in social housing. The provision of housing that meets mobility needs or attractive new housing provision of an appropriate size might tempt older households to move house. There is a significant demand for tenure diversification.

These factors have influenced the design of the current joint development by Cernach and GHA at Linkwood Drive and Cernach's proposed development at Invercanny Drive (see Section 8). Both developments have been designed to

include a high proportion of larger house types and houses. Cernach have also included wheelchair houses in these projects. Cernach is currently examining the feasibility of additional housing development in the future.

Given the continuing dominance of social rent in the area, it is GCC's policy to diversify tenure by encouraging new housing development for owner occupation. It is anticipated that in the coming years they will make new attempts to attract private developers to develop on vacant land in the area. In response to GCC's Strategic Housing Investment Plan consultation, the DRUMCOG Housing Associations indicated that they would support private housing investment to help complete the regeneration of the area.

Cernach Housing Association Performance in Allocation and Rent Collection

There are no difficulties to let houses in Cernach's stock and consequently there are no proposals in this Asset Management Plan to target investment on areas, house types or properties to address allocation difficulties.

Cernach's overall performance in these areas has been consistently above average and in 2017/18:

- Collection of current and past rents was equal to 100.89% of total rent due in the year.
- We did not collect 0.13% of rent because homes were empty.
- It took us an average of 9.16 days to re-let homes.

Details of Cernach HA's performance in letting houses and collecting rents can be found on the [Scottish Housing Regulator's website](#).

Helping Our Tenants Maximise their Income and develop their Community

Drumchapel is a neighbourhood with a lower than average proportion of economically active households and a higher proportion of households with a long term sickness or disability or in low income employment. Consequently, many households are dependent on benefits for their housing and other living costs. Despite the efforts of the Scottish Government to mitigate the impact of the so called Bedroom Tax, many households continue to experience reduced incomes through the impact of welfare reform, whilst local authority cuts have had an adverse effect on local services. It is anticipated that the rollout of Universal Credit in December 2018 will exacerbate these problems.

To assist tenants and other residents maximise their income, we have joined with DRUMCOG to fund one day of Welfare Advice delivered locally from the Citizen's

Advice Bureau. In addition, the Association has secured funding from Development Trust Scotland to provide a Debt Advice Service from Citizens Advice for one day per week.

To support wider community development activity within the context of the Community Planning Partnership, the Association was successful in a competitive process to select a Community Anchor organisation for Drumchapel. As part of this role, the Association is hosting a Community Connector, initially for the 18 month period up to March 2018.

3. Regulatory Framework

Cernach Housing Association is registered as a social landlord with the [Scottish Housing Regulator](#) (HAC230), as a charity with the Office of the [Scottish Charity Regulator](#) (SC 036607) and a Registered Society under the Cooperative and Community Benefit Societies Act 2014 (number 2374R(S)). Within this robust regulatory framework we provide good quality housing on a not-for-profit basis. Furthermore, our tenants have the reassurance that the governance of the organisation, the standard of service we provide and our financial practice meet high standards and are subject to external scrutiny.

Along with all other registered social landlords, Cernach must prepare an annual return for the SHR on its performance against the Scottish Social Housing Charter. At the link below there is public access to the Association's Annual Return, together with a summary report. The report is sent to tenants each year as part of our regular newsletter. The SHR's web site also includes a [tool](#) that allows users to compare our performance with that of other registered housing associations.

4. Our Priorities

Over the next three years our priorities will be:
(See implementation Plan in Section 10 for details)

Engaging with Customers

- listen to what our customers want by
 - Carrying out a customer satisfaction survey
 - Analysing the customer satisfaction when a repair is carried out
 - Consulting tenants directly affected by planned maintenance projects
 - Consult all tenants about the annual rent increase.
 - Consult Residents Scrutiny Panel about changes to Association policies

Protecting Assets

- Improve our understanding of our housing stock by:
 - Developing a strategy to implement EESSH2
 - Inputting details of previous and new investment to the Fixed Asset Module of SDM
- Invest in our existing housing stock:
 - Invest £568,000 in planned replacements over the next 3 years
 - Invest £128,000 over the period of the strategy to repair fencing within estates and carry out other major repairs
 - Carry out improvements to meet the EESSH standard by December 2020
- To ensure good policies and procedures:
 - Review the Repairs and Maintenance Policies and Procedures
 - Review the Rechargeable Repairs Policy and Procedure
 - Review the Repair Responsibilities Table

Improving Lives

- Meet additional housing needs by building 84 new houses
- Ensure customers are safe by:
 - Implementing a regular programme of maintenance and safety checks
 - Removing water storage tanks, where feasible to reduce risks associated with Legionella
- Maximise Income and develop the Community by hosting a benefit advice service, Debt Advice Service and Community Connector for Thriving Places Drumchapel

Making it Happen

- To achieve better value for money by:
 - Implementing the Value for Money Action Plan
 - Monitoring the Reactive Maintenance Framework and improving contractor performance information

- Exploring new joint working with other housing associations
- Comparing our performance with other housing associations through benchmarking
- Partnering on newbuild projects

5. Cernach's Asset Base

The Association's housing stock of 794 rented and 18 shared ownership properties can be broken down into two distinct blocks of housing comprising new build homes built between 1994 and 2013 and post war housing stock purchased from Glasgow Housing Association (GHA) on 29th March 2010.

The stock is a mix of refurbished ex-local authority tenement flats, post-1989 new build flats, four in a block style cottage flats, town houses and terraced housing.

As at 31st March 2017 our stock profile of social rented and shared ownership dwellings was as follows:

Form	No	%	Description
Rehabilitated	432	54	Mainly tenement property built in the 1950's and refurbished between 2003 and 2011.
New Build	362	46	New properties built between 1994 and 2012. Comprising a mixture of tenement flats, cottage flats, terrace houses, semi detached, and detached properties. A varied mix of traditional and timber frame construction.

Stock breakdown by street. - The social rented housing stock is detailed below.

Phase	Type	Date refurbished/ built	Description	Total No
1	Kells Place Refurb/new build extensions	1992	Terraced houses	19
2	Inchrory Place Refurb/NEW Build extensions	1993	Terraced houses	19
3	Achamore Road New Build	1994	Tenement flats and town houses	42
4	Kerfield Place new build	1996	Tenement flats and Terrace houses	26
5	Kingsmore Gardens New Build	1997	Cottage flats, terrace houses, semi detached and detached houses	82
6	Cairnwell Grove new build	1998	Tenement flats, Cottage flats, and semi detached houses	38
7	Kingsmore Court New Build	1999	2 upper Cottage flats and 2 multi occupancy care	4

Phase	Type	Date refurbished/ built	Description	Total No
			homes	
8	Lochgoin Avenue new build	2001	Tenement flats and terrace houses	22
9	Achamore Road New Build	2003	Cottage flats, semi detached and detached houses.	445
10	Kinfauns Drive new build	2006	Tenement flats, and maisonettes	8
11	Airgold /Ledmore Drive new build	2009	Cottage flats, and semi detached houses	22
12	Airgold /Ledmore Drive new build	2010	Terrace houses	26
13	Howgate Avenue refurb	2003-2011	Tenement flats	13
14	Dunkenny Road refurb	2003-2011	3 storey Tenement flats	18
15	Dunkenny Road refurb	2003-2011	2 storey tenement flats	17
16	Dunkenny Place refurb	2003-2011	2 storey tenement flats	2
17	Halbeath Avenue refurb	2003-2011	Aged person flats	56
18	Halbeath Avenue refurb	2003-2011	Halbeath Avenue houses	2
19	Halbeath Avenue refurb	2003-2011	Halbeath Avenue 2 storey flats	7
20	Kinfauns Drive refurb	2003-2011	2 storey flats odds	19
21	Kinfauns Drive refurb	2003-2011	3 storey flats odds	79
22	Kinfauns Drive refurb	2003-2011	3 storey flats evens	73
23	Dunkenny Road refurb	2003-2011	5 apt Terraced houses	5
24	Linkwood/Ledmore Drive refurb	2003-2011	5 apt Terraced houses	17
25	Ledmore Drive refurb	2003-2011	51-69 5 apt terraced houses	10
26	Harrow/Ledmore Drive refurb	2003-2011	3 storey flats	31
27	Ledmore Drive refurb	2003-2011	Cul de sac flats 3 storey	50
28	Ledmore Drive refurb	2003-2011	4 storey flats	15
29	Mortgage to rent acquisitions (4	2006	6 x Terraced and semi detached houses and 1	7

Phase	Type	Date refurbished/ built	Description	Total No
	new build)		cottage flat	
30	Dunkenny Road new build	2012	14x cottage flats and 8 semi detached houses	22
Total				794

Type	Number	%
Main Door flats	14	1.8
Tenements	471	59.3
Terraced	99	12.5
Semi/detached	135	17.0
Bungalows single storey	4	0.5
Cottage flats	71	8.9
Total	794	100

Breakdown of Stock by Apartment size

Type	1apt	2apt	3apt	4apt	5apt	total	%
Tenement flat- refurbished	56		233	62	13	365	46%
Terraced and semi detached houses refurbished			2	18	18	38	4%
Flats- new build		55	59	4		118	15%
Cottage flat- new build			71			71	9%
Terraced and semi detached houses- new build			52	96	47	195	25%
Bungalow - new build			5			5	0.7%
Detached – new build					2	2	0.3%

Total	56	55	422	180	80	794	100%
Percentage	7%	7%	53%	23%	10%	100%	

Other assets

Asset	Description	Year of construction
79 Airgold Drive	Office	2006
Shared ownership	Housing stock	1997-2003

6. Stock Condition

Scottish Housing Quality Standard (SHQS)

The Scottish Government introduced the [Scottish Housing Quality Standard](#) in 2004 with all social landlords required to achieve the standard by April 2015. The stock condition survey carried out in 2017, together with analysis of energy performance data have determined that 98.6% of the Association's houses meet the standard. Key findings include:

- Four flats are defined as being "in abeyance". These relate to properties within common closes, where no controlled entry system has been fitted. This has not been possible as other owners were unwilling to meet their share of the costs. We will re-visit this issue with the owners concerned to encourage participation
- Seven flats are below the standard required for energy efficiency – this relates to the type and age of heating systems that are installed. These properties will be targeted for heating replacement during 2018/19

Energy Efficiency Standard for Social Housing (EESH)

The [Energy Efficiency Standard for Social Housing \(EESH\)](#) sets a single minimum Energy Efficiency (EE) rating for landlords to achieve and varies dependent upon the dwelling type and fuel used to heat properties. The Standard is based on minimum Energy Performance ratings and recognises that some dwelling types are more challenging to improve than others.

The Energy Efficiency Standard for Social Housing (EESH) reaches its first mile stone in December 2020. The Association has been working towards this and is well placed to achieve compliance with 94.4% of our stock currently meeting the standard. The next stage of EESH (EESH2) is under consultation and the proposed standards are detailed in the table below:

EESSH2: Proposed Trajectory

2020	2025	2032	2040
Social housing to meet EESSH 2020 milestone (subject to temporary exemptions)	Review progress towards EESSH2 2032 milestone.	Maximise attainment of EPC Band B for social housing	Poor energy efficiency removed as a driver for fuel poverty
	Consider introduction of additional requirements around air quality and environmental impact.		All social housing is carbon neutral, as far as reasonably practical
	No social housing to be below EPC Band D (subject to temporary exemptions)		
	As far as possible, all hard-to-treat properties in rural and off-gas areas meet the 2020 milestone		

When the final EESSH2 standard has been approved by the Scottish Government, the Association will need to develop a strategy to work towards compliance and this will be incorporated within the action plan.

Stock Condition Surveys

The Association has been working with the David Adamson Group to compile a robust record of its stock condition. Three surveys have been completed to date and survey coverage per property type is illustrated below:

House Types	Full Survey	External Survey	No survey	Total by House Type
Flat	274	196		470
Main Door Flat	10		9	19
Cottage Flat	29	1	31	61
Maisonette			1	1
House	124	3	113	240
Other	1	1	1	3
Grand Total	438	201	155	794

Over the previous three surveys, Adamson's have completed full internal and external surveys to 438 dwellings (55%) and external surveys only to 201 dwellings including blocks (25%). 155 dwellings (20%) remain without any survey coverage.

The next survey will take place in 2019, focusing on properties with no survey coverage to help reduce our reliance on cloned data.

A review of energy performance data took place over the course of 2017/18. This identified 44 properties that do not meet the EESSH standard and existing EPC data will be used to model the improvements required to achieve the standard prior to December 2020.

Survey of Fences

Following residents concerns about fencing within some estates, a programme of improvements commenced in 2017/18. Due to competitive rates, the level of works achieved exceeded expectations, demonstrating good value for money. A budget of £30,000 has been allocated for 2018/19 to continue this programme.

Planned Property Inspections

To ensure that all of our houses meet the standards expected of our tenants, every house will have a detailed property inspection at least once every five-years.

Other Legislative Requirements

The other key legislative and good practice requirements in relation to asset management that RSLs such as CHA need to comply with are as follows:

Topic	Legislation/ Good Practice	How it impacts at CHA
Fire Safety	Fire Safety (Scotland) Act 2005 Fire Safety (Scotland) Regulations 2006	CHA is required to carry out Fire Risk Assessments for common areas (where required) to properties that it has responsibility for maintaining. Provision of smoke alarms in every property.
Asbestos	Health and Safety at Work Act 1974 & The Control of Asbestos Regulations 2012	The Association has commissioned ACS to review its Asbestos policies and procedures in 2017 to ensure they are compliant with current legislation and good practice.
Gas Safety	Gas Safety (Installation and Use) 1998	Annual gas safety check must be carried out on each appliance with a flue
Electrical Safety	Periodic Inspection of Electrical Installations	Inspection every five years
Legionella	HSE's Approved Code of Practice L8	The Association has commissioned Meadowhead Consultancy to review its Legionella Risk Assessment and to carry out staff training in April 2017 to ensure they are compliant with current legislation and good practice. Work will be taken forward in 2017 to establish an appropriate action plan for our own properties and to provide information to other owners.
General Health and Safety	CDM Regulations 2015	In the 2015 review the CDM Coordinator role was replaced by that of the Principal Designer. The Association's role is principally as a client for repairs, maintenance and newbuild projects. As a client we need to: <ul style="list-style-type: none"> • Appoint the right people at the right time

Topic	Legislation/ Good Practice	How it impacts at CHA
		<ul style="list-style-type: none"> • Ensure that there are arrangements in place for managing and organising the project • Allow adequate time for design, planning and construction to take place • Provide information to the designer and contractor – the brief • Ensure adequate welfare facilities on site • Ensure the principal contractor has a construction phase plan in place • Keep the Health & Safety File • Protect members of the public, including employees • Ensure workplaces are designed correctly • Ensure that HSE are notified before work starts on projects lasting more than 20 days with more than 20 workers or involving 500 person days of work. • If a Principal Designer or a Principal Contractor is not employed, then the client is responsible for the things that should have been done.
Procurement	Procurement Reform (Scotland) Act 2014 Directive 2014/24/EU	The aim of the Act and Directive is to contribute to the Europe 2020 Strategy and to ensure that public purchases are made in a transparent and fair manner.

Asset Value

In June 2014 Jones, Lang and Lasalle valued the Association's assets at £20.3M existing use value.

Stock Database

The association operates SDM housing management suit and a Fixed Asset Module was recently added. To assist implementation the following action is required to:

- Provide training for staff
- Progress set up and data migration
- Update component replacement data
- Once established a data cleansing exercise will be required to remove redundant data and files

7. Asset Investment

Planned Investment

We plan to invest £3,052,000 in our assets over the next three years (2018-2021). We will make provision for this investment in our Annual Budget and in our Internal Management Plan. Our investment in component renewals reflects our 30-year Business Plan and Five-year Investment Plan.

Our anticipated expenditure on assets over the next 3 years is detailed in the table below:

Budget	2018/19	2019/20	2020/21
Major Repairs	£88,000	£16,000	£24,000
Reactive Maintenance	£311,000	£278,000	£303,000
Cyclical/Estate Maintenance	£407,000	£354,000	£382,000
Component Replacements (revised in accordance with 5 yr investment plan)	£157,000	£153,000	£258,000
Voids	£65,000	£67,000	£69,000
Medical Adaptations ¹	£40,000	£40,000	£40,000
Total	£1,068,000	£908,000	£1,076,000

Major repairs incorporates elements such as fencing and environmental improvements. In 2018/19 this also included for catch up repairs to selective properties in Achamore Road, Kells Place and Kerfield Lane.

Securing Value for Money

In January 2018 the Association published its most recent [Value for Money \(VfM\) Statement](#). The purpose of the statement is to sharpen our focus on value for money so that we will optimise our performance for the benefit of our tenants. This work will help us to comply with the Scottish Social Housing Charter Standard #13, which states that social landlords should “*manage all aspects of their businesses so that tenants, owners and other customers receive continually improving value for the rent and other charges they pay*”.

The statement builds upon previous developments in VfM and identifies eight actions to improve our performance in this area. Our progress in implementing those actions is set out [here](#).

Securing Value for Money in Reactive Maintenance

To realise improved value for money via economies of scale and shared procurement costs, the Association has embraced opportunities for collaborative procurement with other Drumbcog partners. Existing collaborative contracts include:

- Close Cleaning
- Gas Maintenance and Servicing
- Reactive Maintenance Framework
- Open Space Maintenance

The Association will continue to seek opportunities for collaborative procurement and will also consider options available through dynamic purchasing systems and public frameworks.

The Association is a member of the Quality and Efficiency Forum (QEF) which is a benchmarking group, comprised of members from the RSL sector in Scotland. The following table compares Cernach's asset based performance for 2017/18 with the Scottish median for 2016/17 and quartile performance with members of the forum.

Indicator	Cernach's Performance 2017/18	Scottish Median 2016/17	Cernach's Performance Quartile
Void Loss Indicator 34	0.13%	0.65%	Top
Average Re-let Time Indicator 35	9.16 days	20.83 days	Top
Rent – Value for money Indicator 29	97.50%	83.12 %	Top
Repairs – Right First Time Indicator 13	95.24%	94.59 %	Middle
Satisfaction – repairs Indicator 16	100%	91.41 %	Top

Reactive Maintenance Activity

We categorise reactive repairs as follows and set ourselves target timescales for completions.

Category of reactive repair	Target timescale	Brief description
Emergency	Response within 2 Hours, Completion within 24 hours	These are problems which put at risk the health, safety or security of the tenant, or when delay would likely result in significant damage to the property. An out of- hours telephone service is in operation.
Non emergency	Within 3 Working Days	These are problems that can be deferred without serious inconvenience to the tenant and without any further adverse effects on the property.
Right to repair	Per legislation	In line with the Housing (Scotland) Act 2001, the Association operates a 'Right to Repair' scheme within the existing repair and response times. This gives tenants the right to have certain small repairs carried out within a given timescale.

We report on our maintenance performance annually to the [Scottish Housing Regulator](#) and in the annual report to our tenants. In 2017/18 the following performance was achieved:

- The average time taken to complete emergency repairs was 0.82 hours.
- The average time taken to complete non-emergency repairs was 2.46 days.
- 95.24% of reactive repairs were completed 'right first time'.
- 100% of tenants who had repairs or maintenance carried out were satisfied with the service they received.

Cyclical Maintenance

An annual cyclical maintenance programme takes place as follows to ensure the safety of our residents and the appearance of the local environment. Cyclical Maintenance for 2018/19 is detailed below and costs generally increase annually by inflation:

Gas Servicing	£101,400
Landlord Supplies	£34,000
Close Cleaning	£78,000
Ground Maintenance	£82,000
Trees, Fencing - Maintenance	£21,000
Gutter Cleaning	£15,000
Painting	£42,000
CO Alarms/Smoke Detectors	£5,000
Electric Testing	£5,000
Asbestos Surveys	£7,500
Water Tank Replacement	£11,000
Water Tank Testing	£5,000
Total	£406,900

The Association has a partnership agreement with City Building for gas servicing, idverde for ground maintenance and CAS for common environmental cleaning.

Planned Investment Programme

Stock condition surveys carried out by David Adamsons Group have informed the Association's planned maintenance programme, providing 30 year life cycle costs for component replacement. Life cycle costs were updated in March 2017 and identified a planned investment requirement of circa £18.2 million over the next 30 years.

The Investment programme is updated each year to refine priorities and focuses on a 5-year rolling programme for improvement works.

The current five year plan was approved by Committee in April 2018. The table below illustrates the work to be carried out over period of the strategy:

Year	Address	Work	Budget	Total
2018/19				
	Lochgoin Avenue	Kitchens (22 no)	£92,949	
		Heating (22 no)	£55,561	
		Door Entry (4 no)	£8,992	£157,502
2019/20				
	Kerfield Place	Bathrooms (26 no)	£59,753	
	Achamore Road	Bathrooms (42 no)	£93,969	£153,722
2020/21				
	Achamore Gardens	Kitchens (45 no)	£130,500	
	Halbeath Ave APF	Heating (56 no)	£91,840	
	Halbeath Ave Flats	Heating (7 no)	£11,480	

Total	Harrow Place	Common Windows (3 no)	£4,335	
	Mortgage To Rent	Kitchens (7 no)	£20,300	£258,455
				£568,000

8. Growing Our Assets

The Association is on site with GHA on the Linkwood Drive project that will add 36 newbuild units to the Association's housing stock and add another 98 units to GHA's own stock. GHA are the lead developers for the project and have used their frameworks to procure the design team and the contractor. Cernach will enter into a development agreement with GHA that will set out the roles and responsibilities of each party. By utilising GHA's frameworks in this way, the Association is able to ensure that they follow and are able to benefit from modern procurement practices, without setting up their own frameworks.

The Linkwood Drive Project involves the development of derelict land formally occupied by three blocks of tenements. Cernach's houses will be located on Airgold Drive, Ardhu Place and Invercanny Drive. Cernach's housing mix for the project was arrived at after an analysis of the waiting list of all of the DRUMCOG community controlled associations, (GHA has a choice based lettings system):

Property Size and Type	No
2 Apt 2 Person Cottage Flats	8
3 Apt 3 Person Wheelchair Cottage Flats	4
3 Apt 4 Person Cottage Flats	4
4 Apt 5 Person Houses	15
5 Apt 7 Person Houses	5
Total	36

The project started in the November of 2017 and is expected to be complete in March 2020. We have received an offer of grant from Glasgow City Council. The investment breaks down as follows:

Grant	£2,877,120	(59%)
Association's Reserves	£1,989,499	(41%)
Total Cost	£4,866,619	

The Association is promoting the development of a further 48 dwellings at Invercanny Drive, the site immediately to the north of Linkwood Drive. The development is programmed to start in April 2019 and is expected to take around a year to complete. The proposed housing mix is shown below:

Property Size and Type	No
2A2P Cottage Flat	4
3A3P ADPT / 3A4p Cottage Flat	4
3A4P Cottage Flat	4
3A4P House	8
4A5P House	21
5A7P House	5

Total	48
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Estimated costs:

Grant	£3,849,984	(54%)
Association's Reserves	£3,326,518	(46%)
Total Cost	£7,176,502	

9. Risk Management

In October 2016 Cernach adopted a revised [Risk Management Policy](#) which uses best practices to identify, evaluate and effectively control risks. The policy aims to mitigate risks by reducing them to an acceptable level or eliminating them altogether. A Risk Management Matrix has also been established which details key risks and how these will be managed.

The matrix includes two sections on asset-related risks which cover:

- property development and the opportunity for expansion – 11 risks
- property maintenance – 11 risks

In addition, staff and Committee are aware that there are a range of risks relating to housing management and finance that can be mitigated via asset-based solutions.

The Risk Register is reviewed and updated on a six monthly basis.

10. Implementation Plan 2018-2021

	Action	Lead Officer	Deadline
Engaging with Customers			
1.	Carrying out a customer satisfaction survey in 2018 and responding positively to the findings.	Housing Manager	2018
2.	Analysing the customer satisfaction surveys completed when a repair is carried out and putting right any problems that are identified.	Maintenance Officer	Ongoing
3.	Consulting tenants directly affected by planned maintenance projects to ensure that they reflect their needs and accommodate their preferences where we can.	Housing Manager	As required
4.	Consult tenants about the annual rent increase.	Housing Manager	Annual
5.	Consult the Residents Scrutiny Panel about specific changes to Association policy	Housing Manager	As required
Protecting Assets: improve our understanding of our housing stock			
6.	Develop a strategy to implement EESSH 2	Technical Manager	2020
7.	Input details of previous and new investment to the Fixed Asset Module of the SDM system. Provide training to staff to enable this.	Finance Officer	2018
Protecting Assets: invest in our existing housing stock			
8.	Lochgoin Avenue Kitchens (22 no)	Technical Manager	2018/19
9.	Lochgoin Avenue Heating (22 no)	Technical Manager	2018/19
10.	Lochgoin Avenue Door Ent Sys (4 no)	Technical Manager	2018/19
11.	Kerfield Place Bathrooms (26 no)	Technical Manager	2019/20
12.	Achamore Road Bathrooms (42 No.)	Technical Manager	2019/20
13.	Achamore Gardens Kitchens (45 No.)	Technical Manager	2020/21
14.	Halbeath Ave APF Heating (56 No.)	Technical Manager	2020/21
15.	Halbeath Ave Flats Heating (7 No.)	Technical Manager	2020/21
16.	Harrow Place Common Windows (3No.)	Technical Manager	2020/21
17.	Mortgage to Rent Kitchens (7No.)	Technical Manager	2020/21
18.	Complete fencing project	Technical Manager	2020/21
19.	Meet the EESSH standard no later than 2020	Housing Manager	2020
20.	Review Rechargeable Repairs Policy and Procedure	Housing Manager	January 2019
21.	Review Repair responsibilities Table	Housing Manager	January 2019
22.	Review Repairs and Maintenance Policy and Procedure	Housing Manager	January 2019
Improving Lives: meet additional housing needs			
23.	Build 36 new houses at Linkwood Drive	Development	2019

	Action	Lead Officer	Deadline
		Manager	
24.	Building 40 new houses at Airgold Drive	Development Manager	2020
Improving Lives: ensure customers are safe			
25.	Implementing a regular programme of maintenance and safety checks (gas, legionella, lifts, etc.)	Technical Manager	Annual
26.	Remove water storage, where this is feasible may be prevented by other owners in common property).	Maintenance Officer	Where opportunity arises
Improving Lives: maximise income and develop the community			
30.	Hosting a benefit advice service for 1 day per week	Housing Manager	Ongoing
31.	Hosting a Debt Advice Service for 1 day per week	Housing Manager	Ongoing
32.	Hosting a Community Connector as part of Thriving Places	Housing Manager	2017/18-2018/19
Making it Happen: achieving Value for Money			
33.	Implementing the VfM Action Plan	Director	Ongoing
34.	Implementing Reactive Maintenance Framework	Housing Manager	Ongoing
35.	Exploring new joint working with other housing associations	Director	Ongoing
36.	Comparing our performance with other housing associations through benchmarking	Housing Manager	Ongoing
37.	Partnering on newbuild projects (GHA etc.)	Development Manager	2017/18

This implementation plan will be regularly monitored and progress will be reported to the Management Committee on an annual basis.

11. Conclusions

There is a continuing healthy demand for social housing in Drumchapel. There are no difficult to let houses within Cernach's own stock, turnover is low and houses are re-let quickly. There is evidence of unmet need and over the next three years we will invest in 84 additional houses to provide a wider range of house types and to meet the needs of people with mobility problems.

In section 4 we have set out clear priorities over the next three years to protect and invest in our assets; to improve our understanding of our housing stock and our tenants; and to protect and support our tenants and other owners. In doing so, we will meet our regulatory responsibilities and manage our risks.

We have made provision in our financial and business planning to ensure that this activity is properly resourced and that we will use best practices to achieve value for money for our tenants.

Our investment and activities are aligned with our strategic objectives:

- Improving lives
- Protecting assets
- Engaging with customers
- Making it happen

Acknowledgements

This plan was originally prepared by a working group comprising Colin Armstrong (Development Manager), Kirsty Boag (Housing Services Assistant), Gavin Burt (Depute Director), Paula Baylis (Housing Officer), Karen Dyson (Finance Officer) and Bruce Strathearn (Maintenance Officer).