

# ASSET MANAGEMENT STRATEGY 2025-2030



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## 1. Introduction

- 1.1 This strategy has been developed in line with the regulatory requirements governing our asset management activity, including, but not limited to, relevant Housing, Health & Safety legislation, and regulation of the built environment. It is designed to support the organisation in delivering Integrated Asset Management, as defined by the Scottish Housing Regulator, in their [Recommended Practice in Asset Management](#), published in February 2023.
- 1.2 This guidance recognises that good asset management is core business for Orkney Housing Association (OHA) and that our strategy must be embedded within our wider business planning processes. Accordingly, we have ensured that this Asset Management Strategy is fully aligned with the Association's Business Plan, Performance Management Framework, and Risk Management Policy – each of which set out how we will manage our assets in line with evolving expectations.
- 1.3 We are committed to delivering an integrated approach to asset management, focusing on all aspects of asset performance to determine whether continued investment is sustainable. A fit for purpose asset should:
- be managed efficiently and demonstrate ongoing demand;
  - be in good condition, supported by a costed, affordable maintenance programme;
  - contribute positively to the Association's Business Plan; and
  - deliver value and provide a high standard of amenity.

To achieve an integrated approach to asset management, the Scottish Housing Regulator recommends five practical principles:

Principles of Integrated Asset Management	
<b>Principle 1</b>	Governing bodies and committees lead the strategic response to asset management and should be assured that assets are managed effectively
<b>Principle 2</b>	Social landlords should have a comprehensive understanding of their assets.
<b>Principle 3</b>	Social landlords should develop an approach to understanding the value of their assets
<b>Principle 4</b>	Integrated asset management outcomes should be understood and used as evidence to inform future investment decisions
<b>Principle 5</b>	Social landlords should use the integrated asset management outcomes to inform their asset management strategies

The Association is committed to these five key principles, and this Strategy reflects both the published report and the guidance from the Scottish Housing Regulator, as well as the evolving business needs of the Association. These needs have been shaped by changes in the operating environment, regulatory reform drivers and, more recently, the wider unprecedented socio-economic challenges we continue to face. We recognise that responding to these challenges requires innovation and

flexibility in our delivery model. The approach and plan for how we will achieve this are outlined in our Asset Management Strategy.

## 1.4 Definition of Asset

Asset Management is the process by which we ensure that the assets that we need to operate our business are managed effectively and provide value for money. It covers the range of activities that are undertaken to improve and protect these assets.

Our assets, as covered by this policy, consist of:

- **Housing Stock** we own (or part own) to support our core business for the provision of quality, affordable accommodation for people in housing need.
- **Land** in our ownership that is “banked” for future development.
- **Office Accommodation** that we own in addition to our housing stock.

## 2. Our Mission

- 2.1 This document provides a framework for delivering the Corporate Outcomes set out in our Business Plan, with a particular focus on *Great Customer Services* and *Contributing to a Safe and Sustainable Community*. Through this strategy, we aim to provide high quality, affordable homes and services that benefit the people and community of Orkney, guided by our overall headline of *Delivering for Orkney*. These priorities are aligned with the following strategic outcomes:

## 3. Asset Management Objectives

- 3.1 In support of the Corporate Outcomes identified in the Business Plan, and the five principles set out by the Scottish Housing Regulator in their Recommended Practice in Asset Management, published February 2023. The objectives of this Strategy are as follows:

### Objective 1: Governance

- We will ensure that there is effective governance of the delivery of the Asset Management activities, aligned with the Association’s strategic priorities.
- During the lifetime of this strategy, we will restructure and consolidate our data across the Association and implement IT system improvements to ensure all asset information is integrated into a single platform.

### Objective 2: Investment and Component Replacement

- We aim to invest around £5 million in our housing stock between 2025 and 2030 and will manage and prioritise the investment programme to support a sustainable Business Plan and well-balanced stock portfolio.

### **Objective 3: Repairs And Maintenance**

- We will deliver a responsive and efficient repairs service to ensure properties remain in good condition and meet all key requirements.

### **Objective 4: Development And Strategic Acquisitions**

- We will aim to deliver a sustainable development program of 32 social rented homes per year over the next decade, while actively appraising opportunities on the open market.
- All new properties will be designed and built to the highest feasible specification with easily to source and replaceable components to future proof our stock.

### **Objective 5: Energy Improvements**

- We will invest in energy efficiency measures, prioritising those that support national targets, contribute to reducing fuel poverty, and improve the overall environmental performance of our homes.

### **Objective 6: Tenant Health And Safety**

- We will maintain full compliance with statutory requirements, placing tenant safety at the forefront, and seek to continuously improve our compliance processes.

## **4. A Whole Organisation Approach**

- 4.1 At Orkney Housing Association, we believe that every person in our organisation has a role to play in maximising the contribution our properties make toward achieving our overall aims.
- 4.2 The Association is governed by an elected Management Committee, who recognise the importance of effectively managing our strategic assets. They have approved this Strategy, along with the Business Plan, which they continue to monitor closely to ensure staff deliver on the Association's objectives.
- 4.3 To support the delivery of the Strategy, the Association will develop and maintain up-to-date policy and procedure documents that guide staff and ensure alignment with our strategic objectives.
- 4.4 The Asset Management Strategy outlines our long-term approach to managing our housing stock, preserving its value as a key asset. To achieve this, we will:
- Gather and regularly update reliable data on the condition of our housing stock and estate.
  - Develop costed, affordable long-term plans for maintaining our assets, supported by appropriate annual maintenance programs.
  - Prioritise Planned Maintenance and Improvements to reduce reliance on reactive day-to-day repairs.
  - Engage with key stakeholders to understand the condition of our properties and their priorities for future investment.

- Deliver a range of wider services and initiatives that contribute to community cohesion and long-term sustainability.

4.5 This Asset Management Strategy underpins our overall aims and objectives. Through its delivery, we remain committed to the maintenance and improvement of our properties and estates, ensuring the sustainability and long-term value of our assets.

## 5. Risk Based and Proportionate

5.1 Annually, as part of the business planning process, we conduct a Risk Management exercise, where the Association conducts a comprehensive evaluation of the factors within both our internal and external environments. We consider two key questions – what risks could prevent us achieving our objectives, and what opportunities might we miss by failing to act.

5.2 Our Risk Register is developed so that it:

- Is created and discussed at a senior level to ensure key decision-makers are aware of the most significant risks.
- Prioritises the highest risks to the Association.
- Each risk is assessed in terms of both its potential impact and likelihood.
- Outlines how OHA will respond to each risk – either tracking or treating it.
- Details specific actions we will take to mitigate or reduce the risk.
- It is easily accessible, regularly reviewed, and updated as required.
- Embeds an awareness of asset-related risks and considers the role of assets in managing our risks.

5.3 We place particular emphasis on our residents' homes and other strategic assets when analysing organisational risks and identifying potential mitigation strategies.

5.4 Alongside our approved Risk Management Policy, the Association will also maintain a Development Risk Management Policy, to ensure that risk is explicitly considered within any development and investment strategies.

## 6. Joined Up Planning

6.1 We have in place a robust cycle of strategic and business planning, which fully incorporates consideration of our Strategic Assets. This process is led by our Management Committee and Leadership Team and begins annually in October. It includes a full environmental analysis, utilising both PEST and SWOT frameworks, and incorporates a comprehensive risk analysis covering internal and external factors.

6.2 The Association operates a detailed 30-year strategic asset management approach, supported by rigorous financial modelling. We prepare 30-year financial

projections that consider all known factors, and we apply stress testing to examine the impact of potential unknowns and key assumptions.

- 6.3 Our asset management plan is also based on the expected lifespans of individual property components, with planned replacements scheduled over a 60-year horizon. This is complemented by a detailed 30-year investment program. Both long- and short-term plans inform financial projections and underpin our overall business planning.
- 6.4 Component lifecycles are regularly reviewed to ensure replacements are carried out at the appropriate time. Our tenants are consulted on replacement programs, ensuring transparency and alignment with residents' needs.
- 6.5 Our approach is inclusive of all parts of the Association and is designed to ensure that sufficient cashflow is maintained to safeguard and sustain our asset base over the long term.

## **7. Evaluating Our Assets**

- 7.1 All our properties are relatively modern, with the oldest dating back to 1987. As a result, we hold detailed information about each scheme. To maintain and enhance our in-depth knowledge of our assets, we currently survey a minimum of 10% of our stock annually. Over the lifetime of this strategy, we will aim continue surveying our properties on a rolling basis, using targeted surveying to ensure comprehensive coverage across our stock.
- 7.2 In addition, we keep our condition information current through a combination of unplanned small-scale property surveys, wider component specific surveys, damp and mould inspections, and regular review of completed works from reactive repairs and both planned and cyclical maintenance.
- 7.3 Our Development and Properties Team is responsible for collecting programme-focused condition data, including surveys of key components such as windows, kitchens, bathrooms, roofs, and heating systems. This data directly informs the scope and priorities of our investment programme. We also update property condition records based on information gathered during voids periods and various inspection processes.
- 7.4 All collated data is integrated into the Association's broader systems review and supports our evolving approach to Digital Asset Management.

## **8. Asset Performance Evaluation**

- 8.1 A key element of Integrated Asset Management, as defined by the Regulator, is the ability to understand asset performance and how it supports the organisation's overall mission. Asset Performance Evaluation is a structured process that uses

both financial and non-financial data to assess property performance and inform strategic decision-making.

- 8.2 Over the next five years, we do not anticipate any need for wholesale redevelopment or disposal of existing assets. Instead, our focus will be on enhancing the accuracy and integration of data, enabling deeper insights and more proactive asset management. We are aware however, that assets can become liabilities and we will therefore continue to monitor performance of stock both in terms of physical condition and in the wider social and environmental context.
- 8.3 As part of this system, we will consolidate and restructure data across the Association, facilitating improvements in our IT system. This will allow us to embed all relevant information within a single, integrated system, creating a unified 'data landscape'. This joined up approach will improve business intelligence and enable consistent, comparative asset performance across the organisation.

- 8.4 The current evaluation criteria are:

#### Financial Performance

- Net Present Value (NPV) assessment based on 30-year life cycle projections
- Rent and service charge income
- Management costs (including overheads)
- Repair costs
- Service charge costs
- Investment costs

#### Non-Financial Performance

- Stock turnover
- Resource intensity (e.g. number of repairs, ASB, relets)
- Home satisfaction
- Neighbourhood satisfaction
- Staff assessment
- Energy performance

- 8.5 Throughout the lifetime of this strategy, we will use these insights to better understand asset performance, plan service delivery, and direct resources effectively. Our data will be continuously reviewed to ensure our systems remain aligned and capable of supporting more detailed, nuanced analysis. The performance framework will also enable analysis of individual performance areas – including asset and tenancy based 'hotspots' – to inform our SWOT analysis and guide future business activity.

## 9. Leveraging AI to Support Asset Management

- 9.1 As part of our commitment to continuous improvement and innovation, the Association will explore ways to best integrate the use of Artificial Intelligence (AI) to enhance our Asset Management processes. AI technologies offer significant potential to support decision making through:

- Predictive analytics, which can anticipate component failure or maintenance needs based on historical data trends.
- Pattern recognition, helping to identify high risk properties or recurring issues such as damp, disrepair, failures, etc.
- Automated data analysis, streamlining the evaluation of large datasets from repairs, inspections, satisfaction surveys, and financial performance.
- Scenario modelling, enabling the simulation of different investment options and their impact on long term asset sustainability and value.

9.2 As our systems and data infrastructure evolve, we will continue to assess how AI tools can be best integrated to improve accuracy, responsiveness, and efficiency in managing our assets – ultimately supporting better outcomes for residents and the Association.

## 10. Investing in our Properties

10.1 An integrated approach to asset management considers all dimensions of asset performance to assess whether continued investment is both viable and sustainable over the long term.

10.2 For an asset to be considered fit for purpose, it should:

- Be efficiently managed and continue to attract demand;
- Be in good condition, supported by a costed and affordable maintenance programme;
- Make a positive contribution to OHA's business plan and financial objectives;
- Provide clear value and amenity to residents and wider community.

## 11. Planned Maintenance

11.1 Planned maintenance is a fundamental part of our asset management strategy. It ensures that buildings and their components continue to function effectively, retain their value, remain compliant with legal and regulatory obligations, meet the Association's standards, and deliver best value over the life of each asset.

11.2 Our planned investment programmes are designed to uphold the highest possible standards across our asset base, while also helping to reduce the volume of day-to-day repairs. Delivering works in a planned and packaged manner is typically less disruptive for tenants and represents one of the most cost-effective approaches of maintaining our properties in a good state of repair.

11.3 Key principles of our planned maintenance approach include:



- Component replacements are identified based on a combination of age, expected life cycle, and actual condition. Replacements are not made solely on age, ensuring investment is prioritised where it is most required.
- A detailed programme budget is developed and reviewed each year, incorporating the latest stock condition data and survey findings.

**11.4** The annual budget for planned maintenance is specifically allocated to ensure:

- Compliance with all current legislative and regulatory requirements, including health and safety, with ongoing monitoring of emerging requirements;
- Delivery of a structured programme of component replacements and building fabric works, informed by asset lifecycle and condition data;
- Alignment with organisational standards relating to asset quality, resident satisfaction, and sustainability;
- Optimisation of long-term costs through reduced reliance on reactive repairs via proactive investment.

**11.5** Planned maintenance is distinguishable from responsive or emergency works. It is data-driven, based on stock condition surveys, compliance inspections, and component lifecycle reviews. This forward-looking approach allows the Association to anticipate future investment needs, minimises disruption to tenants, and ensure our properties remain safe, functional, and fit for purpose well into the future.

## **12. Cyclical Maintenance and Compliance Works**

**12.1** Cyclical maintenance refers to regular, scheduled servicing and inspection activities designed to maintain the safety, performance, and longevity of building components. This proactive approach helps to prevent costly responsive repairs, avoid component failure, and ensure homes remain safe, healthy and compliant.

**12.2** This aligns with the Regulator's principles emphasising that 'assets – tenants' homes – are sustainable and remain fit for purpose in the short, medium and long term'.

**12.3** Cyclical works are carried out annually or at fixed intervals, depending on the nature of the component or system. Our cyclical works approach is tightly integrated with our compliance programme, in accordance with Principle 2 (understanding assets), Principle 4 (using outcomes to inform decisions), and Principle 5 (using insights to guide strategy) of the recommended practice. Together, these measures ensure that we meet the following essential outcomes:

- Protect tenant health, safety, and security;
- Prevent deterioration and limit long-term damage;
- Maximise asset life and ensure compliance with legislation and good practice.

- 12.4 These outcomes directly support the Regulator's emphasis on ensuring assets remain fit for purpose, which includes being efficiently managed, in good condition, contributing to the business plan, and delivering value and amenity.
- 12.5 Our approach to cyclical and compliance works is embedded across all areas of our asset management function:
- A calendar of compliance and servicing activities is maintained for each property, ensuring timely inspection and certification;
  - Compliance requirements are integrated into responsive repairs and project works, allowing for the update of records and certifications whenever works are carried out;
  - We ensure our staff across the Association have appropriate training and awareness of key compliance issues, empowering them to identify and escalate any concerns, as appropriate;
  - Where tenants fail to provide access and all reasonable procedures have been followed, the Association will take proactive legal steps to gain access, in line with the tenancy agreement, to carry out essential safety checks/works;
  - New build stock is constructed to current regulations and seeks to anticipate future standards.
- 12.6 The following non exhaustive list reflects example planned maintenance and compliance activities:
- Smoke, heat alarms and CO detector installation and testing
  - Electrical testing (EICR)
  - Energy Performance Certificates (EPC)
  - Thermostatic Mixing Valves servicing
  - Gutter cleaning
  - Inspection/servicing of solid fuel stoves and fires
  - Chimney sweeping
  - Water hygiene management
  - Emergency lighting testing
  - Asbestos condition monitoring
  - External and Communal redecoration
  - Fire Risk Assessments
- 12.7 By embedding a whole-organisational, data driven approach to cyclical maintenance, we ensure compliance and maintain tenant safety – delivering effective management of our assets in line with Scottish Regulator's Principles.

## 13. Responsive Repairs

- 13.1 Responsive repairs are works that, by their nature, cannot be pre-planned. The Association recognises the importance of delivering a high quality, timely, and

effective responsive repairs service to ensure tenant safety, protect property condition, and prevent further deterioration or early component failure.

- 13.2 These repairs are typically reported directly by tenants and are prioritised based on risk, with particular attention to any health and safety concerns, or where delays could result in further damage or increased costs. Repairs are categorised and delivered in accordance with the Association's Responsive Repairs Policy, with a performance monitoring system in place for conformity against key performance indicators linked to outcomes for the Scottish Social Housing Charter. This is reviewed on an annual basis and monitored quarterly to ensure that any issues are identified promptly, and service standards are maintained.
- 13.3 While responsive repairs are a necessary element of property management, our goal is to minimise reliance on reactive works through effective planned maintenance and cyclical works, supported by robust stock condition information and tenant feedback.
- 13.4 Damp and mould is addressed under its own Policy and Procedure as part of our overall responsive repairs service but the same principles apply.
- 13.5 However, we recognise that major unforeseen building related works may still occasionally arise. In such cases, funding may be drawn from the major repairs budget to ensure the Association remains responsive and flexible. These instances are expected to be limited, given our proactive asset management approach, including regular cyclical inspections and condition monitoring.

## **14. Shared Assets, Non-Residential Property, Land and Factoring**

- 14.1 In addition to its core portfolio of rented homes, the Association holds a range of other strategic property assets. These include factored properties, land holdings, and Low-Cost Home Ownership (LCHO) homes, which form a key part of our wider asset base and contribute to meeting the diverse housing needs of our communities.
- 14.2 When we no longer retain any ownership interest in a factored property or building, we will undertake an options appraisal to assess the future of our involvement. Where appropriate, we may withdraw from providing factoring services, allowing us to concentrate resources on our core business of providing social housing. Recognising the importance of ensuring proper upkeep and service standards across all units though, in such instances, we may continue to provide factoring or management services to Shared Ownership (SO) and New Supply Shared Equity (NSSE) owners to help maintain shared elements and support cohesive neighbourhoods. In exceptional circumstances, and where owners are facing hardship, the Association will consider referrals to support partners (eg, THAW)
- 14.3 A small but important proportion of our stock is made up of LCHO housing stock in the form of SO. There are also NSSE properties where the Scottish Government hold an equity stake. These homes are typically located within mixed tenure developments alongside our rented properties. We take a proactive approach to

engaging with sharing and equity owners, supporting the ongoing upkeep for properties, and ensuring compliance with communal maintenance obligations. This collaborative management approach helps maintain standards, supports community cohesion, and promotes long-term sustainability within mixed tenure settings. Maintaining this positive approach and property standards is particularly important, as the Association retains the option to repurchase certain homes when they become available. This allows us to return these properties to our social rented stock, strengthening our ability to meet housing need and protect the value of our long-term asset base.

- 14.4 Land ownership remains a critical asset for the Association. It enables us to respond proactively to local housing need and supports the delivery of affordable housing without relying solely on third-party landowners. We continually consider additions and disposals of land on a case-by-case basis, guided by their potential to support future development, sustainability, or income generation. Where feasible, we also utilise undeveloped land for short-term purposes, such as agricultural leases, to create a small level of interim income. All landholdings are periodically reviewed to ensure they support the Association's development objectives.

## 15. New Development

- 15.1 As long as there is a demonstrable unmet housing need within our communities, the Association will remain committed to the delivery of high quality, affordable new homes.
- 15.2 OHA have an important and long-standing strategic partnership with Orkney Islands Council (OIC), with whom we share a joint application process and joint housing list.
- 15.3 OIC prepare a 5-year Strategic Housing Investment Plan (SHIP) for Orkney, in consultation with OHA, Scottish Government and other partners. Our Development Strategy is largely driven by the SHIP and defines what we aim to build over the next 5 years and in which locations we will prioritise certain types of development.
- 15.4 Our build programme will normally be funded by Scottish Government grant, sales and loans as detailed within our Business Plan. This multi-source funding approach enables us to deliver homes that are financially viable while maximising public value and supporting long-term asset sustainability.
- 15.5 Our New Build Design Brief (NBDB) sets out the standards we require for all our new homes. This includes energy efficiency, accessibility, amenity, and long-term sustainability. The NBDB is regularly updated and informed by direct tenant feedback, gathered through structured surveys of all residents moving into new homes. This engagement ensures that tenant experience actively shapes future development, alongside staff experiences and survey and repairs data.
- 15.6 The inter-relationship between new build and the need of the existing stock is recognised. In extreme circumstances, the new build program can provide an opportunity to replace stock which has a limited future life span but equally we

cannot focus investment on new build at the expense of the needs of the current housing stock and existing tenants.

## 16. Sustainability

16.1 Sustainability is a core principle embedded within the Association's Asset Management Strategy. It encompasses a broad range of activities and responsibilities – spanning social, environmental, and economic outcomes. Our approach reflects a long-term commitment to ensuring that our homes and communities are not only resilient and efficient but also contribute positively to the wellbeing of our tenants and wider sustainability goals.

16.2 We recognise Sustainability through the following key areas:

- Sustaining tenancies by providing homes that are affordable, well designed, well maintained, and well managed, creating the conditions for long-term tenant satisfaction and community stability;
- Maximise asset life cycles through data led, proactive maintenance planning and investment, reducing waste, inefficiency, and premature component failure;
- Maintaining high quality estates, ensuring that shared spaces and neighbourhoods remain attractive, safe, well managed, and utilised;
- Delivering property improvements that extend the life, usefulness, and value of our housing stock;
- Adapting properties to meet the changing needs of tenants, supporting independent living, inclusion, and health outcomes;
- Improving environmental performance, including enhancements to energy efficiency and reduction in carbon emissions, directly contributing to climate change mitigation and tackling fuel poverty.

16.3 Our commitment to sustainability ensures that our asset management activities not only deliver best value for the Association, but also contribute to the creation of healthy, resilient communities and contribute towards national efficiency targets.

## 17. Energy

17.1 The Association is committed to delivering energy efficient homes that support affordability for tenants and contribute meaningfully to Scotland's Net Zero targets. Sustainability and carbon reduction are central to our asset management strategy, and energy performance is considered in all investment and improvement decisions across our housing stock.

17.2 We are preparing for the implementation of the Scottish Government's forthcoming Net Zero Standard, which is set to replace EESSH2. While the standard is to be finalised, early indications suggest a shift away from EPC banding as the primary metric, with a greater emphasis on actual heat demand – the energy required to maintain a home at a comfortable temperature.

### 17.3 To prepare, and in general, we:

- Develop robust energy data and modelling tools, including property archetypes profiles, to understand the baseline performance of our homes;
- Pursue a fabric-first approach, prioritising improvements to insulation, ventilation, and thermal performance as a foundation for any future low carbon heating or ad hoc technology installations;
- Ensure that all planned investment supports or enables further energy efficiency improvements, even if full retrofit is not immediately feasible;
- Ensure the NBDB is fit for purpose and sufficiently future proofed to maximise new build performance before additional investment;
- Progress a targeted number of low carbon energy projects, identifying solutions appropriate to Orkney's unique context and our diverse property types.

17.4 This work is being progressed in tandem with our asset performance evaluation and wider sustainability goals, ensuring our decisions are data-led, tenant focussed, and aligned with the national shift towards climate-resilient housing.

17.5 Through the lifetime of this strategy, the Association aims to ensure that all homes can meet the Net Zero Standard in a way that balances cost, deliverability, and tenant wellbeing, while also addressing fuel poverty and supporting long-term asset value.

## 18. Procurement

18.1 The Association has a modern and strategic approach to procurement, underpinned by sound governance, fairness and transparency. Our procurement processes are guided by our Procurement Policy, which is regularly reviewed to reflect legislative requirements, evolving best practice, and sector specific guidance. Procurement decisions are made with a clear focus on ensuring that the quality, integrity, and long-term sustainability of our strategic assets are maintained and enhanced.

18.2 Our procurement approach is about more than price. While value for money remains a core principle, we recognise this does not always equate to the lowest cost. Instead, we assess bids on a best value basis, factoring in quality, whole life cycle costs, contractor capability, local impact, and social value.

18.3 The effectiveness and impact of our investment and maintenance programmes will be monitored by staff and regular satisfaction feedback from tenants. These will demonstrate to the Association the positive impact on tenants of thorough Asset Management programmes.

## 19. Value for Money

- 19.1 The Association employs its own Direct Labour Force, comprising multi trade and estate management staff, to carry out elements of the Asset Management Program, including:
- Planned Maintenance: windows, doors, kitchens, etc.
  - Cyclical and Compliance works: painting, estate management, various inspections/assessments, etc.
  - Repairs: a large portion of responsive repairs and void works.
- 19.2 Having an in-house resource helps to reduce our dependancy on external contractors and reallocate savings to allow us to do more and quicker improvements. Our aim for the lifetime of this strategy is to undertake more cyclical programmes of work in-house, ensuring our team is trained and upskilled where necessary, to deliver value for money.
- 19.3 For new builds, our experienced Technical Services team provide clerk-of-works resource. This ensures that works are delivered on time, within budget, to expected quality, and that opportunities can always be taken to deliver maximum value.
- 19.4 The Association will also work collaboratively to support the local economy and our local community, supporting Orkney's approach to Community Wealth Building. This continues to be evolving but important work, and we are actively engaged in sector-wide discussions to share our experience, learn from others, and find opportunities to work together.
- 19.5 Our investments deliver social value far beyond our immediate role and responsibility to our tenants. This investment is an important contributor to creating sustainable communities and to supporting the local economy. Over the next five years, through our repairs, maintenance and development programmes, we will continue to make a major contribution to the local economy, supporting jobs, local suppliers and communities.

## 20. Digital Asset Management

- 20.1 As digital innovation continues to transform business and service across all sectors, the Association recognises the growing importance of using high quality data to inform decisions, improve services, and enhance the management of our assets. The ability to collect, store, and analyse data effectively is critical to understanding asset performance and supporting long-term planning.
- 20.2 Across the sector, digital tools are enabling smarter, more efficient approaches to managing stock. We have laid important groundwork in recent years to integrate digital thinking into our asset management function, strengthening our data capacity, improving system integration capabilities and taking part in forums and training research partnerships to build sector knowledge.



- 20.3 To meet the growing demand for integrated, high quality asset information, we have been strengthening our data infrastructure and capability across the Association. This includes:
- Research and development in data mapping;
  - Increased use of environmental sensors to support real time monitoring;
  - Improved data structure and integration;
  - The development of new tools and approaches for analysing and using multiple data streams to inform asset decisions.
- 20.4 We continue to seek opportunities to enhance how asset data is captured, stored, and analysed, ensuring we maintain a robust and future-ready digital foundation.
- 20.5 To build on these foundations, we will continue to learn, adapt, and innovate in how we use digital technologies and data to guide future asset management and investment decisions. Our priorities include:
- Ensuring alignment with the wider Association's IT infrastructure, including full integration of asset data within the housing management system;
  - Continuing to explore opportunities to enhance data quality, consistency and accessibility;
  - Supporting predictive maintenance and performance evaluation through the adoption of emerging technologies, including the use of AI and data modelling tools.
- 20.6 Where possible to do so, we will seek external funding to accelerate this work. However, we remain committed to progressing through sector collaboration, phased implementation, and internal investment where required.
- 20.7 By embracing digital asset management, the Association aims to deepen our understanding of our stock, improve operational efficiency, and ensure our homes remain safe, sustainable and fit for the future.

## 21. Review of Asset Management Strategy

- 21.1 It is crucial that the Asset Management Strategy remains responsive, relevant, and aligned with both internal priorities and the external operating environment. To ensure this, the Strategy will be monitored annually and subject to a comprehensive review every five years, or sooner if required due to significant changes in legislation, regulation, funding, or strategic direction. Regular monitoring and timely review will ensure that our Asset Management Strategy continues to provide a strong foundation for decision-making and supports the delivery of high quality, sustainable homes for our tenants.