



# LANGSTANE

HOUSING ASSOCIATION LTD

YOUR HOME MATTERS



ANNUAL REPORT  
Our Performance in 2019 -20

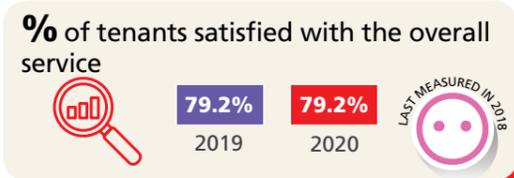
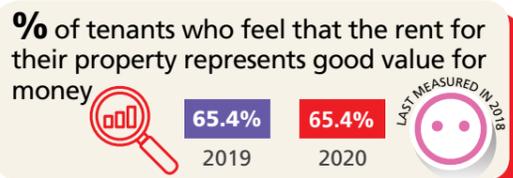
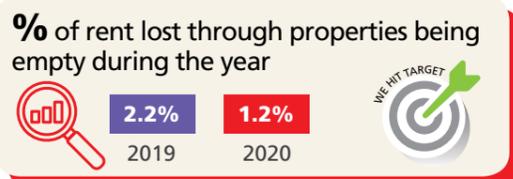


# Our performance 2019 – 20

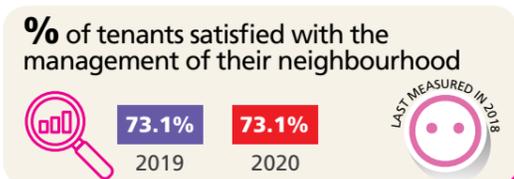
**Key** Better than last year We hit target Not as good as last year

**Getting good value for rents and service charges**

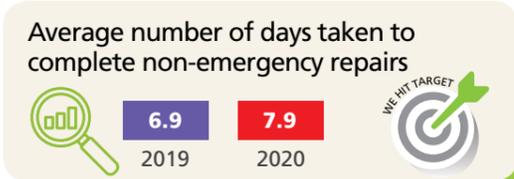
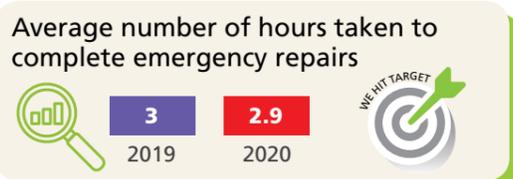
**Value for money**



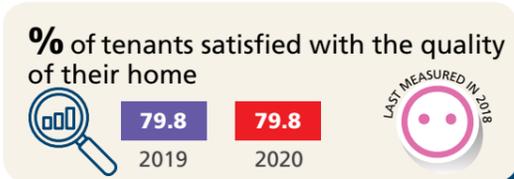
**Neighbourhood and community**



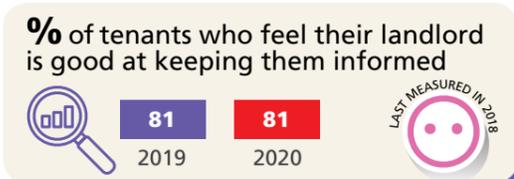
**Housing quality and maintenance**



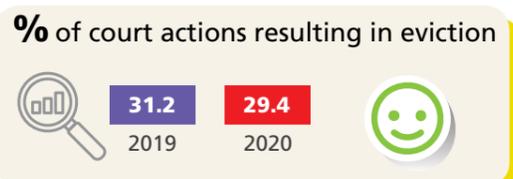
**Quality of housing**



**The customer - landlord relationship**



**Tenancy sustainment**



# Introduction



**James Knowles, Chairperson**

I am delighted to present Langstane Housing Association's annual report. The report comes at a time when our country is dealing with a global pandemic that has placed significant restrictions on how services are delivered.

Our team strive to ensure our services not only continue, but improve. Our goal is to 'be the

best we can be'. The Board of Management receive regular updates to monitor progress.

In 2019, I signed Langstane's first Annual Assurance Statement. This showed we were working towards meeting all of the Scottish Housing Regulator's standards on governance and financial management. There were areas we needed to improve. I am pleased to report that a great deal of work has been done since then to ensure Langstane now fully complies with regulatory guidance on governance and financial management.

This year we said goodbye to two Board members at our Annual General Meeting. They were passionate about ensuring the Association never forgot its roots and continued to be mindful of the tenants and housing applicants we serve. We are now recruiting new Board members to ensure we have the range of skills and experience necessary to lead the Association. Please get in touch if you want to find out more about becoming a Board member.

Finally, I want to thank everyone who works hard for and with Langstane Housing Association, both paid staff and those who volunteer. Our teams provide services on a day to day basis, supported by their line managers and senior staff. Senior managers report to the Board of Management and provide details of feedback they've received from tenants. The Board are grateful that tenants give up their free time, working with staff to improve our services. Tenants can get involved in a number of ways depending on what time they have to spare and what interests them. Please get in contact if you want to find out more.



**Helen Gauld, Chief Executive**

In our 2019 annual report I mentioned the challenges the year had set down for the Association. Never did I for a minute think that less than 12 months later we'd be dealing with a global pandemic that would challenge not just the Association but each and every one of us.

We very quickly had to follow Government guidance and move to a home working model and carry out emergency and health and safety related repairs only. However, last year was very productive for us. We listened to our tenants and implemented a renewed focus on delivering value for money whilst supporting those who are most vulnerable.

After extensive tenant consultation we introduced a new rent policy. Our rent is now reviewed from 1 April each year. Tenants were clear about what they wanted

to see included in rent and we've taken those views into account.

We recognise that everyone has challenging times so we work hard to explain the importance of good communication, especially when things can seem a little bit overwhelming. I would ask our tenant readers, please talk to us rather than ignoring tenancy related issues. As you'll see we've included an article on what happens when we take court action. This is a last resort as we know how important having a safe secure home is.

Whilst we certainly recognise the challenges being faced, we continue working with our tenants to improve the services received and how these are accessed. We recognise improvements are needed and are striving to make sure these happen as soon as possible even in these challenging times.

In the meantime, it is important that we keep in touch. If you have any difficulty at all, please get in contact with your housing officer. We are here to help.



**Customer Feedback from Mr F:** Tenant wanted to thank their Housing Officer and Property Services for prompt service received last month. He had no water and thought he would have to wait for repair, but Heatcare attended the next day and he was delighted.



**Customer Feedback from Miss S:** While our Housing Officer was meeting with a group of residents they were praising the work of our Tenant Welfare Advisor saying how great he was.

# Mission, Vision and Values

- **Mission**

Our mission is to provide homes and services that make a positive difference to people's lives.

- **Vision**

Our vision for the next five years is to be the best we can be.

- **Values**

The values that drive us forward and underpin all our activities and working practices are:



### We value people

- We put people at the heart of our decision making
- We consult and listen to the views of those involved with the Langstane Group



### We aim high

- We work hard to continually improve our services and deliver the services our customers want
- We have a 'can do' approach



### We are proud of our roots

- We remember our origins, that Langstane Housing Association was set up to help and support single person households who were among the most vulnerable members of our society
- We provide homes not houses and support our tenants to live independently and be active members of our communities



### We rely on teamwork

- We work together as one team and with one voice
- We work with our partners to achieve our goals, delivering more together



### We are prudent financial managers

- We recognise the importance of maintaining financial strength and use effective financial management to underpin everything we do and help us grow
- We deliver value for money



### We are open and accountable

- We provide relevant, accurate, user-friendly information about our performance that allows our tenants and others to hold us to account
- When we make mistakes we apologise and put things right as soon as possible



### We move with the times

- We influence decision making to benefit our tenants and our organisation, responding to change with imagination and innovation
- We have a positive outlook regarding the housing industry and those we assist

# The bigger picture

Lockdown changed the way we planned our annual report this year. Even though we were not able to meet with our tenant panel face-to-face we still managed to involve tenants in how the report looks, and find out what content they wanted. We had virtual meetings using Zoom. The overall design and layout of the report is the same, because tenants like it that way. There are some content changes this year that are a result of feedback from our readers.

### Changes include:

- Removing the 'at a glance' table from page 2 and replacing it with our short performance summary at the very start of the report.
- Removing the zero value to the graphs on page 12 & 16.
- A different layout for the presentation of our financial information on pages 18 and 19.

### What we have kept the same:

- The Scottish Average - this year due to a delay in the release of these figures by the Scottish Housing Regulator we decided to delay the publication of the report. This was to make sure that we could provide you with the information that is important to you.
- Publishing a summary version of the report
- Overall design and colours
- Graphs to show comparisons of our performance against ourselves in previous years and our own performance targets (where available)
- Staff and tenant profiles. This year we have one staff profile and two tenant interviews
- Smiley/sad faces to illustrate how our performance has been
- Colouring in competition little houses for highlighting quotes
- Team photos on the back cover. Social distancing prevents an update to team photos.
- Figures and tenant experiences in the 'We can help' section on page 17

We consistently ask for the input of our tenant readers to make sure the report is as good as it can be. The report is an important part of our communication with you, so please get in touch with any comments as all feedback is welcome.

This year the bars on our graph will show:





## Getting good value for rents and service charges

### Percentage of rent lost through properties being empty during the year



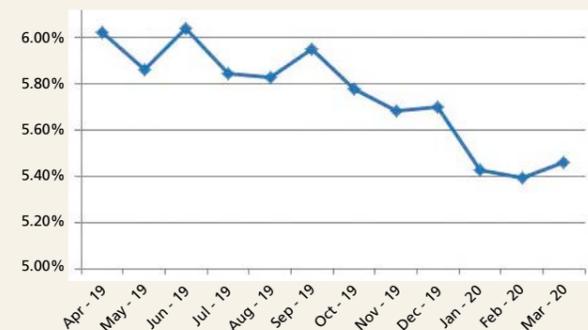
1. Our Performance 2017/2018
2. Our Performance 2018/2019
3. Our Performance 2019/2020

This year, the Rent Management Team have focused heavily on early intervention to prevent tenants getting into arrears. In early 2019 the Tenant Welfare Advisor transferred to the Rent Management Team from the Housing Support Team. This is a very welcome resource for the team. It means they have easy access to expert knowledge of the benefit system.

The Tenant Welfare Advisor works with other housing staff to help new tenants when they get the keys to their homes. They offer expert benefits advice and help with filling out claims for a number of different benefits. People may not be aware of what benefits they can claim, so having an expert on hand is a great help!

The Rent Management Team works to identify arrears at the first missed payment. They involve the Tenant Welfare Advisor at this early stage. We often find that when a tenant does not pay rent it is because they have lost their job. Some don't know much about the welfare benefits system. Some don't have the I.T. skills for digital form filling. This is daunting so some ignore the situation hoping it will go away. With early intervention, we help tenants overcome these difficulties.

The line graph shows the percentage of rent arrears for this past year. There is a steady reduction from 6.03% to 5.45%. Increased focus on early intervention has been key to achieving this.



### Average number of days taken to re-let properties



4. Comparing our results against our performance targets
5. The Scottish Average performance

It has been a strange and testing year for everyone so far because of Covid-19.

People's finances have been affected through losing jobs, or being furloughed. Not forgetting those who caught the virus and had to self-isolate, or worse still were seriously ill.

The Rent Team adapted quickly to working from home. They put helping tenants at the forefront of every day to make sure they got advice on how to pay rent if they were facing a change to their household income. Much of this advice was about claiming benefits and making affordable repayment agreements.

### Empty Homes

This year we lost £147,879 because properties were empty. That's a very significant £112,680 less than we lost last year. There are a combination of reasons for this.

We had a big decrease in vacancies last year with 399 properties becoming available to let. This is 64 fewer than last year. We reviewed our processes and are more efficient when re-letting empty homes. Re-let times reduced from 49.7 days last year to 29.67 days.

We've had a full year of using our own waiting list. This helped support performance improvement. Previously all vacant properties were let to nominations from the local councils which is a slower process. In addition, a special lettings initiative for two bedroom properties in Aberdeen continues. This helps us deal efficiently with a lack of demand for these properties.

Most of our properties that come available to let are one bedroom flats. Some of these can be a challenge to re-let due to their location and age. Our team works hard to keep improving performance.

We are delighted that 96% - that is 383 out of the 398 new tenants, were happy with the standard of their homes when moving in. We have a programme of improvements in our housing stock with kitchen, bathroom and heating replacements for our homes.

## Court action myth buster

When times are tough paying rent can be a challenge. We help tenants who are struggling to set up affordable payment plans, or offer information and advice about how to apply for benefits.

Sometimes we have to take formal action to recover unpaid rent. Legal action is always the last resort. We will

only do this in cases of continuous arrears when all other options to save a tenancy have failed.

During 2019-20 there were 102 court actions for non-payment of rent. The court process is complicated. A lot of time, effort and expense go in to every case. Here is a summary of what happens:

<b>Stage 1</b>	<b>Contact the tenant</b>	Tenants struggling to pay should contact 01224 423000, email info@langstane-ha.co.uk or private Facebook message at www.facebook.com/Langstane/.
	A lot of effort is made to contact tenants by: Telephone  Text  Email  Letter  Home visit	
<b>Stage 2</b>	<b>Pre Action Requirements</b>	For full details of our arrears collection process, visit our website.
	Before legal action starts we must show all Pre Action Requirements are met. We have to: <ul style="list-style-type: none"> <li>- provide information about the unpaid rent and other financial interests,</li> <li>- show staff efforts to communicate regarding repayment agreements,</li> <li>- show efforts to provide money and benefit advice,</li> <li>- take benefits payments into account and have made effort to contact the benefits service, and</li> <li>- encourage the tenant to seek homelessness advice.</li> </ul>	
<b>Stage 3</b>	<b>Notice of Proceedings</b>	Once a NOP is issued this means that the case may go to court in no more than 28 days.
	When all contact attempts fail a Notice of Proceeding (NOP) is issued. This is to recover unpaid rent, court fees and the property.	
<b>Stage 4</b>	<b>28 day period after the Notice of Proceedings</b>	Tenants should respond when contacted about a NOP. It is still possible to stop the court action at this point.
	During the 28 days notice period the team continues to try and contact the tenant	
<b>Stage 5</b>	<b>Court action going ahead</b>	We send the Local Authority (LA) a notice. It tells them about court action that could result in homelessness. The LA will try to contact the tenant to help prevent this.
	When every effort has been made to contact, we will proceed to court action. Our Solicitors send information to the local court.	
<b>Stage 6</b>	<b>Receiving the Court Summons</b>	The tenant can return the form to court suggesting repayment. Or, they can still contact us for help. At this point the tenant will be liable to pay court expenses.
	Within 2 months of papers being sent to court, we get a court date. The tenant will receive a Summons. This provides details of the rent owed, a copy of the pre action requirements, and a form to complete and return to court.	
<b>Stage 7</b>	<b>Court day</b>	We strongly advise that tenants seek professional advice at this time.
	The tenant can appear and state their case to the Sheriff. If there is information that they did not want to share with us they can tell the Sheriff. Court action can be continued if there is an offer of payment (full payment, re-payment plan or benefit claim).	
<b>Stage 8</b>	<b>Decree granted</b>	If the tenant pays the debt in full the eviction can be cancelled.
	If a decree (court order of repossession) is granted, we can arrange an eviction date with Sheriff Officers. Tenants can still enlist the help of an agency such as Shelter Scotland. They can have the case taken back to court - this is called 'recalling the decree'.	
<b>Stage 9</b>	<b>Eviction</b>	In the 6 weeks leading up to eviction the Sheriff officers contact the tenant to tell them the date and time of the eviction.
	On the day of the eviction a Rent Officer and two Sheriff Officers will take back the property and change the locks.	

If you need to talk to us about any problems you are having then please contact the Association directly on 01224 423000 or info@langstane-ha.co.uk. Alternatively you can contact David Campbell our Tenant Welfare Advisor on 01224 423086 or at david.campbell@langstane-ha.co.uk - we are here to help.

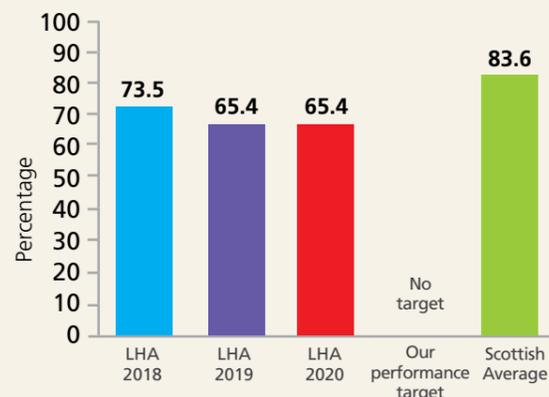
Our legal spend for 2019-20 -  
**£74, 347**

Amount of this charged back to tenants -  
**£35, 334**



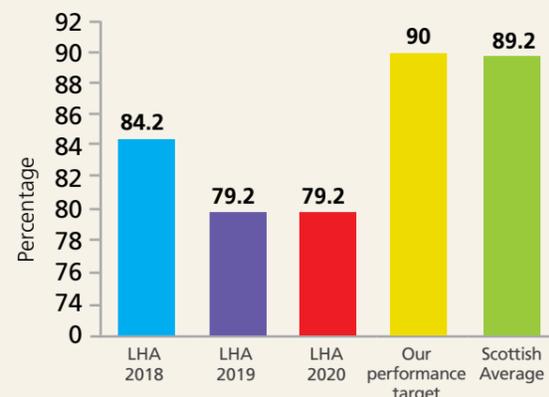
## Value for money

Percentage of tenants who feel that the rent for their property represents good value for money



1. Our Performance 2017/2018    2. Our Performance 2018/2019    3. Our Performance 2019/2020

Percentage of tenants satisfied with the overall service



4. Comparing our results against our performance targets    5. The Scottish Average performance

### Value for money – our performance management framework

Housing is a challenging environment that demands the delivery of excellent services that provide best value for money. This happens within the reality of limited resources. It is important to have a system in place capable of monitoring and measuring performance to allow decision-making based on reliable information.

During 2019 we set up a new system for improvement. The following are the essential elements of our approach. It is about:

- setting a culture of continuous improvement where all staff are focused on achieving the aims and objectives of the Association;
- making the priorities of the Association clear to allow for good decisions about use of resources;
- providing a clear approach to performance management and monitoring;
- having an early-warning system to highlight performance issues and potential barriers to successful outcomes;
- being able to demonstrate good value for money by achieving efficiencies through continual improvement in performance; and
- having a system that provides assurance to staff, customers and other stakeholders that the Association is a well-managed organisation equipped to meet the challenges faced.

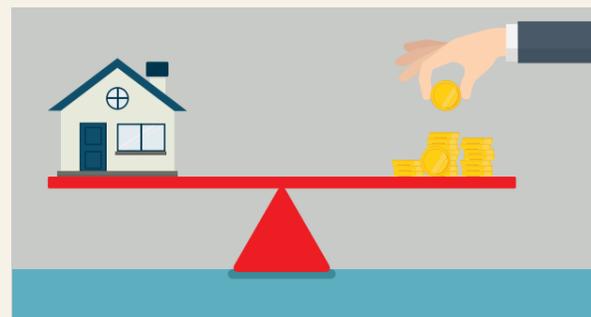
All our staff and teams have clear targets and goals. These are linked in to overall organisational goals set by our Board of Management. We are working hard to be the best we can be.

### The new rent charging structure

The new rent structure went live on 1 April 2020. During the last two years tenant consultation events and focus groups took place. It was very important that tenants had opportunities to feed into what the rent charging structure would be. Here is a summary of how we charge rent:

- Rents are set based on the size and type of property occupied. For example: someone living in a house will pay more than someone living in a flat, and a two bedroom property will cost more than a one bedroom.
- Tenants pay less for a property that is not as energy efficient as one that has a B plus energy rating. Energy performance rating is an industry standard. It measures the energy efficiency of a property.
- To simplify service charges, everything that relates to the building is incorporated in the rent. This applies to door entry systems, lift and communal aerial maintenance.

Increases to rent are capped and will be phased in over the next few years. We are well on our way to having a rent system that is fair, consistent and easy to understand.



## Value for Money Statement



Value for Money for Langstane Housing Association means:

- obtaining the best value for services through tendering
- not compromising on quality when saving money
- making general efficiencies wherever we can and reducing costs without affecting tenant services
- making the most of tenants' rents by spending wisely on things that matter to tenants
- keeping rents affordable

How do we demonstrate Value for Money to our tenants and other stakeholders?

- We ensure that Value for Money remains a priority in our business plan and on a day to day basis
- We compare the cost of activities with other similar organisations through benchmarking
- We improve performance and increase satisfaction
- We review rent affordability on an annual basis and take this into consideration when considering a rent increase
- We report on the general efficiencies we make to tenants and the Board of Management
- We operate within the prudent budget set each year

### Our Information Technology (I.T.) Roadmap to success

All our I.T. plans are included in what we call our - I.T. Roadmap'. This includes a few important projects for improving our services.

We have engaged a consultant to work through our I.T. digital strategy. Any improvements made to the way we use I.T. means that the services we provide will be greatly improved.

We have a number of exciting projects in the pipeline. By the end of December 2020, we plan to have installed our new online housing application. This will allow housing applicants to create their own logins and apply direct to us for a new home. This application will go straight into Langstane's system. There is much less staff intervention needed for this new process - it will be more efficient for everyone.

Another big project is setting up a new contractor portal to manage the repairs work they do for us. Our current processes for managing and paying for work done to our properties is complex and time consuming. It takes up a lot of staff time. This contractor solution will simplify these processes, freeing up staff to spend more time on other services.

We are still working to deliver tenant services through a digital portal on our website. At the end of 2019, some tenants very kindly worked with us on what they would want this service to provide. We learned a lot, and plan to set out exactly what we need and decide on the supplier for the self-service portal. Our target is to have our new digital service in place during 2021.

Mobile working for staff is another priority for 2021. Our teams will be able to do their work while they are out and about without having to return to the office to update systems. This will save time and make services more efficient.

In the background there is work to do on the infrastructure of our I.T. systems. This is like having a strong foundation for a house. We are upgrading to make sure we continue to have a robust, safe and secure base to do all our work from.

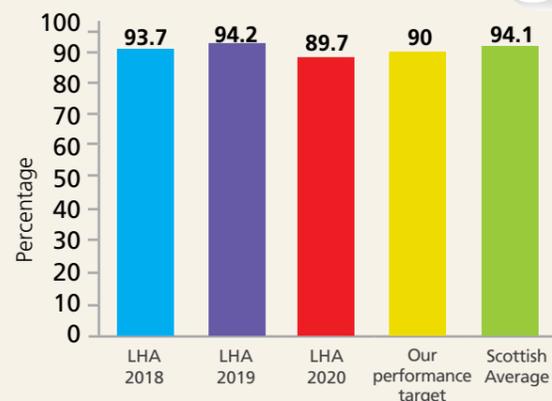
This Roadmap is certainly taking us on a journey! It involves hard work for our teams, and puts quite a demand on our budget. The result will be our providing modern, efficient services that give staff more time to make sure tenants have access to the services they need.





## Neighbourhood and community

Percentage of anti-social behaviour complaints resolved



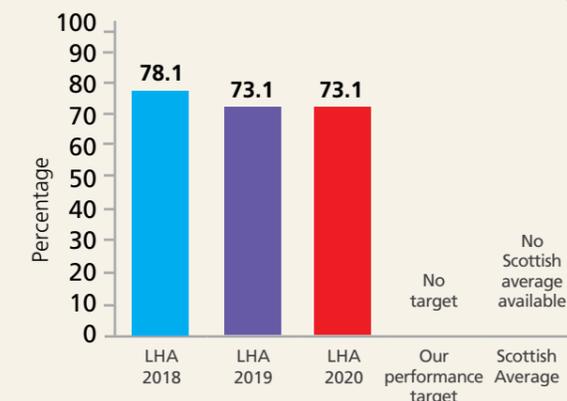
1. Our Performance 2017/2018
2. Our Performance 2018/2019
3. Our Performance 2019/2020

For the year 2019/2020 we received 503 complaints of anti-social behaviour. This is a decrease from the 581 complaints received the previous year. Of these we were able to resolve 89.66% of anti-social complaints. This is a decrease from the 94% resolved last year.

We continue to set ourselves challenging targets for resolving anti-social behaviour in our communities. All complaints require some investigation. The Housing Officers work hard to get supporting evidence of complaints made. Often this is not possible. Many complaints are disputed by those involved. This means that some issues cannot be resolved to the complainer's satisfaction. This year we evicted one tenant for anti social behaviour. This is a drop from the previous year's two evictions for anti social behaviour. Our aim is to resolve complaints by getting tenants to change the behaviour that was causing their neighbours a problem. We work to keep all tenants in their homes. We do this by using warnings, mediation, acceptable behaviour contracts, and by providing support through our Housing Support Team. We also work with other agencies that offer more specialist help.

Following investment in a CCTV unit, we purchased a further two systems. They have been used successfully in schemes in Aberdeen City and Aberdeenshire including assisting the Police to charge three people with serious offences. The CCTV units are installed externally to monitor our communities for the purposes of public safety, crime prevention, detection and prosecution of offenders. The unit is portable. It is a weatherproof, wire free mobile high definition CCTV camera. It sends footage over the 4G mobile phone network so requires no connection to a power source or telephone line. This means it can be used in

Percentage of tenants satisfied with the management of their neighbourhood



4. Comparing our results against our performance targets
5. The Scottish Average performance

most locations. Although the camera is not monitored live, the footage can be viewed remotely and downloaded by the Association. Other agencies such as the police can ask to view the CCTV as part of their investigations into crime.

The programme of Neighbourhood Walkabouts continued, with four completed this year in Fraser Court, Aberdeen; Barhill, Buckie; Langstane Place, Elgin; and Blackhall Wynd, Inverurie. The aim of Neighbourhood Walkabouts is to:

- increase interaction with tenants and build trusting relationships
- give tenants the chance to tell us in person what they think of the services in their area
- resolve issues as they happen, and improve the quality of life in our communities
- advertise the role of our estates assistants and housing officers
- help estates assistants work efficiently by encouraging tenants to be active in doing walkabouts - reporting issues as soon as they happen

To request a walkabout for your neighbourhood, contact your housing officer on 01224 423000, by email to [info@langstane-ha.co.uk](mailto:info@langstane-ha.co.uk) or via private message on our Facebook page at [www.facebook.com/Langstane/](https://www.facebook.com/Langstane/)



### Customer Feedback from Ms S:

Thank goodness for Elgin General Assistant. He is a hero. He shouldn't have to do the dirty jobs like cleaning up our filthy stinking bin area but he just gets on with it.

## Housing First - working together to combat homelessness



In 2017 the Scottish Government set up the Homelessness & Rough Sleeping Action Group (HARSAG). The purpose of the group is to produce solutions to end homelessness and rough sleeping. The vision is a 'whole-systems' approach. Responsibility for addressing homelessness lies not just with local authorities but with other sectors including housing associations.

When homelessness occurs, rapid re-housing avoids the need for time in temporary accommodation. For people that need the emergency safety net of temporary accommodation, time there should be as short as possible.

Where homelessness cannot be prevented, rapid re-housing means achieving settled housing outcome as quickly as possible.

Housing First forms part of the rapid re-housing approach. It provides mainstream, settled housing as a first response for people with complex needs.

It recognises a safe and secure home as the best base for recovery. It offers personalised, open-ended, flexible support for people to end their experience of homelessness and address their wider issues. Housing First separates the provision of housing and support – they used to be linked. It offers choice and control to tenants and works to the principles of harm reduction. This approach sees a shift away from a culture of 'tenancy readiness' where people had long periods of insecure housing.

The Association will continue to work in partnership with Aberdeen Cyrenians, Aberdeen Foyer, Aberdeen City and Aberdeenshire Councils to provide mainstream housing for homeless people. We monitor progress of these tenancies to make sure that people live successfully in their homes for as long as they need them.





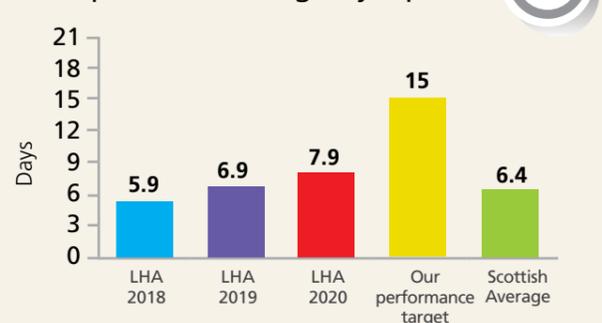
# Housing quality and maintenance

Average number of hours taken to complete emergency repairs



1. Our Performance 2017/2018 2. Our Performance 2018/2019 3. Our Performance 2019/2020

Average number of days taken to complete non-emergency repairs



4. Comparing our results against our performance targets 5. The Scottish Average performance

The Association spent £950,273 this year carrying out reactive repairs to our homes and £680,642 repairing empty homes to bring them up to standard to let to new tenants.

2019/2020 was a challenging year for the Repairs Team. There were difficulties recruiting a plumber, so we had to rely on external contractors for plumbing repairs. We were also without a key member of our DLO (Direct Labour Organisation) for a long time. They work on general and estate maintenance. This work also had to be issued to external contractors. Our target timescale for a routine repair is 15 working days. We are disappointed that these two factors affected the overall performance of our non-emergency repairs.

The Association has since successfully recruited a plumber who has settled in well to the DLO. We also have a new general assistant to carry out estate maintenance. The repairs service is of fundamental importance to our customers – it is expected that successful recruitment for these two posts will result in improved completion times for repairs.

## Reactive repairs carried out Right First time

- LHA 2018/2019 – 93.49%
- LHA 2019/2020 – 91.50%

## Satisfaction with repairs service

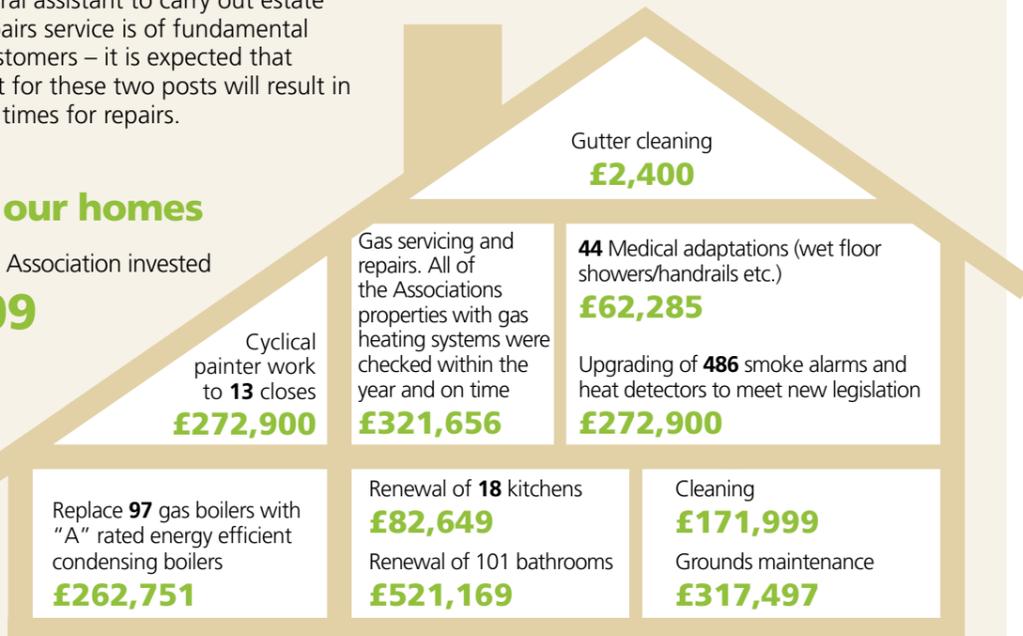
- LHA 2018/2019 – 92.81%
- LHA 2019/2020 – 92.89%
- Number of reactive repairs carried out 2018-2019 – **6470**
- Number of reactive repairs carried out 2019-2020 – **5603**

## Investing in our homes

During 2019/2020 the Association invested

**£2,288,209**

in our homes.



## Our new contracts

In 2019/20 The following works were tendered and awarded;

Work	Contractor	Value
Domestic Smoke & CO2 detection installation Lot 1, 2, 3, 4, 5	McGill Scotland	£1,029,000
Bathroom upgrade works Lot 1 & 3	Everwarm	£97,693
Bathroom upgrade works Lot 2 & 4	McGill Scotland	£119,854
Bathroom upgrade works	KW Contractors	£175,000
Fabric repair work and rain water goods	Graeme Cheyne Ltd	£133,172
Planned Boiler replacements	Heatcare Oil & Gas	£348,897

Scottish Housing Quality Standard (SHQS) • LHA 2018/2019 – 97.33% • LHA 2019/2020 – 97.33%

## Contracts with community benefit

Community benefit clauses are built in to contracts. They deliver social, economic and environmental benefits. They are extra things on top of the main purpose of the contract. This includes things like promoting:

- apprenticeships,
- graduate and new entrant employment,
- training opportunities, and
- activities that increase and strengthen the skills in the community.

The Association is committed to delivering community benefits through the process of awarding contracts. The service provider, and their supply chain, will be required to support community benefits. Some activities that are targeted for delivery include:

- Recruitment and training
- Educational support
- Vocational training
- Supply chain development
- Community development and environmental projects
- Supported business, third sector and voluntary initiatives
- Social enterprise and co-operative initiatives
- Equality and diversity initiatives
- Poverty initiatives

The Association currently has community benefit initiatives embedded into the delivery of our Smoke and CO2 detector installation programme. This ranges from work placements, community projects, donating construction materials, career events for young adults leaving school, and site visits to on-going projects for school leavers.

The Association will shortly tender a planned boiler installation contract. We have asked the bidding contractors to submit their proposals in relation to benefits for community funds. This could include community works, community support or environmental projects within the community. The scale of community benefit proposed is dependent on the budget contract value and the length of the contract.





## Quality of housing

Percentage of stock meeting the SHQS at the end of the reporting year (31st March 2020)



1. Our Performance 2017/2018 2. Our Performance 2018/2019 3. Our Performance 2019/2020

Percentage of tenants satisfied with the quality of their home



4. Comparing our results against our performance targets 5. The Scottish Average performance

### SHQS (Scottish Housing Quality Standard)

We currently have 4 properties that don't meet the standard for energy efficiency reasons. These properties require a change of heating system to meet a rating called Standard Assessment Procedure (SAP). This is a way of comparing energy performance within homes. The Association is provisionally going to carry out this work in the next financial year. There are 73 properties in abeyance. This is where the Association has planned to carry out work but the tenant doesn't wish for the work to be done. The Association will contact the tenants within these 73 properties from time to time to see if they now wish the work to proceed and we can then add them to future programmes. We carry out work when a tenant vacates, reducing the number of abeyances over time.

### EESH (Energy Efficiency Standard Social Housing)

The Energy Efficiency Standard for Social Housing (EESH) aims to encourage landlords to improve the energy efficiency of homes in Scotland. This supports the Scottish Government's vision of warm, high quality, affordable, low carbon homes across Scotland.

As of 31st March 2020, 93.67% of the Association's properties fell within the scope of EESH.

Of the remaining 6.33% most need new Energy Performance Certificates (EPC) after heating upgrades to show an improvement in energy efficiency. Customers will experience a warmer home that is cheaper to heat.

The remainder of the properties that don't currently meet EESH require works such as underfloor insulation, internal wall insulation and boiler replacements.

Work and investment will continue with the exception of any properties that are in abeyance or where exemptions have been recorded. These will be periodically reviewed.

### Stock condition survey

Next year we plan to do an external survey of a sample percentage of all our properties.

### What will we survey?

We look at all parts of your home including:

- Outside – roofs, walls, windows and doors, fences, paths etc.
- Inside – kitchens, bathrooms, heating system, electrical wiring, insulation etc.
- The common parts of a block like corridors, lifts, fire alarms, communal lighting etc.

### Why are we doing this?

The information allows us to plan for work that is needed in the future. If any safety related repairs are found, these are forwarded to our contractor to arrange the repair.

The biggest challenge we faced recently was trying to programme and deliver works during a pandemic.

The law for home safety changed after recent fire tragedies.

The law requires:

- one smoke alarm in the room most frequently used for general living
- one smoke alarm in every hall/landing on each floor
- one heat alarm in every kitchen

All alarms must link together.

We continue working towards the deadline for this in February 2021.

## Our adaptations service

Helping people live independently in their homes

Every year Langstane receives grant funding from the Scottish Government to help us provide disabled adaptations for our tenants. The amount of funding varies year on year but is usually around £45,000.

This grant funding is not usually enough to cover the cost of all the adaptations we are asked for each year. We use the grant to pay for 'major' adaptations. The 'minor' adaptations are funded in-house by Langstane.

Major adaptations are substantial adaptations which usually cost over £500. They often involve physical alterations to a property or the installation of large fixtures or fittings. Examples of major adaptations are:

- Level access shower tray or wet floor shower area
- Kitchen alterations, for example to lower kitchen worktop for a wheelchair user
- Widening internal doors or fitting automatic door openers
- Access alterations such as ramps
- Stair lifts

We carry out around 20 major adaptations each year. Most involve the installation of shower trays or wet floor shower areas.

Minor adaptations are much smaller alterations or items of equipment. They can give someone back their independence and confidence and include:

- Internal or external grab rails
- Additional handrails to stairs
- Changes to taps or door handles
- Lowered thresholds to doors to prevent tripping

We carry out around 30 minor adaptations each year, usually the installation of grab rails or handrails.

If you are struggling in your home and an adaptation would benefit you there are a number of ways to access our adaptations service:

### For major adaptations

Referrals need to come through an Occupational Therapist. This ensures that the right adaptations are being provided. You can contact your local Occupational Therapy team using the contact details below and they will arrange to visit you for an assessment of your needs and to agree which adaptations would be best. They then send a referral letter to Langstane. We aim to complete the adaptation within 80 days of receiving the referral.

Contact details for Occupational Therapy teams:

- Aberdeen City –01224 570400 or email OTDuty@bonaccordcare.org or request a referral online at [www.bonaccordcare.org](http://www.bonaccordcare.org)
- Aberdeenshire - 03456 081206
- Moray Council –01343 563999 or email [accesscareteam@moray.gov.uk](mailto:accesscareteam@moray.gov.uk)

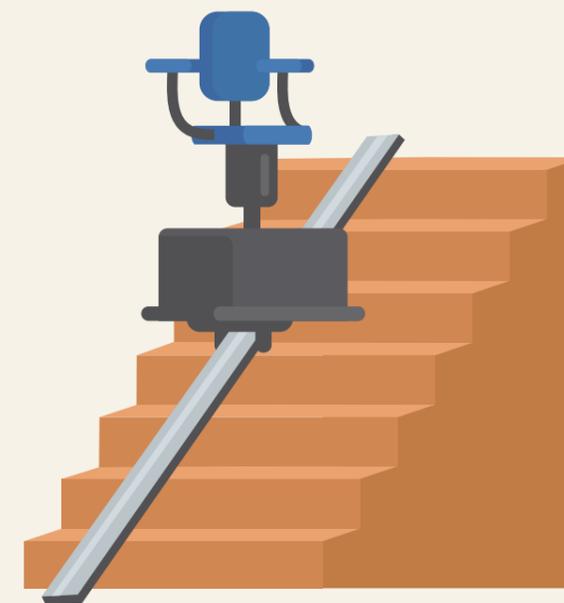


### For minor adaptations

This year we are pleased to offer our new 'self-referral' process for minor adaptations. This means you can request certain adaptations without the need to be assessed by an Occupational Therapist. All you need to do is contact Langstane and complete a short request form letting us know what you need, and where. We will arrange to get the adaptation installed within 28 days (although timescales may be delayed due to the current coronavirus situation). You can complete the request form by phone or we can send it to you to complete and return if you prefer. Eligible adaptations under the self-referral scheme include:

- External grab rail – at entrance doors to provide support
- External handrail – to provide help with negotiating 2 or more steps at entrance doors
- Internal grab rails
- Internal stair banister
- Lever handle taps

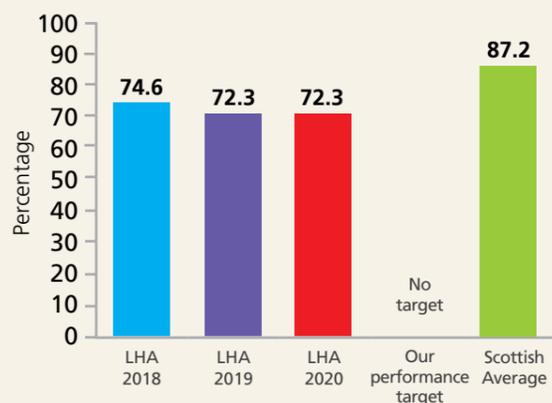
If the minor adaptation you need isn't listed you can discuss your needs with us. We'll see if it's something we can help with in our own service. If we can't, we'll ask you to contact your local Occupational Therapy team to get a needs assessment and your Occupational Therapist will refer your minor adaptation requirements to us in the same way as they would for a major adaptation.





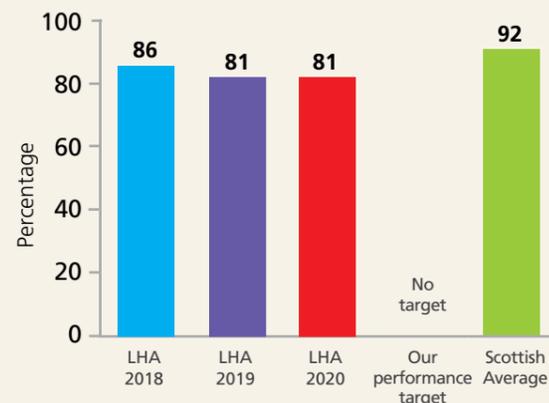
## The customer - landlord relationship

### Percentage satisfied with the opportunities to participate in decision making



1. Our Performance 2017/2018
2. Our Performance 2018/2019
3. Our Performance 2019/2020

### Percentage of tenants who feel their landlord is good at keeping them informed



4. Comparing our results against our performance targets
5. The Scottish Average performance

### What do you think? How we involve tenants in our decision making

Since our 2019 Annual Report we have consulted on a wide range of things. We don't always ask every tenant, but often ask the 479 members of our Register of Interested Tenants, the Tenant Panel, and Reader Panel. Still to come this year:

- 2020 Tenant Profile questionnaire
- Rate the Report 2020 – our routine feedback survey about this report
- Estate Management Policy review

We are currently developing a comprehensive list of all topics we have consulted with tenants since 2017. This will soon be available on our website at [www.langstane-ha.co.uk](http://www.langstane-ha.co.uk).

### It's Public Knowledge!

On 11 November 2019 all Scottish Registered Social Landlords became subject to the Freedom of Information Act. This means that anyone can ask for information relating to the:

- prevention and alleviation of homelessness;
- management of our social housing; and
- information that we supply to the Scottish Housing Regulator about our standards of governance and financial wellbeing.

We have received four requests since November 2019. All the information we have issued through Freedom of Information is available to view.

### Our plans for tenant involvement for the coming year include:

- A recruitment drive for all panels and tenant groups, including designing some new promotional material.
- Work towards setting up two area Registered Tenant Organisations (RTOs). These will be run by the area Housing Officer with the support of our Customer Participation Officer. We will ballot the residents to see what interest there is in a formal tenant group, and get as many involved as possible. Look out for one in your area, or contact us for more information.
- Create a private tenant Facebook group or e-panel for discussing specific things.
- Buy a package for virtual tenant meetings. The annual report meetings were a success. All attendees said we should look at buying something with more functions than the free versions offer.
- Develop a new permanent tenant group as follows:
  - Look for around 6 tenant members to meet around 4 times a year
  - Items for discussion at these meetings would include; reviewing tenant-related strategies; being part of the budget setting process; looking at proposals for rent increase.
  - A Board member and our Director of Housing will be present at meetings, and take the output to feed into Board level decisions



### One of our involved tenants tells us about what she gets from giving a little of her time

Sandra from Aberdeen read about getting involved in tenant participation in one of our newsletters. She has been regularly attending meetings ever since. We wanted to share Sandra's thoughts and feelings of being a volunteer tenant. Maybe you will want to join in too?



#### What made you become an involved tenant?

I read an article in the winter newsletter a couple of years ago asking for mystery shopping volunteers. I thought it sounded interesting so contacted Samantha. It turned out to be a training session which was not only interesting but a good laugh and gave me a good first experience of meeting other tenant volunteers. My involvement has gone on from there.

#### Tell us a bit about the type of activities you get involved in.

I've been involved with quite a variety of meetings and events since I started including tenant meetings at head office for; the tenant participation strategy, annual report planning, tenant satisfaction survey and tenant self service app/portal. Also, from day one I have been a member of NETRALT (the local landlords and tenants group). I attend meetings every six weeks. Through NETRALT I was chosen as one of three tenants from different landlords to record the group's first podcast. The topic was how and why tenants get involved in housing. It was quite nerve wracking but I felt supported and part of team so in the end it was great.

#### How much time do you need to give up?

I only give up a couple of hours every month or so, whenever there is a meeting or event for me to attend. It's very flexible and works around when I can manage. Getting involved has given me a new lease of life and something to look forward to because after I retired I wasn't sure what to do with myself.

#### Do you feel like you've made a difference, does it feel worthwhile?

I really do, as I always receive positive feedback for my contribution and I feel like I'm really being listened to and my voice is being taken seriously. For example, as I have always worked in the care industry I know how to save money and where to go for discounts and now I've been asked to write a section in the newsletter called 'Sandra's savers'. But the main differences are how I feel about and look at 'housing' in general. I am less judgemental as I now realise the hard work that is done by the staff and contractors and how they are always trying to gain a satisfactory result for their tenants. Before I did not realise the amount of work that was involved. I now understand housing a lot more and feel I am able to pass this knowledge on to others. I know more about where to find services I need in a broader sense and how to find information, who to speak to and how to get things in place for myself and others. It's very worthwhile because I feel like part of the team, never get fobbed off and my confidence has been boosted.

#### Have you received any recognition for getting involved?

Yes I have. Last year I was invited to attend the TPAS annual conference in St Andrews so that I could learn more about the sector and meet some other tenant volunteers from across Scotland. However, the main recognition I feel I get, is the fact that I am listened to and respected. I am always welcomed and have my opinion taken on board whatever the topic.

#### Was the TPAS conference useful to you as an involved tenant? Did you meet any like minded people?

I felt the topics and sessions were more in depth than I expected and I feel as though I still have a lot to learn. On the flip side I met a lot of great people who I was able to relate to and have discussions with. I also exchanged numbers with a couple so we can stay in touch.

#### As we move towards a digital future do you feel this will change the way you get involved. Or will you only be getting involved in the face-to-face participation?

No, it will not stop me from being involved as I already use Zoom and WhatsApp to keep in touch with friends and family. I will be happy to attend real life meetings again when that is possible as I like the personal contact.

If you are interested in getting involved in helping us review our services or coming along to NETRALT then please feel free to contact Samantha our Customer Participation Officer at [samantha.hough@langstane-ha.co.uk](mailto:samantha.hough@langstane-ha.co.uk) or on 01224 423120.



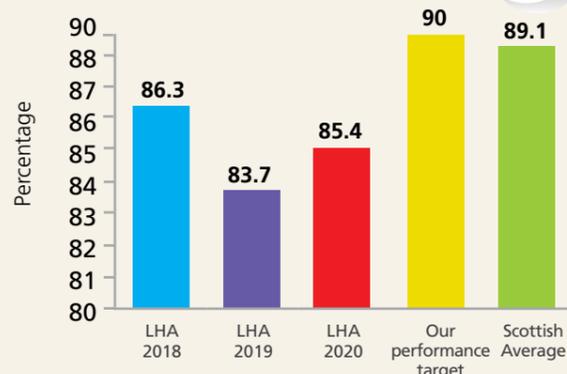
## Tenancy sustainment

### Percentage of court actions resulting in eviction



1. Our Performance 2017/2018
2. Our Performance 2018/2019
3. Our Performance 2019/2020

### Percentage of new tenancies sustained for more than a year



4. Comparing our results against our performance targets
5. The Scottish Average performance

### Tenancy Sustainment

The number of legal actions we took over the past year increased from 93 to 102. The number of evictions increased by one; from 29 to 30. With the exception of one, these were for non-payment of rent. We try to keep the number of evictions as low as possible. We aim for people to live in their homes for as long as they need them.

When a tenant breaks a condition of the tenancy agreement we work hard to address the issue. In most cases we can support the tenant and things will get better. Where we take legal action this may end with eviction, and the tenant loses their home. We want to avoid this. However sometimes people will simply not engage with us to resolve the problem and things get worse.

We emphasise the importance of paying rent to tenants from the day they sign for their tenancy. We keep a close eye on all rent accounts and deal with arrears at an early stage. We remind people of their responsibility to pay rent. Where a tenant needs help to claim Universal Credit or other benefits we refer them to our in-house Tenant Welfare Advisor who supports them through the claims process.

The continuing rollout of Universal Credit keeps our Housing Officers and Housing Support Team busy helping tenants with their claims and any related problems. We work to raise awareness of Universal Credit and how a change in circumstances will affect a claim. Our Support Team helps tenants open bank accounts, access the internet, and sources training to help people use computers. The housing element of universal credit is paid direct to the claimant. It is important that tenants know their responsibility to pay this to the Association.

This year 405 out of 474 new tenants stayed in their home for more than 12 months – that is 85.44%, a slight increase from the previous year. We want tenants to live in their homes for as long as possible. Our Support Team contacts all new tenants with a welcome call. They will offer practical help to set up a new home. This includes things like setting up new energy accounts, furnishings, flooring, and help with filling in welfare claim forms.

The Support Team also contact all tenants who make enquiries about ending their tenancy. This is to see if there is any advice we can offer to help the tenant stay in their home. However, most people move away for positive reasons like:

- Transferring to another home in the social housing sector (Housing Association or Local Authority)
- Finding another social housing tenant to exchange homes with.
- Moving in with a partner or other family member
- Buying their own home
- Moving to a private tenancy



**Customer feedback from Mr M:** Tenant called to thank us for prompt service he received to replace his kitchen light. He also said that Heatcare tradesmen were very helpful.

## We can help

Langstane Housing Support Service (LHSS) has seen lots of changes this year to their branding and the way they work. However, they are still dedicated to supporting new and existing tenants get what they need to be happy and comfortable in their homes. You can see here the number of things the team has worked hard on this year:



### Langstane Housing Support Service in action

The privacy of the tenants in these stories has been protected.

#### Story 1 – Miss J.

This tenant's self referral made the world of difference to her quality of life.

Miss J went through a change to her personal circumstances. She decided to self refer for help from our team. Billy had worked with the tenant before. He quickly arranged a meeting at the office to go through how we could help.

Our tenant has some hearing loss. Billy was able to communicate through a mobile phone app, so there was no barrier to a good chat. The main issue was Miss J's recent medical diagnosis. It was affecting how she was coping in her home. Billy and Miss J discussed options for transfer to a property that would be more suitable for her.

After thinking through the options, Miss J decided that sheltered housing would suit her best. She would have access to support, and have a feeling of safety while allowing her to maintain her independence.

Billy helped with an online Apply4Homes application. He also referred Miss J to the Disabled Persons Housing Service (DPHS) and North East Sensory Service (NESS) who helped support her application for sheltered housing. We also did some financial checks to see what benefits Miss J may be entitled to if she was faced with having to give up working.

Our tenant had other health worries. This related to her loss of hearing, and if she would hear her smoke detectors. Billy arranged for a flashing alarm to be fitted to the smoke detectors and the carbon monoxide detector. This made a huge difference to how safe our tenant felt in her home.

This story from the Housing Support Service has a happy ending. Miss J has successfully moved to a sheltered housing property and is happy in her new home.



During 2019-2020 the LHSS handled 552 cases

#### Story 2 – Mr F

Sometimes when you're on your own all you need is a helping hand...

Mr F is in his 50's, living in a fourth floor flat and struggling with the communal stairs. This was making it really hard to get out and about, especially to visit his mum who was in a care home a few miles away. With no other family around our tenant was alone to make sure his mum was getting regular visits.

Not being able to get out meant going shopping for food wasn't easy. Mr F was starting to rely on takeaway food. This was not improving the situation. Not able to get out, the flat was filling up with clutter as well. All this was taking a toll on Mr F's mental wellbeing. Sadly, to add to the hard times his mum passed away. After a while Mr F visited his local GP and felt able to talk to a link worker, Mary, about what he was going through.

Mary discussed options for accessing help and support with Mr F. After that Mary contacted our Housing Support Service and referred him to us. One of our support workers got in touch and arranged a home visit. On the first home visit our support worker sat with Mr F for a chat. At this point he was finding it difficult to move around the flat as well as not managing the external stairs. He said he would like a move to a ground floor property. Mr F needed help to get his flat organised and into better condition so that he would be ready to move on.

Our support worker helped him to complete a housing application. Also, they made a referral to the Disabled Person's Housing Service that can help match people to properties. Finally, our support worker helped find an organisation that helps people deal with decluttering. They got quotes from three organisations. Our tenant chose one that he felt he could work with and welcome to his home.

Mr F and our support worker met with Sara from the declutter company. They agreed a plan of action. He then spent the next few weeks working with Sara to declutter his house.

Our tenant is now living in more comfortable surroundings and is waiting for a ground floor property to become available.



# Finance

The Results for the Langstane Group for the year ended 31 March 2020 are shown below.

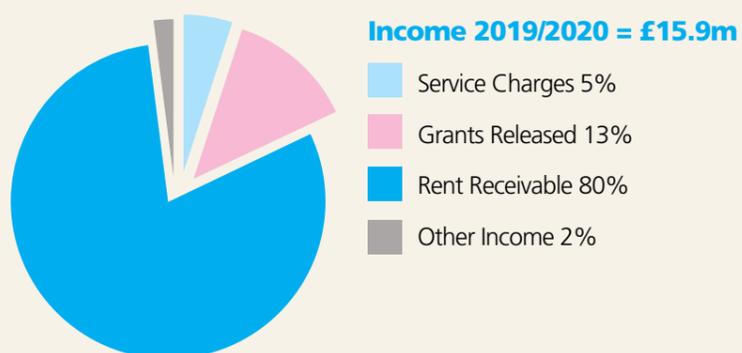
## What is the Langstane Group?

The Langstane Group	
Langstane Housing Association	Provision and management of affordable rental accommodation
Langstane Property Limited	Mid-market rental activities
Stockethill Homes Limited	Replaced by Langstane Property Limited
Langstane Developments Limited	Dormant
Langstane Maintenance Limited	Dormant

## Where does the Langstane Group get its money?

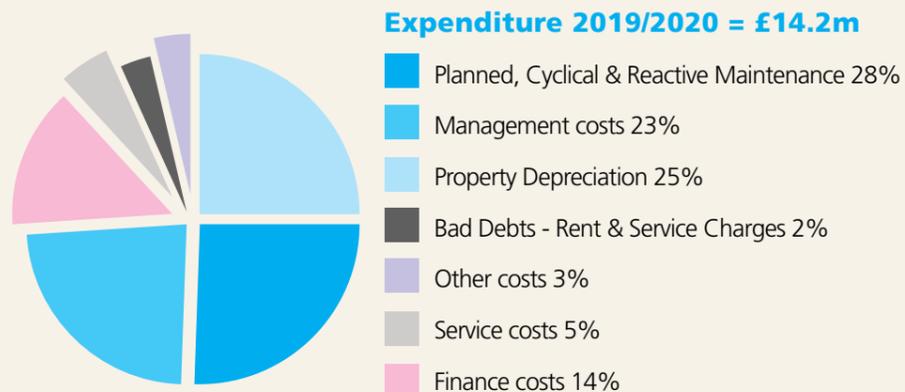
Most comes from rents and service charges plus grants we receive from the Government.

Ashworth Black were appointed as remuneration consultants for Langstane during 2019-20. They have no other connection with the Association.



## What does the Langstane Group spend money on?

As you can see from the chart, we spend most on making sure our properties are fit for purpose and meet the safety requirements. After that come staff costs, office costs and interest payments on loans. Property depreciation is the cost of using an asset, such as a building, over the life the asset is expected to have.



## How do I benefit as a tenant of the Langstane Group?

Any surplus made in the year is invested in Langstane Group and so, in addition to the £4 million this year maintaining your properties, Langstane Group has also spent £871,398 refurbishing existing properties. This expenditure is part of the Group's rolling programme of improving not only the condition of your homes but also their energy efficiency.

- Bathrooms £489,992
- Heating systems £321,742
- Kitchens £59,528

## Who makes the big decisions at Langstane?

Our voluntary Board members have responsibility for the leadership, strategic direction and control of the Association. They ensure we can demonstrate we have good governance and financial arrangements in place and we are meeting objectives set out in our Business Plan. Our Senior Management Team then have delegated powers to deliver on these decisions and regularly report back to the Board on how objectives are being achieved and their professional recommendations for the next steps.

## Statement of Financial Position

This is a report that provides information about the financial health of the Langstane Group as at 31 March 2020. It is made up of Assets, Liabilities and Reserves.

Assets are things that we own such as buildings or cash along with monies that other people are due to us.

The Langstane Group Assets	2020	2019
	<i>(We round all figures to the nearest pound)</i>	
Housing properties	147,369,490	150,035,932
Other assets (offices, equipment and vehicles)	3,395,796	3,457,607
Stock	14,500	14,500
Rent arrears and other receivables	708,641	1,075,096
Cash	3,582,950	3,047,239
	<b>155,071,377</b>	<b>157,630,374</b>

Liabilities are obligations Langstane are due to pay. These are either short term, to suppliers for example, or over longer periods such as long term loans. Grants we receive are advance payments that relate to future periods. They are treated as a liability as they could be repayable if not used for the purpose given.

The Langstane Group Liabilities	2020	2019
	<i>(We round all figures to the nearest pound)</i>	
Social Housing and other grants	86,527,934	88,655,443
Housing loans	45,074,024	47,076,452
Suppliers	987,546	681,056
Accruals and deferred income	1,002,581	1,347,409
Other payables	791,060	673,425
Pension liability	188,000	2,656,000
	<b>134,571,145</b>	<b>141,089,785</b>

Reserves are the difference between Assets and Liabilities and represents the £1 payable by each member of Langstane Group and the surpluses accumulated over the years since Langstane Group was incorporated.

The Langstane Group Reserves	2020	2019
	<i>(We round all figures to the nearest pound)</i>	
Share Capital	113	103
Revenue Reserves	20,688,119	19,196,486
Pension Reserves	188,000	2,656,000
	<b>20,500,232</b>	<b>16,540,589</b>



## Meet our Rent Management Team Leader

Johanne Hay has been with the Association for 18 years. Currently, Jo is Team Leader of Rent Management, as well as being a first aider and fire warden. Jo is passionate about her job, and has a particular focus on putting everyone's health and wellbeing at the forefront of what she does

### May 2002

"My first job was as a Housing Assistant in a specialist role in the court section of Housing Services. My role involved:

- Typing legal notices for arrears and anti-social behaviour cases
- Typing up summons for submission to court
- Monitoring former tenancy accounts
- Typing reports for write offs; and
- General administrative duties"

### September 2002

Began studying at Aberdeen City Council for the Institute of Revenues Ratings and Valuation (IRRV) Technicians Exam. The course covers:

- Housing and Council Tax Benefits Law and Administration

### January 2004

Passed IRRV exams and gained certificate

### September 2008

Jo was successful for promotion to Senior Account Management Officer. This involved:

- Responsibility for a team of eight staff
- Oversee all tenant rent and sundry debt accounts
- Former tenancy debt collection
- Authorising and overseeing court actions
- Liaising with Local Authorities about Housing Benefit; and
- Reporting for the Senior Management Team and the Board of Management



### April 2005

Jo successfully applied to become an Account Management Officer. This was a specialist role focusing in managing tenant's accounts. Jo's areas included Aberdeen City and South Aberdeenshire. The role later evolved into being a Housing Officer based in Peterhead with a wide area to cover, and included viewing and signing new tenants for properties.



### May 2011

Began studying for Chartered Institute of Housing (CIH) level 4 Certificate in Housing Practice



### January 2012

Jo becomes a Team Leader in the newly formed Your Call team. This is was to be a 'one-stop-shop' for tenants. Jo became responsible for a team of 12 staff. Here's what Jo says about the change:

"I wanted to widen my experience in the Association and learn what other teams did. This move would definitely achieve that. It was a brand new team. I worked closely with the Customer Services Manager and Housing Director to shape the service and train the staff. I enjoyed making sure that every team member knew each other's duties to ensure continuity of service. I already had a strong skill set of dealing with people. This was an ideal opportunity to use these skills to fullest potential."

### June 2014

The Association went through a restructure. Jo moved roles to become a Team Leader in Housing Services. Here's what Jo says about the move:

"This change meant a large part of my job would be involved back in arrears collection - you might say this is where my heart lies. I still work this job, although with the job title Rent Management Team Leader. I have a team of seven. Five specialise in rent arrears, one is a rent arrears and housing officer, and the other is our Tenant Welfare Advisor."



### June 2013

Passed Diploma



### June 2012

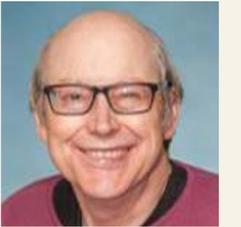
Passed CIH Level 4 Certificate. Went on to study for CIH level 4 Diploma in Housing Practice.

"I have enjoyed my work at LHA over the past 18 years. Not one day is the same. It is fast paced and varied. There have been a lot of tears along the way most of which I can laugh about now. I have met a lot of interesting people and they have made my working life an enjoyable one. Coming from a farming background in Wales I never saw me working for a Registered Social Landlord in Scotland. It's the best career I could ever have chosen."

### Jo's thoughts on her time with Langstane so far

If you have any queries about rent or arrears please get in touch with Jo's team either by phone to 01224 423000, email to [info@langstane-ha.co.uk](mailto:info@langstane-ha.co.uk) or you can send us a private message on our Facebook page at [www.facebook.com/Langstane](https://www.facebook.com/Langstane). To read more on how to pay rent or help with your rent please visit our website [www.langstane-ha.co.uk](http://www.langstane-ha.co.uk).

## Profile: Tenant Board Member



Kevin Hutchens has been a Langstane tenant and Board member for 26 years. He is a valued colleague, but has decided to leave the Board of Management to seek new adventures and challenges. Kevin promises to stay involved in tenant participation, and we are very happy to hear that.

See how Kevin feels about being involved with Langstane, in his own words...

Why did you get started being an involved tenant? And how long ago was this?

I became a member on day one of being a tenant. Not only that but I attended Annual General Meetings, and asked questions about the rent levels. This would be about 26 years ago. I lose count of time. I guess it interested me to find out more about Langstane Housing Association.



Why did you decide to join our Board of Management, at that point called the Committee of Management?

I got a letter from the Chief Executive at the time, Mike Fitzpatrick. He offered to buy me dinner in order to tell me more about the Board and what it did, and in the process invited me to join. I attended a meeting as an observer. It seemed interesting and I decided to give it a try.



What's involved in being a Board member?

It's changed considerably over the years, but the main part of it is reading papers for meetings, attending meetings and holding the senior management team to account. But there is more; training events, representing Langstane at conferences; and attending project openings.



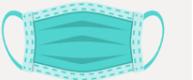
Looking back over your years of being a Board member, what achievements/moments are the most positive?

Chairing tenant's forums and going on tours of our developments. It's so good to see how much Langstane is doing and how widely it works. I also enjoyed chairing three different sub-committees. I was particularly involved with tenant and operational services; it was a good chance to look at detail.



What have been your greatest challenges whilst serving on the Board?

Perhaps the present ones. Who would have seen the challenges that Covid-19 presents, we have so many, we are doing well but more challenges remain.



What would you say to other tenants about getting involved with the work of the Association?

Become a member, attend Annual General Meeting and raise questions, read the annual reports, find out more. If you are dissatisfied with a service, complain. If you think a service is good, compliment it. If you are really interested, find out more about the Board, but be clear what responsibilities you are taking on.



Do you have a message for the staff you would like to share?

Thank you. At most times you do your job well. When there are difficult issues like the recent flooding you excel. Yet you respond well to constructive criticism and that is a sign of integrity in public service.



We understand this will be your last year as a Board member. What are your plans for the future?

Several. I intend spending more time in the countryside. Also, making the best of my last few months as a Trustee of 'Contact for Families with Disabled Children'. I have one new role which links into my love of the countryside - I have recently been appointed to be a member of the Equality Advisory Forum to Cairngorms National Park Authority. As regards Langstane I intend finding some way to offer advice and support as a tenant and may take a more active role in taking up tenant's issues.



If you would like to get involved in tenant participation or become a Langstane member please contact Samantha our Customer Participation Officer on 01224 423120 or email [samantha.hough@langstane-ha.co.uk](mailto:samantha.hough@langstane-ha.co.uk).



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Senior Management Team



Asset Management



Housing Services



IT



Finance



Langstane Housing Support Service



Elgin team



Corporate Services



Personal Assistants



Support Services

Stephen Dobson Photography