



**West Whitlawburn**  

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**Housing Co-operative**

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# **Business Plan 2023 – 2028**

<b>Contents</b>		<b>Page Number</b>
<b>1</b>	<b>Introduction</b>	<a href="#"><u>3</u></a>
<b>2</b>	<b>Vision and Values</b>	<a href="#"><u>5</u></a>
<b>3</b>	<b>Executive Summary</b>	<a href="#"><u>7</u></a>
<b>4</b>	<b>Who We Are and What We Do</b>	
4.1	Background	<a href="#"><u>9</u></a>
4.2	Management Committee	<a href="#"><u>10</u></a>
4.3	Staff	<a href="#"><u>12</u></a>
4.4	West Whitlawburn Community	<a href="#"><u>14</u></a>
4.5	Our Customers	<a href="#"><u>18</u></a>
4.6	Housing Stock	<a href="#"><u>21</u></a>
4.7	Rents	<a href="#"><u>24</u></a>
4.8	Performance and Benchmarking	<a href="#"><u>31</u></a>
4.9	Digital Services	<a href="#"><u>36</u></a>
<b>5</b>	<b>Asset Management</b>	
5.1	Asset Management Strategy	<a href="#"><u>37</u></a>
5.2	Tenant and Resident Safety	<a href="#"><u>38</u></a>
5.3	SHQS	<a href="#"><u>39</u></a>
5.4	EESHS and EESSH2	<a href="#"><u>39</u></a>
5.5	Multi Storey Flats Strategy	<a href="#"><u>41</u></a>
<b>6</b>	<b>Analysis of Our Operating Environment</b>	
6.1	Risk Management	<a href="#"><u>47</u></a>
<b>7</b>	<b>Strategic Objectives</b>	
7.1	Analysis	<a href="#"><u>49</u></a>
7.2	Strategic Objectives	<a href="#"><u>49</u></a>
7.3	Delivery Plan	<a href="#"><u>51</u></a>
<b>8</b>	<b>Financial Projections</b>	
8.1	Introduction	<a href="#"><u>53</u></a>
8.2	Current Operating Environment	<a href="#"><u>53</u></a>
8.3	Assumptions and Comment	<a href="#"><u>54</u></a>
8.4	Sensitivity Analysis	<a href="#"><u>58</u></a>
8.5	Risks to the Delivery of WWHC Financial Plans	<a href="#"><u>58</u></a>
8.6	Summary	<a href="#"><u>59</u></a>
<b>9</b>	<b>Monitoring and Review</b>	<a href="#"><u>61</u></a>
<b>Appendices</b>		
Appendix 1	Stock Condition Survey	<a href="#"><u>63</u></a>
Appendix 2	Cladding System Technical Data	<a href="#"><u>65</u></a>
Appendix 3	PEST Analysis	<a href="#"><u>69</u></a>
Appendix 4	SWOT Analysis	<a href="#"><u>71</u></a>
Appendix 5	Strategic Risk Analysis Summary	<a href="#"><u>73</u></a>
Appendix 6	TOWS Matrix	<a href="#"><u>85</u></a>
Appendix 7	Summary Delivery Plan and Targets	<a href="#"><u>86</u></a>
Appendix 8	30 Year Cash flows	<a href="#"><u>103</u></a>

## 1. Introduction

The Business Plan is a key strategic document, which communicates West Whitlawburn Housing Co-operative's (WWHC) vision and objectives, and how we will achieve those objectives.

It is central to WWHC's strategic decisions and provides direction to operational decisions.

The Business Plan includes information on all aspects of WWHC's future plans:



Effective business planning is crucial for the continued success of the Co-operative. Our planning process allows the organisation to link strategic and operational aspects of our business and is used to ensure Committee and Staff meet the agreed aims and objectives and allows other stakeholders to have a comprehensive strategic view of our organisation and our objectives.

Reporting and monitoring systems have been established to allow managers and our Management Committee to judge the extent to which our strategic objectives are being achieved and to make any necessary adjustments in a timely manner. Staff are responsible for ensuring that accurate, relevant and good quality information is provided to allow our Committee to determine a strategy with a full understanding of strategic options and risks.

The Business Plan is underpinned by WWHC's robust approach to strategic asset management and it sets out our objectives for the next three years (i.e.

what we want to achieve over the term of this plan) and the actions we intend to take in order to achieve them.

As such, the plan provides a focus for leading WWHC into the future. Our people (Committee Members and staff) will deliver our Business Plan objectives. This Business Plan has been developed by them to ensure that those who know our business best have a meaningful part to play in shaping its future, and in doing so, identify with that future and commit to achieving it.

Our vision articulates our aspirations for WWHC and our values recognise that success will depend largely on our behaviour and the culture our people create.

The purpose of the Business Plan is to:

- help us to understand the opportunities and threats in our operating environment as well as our own internal strengths and weaknesses;
- clarify our strategic objectives and priorities and set out the key actions we will take in order to deliver these objectives;
- confirm that we have the resources necessary to carry out these actions and help us to identify and mitigate any risks we face in delivering these actions; and to
- provide a strategic overview for our other strategies and plans (e.g. our asset management strategy and staff training plan) and a framework with which we can monitor our progress and measure our success.

The Business Plan is reviewed and updated annually and approved by the Management Committee.

The Co-operative understands that effective governance is essential to both the success of the Co-operative and the reputation of the social rented sector as a whole. It undertakes its responsibilities to ensure compliance with the Scottish Housing Regulator Regulatory Standards of Governance and Financial Management. In developing this plan, we have taken account of business planning guidance produced by the Scottish Housing Regulator. An annual programme of internal audit and an ongoing assurance process demonstrates WWHC's commitment to good governance.

WWHC continues to demonstrate that we are a viable organisation with a good reputation.

## **2. Vision and Values**

### **2.1 Mission Statement**

We are committed to providing excellent housing and services to our members, residents and service users.

### **2.2 Vision**

By putting our members at the centre of everything we do, we will maintain a safe, popular area where people are happy to live.

### **2.3 Values**

Our values are central to what we do and incorporate the importance that we place on people, services and quality. They shape how we operate to achieve our mission and the objectives set out in this plan, underpinning all of the work that we do:

**Excellence** We are committed to providing high quality, customer focused services that demonstrate value for money, delivered by an experienced staff team.

**Integrity** Openness, honesty, transparency and trust are at the core of all that we do.

**Inclusion** We believe all people should be treated with equal respect, irrespective of age, gender, physical ability, race, ethnic background or sexual orientation. We will ensure that all our actions, policies and procedures support equality for all.

**Accountability** We hold ourselves accountable to the community we serve, the partners we work with and the agencies that support us, by providing the appropriate information all stakeholders and partners need, in order to assess our performance and to be able to contribute effectively to its development and improvement.

**Community** We are proud to be a fully mutual housing Co-operative controlled by our members on the Management Committee, serving the community in which we work.

## 2.4 Co-operative Principles

The Co-operative is pleased to be a member controlled fully mutual housing co-operative, and supports the International Co-operative Alliance principles of:

- Voluntary and open membership
- Democratic member control
- Member economic participation
- Autonomy and independence
- Education, training and information
- Co-operation amongst co-operatives
- Concern for community

<b>2. Reviews</b>		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Reviewed and confirmed	Nov 2021
Management Committee	Reviewed and confirmed	Apr 2023

### **3. Executive Summary**

This Business Plan covers the period November 2023 to 2028. Interim reviews will take place annually in September.

The annual review will:

- Assess progress against strategic objectives;
- Assess whether these objectives are still relevant;
- Review the operating environment to identify any additional risk factors since the plan was approved;
- Review the financial performance against projections;
- Review assumptions in the event of any changes in performance.

The Co-operative has a Management Committee of up to 15 members, who have a wealth of experience in managing the organisation combining the skills and experience of its tenants with the staff employed to deliver WWHC's objectives. Committee members have strong local insight into the needs of our members and local community with relevant experience gained from working, volunteering and lived experience. The Co-operative carries out an appraisal of each committee member's skills and effectiveness each year and a training plan for the committee is in place.

The Co-operative's performance in delivering services to its tenants and owners is excellent with an overall satisfaction level of 95% based on the most recent tenant satisfaction survey.

Our performance compares well with other RSLs and national performance. We have an independent internal audit function in place as one part of the ongoing assurance process.

The Management Committee carried out an extensive review of its business during 2023 including updated SWOT and PEST analyses. This informed the agreed vision and values from which follow five core strategic objectives and associated actions to enable the Co-operative to achieve the vision:

- Ensure that customers receive the highest possible standard of service at all times
- Provide good quality homes in an attractive environment
- Maintain and enhance strong strategic governance
- Improve our financial strength and deliver value for money
- Seek to address inequalities and exclusion in West Whitlawburn

In 2023, the Co-operative acquired an additional 60 homes as part of South Lanarkshire Council's regeneration of East Whitlawburn. WWHC has no new build development plans over the course of the Business Plan period.

Although the Co-operative would hope to take advantage of any opportunities that arise in the future, it will carefully assess the risks of any new projects before committing to them in accordance with the agreed Development Strategy principles.

Our properties comply with the Scottish Housing Quality Standard (SHQS) and the Energy Efficiency Standard for Social Housing (EESH) (excluding exceptions) through the implementation of our asset management strategy.

A full review of or 30-year financial projections was completed in October 2023 including sensitivity analysis for various financial scenarios. The Co-operative continues to be a viable independent community-controlled organisation with sufficient funds to meet the demands of its asset management strategy.



## **4. Who We Are and What We Do**

### **4.1 Background**

West Whitlawburn Housing Co-operative (WWHC) is a tenant owned and controlled, fully mutual housing co-operative with charitable status based in Cambuslang, South Lanarkshire.

WWHC is a registered society under the Co-operative and Community Benefit Societies Act 2014, a Registered Scottish Charity (SC038737) and a Registered Social Landlord (RSL) with the Scottish Housing Regulator (C381) We are VAT registered and our turnover for the year ended 31st March 2023 was £4.8million.

The Co-operative was formed in 1989 through large-scale voluntary transfer with the main aim at the time being the rehabilitation of the housing stock and to address the social problems in the area. From its formation, the Co-operative has been unique in its high proportion of multi storey stock with particular management and maintenance challenges. Although this has decreased from 80% in 1989 to 61% at present, it is the highest for an RSL in Scotland.

We now have 704 properties in management. 432 are multi storey flats, 112 are low-rise flats, 100 properties built in 2009, which are a mix of 84 terraced and semi-detached houses and 16 cottage flats. In 2023 we acquired a further 60 new build properties which are a mix of houses and flats, as part of East Whitlawburn regeneration.

All the multi storey and low-rise properties are late 1960's systems build design and have undergone major refurbishment and improvement work over the years.

We have built a solid track record of driving positive change in the community through housing led regeneration and high quality service provision and we enjoy an excellent reputation.

The Co-operative is led by a highly committed management committee, all of whom are tenants, and prides itself on tenant control with high quality service delivery. Our Rules allow for 15 Management Committee members who are unpaid and give their time and commitment on a voluntary basis. They are supported through training and development to ensure the skills and experience are in place to guide the Co-operative forward.

We employ a dedicated and experienced staff team, 13 of whom provide our 24/7 Concierge Service which has been in place since 1996. This service has been integral in transforming our housing stock into safe and desirable homes for our tenants. Community safety is at the heart of the service

providing various community supports such as support for vulnerable tenants, dealing with anti-social behaviour and providing an immediate response to smoke and heat detector activations in the multi storey blocks.

We have worked to invest in our homes over the years, but we also place importance on wider community regeneration as we commit to making West Whitlawburn a safe and secure place to live now and in the future.

The Co-operative has transformed West Whitlawburn through a strong record of accomplishment of successful delivery of services and physical and social improvement projects, which have so far has made a great difference and there, is a real feel of a strong and vibrant community.

<b>4.1 Reviews</b>		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated to reflect increased stock numbers and turnover	Jul 2023

## **4.2 Management Committee**

We are governed by a Management Committee who are elected members of the Co-operative.

It is the responsibility of the Committee to provide effective leadership and control by setting the strategy and policy to ensure the Co-operative achieves its objectives. The Committee sets the overall direction and monitors operational activities and performance. The Committee exercises good governance across all activities and ensures compliance with legal and regulatory requirements.

Management Committee members are voluntary and unpaid. The Committee is made up of tenant and other members who are duly elected in accordance with the Rules at the Annual General Meeting of members held in September each year.

Our Committee make the key decisions about the Co-operative and provide challenge and oversight over our staff team to ensure that all decisions and activity are in the best interests of our tenants.

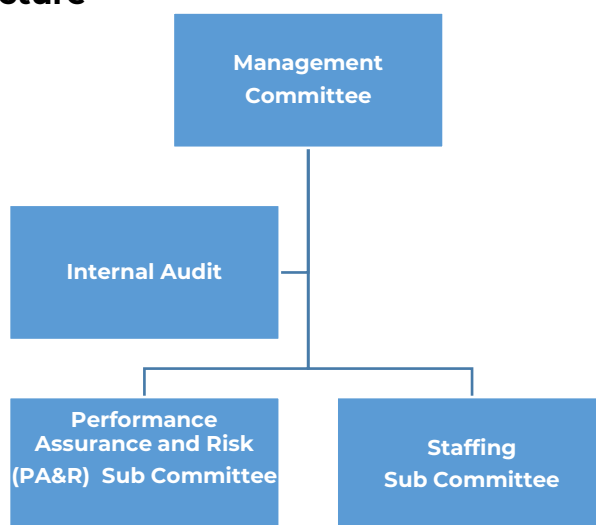
Our governance is shaped by the work we do to comply with the Regulatory Standards of Governance and Financial Management and by WWHC policies and procedures. The key features are:

- Clarity about our purpose, values, strategy and objectives and communicating these clearly
- Providing the Management Committee with good quality

information so they are able to properly scrutinise and effectively challenge

- Ensuring relationships are constructive, professional and supportive
- Management Committee are committed to learning, take part in an annual appraisal, be well prepared for meetings and make an effective contribution to our work
- To comply with codes of conduct
- Having effective policies and procedures in place
- Ensuring that we are accountable to our members, tenants and service users, our stakeholders and regulators.

## Committee Structure



## Standing Orders

The Management Committee approve Standing Orders to provide a framework for the effective and proper conduct of business and to specify the delegated authority and financial regulations within which we operate.

The Standing Orders take account of our Rules, legislative and regulatory requirements and good practice advice.

The full remits of the Management Committee and Sub Committees are detailed in the Standing Orders, summarised as follows:

## Management Committee

The Management Committee provides strategic leadership of the organisation through consideration of strategy, policy, overriding performance issues, major new developments, overall responsibility for the finances of the Co-operative, effective supervision of the Director, (and through the Director, the staff) and the work of its Sub Committees and any other structure it creates to support its business.

The Management Committee must meet at least 6 times per year in order to comply with the Rules but generally meet monthly with the exception of December.

### **Performance Assurance and Risk Sub Committee**

The Performance, Assurance and Risk Sub Committee advises the Management Committee on target setting and performance monitoring, risk management policies and processes, including the systems of internal control and on the appointment and remuneration of the internal auditor.

### **Staffing Sub Committee**

The role of this Committee is to respond to a range of ad hoc staffing issues and has responsibility to address specific staffing policy matters detailed in Standing Orders as and when required.

Sub Committees meet quarterly or on an ad-hoc basis.

The Committee and staff team is supported by external agents who provide additional assurance as follows:

<b>Organisation</b>	<b>Service</b>
The Mulholland Consultancy	Assurance and Business Planning
FMD Financial Services	Business Planning and Finance
Chiene and Tait	External Audit
Wylie and Bissett	Internal Audit

At the AGM held in September 2023, the Management Committee had 13 elected members. WWHC will continue working to strengthen the Committee and increase Committee numbers.

<b>4.2 Reviews</b>		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated in line with Standing Orders	Nov 2021
Management Committee	Reviewed and confirmed	Apr 2023
Management Committee	Reviewed and updated following AGM	Sept 2023

### **4.3 Staff**

The Co-operative employs a staff team whose job is to ensure that our tenants and other service users receive a friendly, efficient and responsive service, in line with legal and regulatory requirements.

All staff are experienced in their different areas of operation with appropriate qualifications. In addition to our staff team, we engage a number of third parties to deliver specialist elements of our service, e.g.

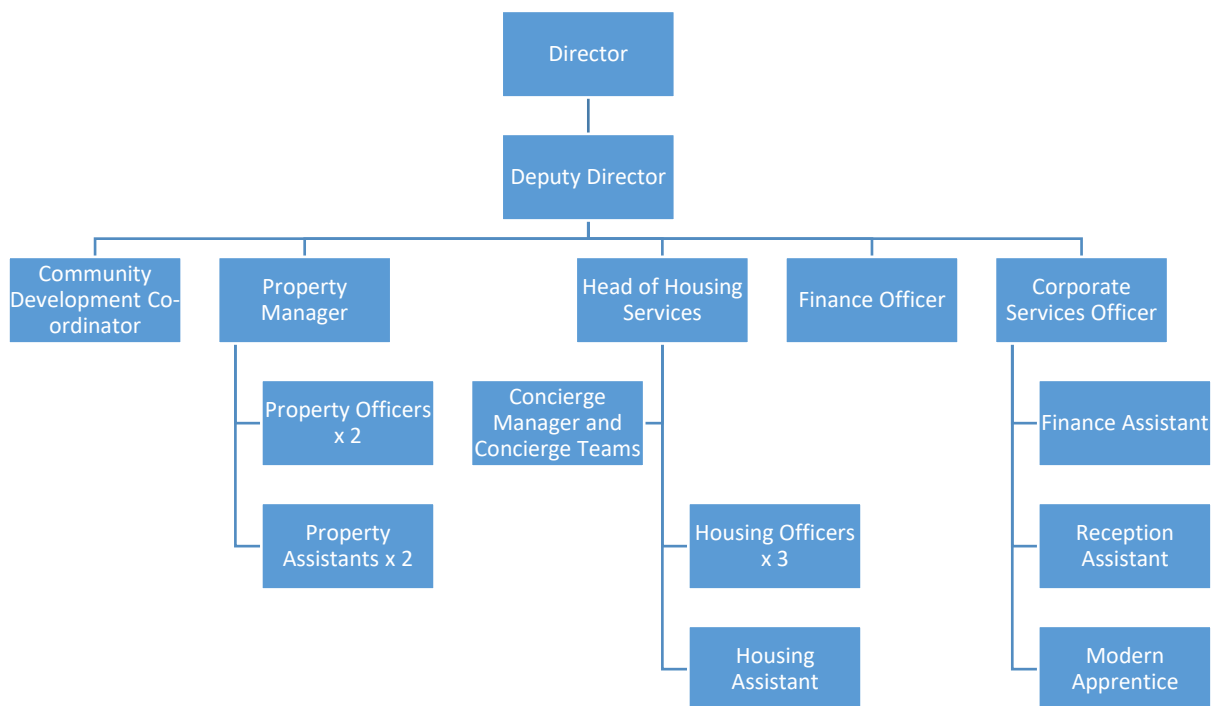
technical support, welfare/ money advice, finance, IT, internal/ external audit services.

During 2023, the Co-operative carried out a review of our Business Plan and has also been carrying out ongoing assessments of compliance with Regulatory Standards as part of our ongoing commitment to continuous improvement.

These processes have identified significant pieces of work required in addition to normal operations, which will result in substantial improvement and efficiencies in our systems and processes going forward.

In order to move forward work over the coming year, Management Committee have approved an interim staff structure:

### Summary Staff Chart 2023



The overall staff position is kept under review to ensure there are sufficient resources in place. To support this, Management Committee is provided with details of the major items of work and completion targets over the following year, with various staff responsibilities, in order to give Committee assurance that sufficient staff resources are in place. In addition, appropriate external Consultants are in place for specific areas of work.

Staff salaries, terms and conditions follow Employers in Voluntary Housing (EVH). WWHC has move from the SHAPS defined benefit pension scheme to the defined contribution scheme.

We support staff learning and development to ensure that staff have the skills required to carry out their jobs effectively. Our annual appraisal process is used to review, support and develop staff performance. This in turn informs staff succession planning.

We deliver an annual staff performance review process to discuss performance, support and training needs. We will develop and improve our working practices by the implementation of Sharepoint. To support and protect our staff a wellbeing strategy will be developed and we will aim to reduce staff absence levels.

A full staff structure review will be carried out during the period of the Business Plan.

<b>4.3 Reviews</b>		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Nov 2021
Management Committee	Updated	Apr 2023

#### **4.4 West Whitlawburn Community**

The area of West Whitlawburn is located in Cambuslang, South Lanarkshire and is recognised in the Scottish Index of Multiple Deprivations (SIMD) 2020 as within the 5% most deprived data zones in Scotland. The index is a relative measure of deprivation across 6,976 data zones in Scotland. SIMD looks at the extent to which an area is deprived across seven domains: income, employment, education, health, access to services, crime and housing.

From the SIMD, WWHC properties are located across 3 of the 431 data zones in South Lanarkshire:

- Burnside and Springhall SO1012882
- Whitlawburn and Greenlees SO1012838
- Whitlawburn and Greenlees SO1012837



The health, education, income and employment statistics for Whitlawburn, comparative to both South Lanarkshire and Scotland as a whole, illustrate the extent to which people living in the area are disadvantaged, compounding economic and social exclusion.

With both the Whitlawburn and Greenlees datazones being within the 5% most deprived in Scotland and Burnside and Springhall being within the 10%.

The table below shows a breakdown of datazone by postcode and overall ranking.

Address	Postcode	Data zone	SIMD Rank 2020
Albany Terrace	G72 8QL	S01012882	1128
Belmont Road	G72 8PG	S01012882	1128
Clifton Terrace	G72 8PQ	S01012882	1128
Hilton Terrace	G72 8PD	S01012882	1128
Ailsa Tower	G72 8LP	S01012838	63
Arran Tower	G72 8LW	S01012838	63
Benmore Tower	G72 8LR	S01012838	63
Bute Tower	G72 8YR	S01012837	257
Kintore Tower	G72 8LS	S01012838	63
Roslin Tower	G72 8LT	S01012838	63
Tiree way (even)	G72 8EY	S01012837	257
Tiree Way (odd)	G72 8FB	S01012838	63
Iona Place	G72 8FD	S01012837	257
Morven Road	G72 8PB	S01012838	63
Jura Terrace (even)	G72 8FE	S01012838	63
Jura Terrace (odd)	G72 8FF	S01012838	63

1 = most deprived, 6,976 = least deprived

East Whitlawburn New Build (60 units)

Arkle Terrace (odd)	G72 8QJ	S01012837	257
Gartmore Terrace	G72 8QH	S01012838	63
Buchan Terrace	G72 8QG	S01012838	63

From SIMD map

### **Community Regeneration**

Community regeneration is not only about building new houses or the ongoing management and maintenance of our existing properties. It is all our other activities beyond this; the activities through which we help the local community to bring about improvements in the area, improving the quality of life for people and tackling social exclusion. West Whitlawburn suffers from multiple deprivation issues, including, high unemployment, low income and poor health.

WWHC has been operational in this area since 1989 and have always been committed to making a lasting positive impact on the area to benefit both our tenants and the wider community. We are keen to provide services to help combat these issues and we support projects delivered through Whitlawburn Community Resource Centre.

The focus of the projects supported are to increase inclusion and to address poverty, supporting our tenants in having successful tenancies. We have had success in accessing external funding to deliver such services and will continue to identify potential funding opportunities and submit appropriate funding applications, which is an ongoing challenge.

### **Financial Inclusion**

We will continue to work with Cambuslang CAB to deliver outreach support through the Resource Centre. We have expanded the in-house welfare benefit advice service to include energy advice and support. This service is in place until 31<sup>st</sup> March 2025. During 2024/25, WWHC will seek external funding to extend this service. We will also investigate the attendance of a credit union in the Resource Centre on a regular basis.

### **Digital Inclusion**

The Digital Hub in the Resource Centre provides digital and online access for clients with support to navigate Universal Credit and maintain their claimant commitments. There is also a weekly Job Club to provide clients with more specific support in relation to securing employment. We will seek funding to continue the digital drop-in, working with service users and will establish social groups to support users with IT learning and online classes. We will seek to develop Young People Employment Support working with partners supporting young people as they leave school and enter the job market.



## **Tenancy Sustainment**

Donations of household goods are redistributed to local people/new tenants to assist tenancy sustainment. An annual toy giveaway is held to support families at Christmas and there is a school uniform giveaway every year to support with the cost of the new school term. We will continue to support tenancy sustainment and to increase the stock for the project, develop other referral partners and investigate sustainability in other areas of work to promote net zero strategy.

## **Food Poverty**

We will continue to support the two food banks which operate in the local area. We will seek to extend the opening hours of the Food Co-operative, which provides a wide variety of foodstuffs at low or no cost. This volunteer led project works with partners to distribute excess supermarket and bakery food from partners. We will seek to develop the warm space facility to encourage those who are feeling isolated or lonely to attend for social meal. We will investigate the potential for a Community Fridge project, funding for continuing cooking classes and ongoing support for Sport Camps with Holiday Hunger.

## **Youth Services**

Continuing to support provision of diversionary activities for local young people. Holiday Sports Camps give free access to sports activity during Easter, summer, and October school breaks and provide a lunch for children to support families. Regen FX provides youth services within the resource centre. We will investigate funding to continue diversionary activities and will work in partnership to address anti-social behaviour in community.

## **Community Activities**

The centre will continue to support the provision of community activities such as a local toddler group, arts & crafts classes, youth clubs, dance, exercise classes and football training. We will promote the centre to external groups to increase usage, develop pilot groups into regular groups where possible, consult with the community on new activities in centre, investigate additional online services/activities, promote volunteering in the centre and continue partnership working to deliver services.

## **Community Development Strategy**

Critical to the development and success of community regeneration projects is partnership working. During 2024/25, we will undertake a comprehensive review of our Community Regeneration Strategy. WWHC will continue in our community anchor role by continuing to address the needs of the local community through both our own work and through working in partnership with organisations or groups, which have expertise and access to other resources.

## Social Value

WWHC's activities both as a landlord and a community anchor organisation generate considerable value and we are keen to capture and report on this to our stakeholders and as part of our work on value for money.

The Scottish Federation of Housing Associations' (SFHA) Innovation and Future Thinking programme has developed the social value toolkit as part of the workstream 'Tackling Poverty and Demonstrating Impact.' The toolkit is a practical resource to measure and demonstrate the social value impact created by social housing providers. It provides robust monetary measurements of the social value that flows from a wide range of activities.

This toolkit aims to develop services that are accessible to all and to encourage as many members as possible to use a common approach to social value and impact measurements.

During 2024/25, WWHC will investigate the use of the toolkit to measure and demonstrate the social value and impact of our work.

<b>4.4 Reviews</b>		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Nov 2021
Management Committee	Updated	Apr 2023

## 4.5 Our Customers

South Lanarkshire Council carries out statistical analysis of areas and data zones published by their Research and Improvement Unit, providing a wide range of key statistics about areas in South Lanarkshire, covering population, employment, deprivation, health and the environment.

In considering the make-up of West Whitlawburn, statistics have been derived at the data zone levels of Springhall Whitlawburn, Whitlawburn Central and Whitlawburn East.

### Population Summary (2021)

<b>Indicator</b>	<b>WWHC</b>	<b>South Lanarkshire</b>	<b>Scotland</b>
Male	47.2%	48.5%	48.8%
Female	52.8%	51.5%	51.2%
Aged under 5	7.2%	5.0%	4.7%
Working Age (aged 16 to 64)	64.3%	62.7%	63.8%
Aged 75 and over	5.2%	8.7%	8.7%
Adult Population (aged 16plus)	77.5%	82.7%	83.4%

Source: National Records of Scotland (NRS), SAPE 2021

<b>Indicator</b>	<b>WWHC</b>	<b>South Lanarkshire</b>	<b>Scotland</b>
Income - population who are income deprived (SIMD 2020)	34.1%	12.8%	12.2%
Employment - working aged residents who are employment deprived (SIMD 2020)	24.5%	9.7%	9.3%
People on Universal Credit Source: Department of Work and Pensions (Mar 2022)	38.9%	13.3%	12.8%
Personal Independence Payments Source: Department of Work and Pensions (Mar 2022)	22.5%	10.1%	8.9%
Housing and Council tax benefit active claims aged 16 plus Source: SLC Finance and IT Resources March 2023	48.6%	13.6%	N/A
Access to services - households with no access to a car Source: National Records of Scotland (NRS) Census 2011	61.2%	28.2%	30.5%
Health - health status bad or very bad Source: National Records of Scotland (NRS) Census 2011	10.5%	6.5%	5.6%
Education - population with no qualifications Source: National Records of Scotland (NRS) Census 2011	39%	29.0%	26.8%

### **Broadband Availability**

<b>Indicator</b>	<b>WWHC</b>	<b>South Lanarkshire</b>	<b>Scotland</b>
Premises with SFBB	100%	96.5%	93.7%
Premises with UFBB	89.9%	74.7%	61.3%

Source: OFCOM (Spring 2022)

Notes: Covers both residential and commercial premises. SFBB - Superfast Broadband (30Mbit/s or greater) coverage. UFBB - Ultrafast Broadband (100Mbit/s or greater) coverage.

<b>Household Composition</b>	<b>WWHC</b>	<b>South Lanarkshire</b>	<b>Scotland</b>
Lone pensioner households	8.1%	12.9%	13.1%
Lone adult households	43.3%	20.6%	21.6%
Other Pensioner households	2.6%	7.7%	7.5%
Households with dependent children	10.3%	19.9%	18.8%

Lone adults with dependent children	17.9%	7.8%	7.2%
Children aged under 16 in lone parent households	63.5%	25.8%	25.4%

Source: National Records of Scotland (NRS) Census 2011

### Children and Young People

Indicator	WWHC	South Lanarkshire	Scotland
Free school meals – all pupils*	56.5%	21.8%	N/A
Clothing grants – all pupils*	69.5%	28.4%	N/A
Children living in families in relative low income	41.9%	23.2%	24.8%

\*Source: SLC Finance and IT Resources March 2022

\*\*Source: Department of work and Pensions 2021/22

### Crimes and Offences 2021/22

Indicator	WWHC	South Lanarkshire	Scotland
Fire raising, vandalism etc.	160.2	80.5	81.1
Anti-social behaviour reported incidents	1,241.9	523.5	589.9
Miscellaneous offences	425.6	227.2	234.7

Rate per 10,000 population

Source: Police Scotland

Notes: In some of the crime groups it is not possible to allocate a crime/offence to a datazone especially miscellaneous offences. Therefore crimes/offences will be under reported at all but the Council level.

### Equalities

The Scottish Housing Regulator has published regulatory requirements that every social landlord must:

*“Have assurance and evidence that it is meeting all of its legal obligations associated with housing and homelessness services, equality and human rights...”*

Each social landlord must:

*“Have assurance and evidence that it considers equality and human rights issues properly when making all of its decisions, in the design and review of internal and external policies, and in its day-to-day service delivery.”*

and

*“...collect data relating to each of the protected characteristics for their existing tenants, new tenants, people on waiting lists, governing body members and staff...”*

For RSLs:

- the collection of data is a specific requirement, applying to all protected characteristics;
- our equality data collection forms must cover all the protected characteristics for the groups specified by the SHR;
- must adhere to the statutory guidance unless exceptional circumstances exist.

This data should NOT be linked to an individual and should be completely anonymous. To that end WWHC use a separate collection form and we ensure that the information collected is monitored but anonymously with information being kept separate.

## **Human Rights**

In January 2022, the Chartered Institute of Housing published their guidance on housing as a human right. This document sets out the seven dimensions of adequate housing and forms the basis of housing as a human right. WWHC have policies, strategies and processes in place to ensure we meet the requirement for housing as a basic human right but will continuously monitor these to ensure they are compliant and help to meet the ethos of housing as a human right in line with guidance.

<b>4.5 Reviews</b>		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Nov 2021
Management Committee	Updated	Apr 2023

## **4.6 Housing Stock**

The Co-operative was formed in 1989 through a large-scale voluntary transfer of 432 multi storey flats and 111 low-rise flats (543 properties) from Glasgow City Council.

Since 1989, work to improve the properties was ongoing with few breaks due to funding availability. Work started at Clifton Terrace and the lower half of Belmont Road in the early 1990's and progressed over the years until the completion of fabric work to Roslin Tower in 2010, the Co-operative's 21<sup>st</sup> birthday.

A summary of all the development work carried out so far is:

<b>Contract</b>	<b>Number of Units</b>	<b>Description</b>	<b>Completion Timescale</b>
Low Rise improvement work	111	Comprehensive improvement work to low rise stock including: STO over cladding; re-roofing; new windows; rewiring; renewal of kitchens and bathrooms.	1991 to 1994
MSF Security Work	432	The installation of controlled entry at main doors and secondary landings and CCTV systems covered by a 24 hour Concierge service; The construction of a new Concierge workstation from where operations are controlled; Refurbishment of the ground floor areas of each block; renewal of water tanks and rewiring of back stair fire exits.	1996
MSF Lift Renewal	432	Complete renewal of all lift cars (12 in total) and associated ancillary machinery, switchgears, ropes, equipment etc.	1999
MSF Rewire	432	Comprehensive rewiring of all multi-storey properties and common areas, excluding back stairs lighting which was completed under a previous contract.	2000
MSF Fabric Contracts	432	Comprehensive improvement work including: over cladding; re-roofing; window renewal; upgraded communal TV system; balcony enclosure; waste stack renewal. Work to Roslin Tower included renewal of kitchens and bathrooms	2001 to 2010
New build	100	New build mix of 2, 3, 4, and 5 apartment properties and environmentals	2007 to 2009

<b>Contract</b>	<b>Number of Units</b>	<b>Description</b>	<b>Completion Timescale</b>
District heating network	539	Construction of an energy centre and retrofit heating systems with connections to a biomass fuelled district heating network	2014/15
New build	60	New build mix of 2, 3, 4, and 5 apartment properties and environmentals in partnership with South Lanarkshire Council	2022 to 2023

When the MSF improvement work was nearing completion, we embarked on a new build development (2007 - 2009) which led to an increase in stock to 644 units. An additional property was acquired through the mortgage to rent scheme.

The most recent development activity was 60 additional units acquired as part of the South Lanarkshire Council regeneration in East Whitlawburn.

Over the years we have reconfigured some properties to achieve an improved mix of apartment sizes with the current stock breakdown is as follows:

#### **Stock by Apartment size and type:**

<b>Size</b>	<b>House</b>	<b>Tenement flat</b>	<b>4 in a block</b>	<b>Multi storey flat</b>	<b>Total</b>
2 Apt	0	15	24	13	52
3 Apt	58	79	0	406	543
4 Apt	45	42	0	13	100
5 Apt	9	0	0	0	9
<b>Total</b>	<b>112</b>	<b>136</b>	<b>24</b>	<b>432</b>	<b>704</b>

#### **4.6 Reviews**

Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Apr 2023

## 4.7 Rents

In line with our vision and values, we strive to maintain our rents at affordable levels whilst balancing this with providing excellent services. Our approach to rent setting is:

- To keep rents as affordable as possible
- To keep rent increases to the minimum level required to provide services and homes in line tenant expectations and meeting legal and regulatory requirements
- To ensure WWHC has sufficient income to meet ongoing investment obligations
- To ensure we are able to manage financial risks

### 4.7.1 Rent Benchmarking

Average Weekly Rents **2022/23** rent levels – Source SHR (All tables)

Size	WWHC	RSL Average	All Landlords	Difference from Scottish average
2 Apt	81.40	90.92	83.46	-2.5%
3 Apt	96.78	92.67	86.28	12.2%
4 Apt	108.60	102.24	93.96	15.6%
5 Apt	125.62	113.15	103.72	21.1%
Overall average	97.58	94.55	87.59	11.4%

**WWHC rents are 3.2% higher than average RSL rents overall.**

### Comparable (stock numbers) South Lanarkshire RSLs

Size	WWHC	East Kilbride & District HA	Clydesdale HA	Rutherglen & Cambuslang HA
Overall stock number	686	564	742	873
2 Apt	81.40	85.73	80.80	69.51
3 Apt	96.78	94.24	86.53	87.32
4 Apt	108.60	105.09	94.79	102.69
5 Apt	125.62	114.66	112.25	128.71

### MSF Costs

WWHC stock has a very high proportion of multi storey flats (61% after acquisition of East Whitlawburn properties).



In the 2023/24 budget, 24.8% of rental income is allocated to costs **specifically associated with MSF stock:**

- 24 hour Concierge Service (salaries and employers costs, materials and office running costs)
- Water pumps and ventilation
- Lift maintenance and electricity costs
- CCTV and controlled entry systems and maintenance
- Laundry maintenance and electricity costs

The tables below illustrates an average weekly **2022/23** rental comparison with other RSLs known to have multi storey stock:

Size	WWHC	Southside HA	Queens Cross HA	New Gorbals HA	Glasgow West HA
Overall stock number	686	2,161	4,349	2,721	1,489
2 Apt	81.40	86.16	85.95	83.29	85.11
3 Apt	96.78	101.97	90.07	93.05	101.08
4 Apt	108.60	112.24	99.90	103.67	119.58
5 Apt	125.62	120.69	113.47	118.31	129.91

Size	WWHC	Clydebank HA	Linstone HA	North Glasgow HA	Whiteinch & Scotstoun HA
Overall stock number	686	1,210	1,572	5,447	1,298
2 Apt	81.40	70.76	77.81	87.73	90.16
3 Apt	96.78	76.72	88.46	95.03	97.20
4 Apt	108.60	91.77	94.63	104.04	107.79
5 Apt	125.62	111.06	112.42	115.40	120.32

**These RSLs are not comparable however, due to stock numbers and lower MSF stock ratio.**

As part of the 2023/24 rent setting process, WWHC carried out additional benchmarking to compare MSF rents (2022/23), stock proportion and

services provided. 13 landlords were approached for information which was provided in whole or part (or no response).

Further detail on specific multi storey flat rents and services for **2022/23** is as follows (source – each HA):

Size	WWHC	Southside HA	New Gorbals HA	Glasgow West HA
% MSF	67% (61%)	36%	12%	21.2%
2 Apt	83.34	87.33 & 99.09	82.38	86.64
3 Apt	98.37	105.98 & 120.32	95.35	-
4 Apt	113.13	122.41	-	-
Concierge / Caretaker	24 hr concierge service	12 hr concierge service	24 hr concierge service	24 hr concierge service – 12hr service running
CCTV	Extensive internal and external CCTV -monitoring 24hrs	CCTV in operation	Extensive internal and external CCTV - monitoring 24hrs	CCTV in operation
Common area cleaning	Cleaning of common areas	Cleaning of common areas	Cleaning of common areas	Cleaning of common areas
Laundry	Washers / dryers	-	Washers / dryers	-

Size	WWHC	Clydebank HA	Linstone HA	Cube / Wheatley
% MSF	67% (61%)	33%	10.9%	3689 total units (Wheatley total 42,658 units)
2 Apt	83.34	-	73.33	91.23
3 Apt	98.37	74.21	91.95	99.21
4 Apt	113.13	-	-	117.11
Concierge / Caretaker	24 hr concierge service	Onsite caretaking service (office hours	Estates staff during office hours	Mix of 12 hour and 24 hour sites. (12 hour sites have a

Size	WWHC	Clydebank HA	Linstone HA	Cube / Wheatley
		only – 3 caretaking staff)		mobile night patrol out with normal hours)
CCTV	Extensive internal and external CCTV -monitoring 24hrs	CCTV foyers and lifts - accessed only when there is an incident	CCTV entrances and lifts - not monitored on a regular basis	CCTV typically linked to local 24hr sites.
Common area cleaning	Cleaning of common areas	Common area cleaning of main foyer, lifts and externals only	Cleaning of common areas	Stair and landing cleaning
Laundry	Washers / dryers	-	-	2 of 110 blocks have laundry facilities

**As above, housing associations are not directly comparable to WWHC due to the number of units and proportion of MSF stock.**

WWHC will continue benchmarking of rents and services for 2023/24.

#### 4.7.2 Affordability

The Management Committee recognises the affordability, as opposed to value for money issues around our stock and rent levels, which will require further detailed scrutiny during the period of the business plan.

The Co-operative recognises the difficulties in ensuring affordability given the pressures of high management and maintenance costs, associated with the multi-storey stock in particular.

Below is a breakdown of how rental income is allocated across budgets:

	% of budget 2022/23	% of budget 2023/24
MSF costs including Concierge	27.7%	24.8%
Planned and reactive maintenance costs	18.5%	18.8%
Insurances	2.9%	3.1%

	<b>% of budget 2022/23</b>	<b>% of budget 2023/24</b>
Office staff salary and employers costs	33.4%	24.5%
Office maintenance and running costs	4.1%	4.1%
Affiliations, fees and training	2.8%	3.0%
Community Support / Wider Action	2.5%	2.2%
Loan repayments	8.1%	19.5%

The SFHA tool used to test the affordability of rent charges which works by comparing different rents to moderate incomes within the local authority area was used during the rent setting process.

The tool calculates rent charges as a percentage of moderate incomes and works on the assumption that up to 25% is 'affordable'.

- Where the percentage is between 25% and 30%, rent is considered to be on the margins of affordability.
- Anything over 30% is considered high in relation to moderate incomes.

The results of affordability testing for 2023/24 show that average 3 apartment rents are just within the margins of affordability for single people and 3 apartment multi storey rent is high for a single person.

### **Tenant Survey Information**

In the 2022/23 survey carried out by the Knowledge Partnership, 80.7% of tenants agreed that the rent paid for housing and related services is value for money i.e. 80.7% of tenants agree that rent is very or fairly good value for money whilst 12.7% say that rent value is poor. In the 2019 survey, 82.7% of tenants agreed that rent was good value for money.

The tenant consultation on 2023/24 rent increase received 91 responses (13.6%). Below is a summary of the responses:

	<b>Yes</b>	<b>No</b>
Taking everything into account, do you understand the need for a rent increase?	75 82.4%	16 17.6%

Taking all the enclosed information into account, do you think the 5% rent increase proposed is reasonable?	53	38
	58.2%	41.8%

The other consultation questions requested comments and suggestions on current and future services and costs and cost reduction opportunities.

The comments highlighted that tenants value existing service provision and were reported to Management Committee in full.

## Rent Policy

WWHC's Rent Policy seeks to balance the provision of housing services with affordable rents. The Co-operative is non-profit making but we need to generate a surplus in order to have funds to pay for major repairs and renewal programmes when required.

The Rent Policy is points based with factors attributable to service and amenity elements so that there are rent differentials between different property sizes and types.

## Rent Differentials

Management Committee agreed the rent levels for East Whitlawburn new Build in accordance with the Rent Policy and were calculated in line Scottish Government Benchmark rents. This has created additional rent differentials within the housing stock.

From the SHR published comparative rent information for **2022/23** below, WWHC 5 apartment rents are high (+21.1%) comparative to Scottish averages, with a higher differential within WWHC stock.

Apartments	WWHC average 2022/23	Difference between WWHC stock sizes	Scottish average	Difference from Scottish average
2	81.40		83.46	-2.5%
3	96.78	+£15.38 = +18.9%	86.28	12.2%
4	108.60	+£11.82 = +12.2%	93.96	15.6%
5	125.62	+£17.02 = +15.7%	103.72	21.1%

To begin to address this, there was no rent increase applied to the existing (i.e. not including East Whitlawburn) five, 5 apartments for 2022/23 and 2023/24.

Committee has agreed that a rent policy review and harmonisation process is included in the work plan of the Business Plan update, which will include further tenant consultations.

### 4.7.3 Value for Money

WWHC requires to meet both tenant and regulatory expectations. We are aware that many tenants are experiencing financial difficulties along side WWHC experiencing growing financial pressures and cost increases. During the Business Plan period, WWHC will have a focus on developing our Value for Money Framework with key outcomes:

We are delivering our objectives

We are more efficient



Our members are satisfied with our services

We achieve good outcomes with our available resources

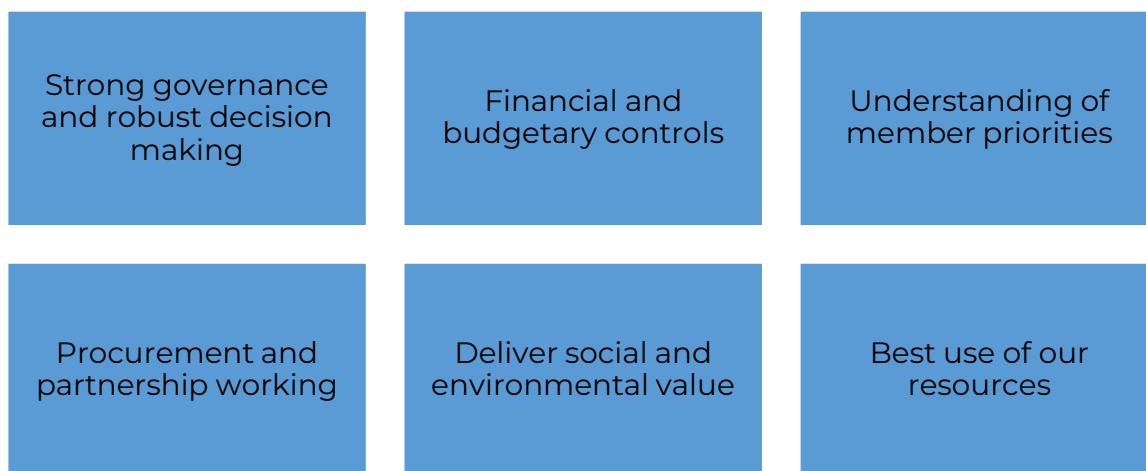
Tenants are satisfied that they receive good value

Our costs and services are comparable with other RSLs

We are financially viable

We meet our targets

Key tools and techniques in delivering value for money objectives:



4.7 Reviews		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Nov 2021
Management Committee	Updated	Jul 2022
Management Committee	Updated	Apr 2023
Management Committee	Updated	Nov 2023

## 4.8 Performance and Benchmarking

We monitor our performance internally with previous years' performance, and by using the Scottish Housing Regulator published statistics. The information below has been updated with 2022/23 published performance information.

### 4.8.1 Historic Benchmarked Performance of WWHC 2020/21 – 2022/23

	2020/21	2021/22	2022/23
Void Loss	1%	1.15%	0.95%
Void turn around	42.7 days	39.38 days	31.15 days
Turnover*	9.16%	11.18%	9.33%
Percentage of tenancy offers refused	54.55%	27.45%	22.22%
Percentage of rent due collected	102.5%	99.35%	99.48%
Gross rent arrears	9.07%	5.64%	4.97%
Average length of time taken to complete emergency repairs	3.47 hours	3.19 hours	3.61 hours
Average length of time taken to complete non-emergency repairs	3 days	4.87 days	3.45 days
Reactive repairs completed right first time	84.33%	84.36%	89.53%
Percentage tenants satisfied with repairs service *	92.57%	94.63%	90.52%

(SHR Annual Return on the Charter)

\* Annual survey data

### 4.8.2 Tenant Satisfaction

The Co-operative carries out a full 3-yearly tenant satisfaction with a minimum 40% return.

The 2022/23 survey was carried out by the Knowledge Partnership who conducted face to face interviews with 275 tenants from 9<sup>th</sup> December 2022 to 13<sup>th</sup> January 2023. The survey covered all of the Scottish Social Housing Charter satisfaction indicators along with some other matters WWHC wanted views on with the outcomes shown below.

Measure	WWHC satisfied 2019	WWHC satisfied 2022	RSL average post Apr 2020 *	SHR 2022/23 ARC Report
Overall service provided	95.8%	<b>94.9%</b>	88.4%	86.7%
Being kept informed about services and decisions	97.3%	<b>91.3%</b>	91.4%	89.7%
Opportunities to participate	90.8%	<b>88.7%</b>	86.3%	85.9%
Quality of home	88.8%	<b>94.2%</b>	85.9%	84.2%
WWHC's contribution to the management of the neighbourhood	92.3%	<b>90.5%</b>	84.8%	84.3%
Rent value for money	82.7%	<b>80.7%</b>	79.6%	81.8%
Repairs Service	92.57%	<b>90.52</b>		88%

\* The Scottish average is based on a sample of approx. 40,360 tenants (housing associations and co-ops) Scope is 87 landlords since April 2020 - weighted average (source SHR 31/8/2022) – Knowledge Partnership report.

In addition to the Charter indicators,

- 92.1% of tenants satisfied with the Concierge Service.
- and
- 91% of tenants satisfied with their most recent experience of contact with the office.

#### 4.8.3 National Benchmarking

Turning to benchmarking performance, the table below compares our performance in 2022/23 with all RSLs in Scotland together and the Scottish



Average, which includes Local Authorities.

<b>Poor performance against average</b>	<b>Around average performance</b>	<b>Ahead of performance against average</b>
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### Performance Indicators

<b>2022/23</b>	<b>WWHC 2021/22</b>	<b>WWHC 2022/23</b>	<b>All RSLs</b>	<b>All Landlords</b>
Percentage properties meeting SHQS year end	83.39%	<b>95.92%</b>	87.8%	<b>79%</b>
Average hours to complete emergency repairs	3.19	<b>3.61</b>	3.6	<b>4.2</b>
Average working days to complete non-emergency repairs	4.87	<b>3.45</b>	7.9	<b>8.7</b>
Percentage of reactive repairs completed right first time	84.36%	<b>89.53%</b>	87.5%	<b>87.8%</b>
Percentage tenancy offers refused	27.45%	<b>22.22%</b>	23%	<b>30.9%</b>
Percentage ASB cases resolved	92.86%	<b>97.75%</b>	96.8%	<b>94.2%</b>
Percentage new tenancies sustained more than a year - all	88.7%	<b>90.1%</b>	91.1%	<b>91.2%</b>
Percentage lettable properties that became vacant in year	11.18%	<b>9.33%</b>	7.5%	<b>7.4%</b>
Percentage of rent due lost through empty properties	1.15%	<b>0.95%</b>	1.1%	<b>1.4%</b>
Percentage collected of rent due	99.35%	<b>99.48%</b>	99.2%	<b>99%</b>
Percentage gross rent arrears of rent due	5.64%	<b>4.97%</b>	4.5%	<b>6.9%</b>
Average calendar days to re-let properties	39.38	<b>31.15</b>	44.1	<b>55.6</b>
Percentage former tenant rent arrears written off	45.2%	<b>31.8%</b>	35.7%	<b>27.1%</b>
Average time to complete adaptations (days)	35	<b>29.3</b>	46.8	<b>46.8</b>
Percentage rent increase to be applied	2.7%	<b>5%</b>	5.4%	<b>5.1%</b>

<b>2022/23</b>	<b>WWHC 2021/22</b>	<b>WWHC 2022/23</b>	<b>All RSLs</b>	<b>All Landlords</b>
in the next reporting year				

### Further Indicators

<b>2022/23</b>	<b>WWHC</b>	<b>All RSLs</b>	<b>All Landlords</b>
Percentage of all complaints responded to in full Stage 1	100%	97%	95.3%
Percentage of all complaints responded to in full Stage 2	88.89%	92.7%	92.5%
Average time in working days for full response Stage 1	2.97	4.6	5.8
Average time in working days for full response Stage 2	14.5	17.1	19.3
Percentage of court actions initiated resulted in eviction	0%	21.1%	17.2%
Percentage of Section 5 and other referrals for homeless households by LA result in offer	96%	37.8%	
Percentage of offers result in let	70.83%	82.5%	82.5%

Measuring the 15 applicable performance indicators above, we have scored:

	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Red	16.7%	6%	0%
Amber	11.1%	47%	53%
Green	72.2%	47%	47%

Using all of the benchmarking information above, the main areas for performance improvement are:

#### **Percentage of reactive repairs completed right first time**

The analysis shows an improvement from the previous year and slightly better than average national performance.

The percentage of right first time repairs reduced during 2021/22 due to the increased number of repairs which were completed out with our locally agreed target timescales due to Covid related delays which has now ended. We will continue to monitor this closely as we move forward and this will be reported in the 2023/24 ARC.

## Rent Arrears

We recognise that rent arrears is an area where we will continue to have a particular focus.

From October 2020, we have been receiving MPTL from DWP daily via the UC portal rather than on a paper four weekly schedule which allows for closer monitoring and reporting. This allowed the focus to be on non-technical UC arrears cases and to be more pro-active with partial UC cases. There was no former tenant arrears write off for 2019/20 due to Covid restrictions, which impacted the comparative gross figure as other RSLs had an average 40% former tenant arrears write off. This was resolved by a 71% write off of former tenant arrears for 2020/21 with write offs carried out in line with the policy.

CAB outreach providing local appointments for welfare benefit advice was reinstated during 2022. WWHC put additional welfare advice for 2 days per week in place from November 2020, which will continue to March 2024 with a further extension dependent on funding.

The Internal Audit programme for 2020/21 to included Rent Arrears Management which gave a reasonable level of assurance and a revised arrears strategy was agreed.

As a result, rent arrears levels have shown improvements with quarterly performance monitoring by the PA&R Sub Committee.

	<b>Rent collected</b>	<b>Rent lost through voids</b>	<b>Non tech rent arrears</b>
2020/21	102.5%	0.98%	9.07%
2021/22	99.35%	1.15%	5.64%
2022/23	99.48%	0.95%	4.97%

All performance improvement actions which will be progressed are detailed in the Summary Delivery Plan at **Appendix 7**.

### 4.8.4 Monitoring and Review

The Co-operative is committed to a cycle of continuous improvement and will continue to monitor performance internally with previous performance, and by using the Scottish Housing Regulator published statistics.

#### Performance Monitoring

There is detailed performance monitoring across all of our landlord functions with quarterly Committee reporting to the Performance, Assurance and Risk Sub Committee and Management Committee, which includes:

## Tenancy Services

- Demand, allocations, voids and lets
- Rent arrears and arrears control action
- Estate management performance monitoring

## Property

- Repair target timescales
- Cyclical and environmental monitoring reports
- Capital programme progress monitoring reports
- Tenant and resident safety monitoring reports

## Finance

- Spend against budgets
- Management accounts
- Covenant compliance

4.8 Reviews		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Nov 2021
Management Committee	Updated	Nov 2022
Management Committee	Updated	Nov 2023

## 4.9 Digital Services

WWHC tenants and services users can contact us by email, telephone, letter or by visiting the office. We have online reporting systems through the website for repairs and complaints and rent can be paid online.

The HomeMaster software system includes a customer portal which we hope will lead to an increase in the number of people who wish to receive services online. We respect that some tenants do not wish to do so and will continue to offer a range of methods and we will continue work to address digital exclusion.

The portal will help to future proof our service delivery as we expect that more tenants will wish to use online services over time. This will be a valuable resource should another event such as the Covid 19 pandemic occur in the future.

We will also develop an updated tenant area of the website with reference material on tenancies and services and will include digital feedback options in our communications.

These aspects of our work will be included in the development of a Digital Strategy and incorporated into both the Communications Strategy and Community Development Strategy.

## 5. Asset Management

### 5.1 Asset Management Strategy

The Asset Management Strategy informs the Business Plan, setting out our priorities for the ongoing maintenance and improvement of the housing stock.

Stock condition information was updated by a stock condition survey completed in February 2020 by the John Martin Partnership. 20% of the stock was surveyed internally and 100% of internal and external common areas.

In order to extrapolate the results of the surveys across the remaining properties, a robust and accurate cloning methodology was administered.

The information collected is used to inform the Co-operative's future maintenance planning, capital investment programme and current and future compliance with the Scottish Housing Quality Standard (SHQS). It also allows financial planning and budget allocations to be identified for the coming financial years.

The principal outputs from the stock condition survey are:

- 30 year major component renewal costs
- SHQS compliance status and;
- Investment requirements

The Co-operative has refined the data by scoring all individual components within each property whilst carrying out the smoke and heat alarm works and our annual property safety checks.

WWHC also carries out internal ongoing surveys of all dwellings with a focus on major components (e.g. kitchens, bathrooms, windows etc.) to ensure we cover all our stock over a 5 year period and are meeting the expectations of our tenants / members.

We recognise that we have an unusual stock profile with a high proportion of multi storey stock and that we need to plan appropriately to cover maintenance and component replacement costs effectively.

Through our stock condition information, we are assured that our planned maintenance will meet our need to maintain the housing stock meeting relevant standards, the costs of which are included in the 30-year financial projections.

A summary of the stock condition survey is shown at **Appendix 1**.

WWHC recognise the importance of maintaining good quality stock condition information to allow assessment and future planning. We use appropriate asset management software which allows us to view, interrogate, update and edit all property data, and run short and long term investment reports and Scottish Housing Quality Standard and Energy Efficiency Standard in Social Housing compliance assessments.

## 5.2 Tenant and Resident Safety

The Co-operative takes its landlord safety obligations extremely seriously, activities include:

Item	Activity
Gas safety	Annual Gas Landlords Safety Certificate. External gas safety audit of 10% of the gas visits each year
Legionella / Water Hygiene	Legionella Risk Assessments Legionella Monitoring Programmes for our MSF properties and Office buildings as per the HSE's Legionella Approved Code of Practice Monthly water tank inspections / temperature checks 6 monthly water samples
Fire safety	Quarterly internal Fire Safety Review MSF fire risk assessments / full external reviews Compliance with Strathclyde Fire and Rescue's quarterly tower block inspections, including fire door checks Smoke and Heat Detector Upgrades to meet the new LD2 Standards Annual Landlord Safety Inspections.
Electrical safety	Emergency Lighting Testing 5 Yearly EICR testing in all common areas – MSFs completed / Low Rise currently on site 5 Yearly EICR programme for domestic properties Tracker for all EICR remedial actions
Asbestos Management	Annual inspections of all common areas Instruction of any remedial works as required Maintenance of asbestos register and annual notifications to contractors
Lift safety	Monthly maintenance checks on each lift. 3 <sup>rd</sup> party Engineering Insurance Inspectors who carry out 6 monthly insurance inspections (LOLER inspections).
Dampness and Mould	Implementation of policy Inclusion in annual landlord safety inspections.
RAAC	Desktop review of technical information carried out in October 2023. Assurance provided to Committee with copies of the reviews for WWHC's domestic and non-domestic buildings.

Information and evidence that required tasks are carried out are collated and reported to the Performance, Assurance and Risk Sub Committee on a quarterly basis. There is also a focus on Tenant and Resident Safety on the work plan of WWHC's Communications and Participation Working Group.

This is an important area of responsibility for landlords and in 2021 we appointed a suitably qualified external consultant to assess our processes and provide external assurance for Committee on our current approach.

Evidence was provided to the consultant who reviewed all the information and tested our management systems with the assurance level for each area assessed as follows:

- Gas - substantial assurance
- Lifts - substantial assurance
- Fire Safety - substantial assurance
- Legionella - adequate assurance
- Electrical - adequate assurance
- Asbestos - adequate assurance

For the areas where the assessment provided 'adequate assurance', recommendations and action plans are in place for some minor adjustments to processes and policies to move these areas to 'substantial assurance'. Progress is monitored through the Performance Assurance and Risk Sub Committee.

We aim to carry out this external assessment on a 3 yearly basis and in 2024/25 will appoint a suitably qualified external consultant to assess our processes and provide external assurance for Committee on our approach.

### **5.3 Scottish Housing Quality Standard (SHQS)**

Through targeted investment, 97.16% of the stock complies with the Scottish Housing Quality Standard at 30th May 2023.

There were 16 properties in abeyance for various reasons and our housing officers continue to make regular contact and work with tenants where access is an issue to get these properties completed.

The Co-operative is targeting full completion of the outstanding EICR visits during 2023/24 and by 31<sup>st</sup> March 2024, we expect our percentage of stock meeting SHQS to be at 99.29%.

### **5.4 Energy Efficiency Standard for Social Housing (EESH)**

Having established a minimum housing quality standard, the Scottish Government turned its attention to ensuring that housing stock meets

more stringent energy standards, to reduce fuel poverty and to help meet its ambitious carbon reduction targets.

From 2014/15, the Co-operative developed a community energy system involving the construction of an energy centre, which provides domestic heat and hot water to up to 543 (432 multi storey flats in 6 tower blocks and 111 low rise flats in 14 tenement closes) local households through a biomass fuelled district heating network. This replaced the expensive and inefficient electric storage and panel heating which, due to the high cost of electricity, was leading to increasing numbers of residents in fuel poverty.

The project converted 539 properties from electrically heated to low carbon community heating providing tenants with lower heating bills and improved heating control. The project also makes a significant contribution to carbon emission reduction targets and allowed the Co-operative to meet the EESSH standard in advance of the 2020 deadline.

Of our 704 properties, the heating systems are as follows:

- |                                  |     |         |
|----------------------------------|-----|---------|
| • Gas central heating            | 161 | (22.9%) |
| • Electric Storage Heating       | 4   | (0.6%)  |
| • Biomass fuelled heating system | 539 | (76.5%) |

## **EESSH 2**

Recognising that EESSH2 was not aligned with Net Zero, the Scottish Government confirmed in June 2022 that a review of EESSH2 would commence for completion in 2023.

The Scottish Government has, with the social housing sector, established a new group to review EESSH2, which includes social landlords, technical experts and tenants' representatives.

WWHC will await the outcome of the EESSH 2 review report and will advise the Management Committee accordingly and what actions will be required including any stock investment planning implications.

## **5.5 Multi Storey Flats Strategy**

### **5.5.1 Background**

One of the main drivers for the positive outcome of the large-scale voluntary transfer of the housing stock to community ownership in 1989 was to access funding to refurbish the properties. At that time multi storey flats were 80% of the stock with the remaining 20% being low-rise tenement flats.

The multi storey flat investment progressed incrementally up to 2000, with 100% grant funding rates as follows:



<b>Contract</b>	<b>Summary Description</b>	<b>Timescale</b>	<b>Contract cost</b>
MSF Security	Installation of controlled entry at main doors and secondary landings; CCTV systems covered by a 24-hour Concierge service; construction of a new Concierge workstation from where operations are controlled; Refurbishment of the ground floor areas of each block; renewal of water tanks and rewiring of back stair fire exits.	1995 – 96	£5.15m
MSF Lift Renewal	Complete renewal of all lift cars (12 in total) and associated ancillary machinery, switchgears, ropes and equipment	1998-99	£1.47m
MSF Rewire	Comprehensive rewiring of all 432 multi- storey properties and common areas, excluding back stairs lighting which was completed under a previous contract.	2000-01	£0.9m

In March 2000, the Co-operative, with Scottish Homes, commissioned a consultant to carry out a leverage assessment exercise to assess WWHC's capacity to attract private loan finance to the rehabilitation of the 6 multi storey blocks.

This assessment concluded that there was no scope for any loan finance to be supported from rental income as a result of the particular stock type and the resulting high management and maintenance costs.

The outcome of the assessment was agreement between WWHC and Scottish Homes to proceed with the refurbishment of the blocks with the assumption of a 30-year life, after which there would be no further major investment.

The refurbishment programme then progressed, with a grant funding rate of 98.5%, as follows:

<b>Contract</b>	<b>Summary Description</b>	<b>Timescale</b>	<b>Contract cost</b>
Fabric Work Benmore Bute Arran	Over cladding, balcony removal, re-roofing, new windows. Upgraded heating, communal TV system, creation of	2002 – 10	

Ailsa	conservatory areas or extended		£3.4m
Kintore	lounges, waste stack renewal.		£3.4m
Roslin*			£3.5m
	*Kitchen & bathroom renewal		£3.5m
	(Roslin only)		£4.3m
			£4.3m

It was also agreed that WWHC would examine opportunities for stock acquisition or new build in order to generate further revenue income to spread the high management and maintenance costs.

In 2009/10, 100 new build properties were completed which reduced the proportion of multi storey stock from 80% to 67% and through the acquisition of a further 60 units in 2022/23, the proportion is now 61%.

### 5.5.2 Over cladding

The major cost item in the multi storey flat fabric work was the installation of the aluminium cassette rain screen system. The technical data (**Appendix 2**) provided prior to the installation, gives assurance that with proper maintenance, the system has a minimum 30-year life.

The first potential major maintenance requirement could be recoating the powder coating on the outer layer of aluminium although no other building with the same system in place for a longer period has, as yet, required to do this, as confirmed by the installer.

### 5.5.3 MSF Strategy

An ongoing inspection, monitoring and maintenance strategy has been in place since the refurbishment work was completed. The work is carried out by an appropriately qualified and experienced contractor. The major maintenance item that prolongs the life of the system is cleaning of the panels.

The Co-operative has an ongoing inspection and maintenance programme in place as follows:

- **Panel Cleaning / Surface Maintenance**

WWHC has sought advice from the installer of the cladding system about the requirements for maintaining the surface of the system.

As noted at 5.5.2 above, the first main planned maintenance requirement that may be required at the 30-year point is a re-coating of the system. However, the installer has advised that with regular cleaning, as has been carried out by WWHC since the installation of the systems, even this task is very unlikely to be required.

This is further supported in the detail from cladding industry experts contained in **Appendix 2**.

As noted in the Allscott letter, 'the product is guaranteed for 25 years. For the first 30 years of its life, no change in colour or gloss level will take place. Beyond this there is likely to be a gradual deterioration in these. However, it will still afford protection to the aluminium.'

This is further supported by the manufacturer of the powder coating system, Syntha Pulvin, who have carried out weather testing for their systems and have stated that 'at some stage beyond 30 years, the gloss / colour may begin to reduce outside the parameters set in the guarantee and eventually, after many more years of exposure, the owner of the building may feel that he would like to replace or re-paint the window frames / curtain walling etc.'

The above detail was assessed by the project architect, Burnett Bell, and has been summarised in the memo dated 12 September 2000 also contained in **Appendix 2**. It should be noted that Burnet Bell have since been taken over by another architect firm. Some of the key personnel involved in the project are still employed by the new firm and have been providing some of the assistance referred to in this document.

- **Window Maintenance**

WWHC's Property Officer carries out an annual inspection of the windows in the MSFs to ensure they are operating correctly. The Co-operative is proposing to introduce routine servicing of the window systems by a suitably qualified contractor. This has been included in the programme detailed in section 5.5.4 below.

As noted by the window manufacturer, Schuco, all materials used will have a minimum life span of 25 years 'and if properly maintained, the prospect of 50 years.'

#### **5.5.4 Future Programme**

- **Procurement**

The Co-operative will seek procurement of suitably qualified independent cladding experts and structural engineers to provide reports for ongoing inspections for the condition of the fabric and cladding system as detailed in this document. There may be opportunity to utilise the Scottish Procurement Alliance (SPA) frameworks for appointing these types of consultants.

- **Cladding Panel Removal / Maintenance & Future Inspection Programme**

The inspection regime allows early identification and resolution of any issues with the system. To date, no structural or fabric items requiring action have been identified, with the last detailed inspection that included removing a number of random panels at Roslin Tower being carried out in December 2019.

The findings of this inspection were also considered by the original project architect. This programme will be funded annually through revenue budget under the existing 'Panel Maintenance' budget head which has been increased as detailed in the 30-year projections to allow for these additional inspections.

The future maintenance and inspection programme for the MSF blocks is projected for the next 5 years\* as follows:

Year	Content	
	Cladding System / Fabric	Other
2024/25	<p>Panel cleaning – identified elevations all towers</p> <p>Panel removal / inspection / reinstatement Bute Tower</p>	<p>Demand analysis / turnover</p> <p>Demand for future of laundry services to be assessed / tenant consultation</p>
2025/26	<p>Panel cleaning – Benmore &amp; Bute</p> <p>Panel removal / inspection / reinstatement Benmore Tower</p> <p>Window Servicing Programme – 3 blocks (in conjunction with MSF safety checks)</p> <p>3 yearly Structural Engineers Assessment</p>	<p>Demand analysis / turnover</p> <p>3 yearly consultant overall assessment incorporating structural engineer report</p> <p>Technological advances - WWHC to begin exploring future of smart homes etc.</p> <p>Review of Stock condition survey information for future of other components (kitchens / bathrooms) in conjunction with ongoing detailed building fabric assessments for future planning</p>
2026/27	<p>Panel cleaning – Arran &amp; Kintore</p> <p>Panel removal / inspection / reinstatement Arran Tower</p> <p>Window Servicing Programme – 3 blocks (in</p>	<p>Demand analysis / turnover</p>

	conjunction with MSF safety checks)	
2027/28	Panel cleaning – Ailsa & Roslin  Panel removal / inspection / reinstatement Ailsa Tower	Demand analysis / turnover

\*Note - this programme may be subject to change once further discussions with technical consultants have taken place. The proposed initial first inspections noted in the above programme will set a baseline for a future programme of routine inspections.

From 2025/26, WWHC will procure a suitably qualified structural engineer to carry out inspections and produce a report to provide independent analysis and verification on the MSF cladding systems, curtain wall, windows and concrete structure / fabric concealed behind the cladding.

The independent report from the appointed structural engineer will form part of an independent overall review report to include demand analysis, rent levels and tenant satisfaction levels on a 3 yearly basis.

This work ensures that the life of the buildings is maximised by early identification and resolution of any issues and enables a new estimated life of the buildings to be agreed.

### **5.5.5 Future Grant Funding**

The Co-operative has a successful track record of securing grant funding for improving its housing stock. Significant grant funding was secured for the installation of the WWHC’s Biomass District Heating system to over 500 homes. Following lengthy negotiations, the Co-operative secured just under £3m Energy Company Obligation funding and £2.3m of European Regional Development Grant Funding to take the project forward. The balance of the overall £6.75m capital funding package was funded through a Scottish Government Warm Homes Fund loan.

It is anticipated that future grant funding will be available to the Co-operative with advances in technology in energy efficiency and IT systems for smart homes. WWHC will continue to engage with key funding partners, the Scottish Government and industry experts to ensure any grant funding is maximised for the future investment and improvements in the multi storey stock.

### **5.5.6 MSF Strategy Review**

As detailed above, the Co-operative's MSF strategy is to maintain the properties and prolong the life to the over cladding system and building fabric.

As agreed with Scottish Homes at the commencement of the fabric work, it is not anticipated that the Co-operative will be in a position to fund any future renewal of the cladding system from rents.

The 30-year financial projections include the ongoing inspection and maintenance costs. The technical advice WWHC has received in November 2020, supported by the technical detail in Appendix 1, indicates that the whole system, if properly maintained as set out in this document, should well exceed the 30-year life cycle.

The advice received backed up by the technical information provides assurance that any maintenance requirements at the 30-year point will be relatively minor aesthetic issues compared to full renewal of the systems. The proposed inspection and maintenance programme will give complete assurance on the future life span of the systems.

If at any point there are major issues identified or foreseen with the cladding system indicating that it will require to be renewed, WWHC will work with stakeholders, the Scottish Government, Scottish Housing Regulator, tenants and others to identify a resolution which may include a request for grant funding.

## 6. Analysis of Our Operating Environment

Each year the Co-operative undertakes a review of the PEST(LE) (political, economic, social, technological, legal, environmental) and SWOT (strengths, weaknesses, opportunities, threats) analysis of our operating environment.

The analysis of our operating environment section of the plan was reviewed and updated at a Management Committee meeting in April 2023

We considered current or future issues in our external operating environment and what implications they might have for the organisation again in June 2023 at a Business Plan session supported by an independent advisor. The PEST(LE) Analysis is shown at **Appendix 3**.

We also looked internally at our strengths and weaknesses and consider how these can, as appropriate, be built upon and / or improved through the SWOT Analysis shown at **Appendix 4**.

<b>6. Reviews</b>		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Nov 2021
Management Committee	Updated	Jul 2022
Management Committee	Updated	Apr 2023
Management Committee	Updated	Jun 2023

### 6.1 Risk Management

There are multiple external and local factors, which could affect WWHC's strategy and operations over the coming years, many of which are beyond our control and subject to uncertainty. In these cases, the priority is to monitor and assess the potential impact and apply appropriate risk mitigations where this is necessary and feasible.

WWHC recognises that robust Risk Management is an integral part of WWHC's future planning at both strategic and operational levels and a key element of effective governance.

It is an important aspect of WWHC's decision making process and having a clear policy on risk and a practical risk management process are essential components of such a strategy,

We have a Risk Management Policy in place to provide a framework for identifying, prioritising and managing risks to WWHC aims to:

- Recognise that risk is inherent and unavoidable

- Make risk management integral to strategic planning processes and day-to-day operations
- Identify potential future risks to the co-operative
- Ensure it is proactive in identifying and managing risks
- Define its appetite for risk
- Provide clarity and focus on mitigating the high and medium risks
- Put in place effective controls to reduce the risk and/or mitigate the impact
- Promote ownership of the risk management process across the organisation.

In order to formulate the risk strategy, the Co-operative identifies, analyses, controls and monitors risks.

Each risk identified is assessed and scored on impact and likelihood to produce a risk rating. When risks are identified and rated, they are added to the risk management strategy, which details the control systems on how the Co-operative will minimise/negate the risk identified.

The Risk Management Strategy is reviewed quarterly by senior staff and the PA&R Sub Committee and reviewed and updated annually by the Management Committee to coincide with the Business Planning process, with the key risks highlighted.

While scoring risks is a standard element of risk management, it does not remove the need for careful monitoring. The Management Committee has low appetite for risk with the main focus of the Business Plan being to consolidate and improve our performance in our core business.

The full risk strategy has not been replicated as part of the Business Plan. The risk review has allowed the identification of the current key strategic risks, a summary of which is detailed in **Appendix 5** to the Business Plan, together with how best to address them in terms of being able to avoid, mitigate or manage each key risk.

<b>6.1 Reviews</b>		
Management Committee	Reviewed and confirmed	Oct 2020
Management Committee	Updated	Jun 2021
PA&R Sub Committee	Updated	Nov 2022
Management Committee	Updated	Apr 2023
Management Committee	Updated	Jun 2023



## 7. Strategic Objectives

### 7.1 Analysis

This Business Plan aims to ensure the programme of change and improvement is implemented effectively to support excellent and sustainable services to our tenants.

Having reflected on our mission, vision and values, reviewed our physical assets and performance, and scanned our operating environment and the key risks we face, we have brought these elements together to determine our strategic objectives which were agreed by Management Committee in June 2023.

By using the strategic analysis of a TOWS matrix (**Appendix 6**), we are able to clearly map the key threats, opportunities, weaknesses and strengths and as a result, form interlinked strategic objectives for the period of the business plan. These reflect the opportunities and threats in the evolving external environment in which we operate and the current internal strengths and weaknesses of the Co-operative.

<b>7.1. Reviews</b>		
Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Nov 2021
Management Committee	Updated	Jul 2022
Management Committee	Updated	Apr 2023
Management Committee	Updated	Jun 2023

### 7.2 Strategic Objectives

The strategic objectives and a summary of activities are as follows:

#### 7.2.1 Ensure that customers receive the highest possible standard of service at all times

We always seek to improve the performance that we achieve against indicators of the Annual Return of the Charter (ARC) measuring performance against the Scottish Social Housing Charter. Our firm focus will always be on delivering high quality services to suit the need of individual customers.

#### **Key Outcomes**

Our members and tenants will feel safe, warm and secure in their homes

Our members and tenants will be satisfied with WWHC's services

Tenants having difficulty paying their rent will receive good quality information and support

We deliver our services in a sustainable way  
We engage with our members and tenants effectively

### **7.2.2 Provide good quality homes in an attractive environment**

Effective management and maintenance of our homes will always be our core business. We are building on the existing knowledge of the condition of our stock through additional surveys over the coming years, supplemented by operational knowledge, to maintain an accurate and up to date picture of investment needs and stock performance and allow annual updating of the 30-year investment plan.

We will develop our response to energy efficiency requirements and the impact of climate change during the period of the business plan.

#### **Key Outcomes**

West Whitlawburn is an attractive and pleasant place to live  
Tenants will be satisfied with repairs services and the quality of their home and environment

Our homes meet quality and safety standards

We will work towards achieving EESSH2

We will develop and implement a robust Asset Management Strategy

There will be continued demand for our homes

### **7.2.3 Maintain and enhance strong strategic governance**

We recognise our responsibilities as managers of the Co-operative's assets and are committed to maintaining and demonstrating our compliance with the regulatory standards of governance and financial management.

#### **Key outcomes**

WWHC protects its assets and manages risk

WWHC maintains a good reputation

The Management Committee provides capable leadership and meets its governance responsibilities effectively.

WWHC meet regulatory standards and maintains the confidence of funders and regulators

Committee decisions will be based on sound financial information and understanding of risks with appropriate levels of assurance

### **7.2.4 Improve our financial strength and deliver value for money**

We will maintain the firm financial base of the Co-operative now and in the future. We have updated our budgets and long term financial assumptions to ensure they fully reflect our long term stock

investment needs and will ensure that we manage our service in line with or better than budget assumptions.

We remain conscious that we want to keep our management costs as low as possible and ensure that we maintain and improve the standards of service to customers.

**Key outcomes**

WWHC is financially viable and sustainable  
 WWHC offers value for money  
 WWHC will maintain sufficient resources to achieve our strategic objectives and plans  
 WWHC will comply with lenders covenants and recommendations made by our external and internal auditors

**7.2.5 Seek to address inequalities and exclusion in West Whitlawburn**

Working in partnership with other organisations, we will continue to support activities through which we help the local community to bring about improvements in the area, improving the quality of life for people and tackling exclusion. We will develop new partnerships where new community needs are identified.

**Key Outcomes**

Our members and tenants needs are understood and met  
 Tenants receive the support they need to have successful tenancies  
 We can demonstrate the value of our work in supporting the community

Management Committee	Reviewed and confirmed	Nov 2020
Management Committee	Updated	Nov 2021
Management Committee	Updated	Jul 2022
Management Committee	Reviewed	May 2023
Management Committee	Updated	Nov 2023

**7.3 Delivery Plan**

The strategic objectives have been developed into practical tasks with target timescales and responsibilities identified to allow clarity of requirements and ease of monitoring and review.

The delivery plan is set out in **Appendix 7**.

This work is in addition to operational targets in place across the organisation with regular performance reporting.

Management Committee reviewed and approved the updated WWHC delivery plan at Appendix 7 November 2023.

## **8. Financial Projections**

The 30-year financial projections together with sensitivity analysis for various financial scenarios was carried out by WWHC's Finance Officer who was assisted by FMD Financial Services Limited.

### **8.1 Introduction**

The Co-operative is currently involved in core stock management and maintenance activity managing 686 rented units at the start of the financial year 2023/24. At 31 March 2023, a surplus of £283.8k was achieved (pre Actuarial Loss on Pension scheme). Net assets of the Co-operative were at £6.968m inclusive of cash balances of £2.544m at March 2023.

During 2023/24, the Co-operative took handover of the remaining 18 new build properties of a 60 unit development. Total costs of the project are around £9.8m and the Co-op has funding of around £3.9m from CAF Bank to part fund the new build costs.

### **8.2 Current Operating Environment**

In considering the main assumptions to be employed within the business planning model recognition requires to be taken of the current financial and political climate which the Co-operative is expecting to operate within.

Main factors include:-

- Global economic & political climate - including Brexit, Ukraine and the Middle East
- Impact of 5% rent increase in 23/24 in face of higher average CPI rates;
- Rising repair costs;
- High inflation (with downward trend);
- UK and Scottish Government priorities;
- Welfare reform;
- EESSH 2;
- Pension fund deficits;
- Increasing interest rates;
- Ongoing lender and regulator interest;
- Expectation of service level improvements.

Within this plan, the following material assumptions should be noted:-

- No further new build activity after the 18 unit handover in early 23/24;
- Inflation levels at 5.0% year 2 and then 2.0% over the long term ;
- Real rent rise of 1% for next 7 years and CPI inflation only thereafter;
- Voids and Bad Debts falls from 4.0% to 3.5% gradually over the long term;

- Real maintenance cost increases at 0.5% over 30 years;
- Full time equivalent staff numbers move from 31 to 28 in first 5 years;
- Real increases of 0.5% in management costs until year 10;
- All staff in defined contribution pension scheme –at rates of 6%-10%;
- BASE/SONIA moves from 5.25% in Year 1 & 2 to 4.25% by year 5;
- All debt repaid by year 25;
- Average annual spend of £12.7k on other fixed assets;
- Rent arrears modelled at rate of 7.5%.

### 8.3 Assumptions and Comment

#### Base Date and Stock Levels

All financial information in the 30 Year model is based at 2023/24. The Co-operative's rented housing stock levels at the start of 23/24 comprises of 686 general rented units and ends with a total of 704 units - with around 61% of stock being multi storey flats.

#### Rental Policy

2022/23 Comparisons with other SLC RSLs of similar size notes (Source SHR):-

Size	WWHC	East Kilbride & District HA	Clydesdale HA	Rutherglen & Cambuslang HA
Overall stock number	686	564	742	873
2 Apt	81.40	85.73	80.80	69.51
3 Apt	96.78	94.24	86.53	87.32
4 Apt	108.60	105.09	94.79	102.69
5 Apt	125.62	114.66	112.25	128.71

2022/23 Average weekly rents rent levels (Source SHR – all tables):-

Size	WWHC	RSL Average	All Landlords	Difference from Scottish average
2 Apt	81.40	90.92	83.46	-2.5%
3 Apt	96.78	92.67	86.28	12.2%
4 Apt	108.60	102.24	93.96	15.6%
5 Apt	125.62	113.15	103.72	21.1%
Overall average	97.58	94.55	87.59	11.4%

22/23 Comparison with RSLs with higher multi-storey flats ratios (Source SHR)

	<b>West Whitlawburn</b>	<b>Southside HA</b>	<b>Queens Cross HA</b>
<b>1 Apt</b>	-	£73.03	£76.38
<b>2 Apt</b>	£81.40	£86.16	£85.95
<b>3 Apt</b>	£96.78	£101.97	£90.07
<b>4 Apt</b>	£108.60	£112.24	£99.90
<b>5+ Apt</b>	£125.62	£120.69	£113.47

Currently around 20% of tenants are in receipt of full housing benefit with 4% on partial benefit. Around 38% of tenants are on direct Universal Credit payments.

The projections assume real rent rises of 1% for each of the next 7 years then CPI inflation only rises thereafter. This is a current planning assumption and shall be considered on an annual basis.

The Co-operative recognises the potential for affordability issues and so have run data through the Scottish Federation of Housing Association's affordability tool. The results of the affordability testing – for a 5% rent increase for average rents and specifically multi storey flat rents - showed average 3 apartment rents are just within the margins of affordability for single people and 3 apartment multi storey rent is high for a single person. In this regard affordability is an ongoing challenge but this should also be considered in the context of the services provided.

In the event that a 1% real rent increase is applied for a further one year then this has a positive impact on the year 30 cash position of around £1.3m.

The ability of the Co-operative to apply continued restricted increases will depend upon changes in the economy and performance compared with the approved business plan.

Gross rent arrears for mainstream units at 31 March 2023 were approximately 6.14% including technical arrears at 2%. The projections assume continued gross arrears at 7.5%.

### **Voids & Bad Debts**

For the year to 31<sup>st</sup> March 2023, estimated voids and bad debts for the Co-operative's stock were 1.05% and 0.65% respectively. In the previous 3 years, (including Covid period) void losses averaged 1.44% with bad debts at around 2.17%. Total costs are assumed at 4% in year 1 and then 3.50% from year 2 to year 30. This represents rent losses over the long term to reflect ongoing welfare reform and prudent financial planning. This is a business planning assumption as opposed to a specific target.

A 1% increase in voids & bad debts has an overall impact of around £1.8m over the long term. This could be managed by the Co-operative through some minor active management.

### **Other Income**

Sums include Stage 3 grants for medical adaptations, garage lock up rental income, and income from mobile phone providers relating to lease of roof spaces for masts. The majority of other income is derived via the community heating project.

Sensitivities were run to gauge adverse impacts in a material fall in net income. A £100k per annum reduction in net income had an adverse impact of £4.9m over the long term.

### **Major Repairs**

Major repairs costs are based on the planned maintenance programmes produced internally and with the assistance of the John Martin Partnership.

It is envisaged that on average around £32.3k per unit shall be incurred over the plan period. In the first 10 years, 16% of total spend shall take place, followed by a further 45% of spend up to year 20, with the balance of 39% being spent in the last 10 years. Real cost increases are assumed at 0.5% per annum for the full plan period.

Our percentage of stock meeting SHQS was 95.92% at 31<sup>st</sup> March 2023 (83.39% in 2022-23). By the end of the reporting year 2023-24, we expect our percentage of stock meeting SHQS to be at 99.29%.

Our stock complies with the current Energy Efficiency Standard 1 for Social Housing. WWHC will await the outcome of the EESSH 2 review report and will advise the Management Committee accordingly and what actions will be required including any stock investment planning implications.

A 5% saving in major repair costs has a £1.64m positive impact on the year 30 cash position and if no real cost increases are applied on any major repair costs then an improvement of £2.496m arises.

An increase in major repairs costs by 10% has a £3.6m adverse impact. Subject to no other material adverse changes this position could be managed by the Co-operative.

Taking account of our knowledge of the stock, the Co-operative is satisfied that costs can be contained within sums provided for in the financial model. The strategy for managing the multi storey properties is included at section 5.5 of the business plan.



### **Cyclical Maintenance**

Cyclical costs per unit are estimated at an average of £401 per unit over the plan period for stock. These costs are based on existing surveys. Real cost increases are assumed at 0.5% per annum throughout the plan period. Costs include £40.1k pa (at current values and prior to any real rises) on MSF panel maintenance and window cleaning. Expenditure per unit on rented stock totalled £255 per unit on average for the 3 years to 31 March 2023.

Taking account of our knowledge of the stock, the Co-operative is satisfied that costs can be contained within sums provided for in the financial model.

### **Reactive Maintenance**

Expenditure per unit on rented stock totalled £1,085 per unit on average for the previous 3 years to 31 March 2023.

The financial model include average costs at £1,167 per unit inclusive of real cost rises at 0.5% for the full 30 year period. Costs include £217k per annum on concierge system, lift maintenance and works relating to water pumps/ventilation all of which relate to the MSF units.

A 10% increase in reactive costs has an adverse impact of £3.8m over the plan period. Subject to no other material adverse changes this position could be managed by the Co-operative.

Taking account of our knowledge of the stock, the Co-operative is satisfied that costs can be contained within sums provided for in the financial model.

### **Estate Costs**

Costs include launderette maintenance and electricity at £48k per annum for the first 5 years only plus concierge materials at £21.9k for the full plan period.

### **Other Costs**

Costs relate to the community heating project and stage 3 costs over the full 30 year period in addition to an average annual wider role contribution of £50.6k.

### **Management and Administration**

The Co-operative's management costs in the Co-operative's annual accounts refer to staff and overhead costs relating to the rented stock. Average costs total £2,350 per unit and this includes concierge staff costs of around £432.7k per annum including employer's National Insurance Contribution and pension additions. Overheads as a % of turnover are at reasonable levels.

Management costs are assumed as increasing in real terms by 0.5% per annum until year 10. This is a prudent planning assumption as opposed to a

specific target. In the event of the real increase doubling to 1% a £2.96m adverse impact results.

### **Other Fixed Assets**

The long-term projections have included replacement costs for furniture, fittings, replacements, and equipment over the plan period. Average annual spend of £12.7k per annum is allowed.

### **Loan Finance and Stock Value**

Loan debt at 31<sup>st</sup> March 2023 totalled £4.9m and this represents debt with Co-operative Bank, Energy Savings Trust, CAF and Home Energy Efficiency Programmes for Scotland (HEEPS) funding. Around 34% of this debt is on an interest free basis and all debt is on a fixed rate basis. Peak debt is projected in year 1 after the final drawdown of the £3.9M loan with CAF.

The performance indicators analysis confirms no issues with loan covenant compliance.

The base case model indicates that by Year 10 cash resources are projected to exceed debt levels and all debt is modelled as repaid by year 25 in line with loan documents.

Of the total 704 units the Co-operative holds, 100 units are secured to the Co-operative Bank and the July 2023 valuation notes an existing use value of £6.48m on these. A further 111 units are now secured with CAF bank and valued at £5.9m (MV-ST) at July 2022. The remaining 493 units remain unsecured.

## **8.4 Sensitivity Analysis**

Sensitivities are largely modelled on rent losses, management and maintenance costs, inflation and changes to net income.

The majority of sensitivities have been modelled on an individual basis. It is recognised that a combination of changes in assumptions is a clear possibility. One of the purposes of regular budgeting and the monitoring of financial results is to ensure that the financial position remains on target. In the event of material adverse variances this allows corrective action to be put in place.

## **8.5 Risks to the Delivery of WWHC Financial Plans**

The Co-operative regularly considers risks facing the organisation and updates its risk register accordingly. Risks associated with high inflation, welfare reform and the costs of running the business continue as the main risks for the Co-operative.

## 8.6 Summary

The Co-operative commences the plan period with total reserves of around £6.97m.

Whilst we cannot expect to be precise over a 30 year period it is sensible to project forward based on realistic assumptions and expectations. The bottom line cash position of the Co-operative provides an indication of the level of comfort available to manage risk changes in circumstances.

Based on reasonable assumptions the Co-operative's financial projections show annual surpluses and confirm more than adequate liquidity in order to allow implementation of the financial plans. No issues arise in respect of loan covenant compliance and the Co-operative continues to operate satisfactorily. Changes in actuarial assumptions shall be accounted for as information becomes available post each year-end.

In the first 5 years surpluses of £0.84m add to the net assets of the organisation and cash balances average £2.4m. No SHQS or EESSH 1 difficulties are expected, total major repair spend is £2.5m and debt capital repayments total £1.87m. This is after additional rental losses have been provided for and rent arrears at a level of 7.5%.

The next five year period to year 10 project surpluses of £2.4m, debt repayments of £1.8m and major repair spend of £2.7m. Rental arrears are projected as continuing at 7.5% and cash reserves average £2.7m over this 5 year period.

Thereafter the annual surplus position continues. Cash resources (assisted by having reduced debt) also increase with average balances at £3.2m and a final year 30 cash balance of £8.2m

The sensitivity analysis undertaken by the Co-operative shows that each of the adverse scenarios could, assuming they arise as single events, be capable of being managed by the Co-operative. Reduction in net income of £100k per annum and a 10% increase in reactive costs would provide the greatest challenges. Some factors remain within the Co-operative's control such as rental policy, staffing levels, the timing of maintenance contracts and any combination of adverse scenarios would require to be managed by the Co-operative on an ongoing basis.

The Co-operative shall continue to produce its long-term projections on an annual basis. The short-term annual budget exercise considers the first 12 months of the plan period in detail and the quarterly management accounts shall be used to monitor achievement of the short-term budget. As long as the short-term position remains broadly in line with the annual

budget then the Co-operative's overall financial plans shall remain on target.

## **9. Monitoring and Review**

The Business Plan overall, together with various individual aspects of the plan, is subject to regular monitoring, review, and reporting to Management Committee and Sub Committees.

### **Scottish Social Housing Charter**

- Scottish Social Housing Charter and operational performance against key performance indicator targets – quarterly sub committee meetings
- Annual Return on the Charter (ARC) Management Committee report with variances.
- Out turn indicator benchmarking annually when published by the Scottish Housing Regulator.

### **Business Plan**

- Annual business planning review process commencing in September each year to create the annual budget, review the strategic objectives and the next delivery plan
- Progress against the Summary Delivery Plan will be reported to Management Committee on a quarterly basis.

### **PEST and SWOT**

- Review and update annually as part of Business Plan review.

### **Risk Management**

Both the Management Committee and staff teams monitor and update the risk management strategy on a regular basis as follows:

- Annually – Review of the Risk Management Strategy by Management Committee to coincide with the Business Planning process, with the key risks highlighted.
- Quarterly – Review of all risks and update of the risk management strategy by the Senior Staff Team
- Monthly – Review of the priority risks and consideration of any new or emerging risks by the senior staff team. Reports on any new or emerging risks to Management Committee

### **Policies and Procedures**

- The policy review schedule is in place to ensure all are reviewed on a 3 to 5 yearly cycle unless there are regulatory or legislative changes which require earlier review.

## **Assurance**

- WWHC has adopted an Ongoing Assurance Process to give Management Committee the level of assurance they need to produce the Annual Assurance Statement.

## Stock Condition Survey Update

### 1 Introduction

- 1.1** In 2020, JMP was appointed by WWHC to carry out a stock condition survey to identify the immediate and long-term investment need of its housing stock.
- 1.2** WWHC requested a survey sample size of approximately 130 dwellings accounting for approximately 20% of the total stock. 100% of common areas were surveyed.
- 1.3** The principal outputs from the survey were:
- 30 year major component renewal costs
  - SHQS compliance status
  - SHQS investment requirement

### 2 Survey Data Collection

- 2.1** The data collected during the survey included the following items:
- Specification of the components
  - Current age of the components
  - The extent of component disrepair
  - The cost and timing of the repair
  - The recommended replacement year of the component
  - The cost of replacing that component

### 3 Survey Results Updates – 30 year projections

- 3.1** The data is stored and maintained in the HUB Asset Management cloud based system and has since been reviewed with up to date data from Maintenance Officer inspections of internal components during 2023/24. These updates are included in the up to date 30-year projections.
- 3.2** Since the last survey, WWHC completed the 60 East Whitlawburn new build units taking the stock total to 704. The 60 new build units have also been added to the HUB system and are included in the up to date 30-year projections which are produced from the system.

#### **4 Future External Survey / Consultant Validation on Stock Condition**

In 2025/26, WWHC will appoint a suitably qualified building surveying consultant to carry out a full Stock Condition Survey and Life Cycle Costings exercise. This will cover all stock to enable an informed assessment to be made of the future maintenance requirements of the housing stock over the next 30 years.

The planned comprehensive survey of assets will be used to review and refine the Co-operative's Planned and Cyclical maintenance programme.

The survey will also assist the Co-operative to measure and externally validate their current position in relation to both the Scottish Housing Quality Standard (SHQS) and the revised Energy Efficiency Standard for Social Housing (EESH) to provide Management Committee with assurance on this data.



Cladding System Technical Data

FACSIMILE

**Burnet Bell**

CHARTERED ARCHITECTS  
PLANNING SUPERVISORS

Job No: 99:47

Job Title: WEST WHITLAWBURN HOUSING CO-OPERATIVE

From: Iain Macrae

To: WWHC

Date: 12 September 2000

Attention: Stephanie Marshall

Confirm:

Copy to:



Dear Stephanie

I refer to your letter of 8 September 2000 regarding leverage assessment.

In the limited time available I have managed to obtain the following information and if you wish it should be possible to develop all of this in more detail when tenders are returned and the proprietary overcladding system established.

- Overcladding system itself has minimum design life of 30 years at the end of which it is difficult to see what action if any would be required other than possible painting of panels should the coating be damaged. The coating is guaranteed for 25 years but could be expected to perform well in excess of 30 years. Refer attached letter from Allscott and Syntha Pulvin.
- The curtain walling and windows can be expected to have life span of at least 25 years and if properly maintained the prospect of 50 years. Refer attached general statement of life expectancy provided by Schuco International.
- The aluminium roof should have a life expectancy certainly in excess of 25 years, as should the gutter lining materials.

Hope this is of some help for your meeting tomorrow.

Regards

*Iain*

IAIN MACRAE

*Copy*



## GENERAL STATEMENT OF LIFE EXPECTANCY OF MATERIALS USED BY SCHÜCO INTERNATIONAL

This statement links the function of the material to its use in the window or facade in terms of life expectancy.

All materials used in SCHÜCO windows and facades have a life span of at least 25 years and if properly maintained the prospect of 50 years. This means therefore that the function capability of the window can also be assumed to be between 25-50 years.

In 1979 the question of life expectancy of aluminium windows was carefully examined in a study entitled "examination of the ageing process of aluminium windows" which was carried out by the Institute for Window Technology in Rosenheim. The Institute came to the conclusion that based on the technical standard of the product, a life expectancy of at least 20 years could be assumed, and of course technically we are now further advanced.

This can be applied to the following:

Aluminium, EPDMs, zinc die cast metal, PVC sprayed die parts made from polyamide, stainless steel, polyamide reinforced glass fibre, epoxy resin adhesive and thlokol to the T-joint gasket.

Materials not included in this (when considering them for fabrication purposes) are:

### Silicone

When used as an adhesive joint in structural glazing, this joint will hold for 50 years.

When used as a structural seal and extruded by hand, the life expectancy would be very questionable.

This also applies to narrow joint sealing compound.

Butyl sheets should also be looked at separately.

Butyl sheets used in curtain walling need not have a higher life expectancy than the double glazing i.e. 20-25 years.

Taken from a memorandum by Herr Tönsmann 28 November 1981

P. S. Fuller Coatings Ltd,  
at Aston Church Road  
Meehills  
Birmingham B7 3BQ  
Telephone 0121 332 6900  
Facsimile 0121 332 6202  
Facsimile Sales 0121 332 6902

**SynthaPulvin**

RMH/vma/70712  
5<sup>th</sup> September, 2000

Mr. A. Fracock  
Allscott Contracts  
1 Alagar Road  
Cleland  
Motherwell  
ML1 5PB

Dear Alan,

**Re: Syntha Pulvin Plus**

As promised, I am writing following our telephone conversation when we discussed the long term performance of Syntha Pulvin Plus.

As you know, our first major project in the UK, was in 1973 and the product used was a 10 year guaranteed product which continued to perform, within specification, up to a year or two ago. We have recently carried out a further inspection of the building (April/May 2000) and, although the colour has faded a little and the gloss has reduced beyond the original specification, the coating is still in fact and continues to protect the substrate. This indicates that a performance of at least three times the guarantee period may be anticipated.

Syntha Pulvin Plus is the most recent development in the Syntha Pulvin system and our laboratory testing has shown it's superdurable resin system to have three times the resistance to UV light as the original formulation used in 1973. It is for this reason that we now offer a 25 year guarantee.

The offer of a guarantee does not, by any means, indicate that wholesale failure will occur after the guarantee period, as we can see from the 1973 project. Our accelerated weathering tests indicate that at some stage beyond 30 years the gloss and/or colour may begin to reduce outside the parameters set in the guarantee and eventually, after many more years of exposure, the owner of the building may feel that he would like to replace or re-paint the window frames/fountain walling etc.,

We have seen no indications of wholesale adhesion failure after lengthy periods of exposure and, in view of the careful controls exercised by the Syntha Pulvin Applicators, we do not find this surprising.

For/Co: Conings for Architecture  
Registered Office: as above  
Registered in England  
Registration No. 2340266

DISPATCHED BY	AP	file
AP	AP	
REF	Gen	
DATE:	7/9/00	

APVMCC/BJR0609.SLS

6 September 2000

Burnet & Bell  
180 Hope Street  
Glasgow  
G2 2UB

For the attention of: Mr J Macrae

Dear Sir



*Northern Office*

1 Blagg Road, Cleland, Methven  
Scotland ML1 5PB

Tel: +44 (0)1698 861413

Fax: +44 (0)1698 861600

**ALUMINIUM CASSETTE RAINSCREEN**

Further to your request for information regarding the period to and the works required at first major maintenance on the above we would advise as follows.

The system has been designed by Structural Engineers to provide a minimum design life of 30 years. The materials employed are Aluminium and Stainless Steel both are inert and will remain structurally sound beyond this period.

With regard to the paint finish, H B Fuller, the manufacturers of Syntha Pulvin Plus advise as follows:

The product is guaranteed for 25 years. For the first 30 years of its life no change in colour or gloss level will take place. Beyond this there is likely to be a gradual deterioration in those. However, it will still afford protection to the Aluminium. H B Fuller's comments are based on an artificial ageing process, they are not therefore able to be specific as to at what age a re-paint may be desirable. (see enclosed H B Fuller letter)

In view of the above we do not envisage a major maintenance requirement at the 30 year design life period. We do however anticipate that during the buildings working life a maintenance programme would be in place, an aspect of which would involve the periodic removal of random panels to inspect fixings insulation existing building fabric etc. Indeed one of the advantages of the Aluminium Cassette System is that it is designed to permit the easy removal and re-fitting of individual panels without compromising the systems integrity.

We trust the above covers your requirements, however should you require further information please do not hesitate to contact us.

Yours faithfully  
For ALLSCOTT C.E.S. LIMITED

A Peacock



Cladding and Curtain Walling  
The Complete Design and Build Service

*Southern Office:*

Kingsway, Wilton, Salisbury  
England SP2 0AR

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**PEST(LE) (political, economic, social, technological, legal, environmental) Analysis**

<b>Political</b>	<b>Economic</b>
<p>Ongoing impact of Brexit            Potential future Scottish independence referendum            Impact of welfare benefit reform and the increased roll out of Universal Credit            Housing to 2040 vision            Fire safety legislation            Landlord health and safety regulation            Scottish Social Security System            SHR interventions            Increasing regulation and legislation            Local Government funding impact on local services            Conflict between UK and Scottish Governments            Affordable homes target &amp; changes to subsidy framework            Climate change and sustainability agenda            The Heat Networks (Scotland) Act 2021            SHQS, EESSH / EESSH2            Revised regulatory regime April 2024            Net zero targets - lack of Scottish Government funding            Ukraine war            Racism</p>	<p>Rent affordability - impact of ability to recover from inflation rises over 30 year plan            Further welfare reforms            Sanctions regime            Economic uncertainty            Unemployment rates and zero hours contracts            Rising inequality and poverty leading to increased support needs from fewer resources            Pension scheme performance            Interest rates and inflation levels            Rising energy prices / fuel poverty            Fire safety retrofit costs            Funding for energy efficiency measures            Rising costs and supply chain issues            Material and labour shortages            Procurement costs            Further welfare reforms            Cost of living ·            Construction cost inflation – material and labour shortages            Procurement costs            Post Covid recovery austerity and public funding cuts            Fewer private rented sector properties - pressure on RSL's</p>
<b>Social</b>	<b>Technological</b>
<p>Impact of welfare reform and rising demand for additional services            Aging population / independent living            Social care support needs / costs            SIMD rankings / levels of poverty and deprivation            Need for greater partnership working / funding cuts</p>	<p>Increased online services and customer communication            IT infrastructure requirements for on-line service and mobile solutions            Delivery of an efficient operating system            Approaches to participation            Home / mobile working for staff            Innovations in energy efficiency            Improved performance</p>

<p>Demand for social and affordable housing  East Whitlawburn regeneration  Increased family stress and isolation  Smaller households  Changing demographics - impact on Asset Management  Future demand for stock profile – low demand analysis  Championing equality and alleviating homelessness  Rising anti-social behaviour  Increasing dissatisfaction generally  Increasing poverty levels  Social media misinformation  Gap filling of support services  Increasing tenant expectations</p>	<p>management systems  Increased use of mobile technology &amp; social media  ICT infrastructure investment  Cyber security  Developing modern workplace strategy supporting digital inclusion and providing digital services for customers  Construction requirements  Renewable heating systems  Net zero  Rising customer expectations  Speed of technological changes / parts obsolescence for electronic systems  Digital exclusion  Fibre roll out</p>
<b>Legal</b>	<b>Environmental</b>
<p>Scottish Government appetite for rent control  Restrictions on evictions  Challenges to rent increases in the sector  Scottish Government not meeting new build targets - future funding cuts  New landlord H&amp;S obligations  Unfunded additional legal requirements  Extension of FOISA</p>	<p>Change in weather patterns – potential increase in damp and mould issues  Potential new legislation which places unfunded obligations on RSLs  Recycling targets  Energy efficiency / demand reduction  Pollution  Increased likelihood of extreme weather impacting properties and service provision  ESSH2 review and compliance</p>

**SWOT (strengths, weaknesses, opportunities, threats) Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<p>Locally based, member controlled, and locally focused            Committee and staff skills, experience and dedication            Leadership, management and governance            Clear vision and effective long term planning            Good quality customer services            Customer satisfaction levels            Ability to adapt / flexibility            Good reputation            SHQS and EESSH compliance levels            Community control            Compliant with Regulatory Standards and effective assurance processes            Commitment to asset management            Good quality housing stock            24-hour service delivery            Resilience – business continuity highly effective during Covid-19            Focus on and commitment to continuous improvement            Effective policies, procedures, and decision-making            Concierge service            Tenant support with wide ranging problems            Successful funding applications            Tenant information provision            Performance charter Indicators            Landlord H&amp;S - safe and secure homes</p>	<p>Proportion of expensive (MSF) stock type            Comparatively higher rent levels            Affordability issues            High and increasing operating costs            Rent arrears levels / tenant ability to pay            Lack of support services delivered locally by other organisations            Few economies of scale            Management Committee strengthening / recruitment            Impact of welfare reform / sanctions            Benefit dependency            Lack of recognition of quality aspects of our work            IT system efficiency / licenses            Succession planning – maintaining high quality staff &amp; committee members.            Stock investment – previously refurbished stock requiring further investment.            Internal communications            Online communications            Increasing workloads            Excessive levels of service provision and accessibility to tenants            Lack of innovation            Working from home flexibility            Staff structure            Lack of tenant participation            Increasing workloads / internal and external role creep            Lack of cyclical maintenance            Staff morale / burnout            Duplication</p>

Opportunities	Threats
<p>Review and reduce operating costs through efficiencies</p> <p>Efficiency and performance improvements</p> <p>Increased tenant engagement / communications</p> <p>Wider role and increased social impact – development of community anchor role and community development strategy</p> <p>Measurement of social impact</p> <p>Improve governance / attract new committee members</p> <p>New project / service development</p> <p>East Whitlawburn regeneration</p> <p>Succession planning</p> <p>Staff changes / development</p> <p>New computer system / new work processes / efficiencies</p> <p>Reduce levels of fuel poverty</p> <p>Improved communications and engagement</p> <p>Potential funding opportunities</p> <p>Digitisation – trends towards more affordable &amp; accessible forms of technology being available.</p> <p>Housing to 2040 –long term national housing strategy in place.</p> <p>Staff training / crossovers / build experience</p> <p>Staff changes</p> <p>Co-operative / Charitable status</p> <p>Networking</p> <p>Develop digital engagement / communications</p> <p>Reduce services / review response times</p> <p>Partnership working - joint procurement</p>	<p>Takeover by another RSL</p> <p>Rent affordability / comparability</p> <p>Stock condition deterioration</p> <p>Loss of committee and staff members</p> <p>Increasing costs</p> <p>Supply chain issues</p> <p>Population / demographic changes</p> <p>Impact of welfare benefit reforms / sanctions.</p> <p>Climate change – increasing pressure, regulation &amp; compliance requirements</p> <p>Loss or reduction of community control</p> <p>Increasing regulatory and legal requirements</p> <p>Lower demand for properties</p> <p>Undervaluing the quality / social impact aspects of our work</p> <p>Economic uncertainty - cuts to services, unemployment, economy, tax, benefits, etc.</p> <p>Reputation of the local area and the impact of this</p> <p>Funding – changing priorities &amp; resources.</p> <p>Regulation – increasing pressures on RSLs</p> <p>No clear wider local strategy</p> <p>Public service cuts</p> <p>Lack of action from other organisations on anti-social behaviour / vandalism</p> <p>Staff burnout</p> <p>Fraud</p> <p>Fuel poverty / financial hardship</p> <p>Cyber security</p> <p>Interest rate increases</p> <p>Government rent controls</p> <p>Rent arrears</p> <p>Volatile energy markets / insurance markets</p> <p>Lack of competition for procurement driving costs up</p> <p>Ability to invest in stock in future</p>



## Summary Strategic Risk Analysis

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
All	Climate change	Increased likelihood of extreme weather impacting properties and service provision EESH2 compliance Unfunded energy efficiency requirements	4	4	16	Stock condition information Planned maintenance Energy efficiency of stock Insulation upgrades Cyclical maintenance programmes Insurance portfolio Affiliations (GWSF, SFHA)	4	3	12	Senior staff, Management Committee	Continue work with EST Home Analytic and PEAT
All	Cost of living	Inflationary increases impacting on tenant living standards requiring additional support in times of cost pressures on rents and reduced funding availability for support measures	5	4	20	Welfare benefit advice Tenant support funding District heating system Signposting Foodbank / Food Co-operative	4	3	12	AD (TS), CDC	Update community development strategy Monitor funding and application submissions
All	Destruction of operational centres and systems	Inability to operate and continue service provision should there be a catastrophic event. Office services Computer system failure	3	5	15	Business Continuity Plan System of safety inspections, monitoring and recording systems	2	3	6	D, all staff	Review Business Continuity Plan –documents available on OneDrive Plans to migrate G drive info to MS Share Point towards end of 2023/24

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
		Concierge system failure Housing alarm system failure Loss of heat and hot water supply to tenants.				Annual electrical/PAT testing H&S policy and procedures Energy centre inspections Contractors in place Smoke and intruder alarms Comprehensive insurance portfolio Computer use policy Daily backups and off site storage Anti-virus software Maintenance contracts in place Gas supply contract Boiler servicing O&M manuals and contractor Underground pipe alarms					
All	Computer system failure	Impact on ability to operate and service disruption Increased regulatory engagement Operational viability Cyber security issues leading to service	4	5	20	Computer software contracts Back ups Maintenance contracts Password protocols Computer Use Policy Insurance	2	4	8	DD	Implementation of Homemaster system 2023/24 Cyber security essentials accreditation Test restore facility Refresher training

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
		disruption and financial costs.									
Governance	Lack of Committee control / skills	Poor standards of governance and decision making leading to service deterioration and increased regulatory scrutiny Lack of effective scrutiny and constructive challenge SHR engagement OSCR engagement Reputational damage	3	5	15	Committee structure Standing orders and delegated authorities Internal audit Annual appraisal system and training plan Assurance process Comprehensive policies and procedures in place Committee recruitment and induction training Attendance monitoring Networking	2	5	10	D, Management Committee	Continue to deliver Committee training plan. Continue to consider Committee strengthening
Governance	Low Committee numbers	Increased regulatory scrutiny / notifiable event Ability to operate within rules Potential for poor standards of governance.	4	4	16	Committee recruitment and induction Co-option / filling of casual vacancy Annual appraisals and training plan Business Plan reviews Risk management Succession planning External training	3	4	12	D, Management Committee	Committee recruitment 2023/24. Ongoing consideration of co-option of external members. SHR updates as required

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
						Tenant Scrutiny Panel Membership Policy					
Governance	Improper conduct	Reputational damage Increased regulatory scrutiny Ability to operate Legal breaches	3	5	15	Code of conduct Annual appraisals and training plan Policies and procedures Role descriptions Rules Declarations of interest Internal audit Whistleblowing policy Standing orders and delegated authorities	1	4	4	D	
Governance	Regulatory environment	Non-compliance with regulatory standards could lead to SHR intervention / significant disruption and a serious threat to the Co-operative's future. Failure to comply could result in poor customer service, reputational damage and impact covenant compliance. Increasing cost of regulatory	3	5	15	Assurance process and evidence bank Annual assurance statement Internal and external audit arrangements ARC reports / landlord report Engagement plan Comprehensive suite of policies and procedures Codes of conduct Performance monitoring and reporting	2	5	10	Senior staff	Implement ongoing assurance process Update evidence bank ARC validation process Consultant review Internal audit programme

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
		compliance where staff resources are focussed in this as opposed to service provision to tenants				Consultant input Business plan GWSF membership SFHA membership					
Governance	Legislative changes	Legislation constantly being updated and if we do not adapt to the changing operating environment we could operate illegally.	4	4	16	Training and events GWSF membership SFHA membership SWOT analysis PEST analysis Risk management process	4	1	4	Senior staff	
Finance	Unforeseen costs / viability issues	Reduced service provision and property maintenance SHR Engagement Failure to comply with covenants Pension contribution uplifts / deficits Updated fire regulation costs (Doors / sprinklers etc.) Insufficient funds for future maintenance Reduced reserves	4	4	16	Business Plan Financial projections Asset management strategy and long term maintenance plans Stock condition surveys Budget monitoring and cost control Management accounts External submissions Fixed interest loans Independent reviews Financial management systems	3	4	12	D, DD	Update of financial projections Asset Management Strategy Review in 2023/24 with new SHR guidance Treasury Management annual report 2023/24

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
						Procurement policy Treasury Management Policy Comprehensive policies and procedures in place					
Finance	Vulnerability to changes in the external financial operating environment	Potential for increasing inflation / costs / interest rates having negative impact on cash flow. Brexit, Covid and war in Ukraine is producing economic uncertainty that will continue for some time to come. Cost of living increases impact on tenant incomes Supply chain issues causing materials cost increases and repair delays	5	4	20	Business plan and finance projections Procurement policy Treasury management policy Finance policies, procedures, monitoring and reporting systems Cost control / procurement Budget monitoring and cost control Long term projections Fixed interest loans Fixed energy contracts for landlord supplies Appropriate affiliations (GWSF / SFHA) Procurement of commonly used parts in short supply	4	3	12	D, DD	Monitor Treasury Management Policy Review in 2023/24 Budget and rent review Contract Reviews / Procurement Review interest rates and fixed costs

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
Finance & Corporate Services	Inadequate insurance cover	Negative impact on operational viability Potential for significant costs should a serious event occur Lack of insurance providers in the market may increase costs.	3	5	15	Insurance broker service Ensure appropriate levels of cover Annual review of cover Procurement	1	5	5	AD (CS)	Insurance tender for March 2024
Housing, Property & Finance	Proportion of expensive stock type	Costs associated with managing and maintaining MSF stock	5	3	15	MSF strategy Business plan Financial projections Demand analysis Tenant satisfaction Asset management strategy East Whitlawburn Benchmarking	5	2	10	D, DD	Annual benchmarking of rents and services with MSF landlords
Housing & Finance	Rent levels	High and increasing rents impact affordability and may reduce demand Costs not covered with impact on long term maintenance and service plans Rent level differentials within housing stock	4	4	16	Business Plan Financial projections Maintenance Plans Demand monitoring Rent Policy and consultation SFHA affordability tool Benchmarking Financial planning and monitoring	4	3	12	D, DD, AD(TS), PM	Rent harmonisation exercise

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
		Potential for demonstrations and adverse media coverage Inability to recover from below inflation rent increases in future years. Requirement to balance rent increases with rising costs				Affiliations (GWSF, SFHA)					
Housing & Finance	Rent Arrears	High / increasing rent arrears and bad debts impact on WWHC's capacity to service debt and provide services. Impacts of welfare benefit reform by reducing household incomes and ability to pay rent. We are almost entirely dependent on rental income to maintain service provision and need to ensure we take all reasonable steps to maximise income and then ensure it is adequately safeguarded.	4	4	16	Comprehensive policies and procedures in place Personal contact / early intervention Monitoring and reporting systems GWSF membership SFHA membership Welfare benefit advice Rent first campaigns Community development strategy++ Internal audit Arrears audits	3	4	12	AD (TS)	Welfare benefit advice Funding applications for tenant support Implement write off procedures 6 monthly



Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
Property	Deterioration in condition of housing stock.	Failure to properly implement the asset management strategy could lead to a failure to meet and maintain statutory standards and could lead to poor investment decisions. Failure to properly maintain the stock could lead to reduced demand, tenant satisfaction and long term financial impacts	4	4	16	Asset management strategy Stock condition surveys Financial projections Budget processes Maintenance systems and plans Development strategy Business Plan Cyclical maintenance	2	4	8	DD	Maintain and update stock condition information / restart individual and targeted property surveys in 2022/23 Review and update asset management strategy. Independent cladding specialist inspection. consultant review 2022/23
Property	Tenant and resident safety Breach of legal obligations to ensure properties are safe for our tenants.	Tenant injury SHR engagement HSE engagement Reputation Legal issues Fire, gas, asbestos, legionella, electrical safety Failure to comply with legal responsibilities to ensure our properties are safe for our tenants to occupy leading	4	5	20	Comprehensive policies and procedures in place Compliance checks, registers and records Gas safety policy and annual checks Legionella monitoring and sampling programme in place Asbestos register and management procedures	2	5	10	DD, PM	Complete action plan from H&S audit. Develop dampness and mould policy with appropriate guidance expected. GWSF advice / monitoring.

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
		to increased regulatory engagement with significant health and safety implications				Fire detection upgrade and electrical test programme Specialist contractors and competence checks Risk assessments and method statements Compliance monitoring and reporting Training Independent Health and safety Audit Committee assurance					
Property	National strategies / increased compliance obligations	SHQS EESSH and EESSH 2 Additional fire and electrical safety measures Unfunded by government, these could all result in additional costs for tenants Regulatory engagement	3	4	12	Monitoring developments Affiliations (GWSF, SFHA) Asset management strategy MSF Strategy Stock condition surveys Finance projections Maintenance systems and plans Interest free Scottish Government loans Demonstrating value for money	3	3	9	D, DD	Review EESSH 2 with Home Analytics tool / EST

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
						Installation programme and ARC reporting of abeyances					
Property	Serious fire	Potential for tenant injury. Property damage and impact on tenants. Potential for decants required and associated disruption and costs	4	5	20	Smoke and heat detection systems 24 hr Concierge Fire risk reviews and assessments Inspections and servicing Quarterly Scottish Fire and Rescue inspections Daily fire hazard block inspections Dry riser maintenance Fire safety policy Insurance Promotion of fire safety via newsletter	2	4	8	PM	Continue inspection regimes and fire risk reviews. Monitor Tenant handbook update
Human Resources	Loss of key personnel	Loss of knowledge, skills and experience may impact ability to operate SHR engagement / potential for options appraisal	5	3	15	Succession planning Recruitment policy and procedures Access to legal / employment advice EVH affiliation Staff structure and ongoing review	5	2	10	D, Management Committee	

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
						Access to temporary staff register Business Plan Flexible approach to work arrangements					

## TOWS Matrix

## Appendix 6

Purpose: To map main SWOT analysis findings and develop appropriate strategies to best respond to same.

Weaknesses	Threats	Opportunities
<p>Proportion of expensive stock type Comparatively higher rent levels High and increasing operating costs Affordability Rent arrears levels Lack of support services delivered locally by other organisations Few economies of scale Management Committee strengthening Impact of welfare reform Benefit dependency Lack of recognition of quality aspects of our work IT system efficiency</p>	<p>Changing political landscape Rent affordability / comparability Stock condition deterioration Loss of committee and staff members Increasing costs &amp; supply chain issues Population changes Impact of welfare benefit reforms Climate change – increasing pressure, regulation &amp; compliance requirements Loss or reduction of community control Increasing regulatory and legal requirements Demand for existing properties when new build in area Undervaluing quality &amp; social impact aspects of our work Economic uncertainty (inflation and interest rates)</p>	<p>Reduce costs Efficiency and performance improvements Increase tenant engagement Wider role increasing measurable social impact Attracting new committee members improving governance New projects &amp; service development Succession planning Staff development Improved IT efficiency Further reduce levels of fuel poverty Improved communications and engagement Partnership working</p>
Strengths	Strategic Responses	
<p>Member controlled, and locally focused Committee and staff skills, experience and dedication Leadership, management and governance Clear vision and long term planning Good quality properties and services with good customer satisfaction levels Focus on continuous improvement Good reputation SHQS and EESSH compliance levels Community engagement Low engagement with SHR Commitment to asset management 24-hour service</p>	<ul style="list-style-type: none"> <li>• We will ensure that customers receive the highest possible standard of service at all times</li> <li>• We will provide good quality homes in an attractive environment</li> <li>• We will maintain and enhance strong strategic governance</li> <li>• We will seek to improve our financial strength and deliver value for money</li> <li>• We will seek to address inequalities and exclusion in West Whitlawburn</li> </ul>	

## Summary Delivery Plan and Targets

## Appendix 7

Key Activity	Lead Officer	Target Timescale	Reporting
<b>Objective 1: Ensure that customers receive the highest possible standard of service at all times</b>			
Achieve our operational performance targets	Senior staff	Throughout Business Plan period	PA&R Sub Committee
Implement HomeMaster IT system	Deputy Director	Feb 2024	Management Committee
Implement Sharepoint	Deputy Director	Mar 2025	Management Committee
Review the Communications and Engagement Strategy incorporating a Digital Service Strategy	Corporate Services Officer	Jul 2024	Communications and Participation Working Group Management Committee
Recruit members for the tenant focus group	Corporate Services Officer	Throughout Business Plan period	Communications and Participation Working Group Management Committee
3 yearly tenant satisfaction survey	Deputy Director	2025/26	PA&R Sub Committee
Increase tenant engagement and feedback	Corporate Services Officer	Throughout Business Plan period	Communications and Participation Working Group Management Committee
Develop website content to increase tenant use	Deputy Director	2024/25	Management Committee
Internal Audit of Complaints Procedure	Director	2025/26	PA&R Sub Committee

Key Activity	Lead Officer	Target Timescale	Reporting
Develop our Equality, Diversity & Inclusion Strategy to meet requirements in equalities and human rights	Director	Mar 2024	Management Committee
Review the Allocations Policy	Head of Housing Services	Feb 2024	Management Committee
Internal audit of allocations	Head of Housing Services	2024/25	PA&R Sub Committee
Develop Customer Service Strategy	Senior staff	2024/25	PA&R Sub Committee
Increase access to broadband providers across the housing stock	Deputy Director	Jul 2024	Management Committee
Review and update staff structure	Director	2024/25	Staffing Sub Committee
Deliver annual staff performance review system and training plans	Director	Throughout Business Plan period	Staffing Sub Committee
Develop and implement a Wellbeing Strategy for all our people	Director	2024/25	Staffing Sub committee
<b>Objective 2: Provide good quality homes in an attractive environment</b>			
Maintain up to date stock condition information	Property Manager	Throughout Business Plan period	PA&R Sub Committee
Review the Asset Management Strategy	Deputy Director	2023/24	Management Committee

<b>Key Activity</b>	<b>Lead Officer</b>	<b>Target Timescale</b>	<b>Reporting</b>
Implement property investment plans	Deputy Director	2024/25	Management Committee
Develop our response to climate change	Director	2024/25	Management Committee
Explore the options for the provision of renewable energy across the housing stock	Director	2025/26	Management Committee
Develop a green office strategy	Director	2025	Management Committee
Develop our EESSH2 Strategy working with EST Home Analytics & PEAT	Director	2024	Management Committee
Independent review of landlord health and safety	Deputy Director	2024/25	PA&R Sub Committee
Monitor landlord health and safety to ensure legal compliance	Deputy Director	Throughout Business Plan period	PA&R Sub Committee
MSF Strategy review by engineer and consultant	Deputy Director	2024/25	Management Committee
Internal Audit of Void Management	Head of Housing Services & Property Manager	Jan 2024	PA&R Sub Committee
Reduce void turn around times, turnover and void costs	Head of Housing Services & Property Manager	Mar 2025	PA&R Sub Committee



Key Activity	Lead Officer	Target Timescale	Reporting
Repairs satisfaction survey	Property Manager	Annual	PA&R Sub Committee
Procurement of maintenance services	Deputy Director	2024	Management Committee
<b>Objective 3: Maintain and enhance strong strategic governance</b>			
Strengthen our Management Committee by recruiting new members.	Director	Throughout Business Plan period	Management Committee
Deliver committee induction and an annual committee training programme	Director	Throughout Business Plan period	Management Committee
Achieve Cyber Security Essentials accreditation	Corporate Services Officer	Jan 2025	Management Committee
Review Information Security Management System Policy	Director Corporate Services Officer	2023/24	Management Committee
Review our governance, finance and service policies on scheduled basis to ensure all are up to date, reflect good practice and are embedded in our operations.	Senior staff	Throughout Business Plan period	PA&R Sub Committee Management Committee
Meet all of our statutory and regulatory requirements	Director	Throughout Business Plan period	Management Committee
Internal audit of Assurance Review Process	Director	Feb 2024	PA&R Sub Committee
Review and update Assurance Review Process	Director	2024/25	Management Committee

<b>Key Activity</b>	<b>Lead Officer</b>	<b>Target Timescale</b>	<b>Reporting</b>
Review and update evidence bank	Corporate Services Officer	Throughout Business Plan period	Management Committee PA&R Sub Committee
Independent ARC information validation	Director	2025	Management Committee
Continue with ongoing assurance processes with a mix of internal and independent external verification	Director	Throughout Business Plan period	PA&R Sub Committee
Test our Business Continuity Plan including IT system restore	Corporate Services Officer	Dec 2024	Management Committee
Ensure appropriate levels of insurance cover are in place with effective management of claims	Deputy Director	Throughout Business Plan period	Management Committee
<b>Objective 4: Improve our financial strength and deliver value for money</b>			
Effectively manage costs and maximise efficiency	Senior staff	Throughout Business Plan period	Management Committee
Carry out rent and service benchmarking exercise with other RSL landlords with MSFs	Corporate Services Officer	Annual	Management Committee
Consult with tenants on service provision and costs	Head of Housing Services	Annual	Management Committee
Reduce rent arrears levels	Head of Housing Services	Throughout Business Plan period	Management Committee

<b>Key Activity</b>	<b>Lead Officer</b>	<b>Target Timescale</b>	<b>Reporting</b>
Maintain welfare benefits and energy advice provision	Community Development Co-ordinator / Head of Housing Services	March 2025	Management Committee
Develop and issue welfare benefits advice newsletter	Head of Housing Services	Annual	PA&R Sub Committee
Internal Audit of Procurement	Senior staff	2024/25	Management Committee
Investigate and implement a finance computer system that meets business needs and provides value for money	Deputy Director	Feb 2024	Management Committee
Consult on and implement a new rent structure	Director	March 2026	Management Committee
Develop a value for money strategy	Director	March 2026	Management Committee
Give consideration to developing an Environmental, Social and Governance Framework and Strategy	Director	March 2026	Management Committee
Review treasury management activity to maximise interest received	Director	Nov 2023	Management Committee
Carry out job evaluations and benchmarking to review staff costs	Director	2023/24	Staffing Sub Committee
Maximise bank interest rate income	Director	Throughout Business Plan period	Management Committee

Key Activity	Lead Officer	Target Timescale	Reporting
Energy supply procurement	Deputy Director	2024/25	Management Committee
<b>Objective 5: Seek to address inequalities and exclusion in West Whitlawburn</b>			
Continue our role as a Community Anchor by providing services and supporting West Whitlawburn in being a strong, stable community	Community Development Co-ordinator	Throughout Business Plan period	Management Committee
Review our current activities, resources and partnerships and develop the Community Development Strategy	Community Development Co-ordinator	Aug 2024	Management Committee
Continue working in partnership with other organisations to provide activities and services needed by local people, reviewing funding arrangements and project outcomes.	Community Development Co-ordinator	Throughout Business Plan period	Management Committee
Use the SFHA social value toolkit to measure and demonstrate the social value and impact of our work.	Community Development Co-ordinator	2024/25	Management Committee
Develop and implement our Equalities Strategy	Director	Mar 2024	Management Committee
Safeguard our culture of innovation and customer service excellence, accessing funding to ensure we can continue to respond to community needs	Community Development Co-ordinator	Throughout Business Plan period	Management Committee
Continue to work with CAB to deliver outreach support through the Resource Centre.	Community Development Co-ordinator	Throughout Business Plan period	Management Committee

<b>Key Activity</b>	<b>Lead Officer</b>	<b>Target Timescale</b>	<b>Reporting</b>
Investigate the attendance of a credit union in the Resource Centre on a regular basis.	Community Development Co-ordinator	2024/25	Management Committee
Seek funding to continue the digital drop-in, working with service users to establish social groups to support users with IT learning and online classes.	Community Development Co-ordinator	2024/25	Management Committee
Work with partners to develop Young People Employment Support as they leave school and enter the job market.	Community Development Co-ordinator	2024/25	Management Committee
Seek funding to extend the opening hours of the Food Co-operative	Community Development Co-ordinator	2024/25	Management Committee
Develop the warm space facility to encourage those who are feeling isolated or lonely to attend for social meal.	Community Development Co-ordinator	2024/25	Management Committee
Investigate the potential for a Community Fridge project and funding for continuing cooking classes and ongoing support for Sport Camps with Holiday Hunger.	Community Development Co-ordinator	2024/25	Management Committee
Plan to reduce the Co-operative's carbon footprint	Director	2024/25	Management Committee
Maintain and develop tenancy sustainment activities	Community Development Co-ordinator / Head of Housing Services	Throughout Business Plan period	Management Committee

Key Activity	Lead Officer	Target Timescale	Reporting
Investigate funding to continue diversionary activities and work in partnership to address anti-social behaviour in community.	Community Development Co-ordinator	2024/25	Management Committee

## Strategic Targets

Outcome	Action	Performance Indicator	Baseline	Annual Targets				
				Mar 2023	2023/24	2024/25	2025/26	2026/27
<b>Objective 1: Ensure that customers receive the highest possible standard of service at all times</b>								
Tenants are satisfied with services provided	Tenant Satisfaction Survey	% tenants satisfied with the overall service	94.91%	94.91%	94.91%	>=95%	>=95%	>=95%
Tenants are engaged and consulted and informed	Implementation of communications and participation strategy	% tenants satisfied with opportunities to participate in decision making processes	88.73%	88.73%	88.73%	>=90%	>=90%	>=90%
		% tenants who feel landlord is good at keeping them informed about services and decisions	91.27%	91.27%	91.27%	>=93%	>=93%	>=93%
Improved working practices and efficiencies	Implement HomeMaster IT system and develop use	Implemented and effectively used	In progress	Complete	Ongoing	Ongoing	Ongoing	Ongoing
	Sharepoint	Implemented and effectively used	Planned	Implement	Complete	Ongoing	Ongoing	Ongoing
<b>Objective 2: Provide good quality homes in an attractive environment</b>								
Tenants are safe	Annual inspection and audit	% homes meeting gas safety legal compliance	100%	100%	100%	100%	100%	100%
	Installations completed	% homes meeting fire	MSF 421/432 LR 112/112	100%	100%	100%	100%	100%

Outcome	Action	Performance Indicator	Baseline	Annual Targets				
				Mar 2023	2023/24	2024/25	2025/26	2026/27
		detection legal compliance	NB 99/100 EWNB 60/60					
		Number of homes with satisfactory EICR	MSF & LR 393/544 NB 87/100 EWNB 60/60	100%	100%	100%	100%	100%
	Independent review of landlord health and safety.	Substantial level of assurance Gas Lifts Fire Safety Legionella Electrical Asbestos	Substantial Substantial Substantial Adequate Adequate Adequate		Substantial Substantial Substantial Substantial Substantial			Substantial Substantial Substantial Substantial Substantial
Up to date information on stock condition	Property inspections	Number of properties inspected	MSF & LR 299/544 NB 0/100 EWNB 60/60	100%	100%	100%	100%	100%
		Biomass heating system checks completed	142/539	75%	100%	100%	100%	100%
Tenants are satisfied with the repairs service	Annual Survey	% tenants satisfied with the repairs service	90.52%	92.00%	>92%	>92%	>92%	>92%
	Repairs are completed within targets	Time to complete emergency repair	3.6 hours	3.5 hours	<3.5 hours	<3.5 hours	<3.5 hours	<3.5 hours
		Time to complete non-	3.45 days	3.5 days	3.5 days	3.5 days	3.5 days	3.5 days



Outcome	Action	Performance Indicator	Baseline	Annual Targets				
				Mar 2023	2023/24	2024/25	2025/26	2026/27
		emergency repairs						
		% repairs completed right first time	89.53%	90.00%	91.00%	>91.00%	>91.00%	>91.00%
Our homes remain desirable	Tenant Satisfaction Survey	% tenants satisfied with the quality of their home	94.18%	94.18%	94.18%	>=95%	>=95%	>=95%
		% tenants satisfied with standard of home when moving in		>95%	>95%	>95%	>95%	>95%
Our homes are energy efficient	Meet national energy efficiency targets by continuing to work with the Energy Savings Trust	% homes meeting ESSH2 (Standard under review targets amended once known)		TBC	TBC	TBC	TBC	TBC
		Number of properties with a valid EPC	100%	100%	100%	100%	100%	100%
Our homes are well maintained	Meet the Scottish Housing Quality Standard	% homes meeting the SHQS	95.92%	99%	100%	100%	100%	100%
		Pre transfer inspections completed		100%	100%	100%	100%	100%
Tenants feel pride in the local area	Review our approach to estate	% tenants satisfied with WWHC's	90.55%	90.55%	90.55%	>94%	>94%	>94%

Outcome	Action	Performance Indicator	Baseline	Annual Targets				
				Mar 2023	2023/24	2024/25	2025/26	2026/27
	management and anti-social behaviour	contribution to management of neighbourhood						
		% tenants satisfied with the Concierge service	92.1%	92.1%	92.1%	>94%	>94%	>94%
	Carry out all cyclical and estate inspections	Cyclical and estate inspections completed	100%	100%	100%	100%	100%	100%
		% tenancy offers refused	22.2%	<25%	<25%	<25%	<25%	<25%
		% anti social behaviour resolved within locally agreed targets	97.75%	>95%	>95%	>95%	>95%	>95%
<b>Objective 3: Maintain and enhance strong strategic governance</b>								
We have a strong Management Committee with appropriate skills	We will recruit additional management committee members and consider co-opting non-members.	Number of committee members at each AGM	11	13	15	15	15	15
		Number of Management Committee meetings each year	13	>=11	>=11	>=11	>=11	>=11

Outcome	Action	Performance Indicator	Baseline	Annual Targets				
				Mar 2023	2023/24	2024/25	2025/26	2026/27
Staff and committee have the skills they need	Review the skills and resources required to fill any gaps	Staff and Committee annual appraisals completed	Complete	Annual	Annual	Annual	Annual	Annual
We have robust IT security	Achieve Cyber Security Essentials Accreditation	Accreditation achieved	Ongoing		Achieved			
Continue to demonstrate effective governance and assurance	Annual assurance statement ARC Internal and external audits	Low regulatory engagement	Low	Low	Low	Low	Low	Low
Staff absence levels will be reduced	Attendance Management Policy	% staff sickness absence rate	11.9%	<5%	<5%	<5%	<5%	<5%
<b>Objective 4: Improve our financial strength and deliver value for money</b>								
Our rents and services represent value for money	Embed VFM approach across organisation by delivering VFM strategy	% tenants who feel their rent represents good value for money	80.73%	80.73%	80.73%	>85%	>85%	>85%
	Consult with tenants on annual rent increase and services offered	% tenants who respond to rent consultation	13.6%	13.6%	15%	>15%	>15%	>15%
		% tenants who agree proposed rent increase is reasonable	58.2%	58.2%	>50%	>50%	>50%	>50%

Outcome	Action	Performance Indicator	Baseline	Annual Targets				
				Mar 2023	2023/24	2024/25	2025/26	2026/27
	Continue to benchmark rent levels and services	Reports produced and used in rent setting process	Complete	Annual	Annual	Annual	Annual	Annual
	% average rent increase to be applied in the next reporting year	Information inserted at budget and rent setting annually	5%	TBC	TBC	TBC	TBC	TBC
Recover funds owed to the Co-operative	Implement recovery policies	% rent collected	99.48%	100%	100%	100%	100%	100%
		% gross arrears	4.97%	<4.5%	3.5%	<3.5%	<3.5%	<3.5%
		% void rent loss	0.95%	<0.95%	<0.95%	<0.95%	<0.95%	<0.95%
		% bad debt write off	31.8%	40%	40%	40%	40%	40%
		% rechargeable repairs recovered		20%	>20%	>20%	>20%	>20%
Continue to meet requirements of financial covenants	Management Accounts Co-operative Bank	Interest cover	>110	>110	>110	>110	>110	>110
		Repayment cover	>1	>1	>1	>1	>1	>1
		Gearing	<175	<175	<175	<175	<175	<175
	Management Accounts CAF Bank	Asset cover	>=125	>=125	>=125	>=125	>=125	>=125
		Interest cover	>=110	>=110	>=110	>=110	>=110	>=110
		Gearing	<=50%	<=50%	<=50%	<=50%	<=50%	<=50%
<b>Objective 5: Seek to address inequalities and exclusion in West Whitlawburn</b>								

Outcome	Action	Performance Indicator	Baseline	Annual Targets				
				Mar 2023	2023/24	2024/25	2025/26	2026/27
Tenants have access to the support they need	Maximise our tenant support activities	% tenancies sustained for more than 1 year	90.14%	90.5%	>=90.5%	>=90.5%	>=90.5%	>=90.5%
		Welfare benefit advice accessed (WWHC)						
		Welfare benefit service - financial outcomes (WWHC)						
		CAB advice accessed	504 contacts	>504 contacts	>504 contacts	>504 contacts	>504 contacts	>504 contacts
		CAB service - financial outcomes	£277,128	>£280,000	>£280,000	>£280,000	>£280,000	>£280,000
We will re-let properties efficiently to those with housing need	Review and update the Allocations Policy with internal audit in 2024/25	Completion of review - level of assurance	Ongoing		Substantial			
	Void Management internal audit	Completion of review - level of assurance		Substantial				
		Void relet times	31.15 days	<31 days	<31 days	<31 days	<31 days	<31 days
		% lets to LA nominations	22.1%					
		% lets to Section 5 nominations	14.5%	50%	50%	50%	50%	50%
		% lets to housing list	36.5%	30%	30%	30%	30%	30%

Outcome	Action	Performance Indicator	Baseline	Annual Targets				
			Mar 2023	2023/24	2024/25	2025/26	2026/27	2027/28
		% lets to transfer list	22.1%	20%	20%	20%	20%	20%
		% lets to other sources	4.8%					
		Number of new tenant settling in visits completed		100%	100%	100%	100%	100%

### 30-year Cash Flows

### Appendix 8

WEST WHITLAWBURN HOUSING CO-OPERATIVE LIMITED											
*** Cashflow ***	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
06-Nov-23	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	
04:03 PM	1	2	3	4	5	6	7	8	9	10	
<b>INCOME</b>											
Rental Income - Basic	3,748,828	3,979,367	4,099,544	4,223,350	4,350,896	4,482,293	4,617,658	4,757,111	4,852,253	4,949,298	
Rental Income - Excess	-	-	-	-	-	-	-	-	-	-	
Shared Ownership Rents	0	0	0	0	0	0	0	0	0	0	
	3,748,828	3,979,367	4,099,544	4,223,350	4,350,896	4,482,293	4,617,658	4,757,111	4,852,253	4,949,298	
Service Charges Income	0	0	0	0	0	0	0	0	0	0	
Total Rental Income	3,748,828	3,979,367	4,099,544	4,223,350	4,350,896	4,482,293	4,617,658	4,757,111	4,852,253	4,949,298	
Less Voids	(37,488)	(39,794)	(40,995)	(42,234)	(43,509)	(44,823)	(46,177)	(47,571)	(48,523)	(49,493)	
<b>Net Rental Income</b>	<b>3,711,340</b>	<b>3,939,574</b>	<b>4,058,549</b>	<b>4,181,117</b>	<b>4,307,387</b>	<b>4,437,470</b>	<b>4,571,481</b>	<b>4,709,540</b>	<b>4,803,731</b>	<b>4,899,805</b>	
Stage 3 Grant Income	40,000	42,000	42,840	43,697	44,571	45,462	46,371	47,299	48,245	49,210	
Other Income	445,984	489,035	498,816	508,792	518,968	529,347	539,934	550,733	561,748	572,982	
<b>TOTAL INCOME</b>	<b>4,197,324</b>	<b>4,470,609</b>	<b>4,600,204</b>	<b>4,733,606</b>	<b>4,870,925</b>	<b>5,012,279</b>	<b>5,157,787</b>	<b>5,307,572</b>	<b>5,413,723</b>	<b>5,521,998</b>	
<b>EXPENDITURE</b>											
Planned Maintenance - Balance Sheet	0	404,868	632,018	713,759	220,569	234,915	907,332	340,013	0	422,309	
Planned Maintenance - Income & Expenditure	0	168,983	5,965	198,565	204,143	10,487	177,229	573,408	38,862	0	
Cyclical Maintenance - Income and Expenditure	263,700	277,893	290,276	269,840	327,766	283,556	320,536	322,459	336,829	313,115	
Reactive Maintenance	756,215	801,162	806,191	829,753	853,990	878,921	904,566	930,944	958,076	985,984	
Estate Costs	69,985	73,484	74,954	76,453	77,982	24,987	25,487	25,997	26,517	27,047	
	1,089,900	1,726,389	1,809,404	2,088,371	1,684,451	1,432,867	2,335,149	2,192,820	1,360,283	1,748,455	
Management and Administration	1,737,768	1,737,471	1,739,807	1,780,337	1,799,128	1,844,287	1,896,551	1,938,032	1,986,676	2,042,975	
Other Costs	391,249	429,833	427,720	436,274	445,000	453,900	462,978	472,237	481,682	491,316	
Bad Debts	112,465	99,484	102,489	105,584	108,772	112,057	115,441	118,928	121,306	123,732	
Fixed Assets (Furniture, Fittings and Equip)	4,001	4,200	26,775	4,370	4,457	4,546	4,637	29,562	4,824	4,921	
Development Programme	0	0	0	0	0	0	0	0	0	0	
Pension Deficit Payments	0	0	106,500	109,695	112,986	116,375	119,867	0	0	0	
Loan Repayments	693,139	693,139	678,397	656,986	612,340	534,494	508,545	1,160,513	316,797	300,597	
<b>TOTAL EXPENDITURE</b>	<b>4,028,522</b>	<b>4,690,516</b>	<b>4,891,092</b>	<b>5,181,617</b>	<b>4,767,135</b>	<b>4,498,526</b>	<b>5,443,168</b>	<b>5,912,091</b>	<b>4,271,569</b>	<b>4,711,997</b>	
<b>NET SURPLUS / (DEFICIT) IN THE YEAR</b>	<b>168,802</b>	<b>(219,907)</b>	<b>(290,888)</b>	<b>(448,011)</b>	<b>103,790</b>	<b>513,753</b>	<b>(285,382)</b>	<b>(604,520)</b>	<b>1,142,154</b>	<b>810,001</b>	
<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>168,802</b>	<b>(51,105)</b>	<b>(341,993)</b>	<b>(790,004)</b>	<b>(686,213)</b>	<b>(172,460)</b>	<b>(457,842)</b>	<b>(1,062,362)</b>	<b>79,792</b>	<b>889,793</b>	
<b>FUNDING</b>											
Opening Cash Balance	2,544,329	-	-	-	-	-	-	-	-	-	
Loan Received	1,775,565	0	0	0	0	0	0	0	0	0	
Capital Grants Received	0	0	0	0	0	0	0	0	0	0	
New Build Costs	(3,224,970)	-	-	-	-	-	-	-	-	-	
Less prepaid New Build costs in prepayments at 31/03/23	1,542,053										
Movement in Debtors	1,467,591	(13,832)	(7,211)	(7,428)	(7,653)	(7,884)	(8,122)	(8,367)	(5,709)	(5,823)	
Movement in Other Debtors	(1,542,053)	-	-	-	-	-	-	-	-	-	
Movement in Creditors	115,266	(35,000)	(5,000)	(10,000)	-	-	-	-	-	-	
<b>TOTAL FUNDING</b>	<b>2,677,781</b>	<b>(48,832)</b>	<b>(12,211)</b>	<b>(17,428)</b>	<b>(7,653)</b>	<b>(7,884)</b>	<b>(8,122)</b>	<b>(8,367)</b>	<b>(5,709)</b>	<b>(5,823)</b>	
Surplus Plus Funding	2,846,584	-268,739	-303,098	-465,439	96,138	505,869	(293,503)	(612,887)	1,136,445	804,178	
INTEREST RECEIVABLE	51,000	45,000	37,500	30,000	22,500	22,500	22,500	22,500	22,500	22,500	
INTEREST PAYABLE ON OVERDRAFTS	-	-	-	-	-	-	-	-	-	-	
<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>2,897,584</b>	<b>2,673,844</b>	<b>2,408,246</b>	<b>1,972,806</b>	<b>2,091,444</b>	<b>2,619,813</b>	<b>2,348,810</b>	<b>1,758,423</b>	<b>2,917,368</b>	<b>3,744,046</b>	

WEST WHITLAWBURN HOUSING CO-OPERATIVE LIMITED											
*** Cashflow ***	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	
06-Nov-23	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	
04:03 PM	11	12	13	14	15	16	17	18	19	20	
<b>INCOME</b>											
Rental Income - Basic	5,048,284	5,149,250	5,252,235	5,357,280	5,464,425	5,573,714	5,685,188	5,798,892	5,914,870	6,033,167	
Rental Income - Excess	-	-	-	-	-	-	-	-	-	-	
Shared Ownership Rents	0	0	0	0	0	0	0	0	0	0	
Service Charges Income	5,048,284	5,149,250	5,252,235	5,357,280	5,464,425	5,573,714	5,685,188	5,798,892	5,914,870	6,033,167	
Total Rental Income	5,048,284	5,149,250	5,252,235	5,357,280	5,464,425	5,573,714	5,685,188	5,798,892	5,914,870	6,033,167	
Less Voids	(50,483)	(51,493)	(52,522)	(53,573)	(54,644)	(55,737)	(56,852)	(57,989)	(59,149)	(60,332)	
<b>Net Rental Income</b>	<b>4,997,802</b>	<b>5,097,758</b>	<b>5,199,713</b>	<b>5,303,707</b>	<b>5,409,781</b>	<b>5,517,977</b>	<b>5,628,336</b>	<b>5,740,903</b>	<b>5,855,721</b>	<b>5,972,835</b>	
Stage 3 Grant Income	50,194	51,198	52,222	53,266	54,331	55,418	56,526	57,657	58,810	59,986	
Other Income	584,442	596,131	608,054	620,215	632,619	645,271	658,177	671,340	684,767	698,462	
<b>TOTAL INCOME</b>	<b>5,632,438</b>	<b>5,745,086</b>	<b>5,859,988</b>	<b>5,977,188</b>	<b>6,096,732</b>	<b>6,218,666</b>	<b>6,343,039</b>	<b>6,469,900</b>	<b>6,599,298</b>	<b>6,731,284</b>	
<b>EXPENDITURE</b>											
Planned Maintenance - Balance Sheet	1,587,265	1,563,562	0	952,548	1,518,304	1,413,055	2,305,087	424,056	432,673	0	
Planned Maintenance - Income & Expenditure	22,080	427,473	607,213	662,233	684,710	72,178	566,303	628,914	446,316	3,957	
Cyclical Maintenance - Income and Expenditure	380,330	329,031	371,941	374,173	390,847	363,330	441,325	381,798	431,590	434,180	
Reactive Maintenance	1,010,732	1,036,102	1,062,108	1,088,767	1,116,095	1,144,109	1,172,826	1,202,264	1,232,441	1,263,375	
Estate Costs	27,588	28,140	28,702	29,276	29,862	30,459	31,068	31,690	32,324	32,970	
	3,027,995	3,384,307	2,069,965	3,106,996	3,739,817	3,023,132	4,516,608	2,668,721	2,575,343	1,734,481	
Management and Administration	2,077,273	2,118,818	2,168,022	2,204,418	2,248,507	2,300,722	2,339,346	2,386,133	2,441,545	2,482,533	
Other Costs	501,142	511,165	521,388	531,816	542,452	553,301	564,367	575,655	587,168	598,911	
Bad Debts	126,207	128,731	131,306	133,932	136,611	139,343	142,130	144,972	147,872	150,829	
Fixed Assets (Furniture, Fittings and Equip)	5,019	5,120	32,639	5,327	5,433	5,542	5,653	36,036	5,881	5,999	
Development Programme	0	0	0	0	0	0	0	0	0	0	
Pension Deficit Payments	0	0	0	0	0	0	0	0	0	0	
Loan Repayments	300,597	300,597	300,597	300,597	300,597	300,597	300,597	300,597	300,597	300,597	
<b>TOTAL EXPENDITURE</b>	<b>6,038,234</b>	<b>6,448,738</b>	<b>5,223,916</b>	<b>6,283,086</b>	<b>6,973,417</b>	<b>6,322,637</b>	<b>7,868,701</b>	<b>6,112,114</b>	<b>6,058,406</b>	<b>5,273,350</b>	
<b>NET SURPLUS / (DEFICIT) IN THE YEAR</b>	<b>(405,796)</b>	<b>(703,651)</b>	<b>636,072</b>	<b>(305,898)</b>	<b>(876,686)</b>	<b>(103,971)</b>	<b>(1,525,662)</b>	<b>357,786</b>	<b>540,892</b>	<b>1,457,934</b>	
<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>483,997</b>	<b>(219,654)</b>	<b>416,417</b>	<b>110,519</b>	<b>(766,167)</b>	<b>(870,138)</b>	<b>(2,395,800)</b>	<b>(2,038,014)</b>	<b>(1,497,121)</b>	<b>(39,187)</b>	
<b>FUNDING</b>											
Opening Cash Balance	-	-	-	-	-	-	-	-	-	-	
Loan Received	0	0	0	0	0	0	0	0	0	0	
Capital Grants Received	0	0	0	0	0	0	0	0	0	0	
New Build Costs	-	-	-	-	-	-	-	-	-	-	
Less prepaid New Build costs in prepayments at 31/03/23											
Movement in Debtors	(5,939)	(6,058)	(6,179)	(6,303)	(6,429)	(6,557)	(6,688)	(6,822)	(6,959)	(7,098)	
Movement in Other Debtors	-	-	-	-	-	-	-	-	-	-	
Movement in Creditors	-	-	-	-	-	-	-	-	-	-	
<b>TOTAL FUNDING</b>	<b>(5,939)</b>	<b>(6,058)</b>	<b>(6,179)</b>	<b>(6,303)</b>	<b>(6,429)</b>	<b>(6,557)</b>	<b>(6,688)</b>	<b>(6,822)</b>	<b>(6,959)</b>	<b>(7,098)</b>	
Surplus Plus Funding	(411,735)	(709,709)	629,893	(312,201)	(883,115)	(110,528)	(1,532,350)	350,964	533,934	1,450,839	
INTEREST RECEIVABLE	22,500	22,500	22,500	22,500	22,500	22,500	22,500	0	0	0	
INTEREST PAYABLE ON OVERDRAFTS	-	-	-	-	-	-	-	-	-	-	
<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>3,354,811</b>	<b>2,667,602</b>	<b>3,319,994</b>	<b>3,030,293</b>	<b>2,169,679</b>	<b>2,081,650</b>	<b>571,800</b>	<b>922,764</b>	<b>1,456,698</b>	<b>2,907,537</b>	



WEST WHITLAWBURN HOUSING CO-OPERATIVE LIMITED										
*** Cashflow ***	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53
06-Nov-23	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
04:03 PM	21	22	23	24	25	26	27	28	29	30
<b>INCOME</b>										
Rental Income - Basic	6,153,830	6,276,907	6,402,445	6,530,494	6,661,104	6,794,326	6,930,213	7,068,817	7,210,193	7,354,397
Rental Income - Excess	-	-	-	-	-	-	-	-	-	-
Shared Ownership Rents	0	0	0	0	0	0	0	0	0	0
	6,153,830	6,276,907	6,402,445	6,530,494	6,661,104	6,794,326	6,930,213	7,068,817	7,210,193	7,354,397
Service Charges Income	0	0	0	0	0	0	0	0	0	0
Total Rental Income	6,153,830	6,276,907	6,402,445	6,530,494	6,661,104	6,794,326	6,930,213	7,068,817	7,210,193	7,354,397
Less Voids	(61,538)	(62,769)	(64,024)	(65,305)	(66,611)	(67,943)	(69,302)	(70,688)	(72,102)	(73,544)
<b>Net Rental Income</b>	6,092,292	6,214,138	6,338,421	6,465,189	6,594,493	6,726,383	6,860,910	6,998,129	7,138,091	7,280,853
Stage 3 Grant Income	61,186	62,410	63,658	64,931	66,230	67,554	68,905	70,284	71,689	73,123
Other Income	712,432	726,680	741,214	756,038	771,159	786,582	802,314	818,360	834,727	851,422
<b>TOTAL INCOME</b>	6,865,910	7,003,228	7,143,293	7,286,159	7,431,882	7,580,519	7,732,130	7,886,772	8,044,508	8,205,398
<b>EXPENDITURE</b>										
Planned Maintenance - Balance Sheet	474,222	1,443,720	1,442,989	1,345,150	1,100,120	546,081	1,879,477	337,502	267,585	398,210
Planned Maintenance - Income & Expenditure	73,925	849,355	463,776	499,461	535,020	0	356,893	292,703	23,444	19,013
Cyclical Maintenance - Income and Expenditure	453,528	421,598	512,101	443,028	500,805	503,810	526,261	489,211	594,228	514,078
Reactive Maintenance	1,295,086	1,327,592	1,360,915	1,395,074	1,430,090	1,465,985	1,502,782	1,540,501	1,579,168	1,618,805
Estate Costs	33,629	34,302	34,988	35,688	36,402	37,130	37,872	38,630	39,402	40,190
	2,330,390	4,076,567	3,814,768	3,718,401	3,602,438	2,553,005	4,303,285	2,698,547	2,503,827	2,590,296
Management and Administration	2,532,184	2,590,987	2,634,484	2,687,174	2,749,576	2,795,735	2,851,650	2,917,872	2,966,857	3,026,194
Other Costs	610,889	623,107	635,569	648,280	661,246	674,471	687,960	701,720	715,754	730,069
Bad Debts	153,846	156,923	160,061	163,262	166,528	169,858	173,255	176,720	180,255	183,860
Fixed Assets (Furniture, Fittings and Equip)	6,119	6,241	39,786	6,493	6,623	6,755	6,891	43,927	7,169	45,702
Development Programme	0	0	0	0	0	0	0	0	0	0
Pension Deficit Payments	0	0	0	0	0	0	0	0	0	0
Loan Repayments	300,597	300,597	300,597	300,597	324,185	-	-	-	-	-
<b>TOTAL EXPENDITURE</b>	5,934,024	7,754,421	7,585,266	7,524,208	7,510,595	6,199,826	8,023,041	6,538,786	6,373,862	6,576,121
<b>NET SURPLUS / (DEFICIT) IN THE YEAR</b>	931,886	(751,193)	(441,973)	(238,049)	(78,714)	1,380,694	(290,911)	1,347,986	1,670,646	1,629,277
<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	892,698	141,505	(300,469)	(538,518)	(617,231)	763,462	472,551	1,820,537	3,491,183	5,120,460
<b>FUNDING</b>										
Opening Cash Balance	-	-	-	-	-	-	-	-	-	-
Loan Received	0	0	0	0	0	0	0	0	0	0
Capital Grants Received	0	0	0	0	0	0	0	0	0	0
New Build Costs	-	-	-	-	-	-	-	-	-	-
Less prepaid New Build costs in prepayments at 31/03/23										
Movement in Debtors	(7,240)	(7,385)	(7,532)	(7,683)	(7,837)	(7,993)	(8,153)	(8,316)	(8,483)	(8,652)
Movement in Other Debtors	-	-	-	-	-	-	-	-	-	-
Movement in Creditors	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	(7,240)	(7,385)	(7,532)	(7,683)	(7,837)	(7,993)	(8,153)	(8,316)	(8,483)	(8,652)
Surplus Plus Funding	924,646	(758,578)	(449,506)	(245,732)	(86,550)	1,372,701	(299,065)	1,339,670	1,662,163	1,620,625
INTEREST RECEIVABLE	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
INTEREST PAYABLE ON OVERDRAFTS	-	-	-	-	-	-	-	-	-	-
<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	3,854,682	3,118,605	2,691,599	2,468,367	2,404,316	3,799,517	3,522,952	4,885,122	6,569,785	8,212,910

WEST WHITLAWBURN HOUSING CO-OPERATIVE LIMITED	
*** Cashflow ***	
	06-Nov-23
	04:03 PM
	TOTAL
<b>INCOME</b>	
Rental Income - Basic	166,720,631
Rental Income - Excess	-
Shared Ownership Rents	-
	166,720,631
Service Charges Income	-
Total Rental Income	166,720,631
Less Voids	(1,667,206)
<b>Net Rental Income</b>	<b>165,053,424</b>
Stage 3 Grant Income	1,669,274
Other Income	19,416,746
<b>TOTAL INCOME</b>	<b>186,139,444</b>
<b>EXPENDITURE</b>	
Planned Maintenance - Balance Sheet	23,307,387
Planned Maintenance - Income & Expenditure	8,612,608
Cyclical Maintenance - Income and Expenditure	11,863,164
Reactive Maintenance	34,550,617
Estate Costs	1,173,204
	79,506,979
Management and Administration	69,023,062
Other Costs	16,668,618
Bad Debts	4,186,760
Fixed Assets (Furniture, Fittings and Equip)	380,646
Development Programme	-
Pension Deficit Payments	565,423
Loan Repayments	10,687,495
<b>TOTAL EXPENDITURE</b>	<b>181,018,984</b>
<b>NET SURPLUS / (DEFICIT) IN THE YEAR</b>	<b>5,120,460</b>
<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	
<b>FUNDING</b>	
Opening Cash Balance	2,544,329
Loan Received	1,775,565
Capital Grants Received	-
New Build Costs	(3,224,970)
Less prepaid New Build costs in prepayments at 31/03/23	
Movement in Debtors	1,251,257
Movement in Other Debtors	(1,542,053)
Movement in Creditors	65,266
<b>TOTAL FUNDING</b>	<b>869,394</b>
Surplus Plus Funding	7,531,910
<b>INTEREST RECEIVABLE</b>	<b>681,000</b>
<b>INTEREST PAYABLE ON OVERDRAFTS</b>	<b>-</b>
<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>8,212,910</b>