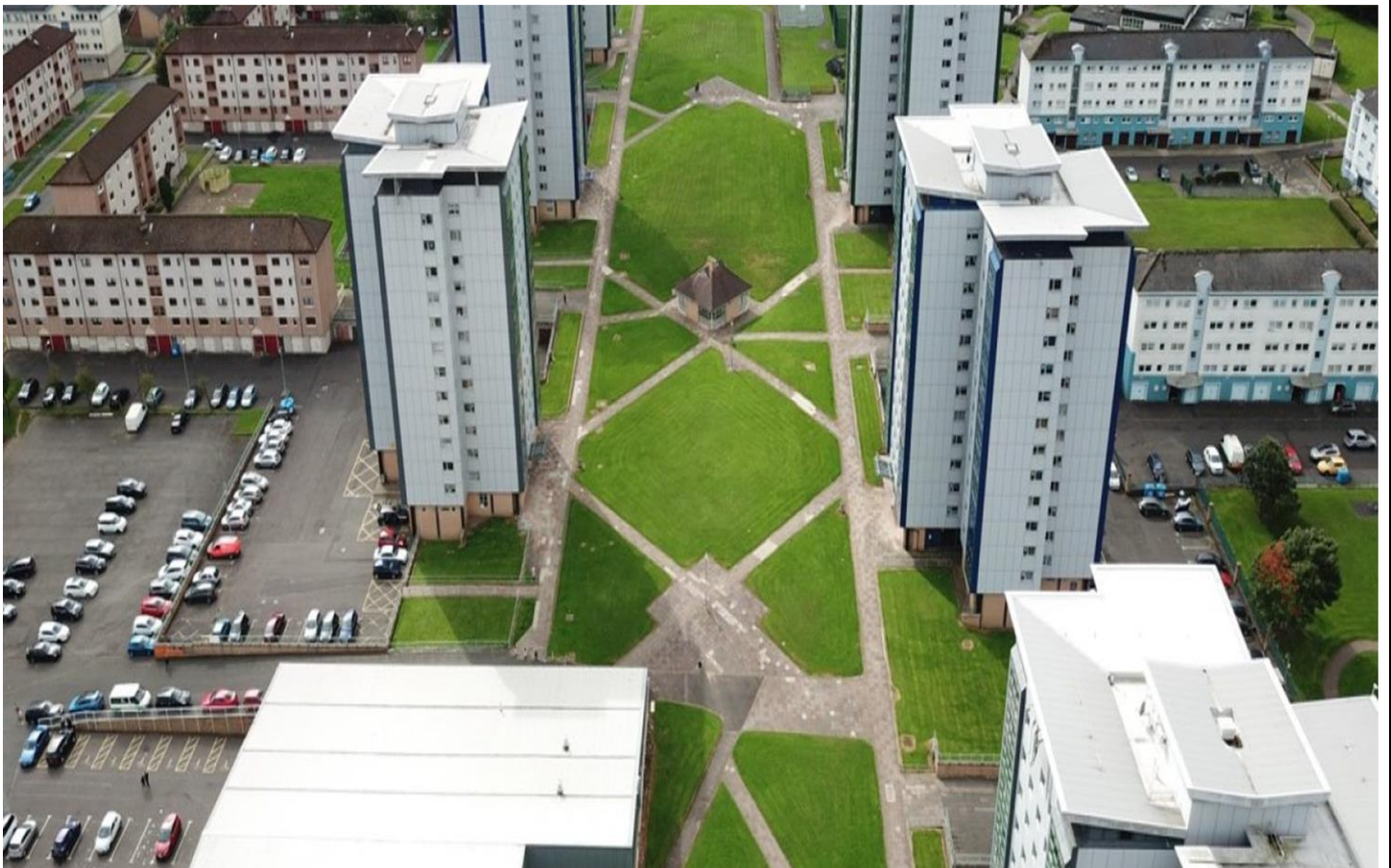




West Whitlawburn
Housing Co-operative

Asset Management Strategy 2024 - 2027





Contents

Item Number	Item	Page Number
Intro	Contents	2
Intro	Foreword & Executive Summary	3
Intro	Approach to Asset Management	4
1.	Purpose	5
2.	Introduction	6
3.	Mission Statement, Vision, and Values	7
4.	Our Properties	8, 9
5.	Planned Capital & Maintenance Budgets	10, 11
6.	Annual and Cyclical Programme	12
7.	Responsive Day to Day Repairs and Voids	13, 14
8.	Asset Standards	14,15,16, 17, 18
9.	Tenants Health and Safety Compliance & Concierge Service	19, 20
10.	Consultation with Tenants and Stakeholders	12, 22
11.	Risk Assessment & Management	22, 23, 24
12.	Growth and Disposal	24
13.	Procurement and Value for Money	25, 26
14.	Business and Financial Planning	26
15.	Demand and Sustainability	26, 27, 28
16.	Regulatory Compliance	28

References;

- Business Plan 2023-2028
- Annual Assurance Statement 2023
- Stock Condition Survey
- Customer Satisfaction Surveys
- Investment Planning
- West Whitlawburn Housing Co-op budget and financial statement
- Senior Management Team knowledge
- West Whitlawburn Housing Co-op Policy and Procedures



Foreword & Executive Summary

We are pleased to present West Whitlawburn Housing Co-operative's Asset Management Strategy 2024-2027. A key component of the Housing Co-Operative's Business Planning process, as demonstrated within the Business Plan 2023-2028 this document builds on the Co-operatives vision for the management of its stock, and assets over the next five-year period.

This is a forward-looking document fully embraces the Scottish Housing Regulator strategic document, 'Integrated Asset Management' Recommended Practice and Guidance. This strategy also outlines our, commitment to continuing to provide [excellent housing and services to our members, residents, and service, users](#) – today and in the future.

It also recognises that good asset management is core business for the Co-operative and that its strategy must be, seen as an integral part of its business planning processes.

We have ensured, therefore, that this Asset Management Strategy aligns itself with the Co-operatives Business Plan, as demonstrated within our Business Plan 2023-2028, Performance Management Framework, and Risk Management Policy all of which set out how, the Co-operative will manage its assets in line with changing expectations.

In this respect and wishing to ensure that this document covers all of the essential elements to Strategic Asset Management, this Strategy document reflects the five principles of Strategic Asset Management as detailed in the Scottish Housing Regulators Recommended Practice.

This strategic plan has been incorporated into a strategic document and takes cognisance of changes, in legislation and changes that will have a direct impact on the management of the Co-operatives assets.

An Integrated Asset Management Approach

The Scottish Housing Regulator (SHR) has published a recommended practice report, for an integrated asset, management plan, which aims at supporting housing associations and Co-operatives to, review and develop their, approach to integrated asset management, so that assets – tenants' homes – are sustainable and remain fit for purpose in the short, medium, and long term. In this way West Whitlawburn Housing Co-Operative will protect the interests of current and future tenants and develop an integrated approach to asset management within the organisation.



Stephanie Marshall
WWHC Director



The approach to asset management

An integrated approach to asset management focuses on every aspect of asset performance, to establish, if continued investment is sustainable. If an asset is fit for purpose, it should be:

- ✓ managed efficiently and generating demand;
- ✓ in good condition with a costed, affordable maintenance programme;
 - ✓ making a positive contribution to the Co-operative's business plan;
 - ✓ delivering value and amenity.

To support West Whitlawburn Housing Co-operative's pursuit to achieve an integrated approach to asset management, and to ensure their assets continue to meet the needs of tenants and residents, the Scottish Housing Regulator has recommended around five practical principles:

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

The Co-operative, will commit to these 5 principles, and this Asset Management Strategy will reflect, on the published report and guidance from the Scottish Housing Regulator.

The Asset Management Strategy has, also been produced to reflect the business needs of the Co-operative, in light, of changes to the operating environment, drivers for regulatory reform and most recently the unprecedented challenges of the pandemic, which we are still dealing with, today, that requires innovation and flexibility in our delivery model.

West Whitlawburn Housing Stock aerial photographs





1.0 Purpose

1 The purpose of the Co-operatives asset management plan is to:

- Set out the framework for its approach to managing its assets in order that it achieves its aims and objectives both now and, in the future,
- Propose a working document and an action plan, to assist with continual improvement in the efficient and effective delivery of the Asset Management Strategy.
- The Business Plan also underpins the Co-Operatives robust approach to strategic asset management and the asset management strategy.

The objectives of the plan are as follows:

- To underpin the Co-operatives Business Plan approach to an asset management strategy;
- To produce an asset profile of the housing stock;
- To state the value of the stock;
- To review the findings of the most recent stock condition survey against the current and future repairs and maintenance requirements;
- To focus on the Co-operatives new build ambitions and priorities, tenure diversification, the Energy Efficiency Standard for Social Housing (EESH), maintaining the Scottish Housing Quality Standard (SHQS) and managing voids, amongst other priorities;
- To set out our approach to asset investment;
- To evaluate the Co-operatives housing stock against existing housing needs and demand information;
- To clarify West Whitlawburn Housing Co-operative's understanding of customer needs and detail how it ensures that it keeps abreast of changing needs of current and potential tenants;
- To provide an integrated understanding of the 5-year investment planning and 30-year Life Cycle Plan for the Co-operative and how asset management impacts on investments;
- To set out the risks acknowledged in relation to asset management and identify actions that we will take to mitigate against the effects of these risks;
- How the Co-operative will challenge itself to continually improve and remain effective and efficient in supporting its strategy.



2.0 Introduction

2.1 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.

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.

We now have 644 properties in management. 432 are multi storey flats (67%), 112 are low-rise flats and we have 100 properties completed in 2009 which are a mix of 84 terraced and semi-detached houses and 16 cottage flats.

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.

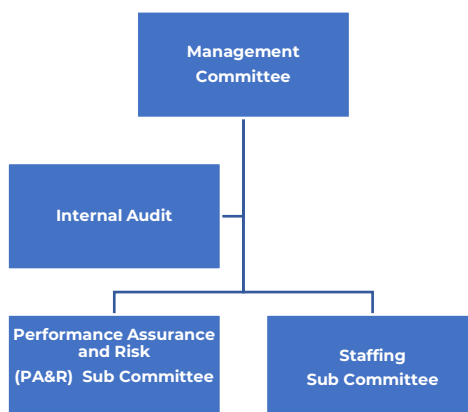
The Co-operative is pleased to be a member controlled fully mutual housing co-operative, and supports the International Co-operative Alliance principles of:

- 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

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.

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 (Extract from Business Plan)

Committee Structure



3.0 Our Mission Statement, Vision, and Values

3.1 Mission Statement

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

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.

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 objectives set out in this plan, underpinning all of the work that we do;

Excellence We are committed to providing high quality, customer focussed 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 it's development and improvement.

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



4.0 Our Properties

Stock Profile, by type and size

Property Type	1 apt	2 apt	3 apt	4 apt	5 apt	6 apt	Total
Tenement Flat	-	3	67	42	-	-	112
4 in block flat	-	24	-	-	-	-	24
House	-	-	58	45	9	-	112
Multi-Storey Flats	-	13	406	13	-	-	432
Other flat (New Build 2023)	-	12	12	-	-	-	24
Total	-	52	543	100	9	-	704
Percentage of all stock	-	7.39%	77.13%	14.20%	1.28%	-	100%

Stock Profile, by age

WWH Co-op RENTED HOUSING STOCK BY AGE (as of 1 ST April 2023)					
1919-1944	1945-1964	1965-1982	1983-2002	Post 2002	Total
-	544	-	-	160	704

Turnover of properties over 5-year period

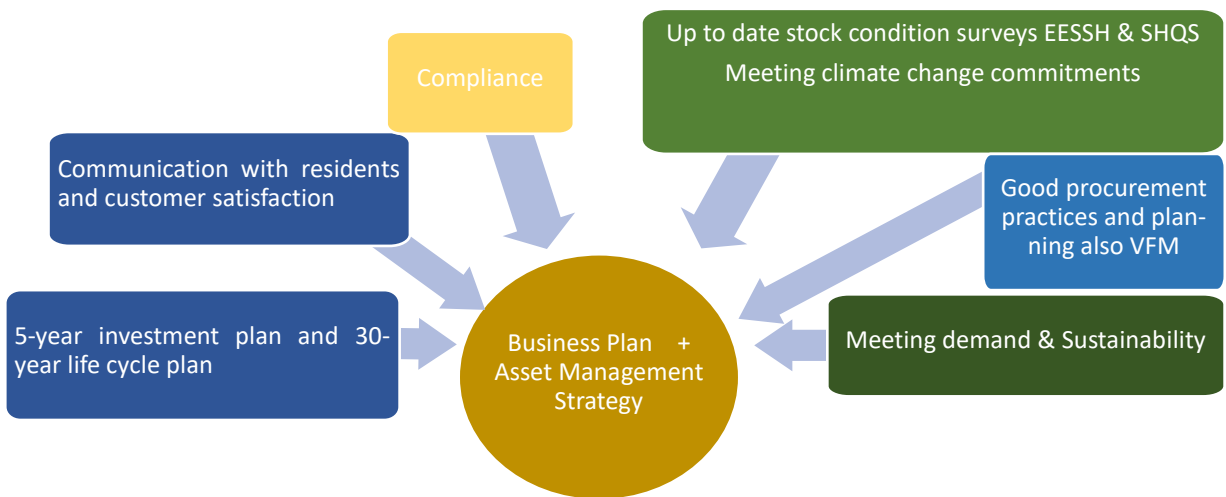
5-Year Period Turnover Figures	Net Rental Income	Release of Deferred Capital Grant	Total Income
2018-19	£3,019,605	£1,141,492	£4,161,097
2019-20	£3,283,647	£982,046	£4,265,693
2020-21	£3,046,146	£982,046	£4,028,192
2021-22	£3,143,367	£982,250	£4,125,617
2022-23	£3,339,295	£992,904	£4,332,199



4.1 West Whitlawburn Housing Co-operative's Asset Management Strategy is a critical component of our overall approach to asset management. Asset management is the process by which we ensure that the assets that we need to operate our business are managed effectively, efficiently and provide value for money. The Asset Management Strategy sets out our approach to managing and maintaining our housing stock for the long term to preserve its value as a key asset. In order to achieve this, we need to:

- Gather, and regularly update, reliable data on the condition of the housing stock and estates;
- Develop costed and affordable long-term plans for maintaining the housing stock and estates ;
- Translate our long-term plans into programmes of annual maintenance;
- Concentrate our expenditure on Planned Maintenance and Improvements, minimising the proportion of expenditure on day-to-day reactive maintenance;
- Consult key stakeholders on the condition of the properties and their priorities for future maintenance.

The Asset Management Strategy underpins our corporate aim and objectives. Through these objectives we are committed to the maintenance and refurbishment of our properties and estates and to secure the sustainability and long-term life of our assets. In particular the Strategy has been developed to make the most effective use of our housing stock and other assets.



4.2 It is important to recognise that the Asset Management Strategy is central in providing the high-level direction to ensure that we continue 'making the most of our assets' in a collaborative and inclusive manner.



5.0 Planned Capital/Maintenance Projects

- 5.1 Planned maintenance is a fundamental part of our asset management strategy to ensure that buildings and their components function adequately, preserve the value of the property, comply with legal obligations, meet organisational standards, and achieve best value throughout the life of the asset. Planned maintenance capital works are normally identified in advance on a component life cycle basis and replacement is timed to coincide when the component has reached the end of its useful economic life Appendix 1.
- 5.2 Any capital projects budget will include for maintaining compliance with the Scottish Housing Quality Standards (SHQS) and meeting the Energy Efficiency Standard for Social Housing (EESH). Major unforeseen building related works may also be funded from the planned Capital/Maintenance projects budget.
- 5.3 Planned investment programmes are aimed at maintaining the assets at the highest standards achievable and reducing the volume of day-to-day responsive repairs. Packaging works together in a planned manner is overall less disruptive to our tenants and one of the most cost-effective means of keeping our properties in a good state of repair.
- 5.3a Component replacements will be identified, based on age, expected life cycle and actual condition of the individual components. Replacements will not necessarily be made on age alone.
- 5.3b The capital programme budget is prepared on a five-year rolling basis and is reviewed annually and updated to take account of the latest property data and stock condition survey information.



5.4 Major works projects 5-year programme (As contained within Business Plan).

Year	Content	
	Towers Cladding System / Fabric	Other
2024/25	Panel cleaning – identified elevations all towers Panel removal / inspection / reinstatement Bute Tower	Demand analysis / turnover Demand for future of laundry services to be assessed / tenant consultation

2025/26	Panel cleaning – Benmore & Bute Panel removal / inspection / reinstatement Benmore Tower Window Servicing Programme – 3 blocks (in conjunction with MSF safety checks) 3 yearly Structural Engineers Assessment	Demand analysis / turnover 3 yearly consultant overall assessment incorporating structural engineer report. Technological advances - WWHC to begin exploring future of smart homes etc. Review of Stock condition survey information for future of other components (kitchens / bathrooms) in conjunction with ongoing detailed building fabric assessments for future planning
2026/27	Panel cleaning – Arran & Kintore Panel removal / inspection / reinstatement Arran Tower Window Servicing Programme – 3 blocks (in conjunction with MSF safety checks)	Demand analysis / turnover
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

Year	Major works programme
2024/25	1 Hour Fire Door Sets 3 MSF Blocks (Phase 1) Kitchens and Bathrooms – condition surveys currently being carried out (Phase 1)
2025/26	1 Hour Fire Door Sets 3 MSF Blocks (Phase 2) Kitchens and Bathrooms – condition surveys currently being carried out (Phase 2)
2026/27	Gas Boiler Renewals 2009 Built Properties (Phase 1) 1 Hour Fire Door Sets – Tenement Flat Properties MSF and Tenement Flat Common Area Improvement Works – Lighting / Flooring Upgrades / Painter work (Phase 1)
2027/28	Gas Boiler Renewals 2009 Built Properties (Phase 2) MSF and Tenement Flat Common Area Improvement Works – Lighting / Flooring Upgrades / Painter work (Phase 2)
2028/29	Hard landscaping / car parking improvements

6.0 Annual & Cyclical Programme.

6.1 Cyclical maintenance is work or servicing that is required to be carried out periodically to maintain safety, prolong the life of the building components and avoid either expensive responsive repairs or a complete failure. This type of maintenance can be done on annual basis or every number of years and is aimed at ensuring the properties are kept safe and limit/prevent damage from occurring and maximising the life of building components. (Appendix 1).

The following are classed as cyclical maintenance (includes servicing and Tenants Health and Safety Compliance):

- ✓ Gas Servicing and Annual Safety Check,
- ✓ Smoke, heat alarms and CO detector installation and testing,
- ✓ Electrical (EICR) testing on a five-year rolling basis,
- ✓ Gutter cleaning 3 yearly or annually after periodic inspection,
- ✓ External painting every five to ten years depending on condition,
- ✓ Communal redecoration every five to ten years depending on condition,
- ✓ Window and close cleaning as per contract,
- ✓ Grounds maintenance as per contract,
- ✓ EPC (Energy Performance Certificate) for property,
- ✓ Fire safety equipment; fire alarm, fire equipment, emergency lighting annually,
- ✓ Portable Appliance Testing (PAT) annually,
- ✓ Water Hygiene Management
- ✓ Fire Risk Assessments,
- ✓ Asbestos checks,
- ✓ Damp and Mould action planning,
- ✓ Lift maintenance and compliance,
- ✓ District heating systems

Information and evidence that required tasks are conducted 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 polices to move these areas to 'substantial assurance.' Progress is monitored through the Performance Assurance and Risk Sub Committee.

We aim to conduct 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.



7.0 Responsive and Day to Day Repairs & Voids.

7.1 **Responsive** repairs are repairs, which by their nature cannot be pre-planned and the Co-operative recognises the need for delivering a high-quality responsive repairs service. It is important that repairs are carried out quickly and effectively to ensure the safety of the tenants/owners and prevent further deterioration or early component failure.

7.2 **Day-to-day** responsive repairs are generally reported by tenants and are prioritised according to the risk to health and safety of the tenants or depending on the seriousness and potential to cause deterioration and further increased damage, if not attended to within a reasonable timescale.

Repairs and Maintenance KPI's 2022/23 (As contained within Business Plan)

2022/23	WWHC 2021/22	WWHC 2022/23	All RSLs	All Landlords
Percentage properties meeting SHQS year end	83.39%	95.92%	87.8%	79%
Average hours to complete emergency repairs	3.19	3.61	3.6	4.2
Average working days to complete non-emergency repairs	4.87	3.45	7.9	8.7
Percentage of reactive repairs completed right first time	84.36%	89.53%	87.5%	87.8%
Percentage lettable properties that became vacant in year	11.18%	9.33%	7.5%	7.4%
Percentage of rent due lost through empty properties	1.15%	0.95%	1.1%	1.4%
Average calendar days to re-let properties	39.38	31.15	44.1	55.6
Average time to complete adaptations (days)	35	29.3	46.8	46.8

- 7.3 **Right to Repair** - Additionally the Housing (Scotland) Act 2001 and the Scottish Secure Tenants (Right to Repairs) Guidance 2002 gives tenants, the right to have small urgent repairs carried out within a given timescale. The Right to Repair scheme covers certain qualifying repairs up to the value of £350 and if we do not carry out the repair within the time limit set, tenants may be entitled to compensation.
- 7.4 **Rechargeable Repairs** - The Co-operative will identify and recharge tenants for damage done to their property due to misuse or neglect by them, a member of their family or visitor to their home. This includes forcing entry to a property for whatever reason or for repairs required following a forced entry.
- 7.5 **Voids** - In order to minimise void losses, the Housing Co-operative is aware that good management of void properties is vital to maximise rental income, provide a quality service, maximise available housing, meet the lettable standards, meet housing need, and achieve good estate management. The Co-operative aims to provide a quality voids management service to ensure that adequate housing is available for those in need as soon as is practicable and to protect the rental revenue income by:
- Minimising void turnover.
 - Minimising void period and rental loss.
 - Allocating properties in the shortest possible timescale.
 - Achieving the lettable standard in the most cost-effective manner.
 - Ensuring properties are returned at termination of tenancy in a good condition.
 - Monitoring and benchmarking performance.
 - Identifying and evaluate cost effective options to eliminate high turnover and/or low demand properties.
 - Ensuring compliance with regulatory standards and legislation, also Tenants Health and Safety Compliance.

If left for too long the condition of void properties rapidly deteriorates, they provide no income, may attract vandalism, and have a negative impact on the local community and reputational risk to the Co-operative. The Housing Co-operative's average spend on a void repair for 2022/23 was £1,734.00.

- 7.6 The Housing Co-operative experienced an unusual trend within arrears for 2022/23 as there was 104 lets and transfers to our successful East Whitlawburn new build development. The Housing Co-operative don't have any current demand issues going into 2023/24, any dip in re-let performance which is being managed was due to contractor availability and performance issues. These are being addressed with a newly jointly procured, Reactive Maintenance and Voids Service.



8.0 Asset Standards

- 8.1 The Scottish Government introduced minimum housing standards that all Social Housing properties must achieve such as Scottish Housing Quality Standard (SHQS) and continue to achieve, maintain, and improve on the minimum standards of compliance.

The Co-operative aims to provide the highest quality housing achievable within available resources, considering the age, stock profile and property type.

The Co-operative is subject to current housing legislation and is regulated by the Scottish Housing Regulator and our performance on meeting the Scottish Social Housing Charter standards and outputs are monitored annually in the Annual Return on the Charter (ARC).

SUMMARY OF 7 ARC INDICATOR SATISFACTION RESULTS

ARC indicator reference (previous reference/new reference)	<u>Question</u>	% tenants very and fairly satisfied 2016 (not known)	% tenants very and fairly satisfied 2019 (261, mixed methods)	% tenants very and fairly satisfied 2022/23 (275 faceface surveys)	Scottish social average 2022¹ (source ARC data – mixed methods)
Indicator 1	Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by West Whitlawburn Housing Co-op	93.4%	95.8%	94.9%	84.9%
Indicator 2	How good or poor do you feel West Whitlawburn Housing Co-op is at keeping you informed about their services and decisions?	94.2%	97.3%	91.3%	89.0%
Indicator 5	How satisfied or dissatisfied are you with the opportunities given to you to participate West Whitlawburn Housing Co-op's decision-making processes?	83.5%	90.8%	88.7%	84.9%
Indicator 7	Overall, how satisfied or dissatisfied are you with the quality of your home?	90.3%	88.8%	94.2%	82.8%
Indicator 12	Thinking about the LAST time you had repairs or maintenance carried out, how satisfied, or dissatisfied were you with the repair service provided by West Whitlawburn Housing Co-op?	-	-	-	88.3%
Indicator 13	Overall, how satisfied or dissatisfied are you with West Whitlawburn Housing Co-op's contribution to the management of the neighbourhood you live in?	88.7%	92.3%	90.5%	81.8%
Indicator 25	Taking into account the accommodation and the services West Whitlawburn Housing Co-op provides, to what extent do you think that the rent for this property represents good or poor value for money? Is it...?	85.6%	82.7%	80.7%	78.6%

8.3 The Co-operative reported 95.92% meeting SHQS compliance in the 2022/23 ARC as there were the following property abeyances from the standards due to;

- ✓ Property types and layouts
- ✓ Kitchen design and installation
- ✓ Heating Types and installation
- ✓ EICR and Alarms

The Co-operative will continue to invest resources in the housing stock through the Planned Programme to improve standards or maintain, as appropriate, compliance with achieving SHQS and meeting 100% compliance. Appendix 1.

The abeyance and failure category properties will be brought up to standard as and when the tenant grants access, and when the anticipated programme of works is completed 2024/25 or when the property becomes void.

- 8.4 Following on from SHQS the Government published the Energy Efficiency Standard for Social Housing (EESSH 1) which must be achieved by 2020. Performance against the standard is now published each year in Annual Return on the Charter (ARC) and the Co-operative reported that 100% of the stock meets the standard at 2022/23. The Co-operative aims to improve the energy efficiency of its properties to the highest SAP rating that is both practicable and cost effective to meet EESSH 1. Appendix 1.

EESSH 2 standards are currently being further reviewed by the Scottish Government, which is reported to be complete by 2023. The Co-operative will await the outcome of the EESSH 2 report and will advise the Committee of Management accordingly and what actions will be required and investment implications to the Co-operative.

8.5 Energy Performance Certificate (EPC) SAP Rating

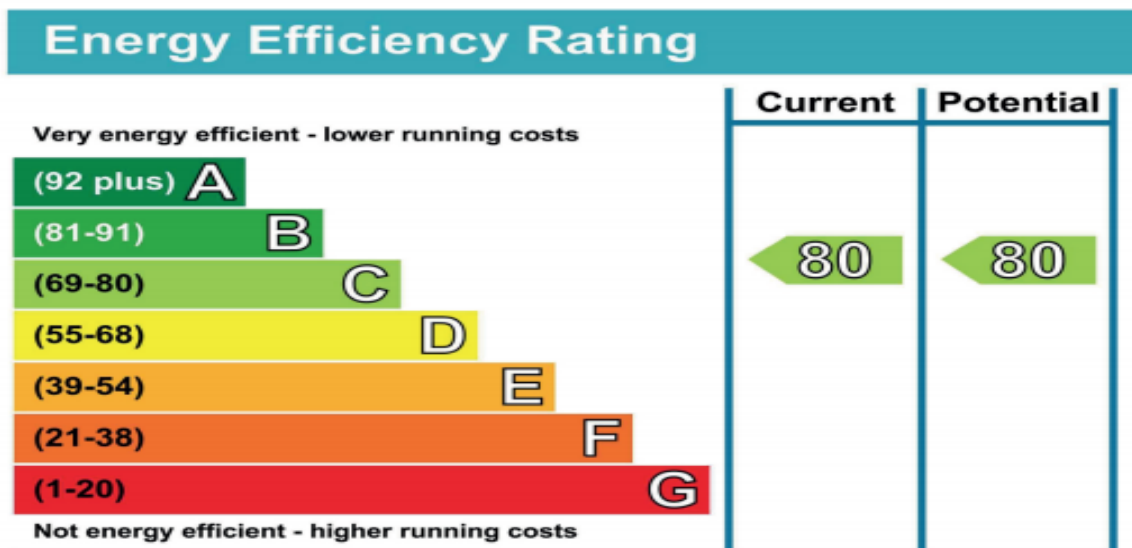
The Scottish Government is committed to reducing carbon and the Co-operative will aim to maximise a reduction by improving SAP ratings across stock to meet EESSH 1 and where economic and practical aim to exceed these standards to the highest achievable within the available resources.

The Co-operative will seek grant funding streams when available which support our strategic objectives to improve the energy efficiency of our properties. The ongoing sustainability of our properties is essential to ensure the quality of life of tenants and the Co-operative will take a whole life cycle approach to maintaining properties to ensure the properties are kept to a high standard, warm and comfortable to live in.

- 8.6 West Whitlawburn HC has undertaken EPC surveys to 700 properties, with 4 properties using cloned data from the Co-operatives stock condition data Appendix 1. The ratings are published below;
EPC Results Table

SAP - Rating	Number of Properties	Property types
A - rating	0	0
B - rating	160	New Build
C - rating	500	1960's tenemental properties and MSF blocks above first floor levels.
D - rating	44	1960's tenemental properties and MSF Blocks-First floor properties only were there are no dwellings below + 4nr MSF properties in abeyance for District Heating System (Cloned EPC's) It is also worth noting that since EPC surveys were carried out, the Co-operative has invested in new insulation to the soffit areas, which will enhance the EPC rating and the properties will be re-assessed for EPC ratings 2024/25.
E - rating	0	0
F - rating	0	0

G - rating	0	0
Unknown	0	0
Total	704	704



8.6 Reducing Fuel Poverty

Energy Performance

West Whitlawburn HC have conducted substantial energy efficiency improvements to our stock, and we will continue to do so over the coming years.

Over the past years we have also installed a successful District Heating System and to date a large number of our properties have been upgraded to SHQS and EESSH standards. The Co-operative also offers Energy Advice via their in-house team and as part of the Whitlawburn Community Resource Centre where the staff have gained their City and Guilds qualification and provide 'Advice for Vulnerable Households'. The Co-operative is also a member of Energy Action Scotland.

- 8.7 In addition to these regulatory standards, the Co-operative will maintain and improve its assets by using good quality materials and components, taking a whole life cycle approach to investment to ensure Value for Money is achieved.

The general property standards are defined in the following;

- New Build Design Guide.
- New Build Performance and Component Guide
- Standard Specification
- Void standard
- Housing for Varying needs
- Secured by Design

- 8.8 The Co-operative monitors repairs trends, failures, defects and SHQS compliance through feedback, routine inspections, and stock condition surveys to ensure that the resources can be appropriately prioritised and targeted to keep the properties in a good sustainable and tenatable condition.

8.9 New Build Programme Summary



The Co-operatives successful new build programme delivered 60 of the 311 new build properties within the final phase of the East Whitlawburn Regeneration Project. The 60-unit handover period between December 2022 and April 2023, was handed over to our Housing Management and let immediately.

The Housing mix of the 60 new build properties was undertaken in partnership with South Lanarkshire Council, Hub Southwest and West Whitlawburn Housing Co-operative, a total of 311 mixed-tenure homes transformed the East Whitlawburn area, where there is a demand for these types of properties.

This successful partnership, with South Lanarkshire Council and supported by Scottish Government produced the following house types;

- ✓ 8 @ 2 bedroom / 3 apartment houses
- ✓ 4 @ 4 bedroom / 5 apartment houses
- ✓ 16 @ 3 bedroom / 4 apartment houses
- ✓ 12 @ 1 bedroom / 2 apartment flats
- ✓ 12 @ 2 bedroom / 3 apartment flats.
- ✓ 8 @ 1 bedroom / 2 apartment cottage flats

The private finance and grant subsidy is summarised as follows:

Build costs per unit	(162,898)	
Grant per unit	97,416	60%
Debt per unit	65,482	40%
Total Build Cost	(9,773,892)	
Scot Govt Subsidy	5,844,960	
WWHC Private Finance	3,928,932	

This project involved the comprehensive demolition of the existing council stock to accommodate the new build construction. Cambell Construction Group (CCG) were appointed as sub-contractor to deliver the new build project on a direct award basis. CCG undertook the development as a Design and Build working with architectural partners, Stallan Brand.

Key parameters for the layout of the masterplan were to improve accessibility and energy efficiency, with fuel poverty prevalent within the area, as well as a greater emphasis on placemaking and providing useable green and amenity space. A wide range of community benefit initiatives were undertaken during the construction programme. These included the creation of 8 jobs, 10 apprenticeships, 25 work placements and curriculum support for local primary and high schools. A community development fund of £50,000 was also utilised to support tenants with fuel and supermarket vouchers provided during the 2022 winter period.



9.0 Tenants and Residents Health & Safety Compliance.

9.1 In order to protect the safety and wellbeing of our staff, tenants, owners, and general public the Co-operative has Health and Safety procedures to ensure compliance with applicable legislation and regulations relating to both people and property.

The Co-operative utilises the EVH Health and Safety Manual to provide a Management System to manage compliance with relevant health and safety requirements and legislation.

Policies and procedures are regularly reviewed and updated when significant changes are made to legislation or guidance.

The Co-operative recognises the importance of compliance with statutory and regulatory frameworks by which it is bound and manages the risks appropriately using external Health and Safety consultants Housing Safety Network Service, where appropriate, to provide support and advice that suitable and sufficient safety arrangements are in place.



9.2 West Whitlawburn HC has in place maintenance procedures to manage the key asset management risks:

- Asbestos Management Policy
- Gas safety management Policy
- Water management/Legionella Policy
- Fire safety Policy
- Procurement Policy
- Void Property Policy
- Risk Management Policy
- Tenants Participation Policy
- Electrical safety inspections Policy
- Damp and Mould Policy
- Training Development Policy
- Lift Safety Policy

Risk assessments and safe systems of work are in place and information on health and safety is, communicated to staff, contractors, and relevant personnel to ensure compliance with legislation and the requirements of the Co-operative, also to mitigate any risk to the Co-operative.

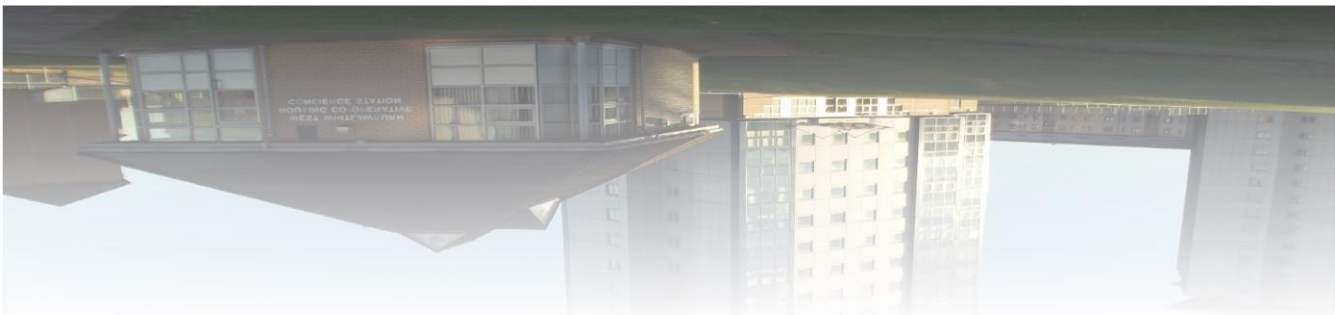
9.3 Fire Safety Management

The Co-operative recognises, the importance of fire- safety and prevention. Fire Risk Assessments (FRA) are conducted on eligible properties under the Fire safety (Scotland) Act 2005.

The assessments include recommendations to meet and improve fire safety. The Co-operative has installed all appropriate LD2 hard wired and interlinked, multi sensor smoke, heat carbon monoxide alarms to all it's 704 properties, which meet the current the new Scottish regulations.

Additionally future electrical upgrading will automatically include tests checks and replacement of fixed wire interlinked smoke alarm systems, as necessary as part of any upgrading works to ensure compliance with the current Scottish Fire Safety Law. We will check for the presence of a smoke detector and ensure it is in working order when a void inspection or gas safety check is being conducted.

9.4 Concierge Service



The Co-operative employs a dedicated and experienced concierge team, 13 of which 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, which is supporting the community and our vulnerable tenants, also dealing with anti-social behaviour, small repair issues and providing support and advice, to tenants and supporting our staff.

The Concierge Service also delivers a successful operation of WWHC's estate wide CCTV and door entry systems, which is connected to each of the multi storey and tenemental blocks within our community area of operations.

This provides our tenants with a direct contact to the concierge team at any time direct from their home. This successful system is also connected to every LD2 (smoke and heat detector) within our multi storey blocks. This provides an immediate response to LD2 (smoke and heat detector) activations within the multi storey blocks. The Co-operative supports this facility with adopted procedures in place in the event of an emergency.

10.0 Consultation with Tenants and Stakeholders



10.1 West Whitlawburn HC is committed to the voice of tenants being at the heart of service delivery, and that the Co-operative take seriously their concerns and comments. We have also adopted and implemented a Tenants Participation Policy.

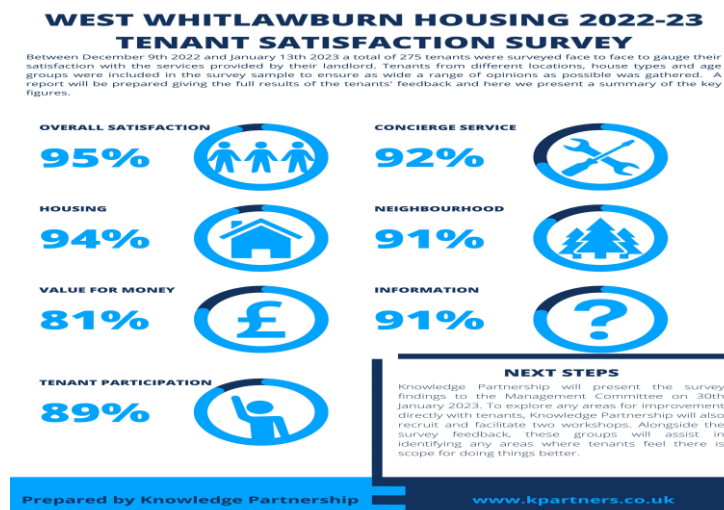
The Co-operative will be undertaking a great deal of work to understand our tenants and their priorities both for their homes, their neighbourhoods, and communities.

This has shaped our approach to asset management, but we recognise that we are working in a quickly changing environment. It is important that we continue to gather feedback and advice from our tenants and stakeholders to understand what their needs are and where we can do more to meet them.

10.2 Customer expectations and satisfaction

The Co-operative wants to ensure that tenants have every opportunity to engage with us and play a constructive role in improving our services. In 2022/23, we completed a tenants satisfaction survey on our overall performance. The table below summarises positive satisfied responses as a percentage (%)

We asked if you were overall satisfied with the overall services provided by West Whitlawburn HC.	95 % of the respondents were satisfied compared to the Scottish average 86.7%
We asked if you were satisfied with how the co-operative keeps tenants informed about it's services.	91% of the respondents were satisfied compared to the Scottish average 89.7%
We asked if you were satisfied with the opportunities to participate in the co-operatives decision making process.	89 % of the respondents were satisfied compared to the Scottish average 85.9%



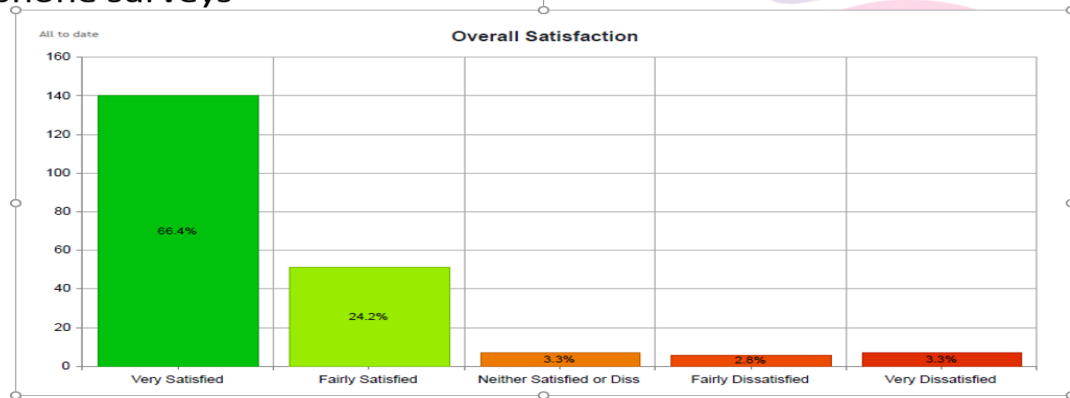
Whilst the overall Customer Survey results are very positive over a consistent 9-year period, there were still some areas of dissatisfaction from tenants. We have used this to learn and help us understand how we can improve our services, prioritise our maintenance and major work investment programmes and repairs and maintenance programmes.

- 10.3 The customer results and satisfaction of the current Repairs Service survey, which was collected via CX feedback (both systems automated by e-mail/text and phone surveys).

Tenant Satisfaction - Repairs Service

2022/23 ARC Submission

Survey data collected via CX Feedback – both system automated (email / text) and phone surveys



11.0 Risk Assessment and Management

- 11.1 The Co-operatives asset life should be maximised to obtain best value. Failure to provide for a continuing programme of planned maintenance and improvement represents a risk to West Whitlawburn HC.

- **Maintain the rental income by ensuring the properties are fit for purpose, and readily lettable.**
- **Maintain accuracy in our records for ease of future planning.**
- **Ensure that we can adequately fund repairs and maintenance through our business plan.**
- **Keep track of component life expectancies, working from our experiences to ensure our calculations are both realistic and achievable.**
- **Strive to meet our tenants' expectations for their property, taking account of our financial capacity.**
- **Take account of the challenges involved in managing investment in mixed tenure properties.**

Any identified risks are managed and can be mitigated with active monitoring. They are reviewed in regular cycles through reporting to the Management Committee and updated actions undertaken if deemed necessary. PEST and SWOT Analysis Appendix 2 & 3.

11.2 Risk Awareness

Failure to effectively manage the Asset Management System and the annual budget process represents a number of risks to West Whitlawburn HC: Appendix 2 Pest analysis and Appendix 3 SWOT analysis.

- Too little scrutiny could lead to unchallenged additions for no long-term benefit.
- Too much scrutiny would be costly in staff resources for possible limited gain.
- Failure to set aside adequate funding could result in deterioration of the properties and potentially result in the property becoming, difficult to let.
- Tenant satisfaction may be affected if tenants are unsure about what's happening regarding their property and likely element replacements.
A regimented process gives tenants security that detailed consideration is placed on each property.

11.3 Business Planning

The Business Plan includes a PEST and SWOT analysis (Appendix 2 & 3) which informs the agreed vision and values from which follow six core strategic objectives and associated actions to enable the Co-operative to achieve the vision:

- **We** will ensure that customers receive the highest possible standard of service at all times.
- **We** will provide good quality homes in an attractive environment.
- **We** will maintain and enhance strong strategic governance.
- **We** will seek to improve our financial strength and deliver value for money.
- **We** will seek to address inequalities and exclusion in West Whitlawburn.



11.3 Managing Risk

The Asset Management Strategy, together with the Business Plan, Asset Management Strategy, Repairs and Maintenance Policy and Procurement Policy and procedures have been put in place to proactively manage the process to minimise the risks to the co-operative.

The process should include an annual routine, commencing with scenario planning through to formulating the annual budget, broken down into detailed and systematic stages.

Throughout the annual routine we would follow detailed regimes of analysis, together with review of risk, ensuring that we, will not knowingly overstate the budget or understate requirement to include works.

Completion of the annual routine is essential to the treatment of risk, ensuring effective control of our assets within financial limits and to the successful running of the organisation. Appendix 2 PEST and Appendix 3 SWOT analysis.

11.4 Reinforced autoclaved aerated concrete (RAAC)



The Scottish Housing Regulator (SHR) are working with the Scottish Government to help in the dissemination of information on the risks arising from the presence of RAAC in buildings and to gather better information on its presence in domestic buildings. The Co-operative has been notified by SHR to confirm if any of their properties have RAAC present.

- 11.5 West Whitlawburn HA has conducted a desktop review which provides enough evidence that the walls and floors within the MSF blocks are load bearing and therefore solid coarse aggregate reinforced concrete. Sample evidence was reviewed from Health and Safety Files, which included the installation of the external cladding and new roof structure.

Drawings from the Project Architect, Burnett Bell and the installation contractor, D&B Facades, confirms that the new roof structure has been installed to the original structural concrete slab of the existing flat roof. The new roof structure is centred along the solid internal concrete walls below. The external cladding system is fixed to the solid structural walls and floor slabs.

Also, included is a report from Scott Wilson, Structural Engineers, which confirms the aforementioned. With the evidenced that has been presented and reviewed, the co-operative is satisfied that there is no RAAC present within WWHC's MSF blocks, all 6 MSF blocks are identical and there was a consistent approach adopted, with the same project architect employed for this entire structural project.

- 11.6 This information has been passed to the Scottish Housing Regulator to help provide a clear national assessment of RAAC in social housing in Scotland and to assist in the development of an appropriate policy response.

12.0 Growth & Disposal.

- 12.1 It is generally recognised that there is a shortage of available social housing both nationally in Scotland and locally in the South Lanarkshire area and the Co-operative has ambitions to increase the available social housing within the local community area. There may be occasions when it would be in the best interests of all parties for the Co-operative to consider the disposal of property. This decision should be considered with partners and carried out if appropriate in line with the guidelines provided by the Scottish Housing Regulator. The Co-operative will also follow its agreed Disposal Strategy in line with the Asset Management Strategy.

Although opportunities are limited in these local areas, the Co-operative will continue to work with developers and partner organisations to identify development schemes that are financially viable and meet current Scottish Government grant funding requirements.

- 12.2 The Co-operative will review and evaluate the financial performance of its stock to ensure the long-term financial stability and where issues are identified an options appraisal will consider the future of the property and whether disposal is appropriate.



13.0 Procurement & Value for Money (VfM)

13.1 Through the Co-operatives Procurement Policy, it aims to achieve value for money whilst maintaining the highest standards of honesty, integrity, impartiality and objectivity.

The Co-operative recognises its requirement to comply and meet its Regulatory requirements, through cost effective procurement practice. The Co-operative will also work collaboratively to support the local economy on our local community.

The Co-operative recognises that obtaining value for money does not always mean, accepting the lowest cost/tendered option but that in some instances the lowest price can be the correct choice.

13.2 As part of the co-operatives innovative procurement process West Whitlawburn Housing Co-operative (WWHC), East Kilbride Housing Association (EKHA) and Rutherglen and Cambuslang Housing Association (RCHA) are carrying out a joint procurement exercise for a Repairs & Maintenance Framework 2024 – 2028., which will prove VfM is being delivered.

It is anticipated that this framework will deliver Multiple Trade Contractors to deliver 4 separate trade “lots” to meet the needs of our tenants and to deliver a first-class service and an enhanced positive customer experience. The four lot’s include;

- **Multi Trade Works programme** - including any combination of trades including joinery services, electrician, plumbing, painter, builder, roofer & plasterer works (including out of hours cover) and voids. (This can also include kitchen & bathroom capital investment works programme and medical adaptations).
- **Joinery works programme**- This can also include kitchen renewal works programmes.
- **Plumbing works programme** - Including gas service or heating contracts, also include bathroom renewal works and medical adaptations.
- **Electrical works programme**- including door entry, TV aerials and electrical heating works programme.

13.3 The Co-operative will comply with the legislative and regulatory requirements introduced by the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016 to ensure that all contracts are awarded appropriately.

13.4 The Co-operative’s Procurement Policy supports our statutory obligations under the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.

Public Contracts (Scotland) Regulations 2015

From 1 January 2022, VAT (where applicable) must now be included when calculating the estimated value of contracts and comparing to the thresholds under the procurement regulations.

The thresholds will now be revised by the Scottish Government every two years to ensure they remain aligned with the thresholds set in the World Trade Organisations Government Procurement Agreement.

The new threshold values which are relevant to procurement exercises after 1 January 2022 are;

Works	£5,336,937
Supplies or Services	£213,477
Social and other specified services e.g. legal services	£663,540
Small lots/Supplies or Services	£70,778
Small lots/Works	£884,720

(Thresholds apply to values over a 4-year period and are net of VAT)



14.0 Business & Financial Planning

14.1 The Co-operative reviews its aims and objectives annually to ensure that they are relevant and reflect the ongoing needs of the business to monitor performance against the agreed actions. The Co-operative aims and objectives and internal Business Plan are reviewed annually and approved on a Five yearly basis by the Management Committee.

The Organisational Plan is reviewed each year to measure performance against the key operational objectives approved by the Management Committee.

The planned maintenance programme is updated with the stock condition information and kept up to date following completion of planned programme contracts. The planned programme is used to predict the lifespan and costs of the major components over a thirty period and also informs the 5-year investment plan.

The 30-year life cycle component replacement plan in relation to its property assets based on the stock condition survey report. This information will be used to better predict and model the future investment needs of the stock.

15.0 Demand & Sustainability.

15.1 In order to protect the financial viability of the Co-operative it is essential to protect the rental income and maintaining our properties to a high standard is necessary to sustain tenant demand now and into the future.

15.2 Whilst demand for our properties is generally high, it is important that we continue to regularly review the performance of our properties to prevent them from becoming 'a cause for concern' and negatively impacting on resources. This is noted in the multi-storey strategy section of the business plan to ensure demand for this property type in particular remains high.

15.3 Where low demand and/or a high turnover is identified the properties are individually assessed and where appropriate additional improvement works or incentives may be considered, to make the properties more attractive to prospective tenants.

Tenant expectations and aspirations have evolved over the years, and this has influenced the demand/desirability of the properties therefore it is essential to understand whether continued investment is the best way forward, and to best protect our future income.

15.4 Demand is a complex issue and is affected by many interconnected issues and the Co-operative has robust procedures in identify and take action to ensure that demand issues are highlighted and responded to appropriately.

The Co-operative recognises the need to make our homes more affordable for residents to heat and to reduce our impact on the environment. This will be achieved through future property component upgrades and education of residents living in our least energy-efficient properties. The Co-operative also offers Energy Advice via their in-house team and as part of the Whitlawburn Community Resource Centre where, staff have gained their City and Guilds qualification and provide 'Advice for Vulnerable Households.' The Co-operative is also a member of Energy Action Scotland.

15.5 The Scottish Government is committed to reducing carbon and the Co-operative's aim was to maximise a reduction by improving SAP ratings across stock to meet EESSH targets by 2020, the Co-operative has met our 100% EESSH target.

The Co-operative also awaits the outcome of the EESSH 2 Scottish Government review 2023, to strengthen and realign the standard with it's target for net zero.



The Co-operatives Biomass District Heating System not only provides affordable heat and hot water to our tenants, but it also significantly reduces our carbon emissions and is forecast to provide lifetime carbon savings of 48,600 tonnes of CO₂.

West Whitlawburn HC will seek grant funding streams when available which support our strategic objectives to improve the energy efficiency of our properties. The Co-operative will also work with our major partner South Lanarkshire Council on any new initiatives or innovation to achieve every opportunity for the Co-operative and it's tenants.

The ongoing sustainability of our properties is essential to ensure the quality of life of tenants and the, Co-operative will take a whole life cycle approach to maintaining properties to ensure the properties are kept to a high standard, affordable, warm, and comfortable to live in.

Image of District Heating System Plant Room located to the rear of West Whitlawburn HC Offices



15.6 Bio-Mass District Heating System

Supplies all Multi-Storey Flats, Low Rise, Albany Terrace, Belmont Road, Clifton Terrace, Hilton Terrace

The Bio-mass system is supplied from the Energy Centre located behind Whitlawburn Community Resource Centre. The Energy Centre heats water through a biomass (wood chip) fuelled 740kW (685kW continuous output) boiler which is then pumped around the district heating network providing heat and hot water.

The boiler operates in conjunction with a 50,000-litre thermal store. There are three gas boilers providing top-up heat for times of peak demand and resilience to the system.

Some background and context

As 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 within 6 tower blocks and 111 low rise flats within 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.

CO2 emission targets

This successful project 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.

The bio-mass system is supplied from our Energy Centre which is located with the estate (see above photo). The Energy Centre heats water through a biomass, wood chip fuelled 740kW boiler. This is then pumped around the district heating network providing heat and hot water to over 500 homes. It also provides heat and hot water to our main office building and neighbouring community centre.

Not only does the system provide affordable heat and hot water to our tenants, but it also significantly reduces our carbon emissions and is forecast to provide lifetime carbon savings of 48,600 tonnes of CO2.

15.7 Solar / Photovoltaic (PV) Panels.

The Co-operative has solar and PV panels installed on its new build stock both on the 2009 and the 2022 / 2023 projects. Within the 5 apartment properties in the 2009 stock, there are solar panels which supplement the hot water system within these units.

The various properties types across the recently complete 60 new build units have PV panels installed which will reduce tenants energy bills and carbon footprint.

16.0 Regulatory Compliance

16.1 Regulatory Standard

The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

Guidance

4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.

4.2 The governing body challenges and holds senior officers to account for their performance in achieving the RSL's purpose and objectives.

4.3 The governing body identifies risks that might prevent it from achieving the RSL's purpose and has effective strategies and systems for risk management and mitigation, internal control, and audit.