

# **Asset Management Strategy 2019 - 2024**

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## Asset Management Strategy 2019 - 2024

### 1. Purpose of Asset Management and Strategic Objectives

- 1.1. The aim of an asset management strategy is to plan and shape the direction of the property assets to ensure that they meet the expectations of our customers and help deliver the corporate objectives of the West of Scotland Housing Association. Meeting the needs of our customers, primarily our tenants, is at the heart of everything the Association does.
- 1.2. The aim of this strategy is to support our corporate objectives by ensuring we provide:

*Sustainable, affordable housing and communities  
where people want to live*

- 1.3. This strategy sets out seven outcomes which will support us to meet the above vision and achieve the strategic aims as set out in the Association's Corporate Plan. The key outcomes are set out in table 1 below:

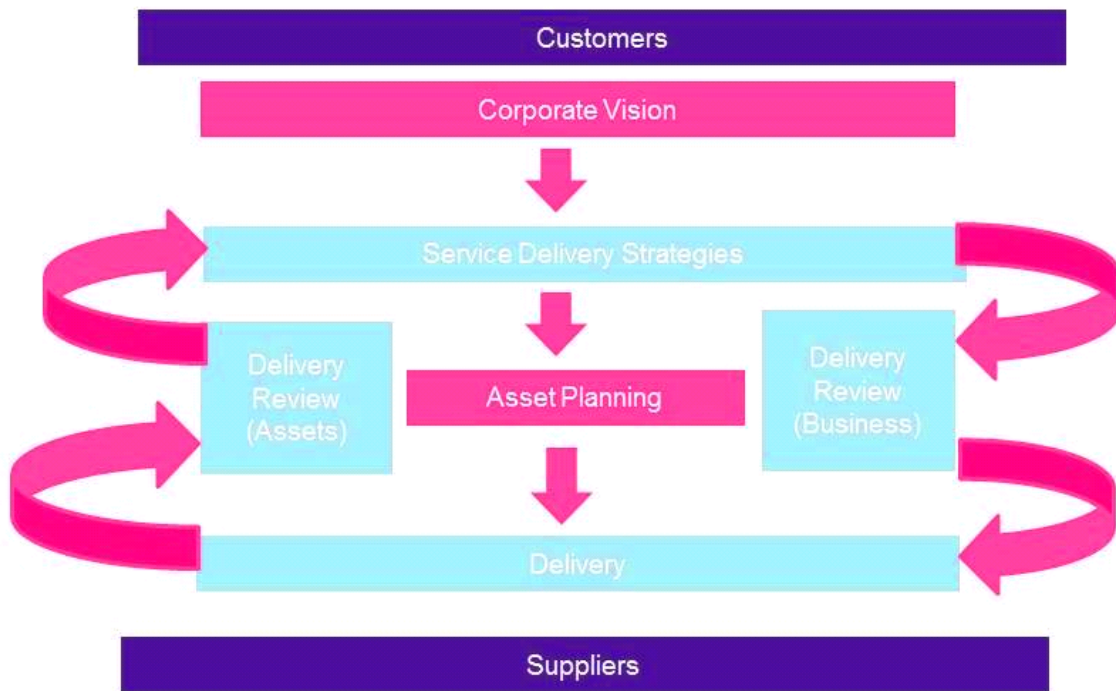
Table 1: Key Outcomes

Outcome No.	Required Outcome
1	Increased expenditure on replacement windows, roof repairs and door entry systems in tenements.
2	Meet regulations for the new fire safety standards on smoke alarms and carbon monoxide detectors.
3	Meet 2020 minimum ESSH targets set by Scottish Government.
4	Undertake rolling 5-year stock condition survey.
5	The Association will work with partners in disposing of dispersed and identified uneconomical stock.
6	Deliver the new build programme.
7	Deliver mid market rent properties at Dalmarnock Station and Dundas Hill.

- 1.4. Asset management goes beyond investing in good repair and new housing stock. It is about steering the asset base to ensure the right homes are in the right locations and provide a value for money service for customers. How this is done requires a flexible and continual process which is supportive of any changes in the Association's corporate objectives. The asset management strategy is an iterative process that requires on-going review to ensure outcomes are being met, remain relevant and are sustainable. The feedback from customers, including the Association's tenants, will remain important to the identification of areas for investment throughout the period of this plan.

## Asset Management Strategy Process Map

(based on RICS Public Sector Property Asset Management Guidelines 2012)



- 1.5.** The Asset Management Strategy sets out the strategic framework to provide affordable high quality homes that are efficient to heat, in communities where people want to live; helps grow the Association in a measured way and plays a key role in strengthening our financial performance.
- 1.6.** The benefits of this asset management strategy for the Association's stock, that is expected to grow to 3,950 homes by the end of the strategy period, include :
- Assets aligned with customer needs and corporate strategy ;
  - Affordable homes for our customers that meet both Scottish Housing Quality Standards (SHQS) and the first milestone by the end of 2020 of the Energy Efficiency Standard for Social Housing (ESSH) ;
  - The right mix of homes that meet local needs and demographic changes ;
  - Identifies long term capital investment requirements and a sensible approach to implementation of this ;
  - Helps shape the procurement of contracts and services that will facilitate improvements to the delivery of customer service and provide greater value for money including community benefits ;
  - A reduction in whole life running costs ;

- Minimise the proportion of expenditure on day to day repairs and maximise that spent on planned maintenance ;
- Efficient void property turnaround ;
- A customer focused reactive repairs service ;
- Addresses challenges related to the Association's pre 1919 stock ;
- Improved value for money through collaborative procurement and partnerships;
- A co-ordinated approach to financial planning through maximisation of grants and other external funding sources ;
- A disposal programme that helps focus resources in the core areas of the Association's communities ;
- A new-build development programme that grows the asset base in a sustainable way and provides new homes that meet current and future needs ;

**1.7.** Progress against outcomes expected from the Asset Management Strategy will be monitored by the Development and Investment Sub Committee (DISC) and reported to the Board annually.

## **2. Understanding The Association's Customers**

**2.1.** West of Scotland Housing Association activities are spread across a number of local authority areas including Glasgow, North, South and East Ayrshire, North and South Lanarkshire, and East Dunbartonshire. The two largest communities are in Cowlairs in the north of Glasgow and Camlachie in the east end of the City.

**2.2.** The Association uses a number of methods to identify where it should direct its services. These include routine, day to day contact with tenants, on-going customer consultation facilitated primarily through the Tenants Action Group, independent customer satisfaction surveys; analysis of customer complaints and regular contact with other stakeholders. The responses provided through customer satisfaction surveys have been particularly helpful in identifying where we should direct our resources, as an example, windows that have failed and where contractors' service levels have dropped below the standards the Association demands. Going forward, utilisation of the Place Standard toolkit will also help assess the needs of our various communities and lead to an agreed approach with all partners and stakeholders, operating in that community. The information we gather is vital in understanding our customers, their housing needs and how the asset management plan can help deliver sustainable, affordable housing in that community.

- 2.3.** We recognise that there is a broad requirement across all the Council areas we are active in for larger family housing and as life expectancy increases so does the percentage of elderly residents. The Association also wants to play its part in the homelessness crisis and continues to work with local authorities where we are active in allocating homes for this priority group. These issues have implications for areas that will drive future demand for housing and management of these assets.
- 2.4.** The areas where the Association holds housing stock are primarily in high demand with one or two exceptions. The main tenure of our homes is social rent although our development programme will deliver mid market rent in Glasgow where primarily there is strong demand and, secondly, grant funding available from the Council to support this diversification of tenure.

### **3. Willowacre Trust in Our Communities**

- 3.1.** In partnership with West of Scotland Housing Association, the Association's charitable subsidiary Willowacre Trust focuses on the delivery of support and enabling services. This partnership has enabled the development and implementation of a significant number of services to meet the needs of the Association's tenants and wider communities. Target investment areas will be identified through an approach which utilises the Place Standard Tool and, wherever possible, the asset management approach will be to support Willowacre Trust to improve tenants' lives.
- 3.2.** In 2017 Willowacre Trust, commissioned Research Resource to carry out a comprehensive community and social needs survey to help understand the needs and aspirations of the tenants living in our communities. The survey indicated 55% of West of Scotland Housing Association properties are in the 15% most deprived areas measure by the Scottish Indicator of Multiple Deprivation. 27% have mobility issues and 20% have aids or adaptations in their homes. This puts particular demand on housing stock and collaborative working between WSHA's teams and Willowacre Trust will help the Association to manage the demand for housing to meet the needs of an increasingly frail and aging tenant base, for example minimising removal of adaptations at void where possible.

### **4. Risk Management**

- 4.1.** The Association acknowledges that an element of risk exists in all activity it undertakes. It has developed a Risk Management regime that effectively manages our key risks, which in turn supports the achievement of our key targets and priorities.
- 4.2.** The Association has clearly defined responsibilities for the identification, evaluation and control of significant risks at strategic and operational levels. Central to our strategic approach are our processes and framework for risk management. The Association is committed to embedding risk management throughout the organisation with its systems and controls designed to ensure that exposure to significant risk is properly managed.

- 4.3.** The risk management process for asset management activities is formalised on an on-going basis through a quarterly reporting framework. The Board reviews any exceptional upward changes in areas of recognised risk or new risks identified. Risk management techniques and control measures are reviewed for effectiveness in mitigating the risk including assurance, preparation of contingency plans and the operation of internal controls. This systematic approach is prevalent in all of the Association's broad asset management activities and is essential to the management of risk. It is recognised that successful risk management can only be accomplished on a day-to-day basis by staff at all levels.
- 4.4.** Development is a key area of risk for the business strategy. The Association has established a dedicated risk framework for our development proposals at project and programme level. The Board has delegated the monitoring of all property risks to DISC which will help mitigation and drive the Association's development objectives.

## **5. Delivery of the Asset Management Strategy**

- 5.1.** The priorities outlined in the Asset Management Strategy are informed through two stock condition surveys carried out in 2016 and 2018 and through on-going void inspections. As a result of which over 60% of the Association's homes have now been directly surveyed. Arising from this the basis of a 30-year investment plan is now in place which has planned expenditure forecast of close to £190 million at today's prices. As well as planned maintenance works, this covers separate budgets for reactive repairs, cyclical maintenance and void repairs. Projections for this investment are based on component life forecasts in the stock condition surveys and from the Association's knowledge and record keeping.
- 5.2.** A five-year investment plan has been drafted that outlines the homes in which we expect to carry out major works. The planned works programme will be co-ordinated to minimise any unnecessary inconvenience to customers and the principle of completing planned works will broadly be on an area by area basis where this is possible. Consultation with tenants will be carried out throughout the process for planned works and choices on colours and finishes will be given where kitchens are being fitted. Where particular needs or adaptations are required and can be accommodated, this will also be discussed with the tenant. However, it will be made clear to our customers on a per-property basis that any works will be subject to survey. This is important from a value for money perspective as where a component is life expired but safe, functional and does not have frequent or high repair costs, a rational decision can be made whether to prolong the life or replace. This will ensure no unnecessary replacement expenditure is incurred and that resources may be diverted elsewhere when priorities necessitate this.
- 5.3.** Customer feedback highlights that there are pockets of issues with the quality of windows in homes across areas of Glasgow and Ayrshire. Replacement of unsatisfactory windows will be a key priority. Due to greater life cycle

economies, strong performance and issues with some timber frames, uPVC window frames will be used in all installations other than listed buildings or those properties that lie within a Conservation Area.

- 5.4. The prevalence of damp due to a variety of reasons including problematic cavity wall insulation will also be addressed – this has been identified in a number of properties, particularly within Hillcrest, Cumbernauld. More detailed investigative surveys will be undertaken to establish the extent, root cause and appropriate remedial actions.
- 5.5. We anticipate targeted expenditure on some problematic roofs across a number of properties in Glasgow. Roofs works will also be undertaken at Mainholme Court, Ayr as well as major expenditure on the Association's share of common roof repair schemes at Kenmure Street, Glasgow and Kilsyth, should these factor-led repairs proceed.
- 5.6. Upgrading of door entry systems is also expected to be addressed in a number of locations, particularly in South Lanarkshire and North Glasgow where the highest concentrations of tenements are. In addition, there will be an increase in planned works carried out on external backcourt and common areas, including fencing and hard landscaped areas.

#### Outcome 1

Increased expenditure on replacement windows, roof repairs and door entry systems in tenements.

- 5.7. This investment is not presently reliant on any external borrowing and is expected to be funded by operational surpluses. Whilst it does not depend upon grants being received, the Association will explore the availability of these as and when appropriate to do so – for instance for medical adaptations. The Association also continues to work with Glasgow City Council and other local authorities/Scottish Government where we have Pre 1919 stock to explore the possibility of grants towards modernisation.
- 5.8. All of the property-related contracts currently in place will be re-procured over the period of the Asset Management Strategy. The approach will be to plan these to avoid any pressure on internal resource and to minimise the use of external consultants. The use of frameworks will generally be avoided but may be utilised where there is a low number of service providers. Procurement will be consistent with the Association's policies and procedures with lessons learned and improvements from the current contract integrated in to evaluation criteria as appropriate. The contracts will continue to be procured in a sustainable way and in line with the Associations' Value for Money Strategy. The Association will continue to work collaboratively with procured contractors to maximise community benefits for the local population.



**5.9.** There is a new build development programme in place approved by WSHA's Board and the DISC which aims to have 482 new homes completed or under development by 2020/21. This will be partly funded using Housing Association Grant (HAG) from Glasgow City Council, the Scottish Government and the other local authorities where the Association is undertaking new development. The private finance required has been arranged with the support of the Association's existing lenders.

**5.10.** The broad outline of the location of the homes we intend to invest in over the five years of this strategy, with the nature of the work earmarked, is shown below with further detail provided as Appendix 2.

Component / Year	No. homes	Glasgow	North Lanarkshire	South Lanarkshire	North Ayrshire	South Ayrshire	East Ayrshire
Kitchens 2019	93	68		24	1		
Kitchens 2020	245	200		19			26
Kitchens 2021	244	146	29	69			0
Kitchens 2022	238	120	81	37			
Kitchens 2023	231	40	119			42	30
<b>Total</b>	<b>1051</b>	<b>574</b>	<b>229</b>	<b>149</b>	<b>1</b>	<b>42</b>	<b>56</b>
Bathrooms 2019							
Bathrooms 2020	115	77		13			25
Bathrooms 2021	94	42	11	41			
Bathrooms 2022	98	17	17	64			
Bathrooms 2023	177	9	114			24	30
<b>Total</b>	<b>484</b>	<b>145</b>	<b>142</b>	<b>118</b>		<b>24</b>	<b>30</b>
Boilers 2019	292	187	41	50	12		2
Boilers 2020	295	56	72	120		44	3
Boilers 2021	44	19		25			
Boilers 2022	64	38	25	1			
Boilers 2023	126	32		51		43	
<b>Total</b>	<b>821</b>	<b>332</b>	<b>138</b>	<b>247</b>		<b>87</b>	
Windows 2019	127	70		37		20	
Windows 2020	123	60			63		
Windows 2021	323	187	85	23		28	
Windows 2022	203	63	83		10	13	34
Windows 2023	94	16				53	25
<b>Total</b>	<b>870</b>	<b>380</b>	<b>184</b>	<b>60</b>	<b>73</b>	<b>114</b>	<b>59</b>

## 6. Looking After Core Stock

**6.1.** The Association's core stock is defined as those homes that are of good quality design and construction, are capable of compliance with rising standards of SHQS and EESSH and have good levels of tenant demand. These homes are not expected to have major unplanned expenditure over the 30-year programme and provide positive cashflow to the organisation. The vast majority of our asset base falls into this category.

**6.2.** The 30-year investment programme aims to provide for component replacement as well as meeting compliance with current standards and

legislation; this programme also requires to remain flexible to increasing standards, compliance, changes in customers' aspirations and demographics. Thorough planning, which should improve through better data gathering and interrogation, will help forecast the financial resources required to address as yet unknown and unplanned for expenditure requirements.

- 6.3.** The Association continues to work towards reducing fuel poverty in customers' homes and anticipates compliance with EESSH targets in 2020 across the entire stock. All new build properties will meet relevant green homes standards and these expectations are to be exceeded through the proposed development of Passivhaus on two sites in Glasgow.
- 6.4.** The Association strives to provide the best possible responsive repair service to its customers. The current repairs service is measured against our peers via the relevant Charter Indicators and performance against KPIs and reported to Board on a quarterly basis. An aim of the asset management strategy will be to continue to work with our procured contractors in a collaborative way to improve performance from customer feedback and to continue to provide the level of value for money our customers demand.
- 6.5.** A key part of bettering our repair service will be to improve our analysis of the data from the works carried out. This will assist in identifying the point at which repairs become uneconomical; components have a higher incidence of failure, the type of repairs that are not being carried out right first time etc. This will assist future asset management decision making, will contribute to an improved service and result in better value for money. The trend for expenditure on reactive repairs is upwards and further analysis will be undertaken to establish whether it is a short term spike or whether an increase in budget due to previous under investment is required.
- 6.6.** Cyclical maintenance is carried out on varying elemental programme cycles. A whole life cost approach will be adopted where savings can be made from the cyclical maintenance, particularly painting, through replacement of windows, gutters, downpipes and fascia boards with uPVC.
- 6.7.** As a social landlord, the Association is, rightly, legally obliged to comply with all statutory and safety obligations in respect of its activities. These statutory obligations are regularly enhanced and the Association is required to ensure that these rising standards are met. For instance improvements to fire safety through additional smoke and heat detection monitors will require an unbudgeted expenditure of at least of £400,000 to ensure full compliance within the deadline the Scottish Government has set. Compliance with this new legislation will be met within the timescales set by the Scottish Government of 2020/21.

## Outcome 2

Meet regulations for the new fire safety standards on smoke alarms and carbon monoxide detectors  
Meet new legislative changes in all our homes by deadline set of 2020/21.

- 6.8.** In respect of property there are a number of safety checks and compliance that form part of the cyclical maintenance regime of the housing stock. These obligations include.
- Gas appliances
  - Asbestos
  - Water management / legionella
  - Fire safety
  - Electrical testing
  - Lifts
  - Emergency lighting
- 6.9.** Void relet times are an important Charter indicator and KPI for the Association. The void process has been reviewed with the aim to improve turnaround times and minimise rent loss. A contractor has been procured and a void standard adopted that allows flexibility for Housing staff to address cosmetic works that are additional to the void standard where it would increase the prospects of securing a new tenancy in harder to let units. In terms of an asset management approach, where a property is pre-allocated, the Association will look to complete any required component replacement when the tenant has taken occupation to minimise void periods should the incoming the householder be agreeable to this. Where there is no occupier ready to take possession of the property, any required works including component replacement will be carried out at the void stage.
- 6.10.** Over the last few years the number of voids has averaged 230 per annum with an increase of Pre 1919 stock as an overall proportion of voids. Although it is too early to analyse whether this is an upwards trend, these tenements require greater investment to meet the Association's void standard. In asset planning, there also requires to be cognisance of the additional costs associated with maintaining Pre 1919 stock and the relatively high cost of modernising these properties - if this is at all feasible. This is expanded upon under *Approach to Challenging Stock* at Section 8.0 below.
- 6.11.** The Association factors 426 homes including a small number of commercial properties primarily in Glasgow. Although increasing, this is not currently viewed as a priority strand of asset management, although it does potentially present an opportunity for future growth.
- 6.12.** Although the main focus of the strategy will be on the housing stock, there are common areas, back courts, boundaries etc. that are important to maintain and keep in a safe condition and in a good state of repair. At present this is dealt with in a reactive way and where there are private owners with shared

responsibility this has often hindered works going ahead or the Association has had to carry out urgent works and not always been able to recharge owners. Going forward as part of the rolling stock condition survey we will record external and environmental works where the Association has a responsibility and therefore potential investment liabilities. A planned maintenance regime will be informed through the surveys, issues identified by Housing and through liaison with Willowacre Trust.

## **7. Access to Quality Information**

- 7.1.** At the end of March 2019, the Association had a total of 3,553 homes spread across a number of communities as shown on the table below at Appendix 3. Completion of the development programme will bring this number to around 3,950 subject to any future acquisitions or disposals.
- 7.2.** Although there is good data held on the Association's assets, it is recognised that there is room for improvement. To this end the Association is investing significant resources in a new IT system that will ensure key data on tenants, rents and service charges, invoicing, factoring and housing stock is held within a single system. It is vital to have complete confidence in the information we hold on our assets to ensure data can be interrogated effectively with decisions made in a planned and informed way. It is important that the Association is able to identify the performance of its' assets and to have knowledge of the homes that contribute positively to the core stock. It is also important to establish which assets require "over investment" or are deemed to be appropriate for disposal is also a key outcome for the Association.
- 7.3.** The asset management system is also being improved significantly with the integration of an "auto assess" energy module that will help identify the energy efficiency of the Association's stock to help confirm EPC rating and pinpoint those properties that will require investment to meet the 2020 EESSH targets. This target will be met in properties where it is economically viable to do so. This will also help the Association put in place a programme for the 2032 EESSH requirements and contribute to the on-going consultation around this longer term aspirational target set by the Scottish Government.

### **Outcome 3**

Meet 2020 minimum EESSH targets set by Scottish Government.

- 7.4.** The accuracy of information held will be improved through a rolling five-year stock condition survey that will be carried out by the Association's in-house technical staff who are familiar with the stock and are motivated to ensure accuracy. All voids and other repair inspections will be extended to ensure a full survey is undertaken and the information on condition captured at this point.

- 7.5.** Knowledge on common areas, backcourts, play parks etc. will also be built up through the stock condition surveys to allow a planned maintenance approach.

#### **Outcome 4**

Undertake rolling 5-year stock condition survey.

### **8. Approach to Challenging Properties**

- 8.1.** The Association has a number of challenging properties predominantly centred on the pre 1919 built tenements. In total the Association owns 712 of these units representing some 20% of total housing stock.
- 8.2.** The Association set up a short Life Working Group (SLWG) to look in detail at the issues around this stock. This has since been supplemented by work carried out at the Association's 2018 Annual Staff Conference through utilising the Place Standard tool to review a number of our communities. The SLWG found that there are a number of interwoven social and property issues which are exacerbated by the fact that the Association does not have complete ownership of some tenements. This means attempts to reach agreement with private owners and landlords to take forward improvement initiatives remains challenging. This is not an issue unique to the Association. On the physical side, the layouts of a high number of one and two bedroom tenements do not meet SHQS standards, attested by the fact that there is currently 15% of Pre 1919 stock that are exempt under SHQS criteria.
- 8.3.** In the medium term the Association will continue to explore the availability of grant towards improvements of the Pre 1919 assets. More immediately, as part of the asset management strategy, consideration will be given to options that may be available to improve the layout and decor of properties when they become available to let or when components are due for replacement. Properties that are in poorer decorative order and therefore have less demand will benefit from an enhanced void standard.
- 8.4.** The longer term concern is the high cost to maintain and modernise pre 1919 homes that will continue to form part of the Association's core stock. The high costs mean that the required level of investment can take significantly longer to recover and based on financial criteria, is difficult to justify where there are competing calls on budgets. Due to the scale of the issue, it is extremely unlikely that the Association will be able to deal with this on its own and a collaborative approach at Government/Council level will be required. Whilst it would be sensible to wait and see if external funding support can be made available, the Association will adopt a phased modernisation approach to the challenges where the stock is considered to be core to future housing activities and where resources allow.

## 9. Disposal Strategy

- 9.1.** Our approach to disposals is guided by our Stock Disposal Policy which is designed to integrate with the Association's core values and dispose of stock which does not provide an excellent product for our customers. Broadly, the reasons for disposals fall under two main criteria, dispersed stock and uneconomical stock:
- Dispersed stock is inefficient to manage, costly to service and it is difficult to progress common works where the Association does not hold the majority share.
  - Uneconomical stock is stock requiring significant investment (i) where the expenditure will not result in a positive return on the investment made over a 30-year period (ii) where the investment will not stimulate tenant demand (iii) where investment will not result in EESSH or SHQS being met.
- 9.2.** RSLs which are based within the community where we hold our stock may be able to provide a more efficient level of customer service. On a proactive basis the Association will explore the disposal of dispersed stock to the local RSL where the tenant, both Associations and external partners agree this is beneficial to all parties involved.
- 9.3.** The Association will also consider the disposal of uneconomic assets where there is little prospect of the investment required resulting in a positive financial return in the future, meeting SHQS, EESSH or where occupational demand cannot be generated through investment. This will also require a joined up approach on these disposals from our customers.
- 9.4.** Resources released from the sale of such properties will be reinvested in our core stock, our development programme or utilised to meet our charitable objectives.

### Outcome 5

The Association will work with partners in disposing of dispersed and identified uneconomical stock.

## 10. New Build Development Programme

- 10.1** The Association has embarked on an ambitious development programme that will provide 482 new homes when it is completed. The estimated cost is around £75m and this will be supported by around £37m of Housing Association Grant with the remainder coming from private finance. We aim to maximise the amount of Housing Association Grant available to support our development programme. The programme is supported by the Development Strategy 2016 to 2021 which makes clear the focus for new development will be in the core areas of Glasgow, South Ayrshire and South Lanarkshire. These are areas where the Association has a significant presence as a landlord and well-

established partnership working with the local authorities and the Scottish Government. A summary of the current programme is outlined in Appendix 1.

- 10.2** Private finance is in place to complete the entire development programme and agreements for HAG support has been secured in principle with local authority partners.
- 10.3** The Association continues to take an innovative approach to development advances and the changes in technology and construction techniques, where it represents value for money for our customers. As an example, the largest Passivhaus development in Scotland at Springfield Cross, Glasgow, will have 36 general needs homes that will remove the tenants in this development from fuel poverty. There is significant interest in this project across Scotland and research is being carried out by the Construction Innovation Centre Scotland supported academically by Glasgow School of Art into the effect this type of environment will have on tenants' well-being. As Passivhaus reduces heating bills significantly this will be the target standard for the Association's proposed development at Dundas Hill, Glasgow, subject to funding availability and viability. The Association is receptive to new innovations in construction techniques and materials that will offer improved value for money.
- 10.4** As a first to the Association, around 108 Mid Market Rent (MMR) properties will be developed across the Dalmarnock Station and Port Dundas sites as part of mixed tenure development in these locations. This type of tenure and the requirement for it to be held in a separate corporate vehicle will have implications for the way services are provided to MMR tenants.
- 10.5** A key ambition of the development programme is to ensure that a quality home is delivered. Close liaison with the property maintenance team will ensure that design and specification decisions taken at the development stage will have cognisance to the life cycle costs and maintenance regimes of the homes being built.

### Outcomes 6 & 7

Deliver the new build programme.

Deliver mid market rent properties at Dalmarnock Station and Dundas Hill.

## 11. Strategic Planning

- 11.1.** The Association has a five-year Corporate Plan (2019 to 2024) which moved away from an annual document to one that now provides longer horizons for strategic corporate planning.
- 11.2.** The Asset Management Strategy is aligned to the timeframe of the Corporate Plan and is interwoven with the direction of the Association at a strategic level

and remains a key contributor to the Association's growth plans. The Development Strategy which sits under the wider Asset Management Strategy is scheduled for a review at the end of the Financial Year 2021 which aligns with the Scottish Government's new build development programme over the same timeframe. WSHA's Environmental Strategy will help guide energy efficiency in stock, incorporate sustainability and efficiency within new build homes. It will also assist in the contractors' approaches to reducing waste and lowering carbon emissions.

- 11.3** The Association's Procurement Policy and procedures are regularly updated to capture learning, improvements and refinement of best practice to ensure this helps facilitate improved customer satisfaction, community benefits and value for money.
- 11.4** The Association and Willowacre Trust have also developed a Supporting Communities Strategy (2018 to 2021). Priorities for investment within these areas are determined through consultation with communities along five main themes of
- Public transport, access and parking;
  - Community assets ;
  - Community safety and wellbeing;
  - Employment and wellbeing;
  - Housing and community.
- 11.5** It is important that asset management planning and activities align with the Supporting Communities Strategy to ensure a coordinated approach to the delivery of the desired outcomes.
- 11.6** Annual review of all of the Association's strategic documents and policies will ensure that they remain relevant, are flexible to changes resulting from new legislation and good practice and that performance can be measured and reported on.

## **12. Value for Money**

- 12.1.** The Association has a Value for Money Strategy (VFM). This is fundamental to the vision and implementation of strategic objectives, including the Asset Management Strategy. The VFM strategy will ensure that value for money for our customers is achieved and delivers wider societal benefits by using resources as effectively as possible, delivering the best outcomes for customers and the Association.
- 12.2.** Asset management aligns with the Association's approach to VFM in a number of areas including procurement of contracts, contract management, adopting a lifecycle approach to maintenance costs, void management and property disposals due to uneconomical or inefficiency reasons. In addition the Association's commitment to meeting EESSH standards will help minimise heating costs for tenants. It is vital to the intentions of delivering an Asset Management Strategy that efficiencies are achieved through having robust and accurate data on the Association's assets.



**12.3.** It will remain a key outcome to ensure that asset management contracts are procured in the most sustainable way that is possible.

## Appendix List

Appendix 1 Current Development Programme

Appendix 2 Current Five-Year Planned Works Programme

Appendix 3 Analysis of Our Housing Stock

# Appendix 1

West of Scotland HA Development Programme Summary					
Development Scheme	Expected Site start	Expected Completion Date	Unit Numbers		Comments
			Social Rent	MMR	
Troon - Earls Green Phase 1	Completed	Completed	50		
Troon - Earls Green Phase 2	Dec-18	July-19	12		
Symington	Completed	Completed	34		
South Ayrshire - Doonfoot	Oct.-19	Mar.-21	61		
East Kilbride - Merlin Gardens	On site	June-19	31		
Glasgow - Fielden Street	April-19	Sept.-20	52		
Glasgow - Dalmarnock Station	Jun-19	Dec-20	65	46	Project and tenure numbers require to be finalised
Glasgow - Dundashill	Sept.-19	March-21	33	62	Project and tenure numbers require to be finalised
Glasgow - Springfield Cross	Oct-19	May-20	36		
Unit Type Totals			374	108	
<b>Overall Total</b>			<b>482</b>		

## Appendix 2

## Current Five-Year Planned Works Programme

<b>Component</b>	<b>Total</b>	<b>Glasgow</b>	<b>N Lanark</b>	<b>S Lanark</b>	<b>N Ayrshire</b>	<b>S Ayrshire</b>	<b>E Ayrshire</b>
Dwellings	3,517 (£)	1,625	465	752	73	483	118
Kitchen 2019	334,800	68	0	24	1	0	0
Kitchen 2020	882,000	200	0	19	0	0	26
Kitchen 2021	878,400	146	29	69	0	0	0
Kitchen 2022	856,800	120	81	37	0	0	0
Kitchen 2023	831,600	40	119	0	0	42	30
		574	229	149	1	42	56
Bathrooms 2019	10,400	0	0	0	0	0	0
Bathrooms 2020	299,000	77	0	13	0	0	25
Bathrooms 2021	244,400	42	11	41	0	0	0
Bathrooms 2022	254,800	17	17	64	0	0	0
Bathrooms 2023	460,200	9	114	0	0	24	30
		145	142	118	0	24	55
Boilers 2019	584,000	187	41	50	12		2
Boilers 2020	590,000	56	72	120		44	3
Boilers 2021	88,000	19		25			
Boilers 2022	128,000	38	25	1			
Boilers 2023	252,000	32		51		43	
		332	138	247	12	87	5

Windows 2019	703,250	70		37		20	
Windows 2020	492,000	60			63		
Windows 2021	1,292,000	187	85	23		28	
Windows 2022	812,000	63	83		10	13	34
Windows 2023	376,000		16			53	25
		380	184	60	73	114	59
<b>Total Planned Expenditure</b>	<b>10,369,400</b>						

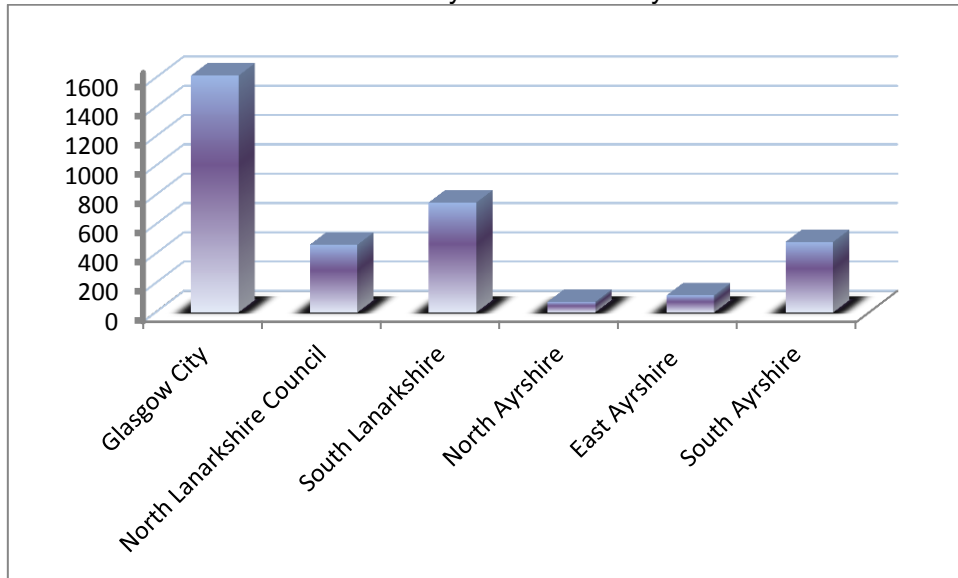
SUMMARY OF ALL PROPERTY EXPENDITURE						Avg pa	Total
	19/20 (£)	20/21 (£)	21/22 (£)	22/23 (£)	23/24 (£)		
D2D	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
Voids	400,000	400,000	400,000	400,000	400,000	400,000	2,000,000
Cyclical	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
MR revenue	1,400,000	1,200,000	1,200,000	1,200,000	1,200,000	1,240,000	6,200,000
Bathrooms	0	299,000	244,400	254,800	460,200	251,680	1,258,400
Kitchens	334,800	882,000	878,400	856,800	831,600	756,720	3,783,600
Windows	703,250	492,000	1,292,000	812,000	376,000	735,050	3,675,250
Boilers	584,000	590,000	88,000	128,000	252,000	328,400	1,642,000
	1,622,050	2,263,000	2,502,800	2,051,600	1,919,800		10,359,250
<b>Total</b>	<b>6,222,050</b>	<b>6,663,000</b>	<b>6,902,800</b>	<b>6,451,600</b>	<b>6,319,800</b>	<b>6,511,850</b>	<b>32,559,250</b>

\* All data excludes shared ownership properties

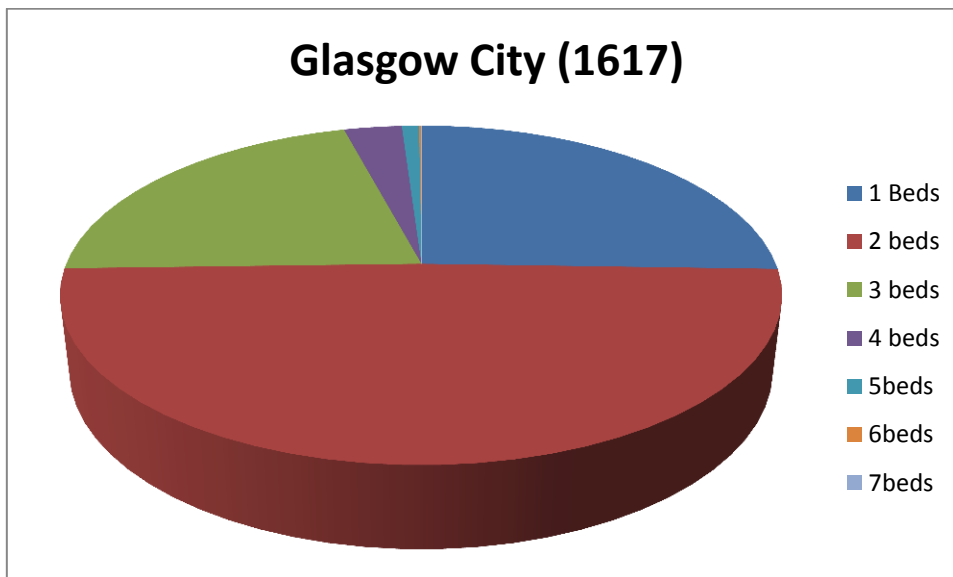
# Appendix 3

## Analysis of Our Housing Stock

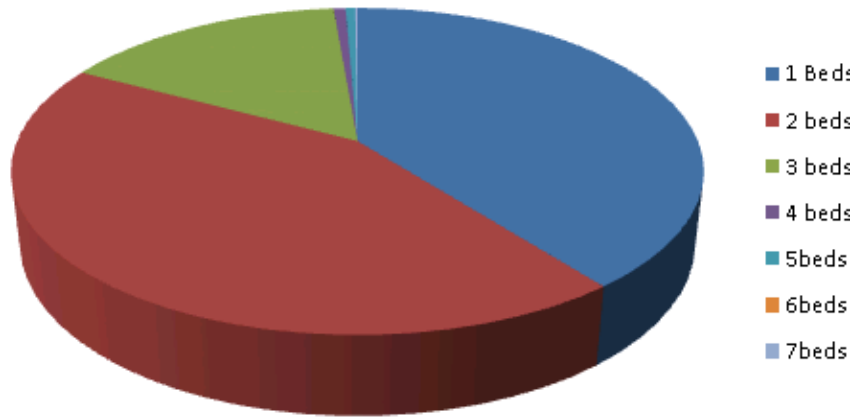
Unit Numbers by Local Authority Area



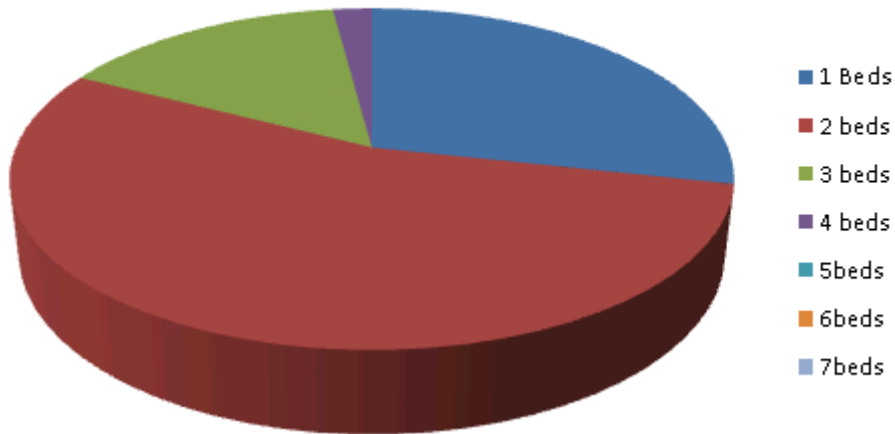
Glasgow City (1617)



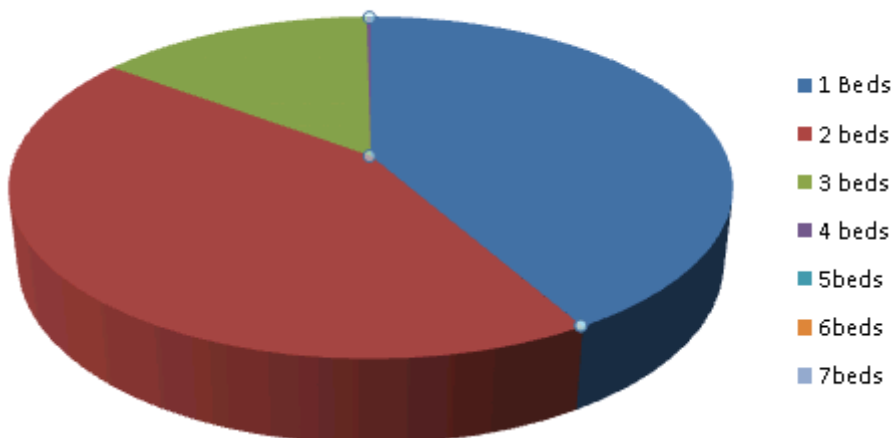
### South Lanarkshire (751 units)



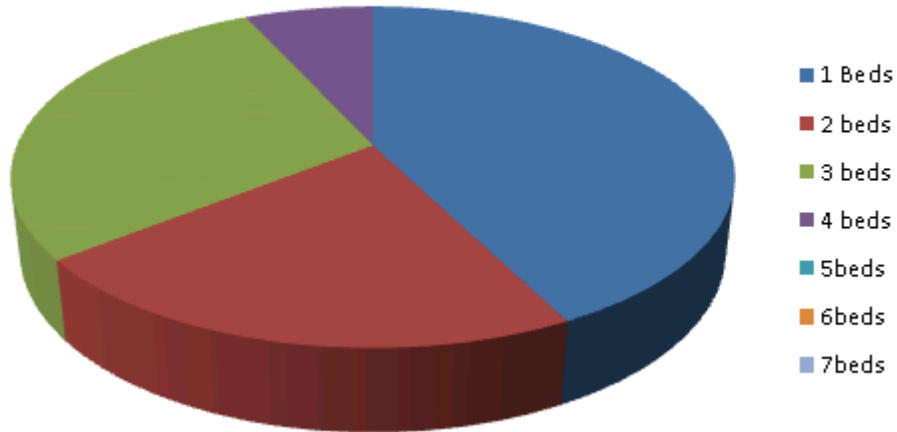
### South Ayrshire (482 units)



### North Lanarkshire Council (463 units)



### North Ayrshire (73 units)



### East Ayrshire (117 units)

