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West Whitlawburn Housing Co-operative

Business Plan 2020 - 2024

Last reviewed: July 2022

Registered with the Scottish Housing Regulator No. 203
Registered Charity No. SCO38737, VAT Registration No. 180223636
**Registered society under the Co-operative and Community Benefit
Societies Act 2014**



HAPPY TO TRANSLATE

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

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1. Introduction

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

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

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

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

The Business Plan is underpinned by WWHC's robust approach to strategic asset management and it sets out our objectives for the next three years (i.e. what we want to achieve over the term of this plan) and the actions we intend to take in order to achieve them.

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

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

The purpose of the Business Plan is to:

- help us to understand the opportunities and threats in our operating environment as well as our own internal strengths and weaknesses;

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

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

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

At April 2020, WWHC entered its 32nd year of operation and continues to demonstrate that we are a viable organisation with a good reputation.

Business Plan Review Process

Oct 2019	Review commenced, The Mulholland Consultancy (TMC) engaged to support the process.
Nov 2019	The John Martin Partnership appointed to update stock condition survey information and 30-year investment plans.
Nov 2019	Financial Analysis Management Committee meeting.
Jan 2020	Stock condition survey completion.
Feb 2020	30-year finance projections update in progress, FMD Financial Services.
Apr 2020	Management Committee / Senior staff strategy day – cancelled due to Covid restrictions / lockdown.
Sept 2020	Review process recommenced.
Nov 2020	Management Committee review meetings.

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Jan 2021 Management Committee approval.

Nov 2021 Review and update

2. Vision and Values

2.1 Mission Statement

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

2.2 Vision

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

2.3 Values

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

Excellence	We are committed to providing high quality, customer focused services that demonstrate value for money, delivered by an experienced staff team.
Integrity	Openness, honesty, transparency and trust are at the core of all that we do.
Inclusion	We believe all people should be treated with equal respect, irrespective of age, gender, physical ability, race, ethnic background or sexual orientation. We will ensure that all our actions, policies and procedures support equality for all.
Accountability	We hold ourselves accountable to the community we serve, the partners we work with and the agencies that support us, by providing the appropriate information all stakeholders and partners need, in order to assess our performance and to be able to contribute effectively to its development and improvement.
Community	We are proud to be a fully mutual housing Co-operative controlled by our members on the Management Committee, serving the community in which we work.

2.4 Co-operative Principles

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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

Management Committee reviewed and confirmed our vision and values in November 2020.

Management Committee reviewed and confirmed WWHC's vision and values in November 2021.

3. Executive Summary

This Business Plan covers the period November 2020 to 2024. Interim reviews will take place annually in October.

The annual review will:

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

The Co-operative has a Management Committee of up to 15 members which has a wealth of experience in managing the organisation combining the skills and experience of its tenants. The Co-operative carries out an appraisal of each committee member's skills and effectiveness each year and a training plan for the committee is in place.

The Co-operative's performance in delivering services to its tenants and owners is excellent with an overall satisfaction level of 94% based on the most recent tenant satisfaction survey.

Our performance compares well with other RSLs and national performance. We have an independent internal audit function in place as one part of the ongoing assurance process. The current contract ends in 2020/21 when we will review the service and carry out a procurement exercise.

The management committee carried out an extensive review of its business during November 2020 including updated SWOT and PEST analyses. This informed 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

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- We will seek to address inequalities and exclusion in West Whitlawburn
- We will continue our role as a community anchor by providing services and supporting West Whitlawburn in being a strong, stable community

The Co-operative is considering the acquisition of an additional 60 homes as part of South Lanarkshire Council's regeneration of East Whitlawburn. We are working with the Council and the Scottish Government and the acquisition is dependent on the level of grant funding required to make the project viable for WWHC being available.

Although the Co-operative would hope to take advantage of any opportunities that arise it will risk assess any new projects before committing to them in accordance with the agreed development strategy.

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

A full review of or 30-year financial projections was completed in January 2021 including sensitivity analysis for various financial scenarios. In all scenarios the Co-operative continues to be a viable independent community-controlled organisation with sufficient funds to meet the demands of its asset management strategy.

4. Who We Are and What We Do

4.1 Background

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

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.

WWHC is a registered society under the Co-operative and Community Benefit Societies Act 2014, a Registered Scottish Charity (SC038737) and a Registered Social Landlord (RSL) with the Scottish Housing Regulator (C381)

We are VAT registered and our turnover for the year ended 31 March 2020 was £4,644,342.

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 enjoys a highly committed management committee, all of whom are tenants, and prides itself on tenant control with high quality service delivery.

Our Rules allow for 15 Management Committee members who are unpaid and give their time and commitment on a voluntary basis. They are supported through training and development to ensure the skills and experience are in place to guide the Co-operative forward.

We employ a dedicated and experienced staff team, 13 of whom provide our 24/7 Concierge Service which has been in place since 1996. This service has been integral in transforming our housing stock into safe and desirable homes for our tenants. Community safety is at the heart of the service providing various community supports such as support for vulnerable tenants, dealing with anti-social behaviour and providing an

immediate response to smoke and heat detector activations in the multi storey blocks.

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

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

4.2 Management Committee – Updated November 2021

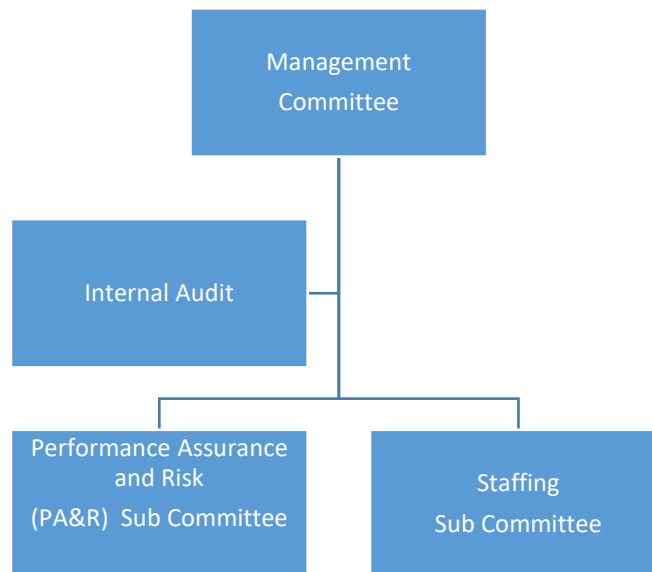
We are governed by a Management Committee who are elected members of the Co-operative.

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

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

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

Committee Structure



Standing Orders

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

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

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

Management Committee

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

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

Performance Assurance and Risk Sub Committee

The Performance, Assurance and Risk Sub Committee advises the Management

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Committee on target setting and performance monitoring, risk management policies and processes, including the systems of internal control and on the appointment and remuneration of the internal auditor.

Staffing Sub Committee

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

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

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

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

At the AGM held in September 2020, the Management Committee had 9 members. Subsequent to that, WWHC has been working to strengthen the Committee and increase Committee numbers.

At the AGM held in September 2021, the Management Committee had 11 elected members.

4.3 Staff – updated November 2021

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

All staff are experienced in their different areas of operation with appropriate qualifications. In addition to our staff team, we engage a number of third parties to deliver specialist elements of our service, e.g. technical support, welfare/ money advice, finance, IT, internal/ external audit services.

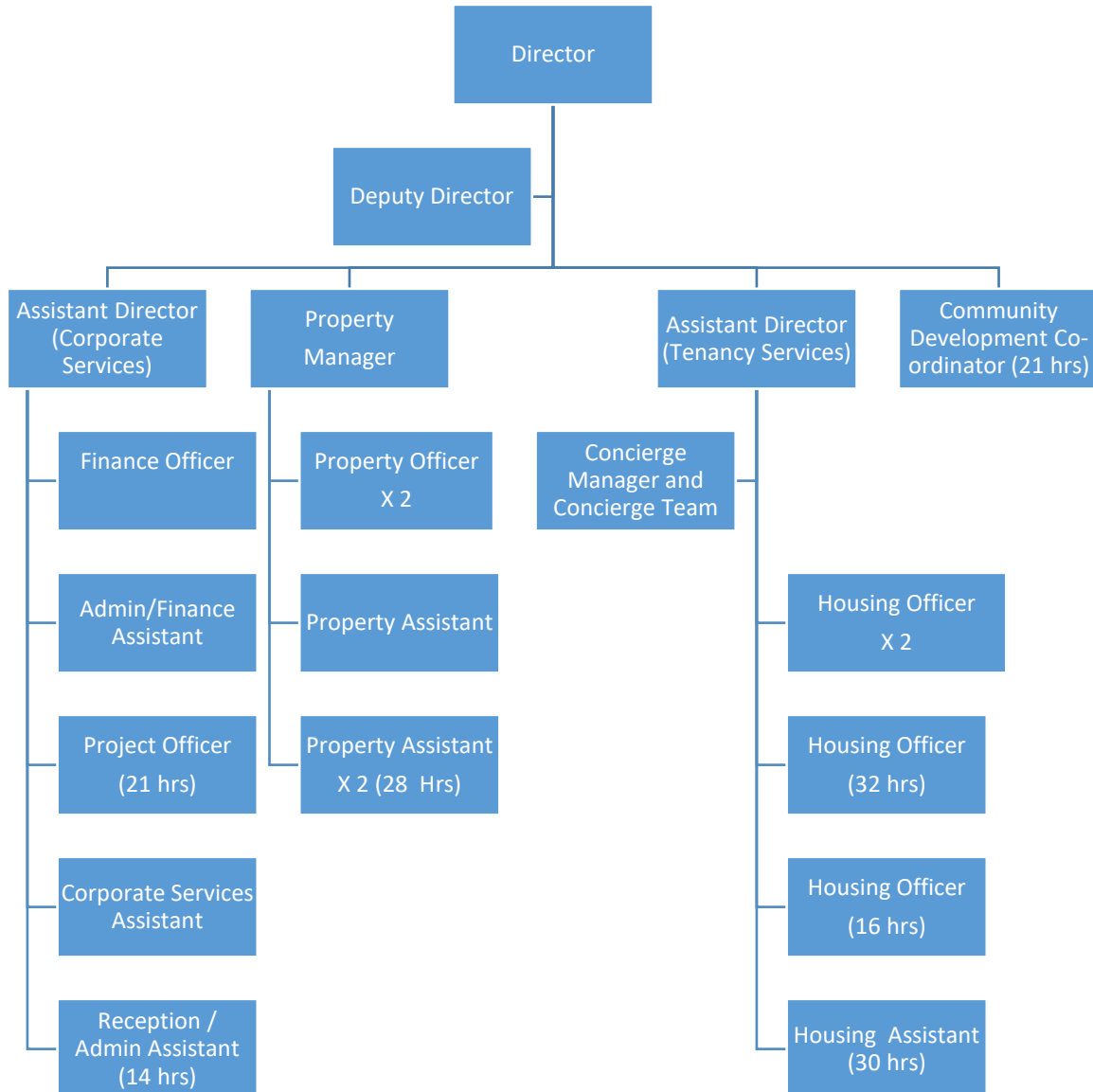
During 2020/21, the Co-operative carried out a full review of our Business Plan and has also been carrying out ongoing assessments of compliance with Regulatory Standards as part of our ongoing commitment to continuous improvement.

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

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

Summary staff chart 2022



Working arrangements have altered significantly as a result of the Covid 19 health pandemic, with a mix of home and office working in place for an extended period. The future possibilities of local lockdowns, sickness level increases and quarantining remain. As a result, the overall staff position is kept under review to ensure there are sufficient resources in place.

To support this, Management Committee is provided with details of the major items of work and completion targets over a 6 month period, with various staff responsibilities noted, in order to give Committee assurance that sufficient staff resources are in place. In addition, appropriate external Consultants are in place for specific areas of work.

4.4 West Whitlawburn Community

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

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

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



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

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

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

Address	Postcode	Data zone	SIMD Rank 2020
Albany Terrace	G72 8QL	S01012882	1011
Belmont Road	G72 8PG	S01012882	1011
Clifton Terrace	G72 8PQ	S01012882	1011
Hilton Terrace	G72 8PD	S01012882	1011
Ailsa Tower	G72 8LP	S01012838	79
Arran Tower	G72 8LW	S01012838	79
Benmore Tower	G72 8LR	S01012838	79
Bute Tower	G72 8YR	S01012837	288
Kintore Tower	G72 8LS	S01012838	79
Roslin Tower	G72 8LT	S01012838	79
Tiree way (even)	G72 8EY	S01012837	288
Tiree Way (odd)	G72 8FB	S01012838	79
Iona Place	G72 8FD	S01012837	288
Morven Road	G72 8PB	S01012838	79
Jura Terrace (even)	G72 8FE	S01012838	79
Jura Terrace (odd)	G72 8FF	S01012838	79

1 = most deprived, 6,976 = least deprived

Community Regeneration

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

WWHC has been operational in this area for over 30 years and have always been committed to making a lasting positive impact on the area to benefit both our tenants and the wider community. We are keen to provide services to help combat these issues and currently support projects delivered through Whitlawburn Community Resource Centre.

The main focus of the project supported are to increase inclusion and address poverty, supporting our tenants in having successful tenancies. We have recently been successful in accessing external funding to deliver such services and will continue to identify potential funding opportunities and submit appropriate funding applications

Financial Inclusion

The provision of financial and welfare benefits advice by a Citizens Advice Bureau (CAB) Advisor 3 days per week delivered locally on an outreach basis. Lanarkshire Credit Union outreach work to improve financial capability supporting clients to develop their skills, abilities and confidence to reduce the reliance on direct advice and crisis intervention. Lanarkshire Credit Union also provide a weekly drop-in service.

Digital Inclusion

The Digital Hub provides digital and online access for clients. The Hub supports clients to navigate Universal Credit and maintain their claimant commitments. It is open 3 days each week and also has a weekly Job Club to provide clients with more specific support in relation to securing employment.

Recycling

Donations of household goods are redistributed to local people / new tenants to assist tenancy sustainment. An annual Toy Giveaway is held to support families at Christmas and there is also a school uniform giveaway every year to support with the cost of the new school term.

Food Bank

Two foodbanks operate in the local area.

Food Co-operative

The Food Co-operative is open 2 days per week and provides a wide variety of foodstuffs at low or no cost. This volunteer led project works with partners to distribute excess supermarket and bakery food from Fareshare, Greggs and Tesco.

Sports Camps / Holiday Hunger

Friday Night Football funded by Lottery Our Place provides diversionary activities for local young people. Holiday Sports Camps give free access to sports activity during Easter, summer, and October school breaks and provide a lunch for children to support the family during what can be an expensive time for parents.

Critical to the development and success of community regeneration projects is partnership working. During 2021/22 we will undertake a comprehensive review of our Community Regeneration Strategy.

Social Impact and Assessment

The Scottish Federation of Housing Associations' (SFHA) Innovation and Future Thinking programme has developed the social value toolkit as part of the workstream 'Tackling Poverty and Demonstrating Impact.' The toolkit is a practical resource to measure and demonstrate the social value impact created by social housing providers.

During 2021/22, WWHC will investigate the use of the toolkit to measure and demonstrate the social value and impact of our work.

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

4.5 Our Customers

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

In considering the make-up of West Whitlawburn, statistics have been derived at the data zone level:

Indicator	WWHC	South Lanarkshire	Scotland
Income - population who are income deprived (SIMD 2020)	37.3%	12.8%	12.2%
Employment - working aged residents who are employment deprived (SIMD 2020)	27.0%	9.7%	9.3%
People on Universal Credit (Jan 2019) Source: Department of Work & Pensions	18.7%	6.5%	4.4%
Access to services - households with no access to a car (Census 2011)	64.6%	28.2%	30.5%
Broadband connections Source – OFCOM 2018	45.0%	75.0%	Not available
Health - health status bad or very bad (Census 2011)	11.0%	6.5%	5.6%
Education - population with no qualifications (Census 2011)	38.4%	29.0%	26.8%

Source: South Lanarkshire Council Improve

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South Lanarkshire Council Central Research Unit estimated that by 2020-21, the changes to the welfare system over the 2010 to 2015 period by the UK Government would result in a loss of benefit income of £133m to the South Lanarkshire economy and the loss of income of £660 per year per working age adult.

Household Composition (Census 2011)	WWHC	South Lanarkshire	Scotland
Lone pensioner households	7.2%	12.9%	13.1%
Lone adult households	48.4%	20.6%	21.6%
Other Pensioner households	1.0%	7.7%	7.5%
Households with dependent children	9.6%	19.9%	18.8%
Lone adults with dependent children	18.7%	7.8%	7.2%
Children aged under 16 in lone parent households	66.3%	25.8%	25.4%

Tenant Ethnic Origins

Source: WWHC

Ethnic group	All tenants at 25/02/2020
White Scottish	552
White Other British	14
White Irish	2
Polish	42
Any other White Background	6
Indian	1
Pakistani/Bangladeshi	1
Chinese	0
Other South Asian	4
Caribbean	0
African	8
Black Scot/other black b/ground	1
Any mixed background	1
Any other background	1
Unknown	6
Total	639

We are mindful of both the housing and wider needs of our demographic profile and we are very aware of issues of affordability given the deprivation levels experienced in our area of operation.

We ensure all of our tenants are kept up to date with Welfare Reform matters in the form of newsletters, ad hoc information, signposting and referral to other services (in house and outreach).

During 2021/22, we will review and update our tenant communications strategy taking account of updated equality guidance due to be published by the Scottish Housing Regulator.

In addition, WWHC would like to engage with and ask every tenant for feedback on a regular basis and be able to respond quickly to that feedback where appropriate. We will investigate and implement an appropriate digital engagement tool.

Demand Analysis

At 6th November 2020, waiting list demand for housing was as follows:

Apartment size	Number on lists
2	110
3	108
4	83
5	27

Source: WWHC

4.6 Housing Stock

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

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

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

Contract	Number of Units	Description	Timescale
Low Rise improvement work	111	Comprehensive improvement work to low rise stock including: STO over cladding; re-roofing; new windows; rewiring; renewal of kitchens and bathrooms.	1991 to 1994
MSF Security	432	The installation of controlled entry at main doors and secondary landings and CCTV systems covered by a 24 hour Concierge service; The construction of a new Concierge workstation from where operations are controlled;	1996

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Contract	Number of Units	Description	Timescale
		Refurbishment of the ground floor areas of each block; renewal of water tanks and rewiring of back stair fire exits.	
MSF Lift Renewal	432	Complete renewal of all lift cars (12 in total) and associated ancillary machinery, switchgears, ropes, equipment etc.	1999
MSF Rewire	432	Comprehensive rewiring of all multi-storey properties and common areas, excluding back stairs lighting which was completed under a previous contract.	2000
MSF Fabric Contracts	432	Comprehensive improvement work including: over cladding; re-roofing; window renewal; upgraded communal TV system; balcony enclosure; waste stack renewal. Work to Roslin Tower included renewal of kitchens and bathrooms.	2001 – 2010
New build	100	New build mix of 2, 3, 4, and 5 apartment properties and environmentals.	2007 – 2009

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

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

Stock by Apartment size and type

Size	House	Tenement flat	4 in a block	Multi storey flat	Total
2 Apt	0	3	16	13	32
3 Apt	50	67	0	406	523
4 Apt	29	42	0	13	84
5 Apt	5	0	0	0	5

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Size	House	Tenement flat	4 in a block	Multi storey flat	Total
Total	84	112	16	432	644

4.7 Rents – Updated November 2021

In line with our vision and values, we strive to maintain our rents at affordable levels whilst balancing this with providing excellent services.

Our approach to rent setting is to:

- Keep rents as affordable as possible to tenants;
- Raise sufficient income overall to provide high quality services and homes, in line with tenants' expectations and our legal obligations;
- Raise sufficient income overall to meet our obligations to funders, as well as affording headroom to manage future financial and economic risks;
- Compare our rent levels with those of other housing associations / co-operatives, while recognising the difficulties in doing so;

Maintaining the stock and services provided to high standards is crucial if we are to remain an attractive choice of landlord and to help our tenants deal with the continuing difficult economy and the ongoing challenges of Welfare Reform.

The Co-operative is aware that our rents appear higher compared to sector and national averages. There are significant difficulties in benchmarking WWHC rents with other RSLs due to the nature and proportion of our housing stock (67% of WWHC homes are high rise properties). Caution is therefore needed in comparing WWHC average rents with peer group and national averages, as these are **not** like for like comparisons.

Rent Comparisons

Average Weekly Rents **2020/21** rent levels – Source SHR (All tables)

Size	WWHC	RSL Average	LA Average	All Landlords
2 Apt	79.42	85.59	72.75	79.48
3 Apt	93.40	88.15	77.83	82.60
4 Apt	104.73	97.46	83.59	89.81
5 Apt	128.29	109.51	90.32	99.97
Overall average	94.45	89.74	78.09	83.70

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Comparable (stock numbers) South Lanarkshire RSLs

Size	WWHC	East Kilbride & District HA	Clydesdale HA	Rutherglen & Cambuslang HA
Overall stock number	644	542	742	873
2 Apt	79.42	81.64	78.61	66.44
3 Apt	93.40	90.03	84.13	83.44
4 Apt	104.73	100.40	92.20	98.16
5 Apt	128.29	102.46	109.15	123.11

As noted above, 67% of WWHC's housing stock is multi storey flats which have considerably higher management and maintenance costs than other stock types. The rent levels reflect the provision of property specific costs detailed below:

WWHC staff costs are higher than average due to the MSF associated 24/7 Concierge team whose duties are wide ranging and include:

- CCTV monitoring
- Communal area cleaning
- Landscape maintenance
- Gritting
- Bin room hygiene including refuse/bulk uplift
- Health & safety checks
- Building security
- Common repair monitoring
- Fob programming
- Housing alarm emergency response for vulnerable tenants
- Out of hours anti-social behaviour reports and estate management services
- Smoke detector and fire alarm monitoring

This is accompanied by very high satisfaction with and demand for services.

WWHC's maintenance costs are higher than average due to associated costs of multi storey flats items including:

- CCTV / controlled entry system / fire detection system costs
- Lift maintenance
- Over cladding panel maintenance
- Landlord supplies

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The table below illustrates an average weekly **2020/21** rental comparison with other RSLs known to have multi storey stock:

Size	WWHC	Southside HA	Cube HA	Queens Cross HA	New Gorbals HA	Whiteinch & Scotstoun HA	Glasgow West HA
Overall stock number	644	2,088	3,689	4,345	2,600	1,297	1,485
2 Apt	79.42	78.45	87.02	82.95	74.16	88.48	82.80
3 Apt	93.40	90.22	99.46	86.92	85.37	95.39	94.30
4 Apt	104.73	101.81	106.28	96.41	96.73	105.78	107.02
5 Apt	128.29	115.43	119.65	109.55	110.12	118.08	115.39

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

Further detail on specific multi storey flat rents for **2020/21** is as follows (source – each HA):

Size	WWHC	Southside HA	Cube HA	Queens Cross HA	New Gorbals HA	Whiteinch & Scotstoun HA	Glasgow West HA
2 Apt	80.34	77.30		74.00	67.90 * 73.45 81.33 93.63	79.84 ** 93.49	84.92
3 Apt	94.83	93.81		81.00	83.86 * 90.90 95.46 100.83	91.45 ** 100.64	94.48
4 Apt	109.08	108.36		91.00	102.60	None	None

* New Gorbals HA have varying rent for different block heights, stock transfer and new build

** Whiteinch & Scotstoun have rent restructure in progress

Again, these housing associations are not directly comparable to WWHC due to the number of units and proportion of MSF stock.

The Co-operative had 2020/21 rent levels assessed using the SFHA affordability tool with summary results shown at **Appendix 8**. We will continue to monitor affordability levels. . Proposed rents set during the budget and rent setting process are also assessed using the SFHA affordability tool and outcomes reported to Management Committee.

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In 2019/20, we carried out our 3-yearly tenant satisfaction survey. On the question of affordability and value for money, 82.7% of respondents said they thought the rent for accommodation and services was either very good or good value for money.

11.42% said they thought the rent was neither good nor poor and 5.9% said poor or very poor value for money.

4.8 Performance and Benchmarking – Updated November 2021

We monitor our performance internally with previous years' performance, and by using the Scottish Housing Regulator published statistics.

4.8.1 Historic Benchmarked Performance of WWHC 2018/19 – 2020/21

	2018/19	2019/20	2020/21
Void Loss	0.8%	0.75%	1%
Void turn around	23.6 days	28.97 days	42.7 days
Turnover*	13.2%	10.9%	9.16%
Percentage of tenancy offers refused	47.92%	61.17%	54.55%
Percentage of rent due collected	98.57%	98.05%	102.5%
Gross rent arrears	8.64%	9.20%	9.07%
Average length of time taken to complete emergency repairs	3.7 hours	3.2 hours	3.47 hours
Average length of time taken to complete non-emergency repairs	3.07 days	2.94 days	3 days
Reactive repairs completed right first time	96.06%	93.06%	84.33%
Percentage tenants satisfied with repairs service *	97.4%	95.00%	92.57%
Percentage of tenants satisfied with their home when moving in *	83.78%	95.2%	

(SHR Annual Return on the Charter)

* Annual survey data

4.8.2 Tenant Satisfaction

The Co-operative carries out a full 3-yearly tenant satisfaction surveys by inviting responses from all tenants by post, following up by telephone and face to face surveys until we have a minimum 40% return.

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	WWHC 2016/17	WWHC 2019/20	Scottish Average
Percentage tenants satisfied with overall service provided by landlord	93.4%	95.8%	89.2%
Percentage tenants who feel landlord is good at keeping them informed about services and decisions	94.2%	97.3%	92%
Percentage tenants satisfied with opportunities given to them to participate in landlord's decision making	83.5%	90.8%	87.2%
Percentage tenants satisfied with quality of their home	90.3%	88.8%	87.2%
Percentage tenants satisfied with landlord's contribution to management of neighbourhood	88.7%	92.3%	87.5%
Percentage tenants who feel rent for their property represents good value for money	85.6%	82.7%	83.6%
Percentage tenants satisfied with repairs service		95.0%	91.3%

The last survey was carried out during 2019/20, with the next survey due during 2022/23.

4.8.3 National Benchmarking

Turning to benchmarking performance, the table below compares our performance in 2020/21 with all RSLs in Scotland together and the Scottish Average, which includes Local Authorities.

Poor performance against average	Below performance against average	Ahead of performance against average
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Performance Indicators

2020/21	WWHC 2019/20	WWHC 2020/21	All RSLs	All Landlords
Percentage properties meeting SHQS year end	96%	96.4%	91.7%	91%
Average hours to complete emergency repairs	3.2	3.5	3.3	4.2
Average working days to complete non-emergency repairs	2.94	3	6.3	6.7
Percentage of reactive repairs completed right first time	93.1%	86.1%	90.5%	91.5%

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2020/21	WWHC 2019/20	WWHC 2020/21	All RSLs	All Landlords
Percentage tenancy offers refused	61.2%	54.55%	25.2%	31.9%
Percentage ASB cases resolved	89.9%	97.22%	96.1%	94.4%
Percentage new tenancies sustained more than a year - existing tenants	91.7%	90.62%	93.2%	94.4%
Percentage new tenancies sustained more than a year - applicants assessed as statutory homeless by Local Authority (LA)	64.7%	92.77%	91%	90.2%
Percentage new tenancies sustained more than a year - applicants from housing list	84.9%	90%	89.8%	90.2%
Percentage new tenancies sustained more than a year - nominations from LA (RSL)	100%	87.5%	90%	90%
Percentage of rent due lost through empty properties	0.75%	1%	1.4%	1.4%
Percentage collected of rent due	98.05%	102.5%	99.5%	99.1%
Percentage gross rent arrears of rent due	9.2%	9.07%	4.3%	6.1%
Average calendar days to re-let properties	28.97	42.7	53.4	56.3
Percentage former tenant rent arrears written off	0%	70.98%	38.9%	31.9%
Average time to complete adaptations (days)	30.2	16.9	71.2	58
Percentage of properties meeting the EESSH	100%	100%	92%	89%
Energy Performance Certificates (EPCs)	99.4%	99.5%	79.5%	66.9%

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Further Indicators

2020/21	WWHC	All RSLs	All Landlords
Percentage of all complaints responded to in full Stage 1	92%	98.6%	96.9%
Percentage of all complaints responded to in full Stage 2	100%	94.1%	92.6%
Average time in working days for full response Stage 1	3.87	3.8	5
Average time in working days for full response Stage 2	14	16.7	19
Percentage lettable self-contained houses that became vacant in year	9.16%	7.2%	6.9%
Percentage of court actions initiated resulted in eviction	25%	18.1%	22.1%
Percentage of Section 5 and other referrals for homeless households by LA result in offer	97.37%	53.3%	53.3%
Percentage of offers result in let	70.27%	79.6%	79.6%

Measuring the 18 applicable performance indicators above, we have scored:

	2019/20	2020/21
Red	22.22%	16.7%
Yellow	22.22%	11.1%
Green	55.6%	72.2%

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

Percentage of reactive repairs completed right first time

Analysis shows a 7% drop in WWHC performance from the previous year. As noted in the ARC, the percentage of right first time repairs reduced due to the increased number of repairs (79 in 2019/20 and 174 in 2020/21) which were completed out with our locally agreed target timescales due to Covid related delays.

We will continue to monitor this closely to ensure that services are reinstated to at least pre pandemic services levels as we move forward which will be reported in the 2021/22 ARC.

Tenancy Offers Refused

In the last reporting period, action was agreed to improve this performance including:

Further analysis of the refusal reasons shows a variety of reasons with the main common reason being no response to offer.

- increasing the use of verbal offers, followed up in writing when the applicant confirms interest.
- waiting list review in May 2021 to ensure applicant information is up to date and that applicants are actively pursuing housing.
- void properties continue to be pre-allocated where possible.

This action is continuing to further improve performance.

Rent Arrears

We recognised that rent arrears is the main area where we need to improve performance and this continues to be an ongoing particular focus.

From October 2020 we have been receiving MPTL from DWP daily via the UC portal rather than on a paper four weekly schedule which allows for closer monitoring and reporting. This allowed the focus to be on non-technical UC arrears cases and to be more pro-active with partial UC cases.

There was no former tenant arrears write off for 2019/20 due to Covid restrictions which impacted the comparative gross figure as other RSLs had an average 40% former tenant arrears write off. This was resolved by a 71% write off of former tenant for 2020/21.

Prior to March 2020, CAB outreach provided local appointments for welfare benefit advice 4 days/week. This stopped due to Covid-19 restrictions and is scheduled to be reinstated from November 2021.

WWHC put additional welfare advice for 2 days per week in place from November 2020.

WWHC were not carrying out non-emergency house visits during lockdown restrictions which is a key part of early engagement. These are being reintroduced during 2021/22.

The Internal Audit programme for 2020/21 included Rent Arrears Management and a revised arrears strategy was agreed.

As a result, rent arrears levels have shown improvements with monthly monitoring by the Management Committee.

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	Rent due for year	Rent due to be collected	Rent collected	Rent lost through voids	Non tech rent arrears
2020/21	£3,154,813	£3,088,519	102%	1%	9.1%
2021/22	£3,194,963				
28/04/2021		£258,899	99%	1.4%	5.3%
28/05/2021		£518,562	104%	1.1%	4.9%
28/06/2021		£793,213	109%	1%	4.8%
28/07/2021		£1,045,188	106%	0.9%	4.9%
28/9/2021		£1,560,626	104%	0.9%	4.8%

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

4.8.4 Monitoring and Review

Using all of the benchmarking information above, the analysis shows rent arrears as the main area for improvement. The Co-operative is committed to a cycle of continuous improvement and will continue to monitor performance internally with previous year's performance, and by using the Scottish Housing Regulator published statistics.

Performance Monitoring

There is detailed performance monitoring across all of our landlord functions with quarterly Committee reporting which includes:

Tenancy Services

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

Property

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

Finance

- Spend against budgets
- Management accounts
- Covenants

5. Asset Management

5.1 Asset Management Strategy – Updated November 2021

The Asset Management Strategy was reviewed and updated with Management Committee approval June 2019.

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

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

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

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

The principal outputs from the stock condition survey are:

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

The Co-operative planned to refine the data by scoring all individual components within each property for 67% of the stock whilst carrying out the smoke and heat alarm works and our annual property safety checks during 2020/21. This was delayed due to Covid-19 restrictions and is being updated during this year.

WWHC also carries out internal ongoing surveys of all dwellings with a focus on major components (e.g. kitchens, bathrooms, windows etc.) to ensure we cover all our stock over a 5 year period and are meeting the expectations of our tenants / members. This survey work was also paused during 2020 and has recommenced during 2021/22.

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

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

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

WWHC recognise the importance of maintaining good quality stock condition information to allow assessment and future planning. During 2020/21 we investigated and agreed the introduction of appropriate asset management software which will allow us to view, interrogate, update and edit all property data, and run short and long term investment reports and Scottish Housing Quality Standard and Energy Efficiency Standard in Social Housing compliance assessments.

5.2 Tenant and Resident Safety – Updated November 2021

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

Item	Activity
Gas safety	Annual Gas Landlords Safety Certificate. External gas safety audit of 10% of the gas visits each year
Legionella / Water Hygiene	Legionella Risk Assessments Legionella Monitoring Programmes for our MSF and Office buildings as per the HSE's Legionella Approved Code of Practice Monthly water tank inspections / temperature checks 6 monthly water samples
Fire safety	Quarterly internal Fire Safety Review MSF fire risk assessments / Full external reviews Compliance with Strathclyde Fire and Rescue's quarterly tower block inspections, including fire door checks Smoke and Heat Detector work scheduled for completion Feb 2022 Annual checks
Electrical safety	Emergency Lighting Testing 5 Yearly ECIR testing in all common areas – MSFs completed / Low Rise currently on site 5 Yearly ECIR programme for domestic properties (new SHQS requirement 2020)
Asbestos Management	Annual inspections of all common areas Instruction of any remedial works as required Maintenance of asbestos register and annual notifications to contractors
Lift safety	Monthly maintenance checks on each lift.

Item	Activity
	3 rd party Engineering Insurance Inspectors who carry out 6 monthly insurance inspections (LOLER inspections).

Information and evidence that required tasks are carried out are collated and reported to Management Committee on a quarterly basis.

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

The reports and management responses were presented to Committee at a Property Sub Committee meeting on 18th October 2021.

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

5.3 Scottish Housing Quality Standard (SHQS)

Through targeted investment, 96.2% of the stock complies with the Scottish Housing Quality Standard at November 2020. Five properties are in abeyance due to tenant objections to installing the central heating system. We continue to encourage tenants to allow work to be carried out and also plan to carry out work when properties become void. 19 properties fail as a result of assumptions in the Stock Condition Survey and are due to be inspected when safe to do so.

5.4 Energy Efficiency Standard for Social Housing (ESSH)

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

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

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

The project converted 543 properties from electrically heated to low carbon community heating providing tenants with lower heating bills and improved heating control. The project also makes a significant contribution to carbon emission reduction targets and allowed the Co-operative to meet the EESSH standard in advance of the 2020 deadline.

Of our 644 properties, the heating systems are as follows:

• Gas central heating	101	(15.7%)
• Electric Storage Heating	5	(0.7%)
• Biomass fuelled heating system	538	(83.5%)

EESHS 2 (post 2020)

The EESHS 2 announcement in June 2019 was as follows:

“Informed by consultation responses, the EESHS Review group considered proposals and agreed a new EESHS2 milestone as follows:

All social housing meets, or can be treated as meeting, EPC Band B (Energy Efficiency rating), or is as energy efficient as practically possible, by the end of December 2032 and within the limits of cost, technology and necessary consent.

The 2032 milestone will be supported by a formal review in 2025. Air Quality and Environmental Impact will be included as part of the review and it has been agreed that no social housing should be re-let below EPC Band D from December 2025, subject to temporary specified exemptions. This supports the Energy Efficient Scotland vision for homes and buildings that are warmer, greener and more efficient, and a housing sector that helps to establish a successful low carbon economy across Scotland.”

Energy efficiency is a high priority for WWHC and additional insulation to the loft and underfloor areas in the multi storey and low-rise tenement flats was identified as a further measure. This work is scheduled to be completed by March 2021.

Meeting EESSH2 will be the subject of ongoing monitoring and review over the business plan period.

5.5 Multi Storey Flats Strategy

5.5.1 Background

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

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

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

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

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

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

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

Contract	Summary Description	Timescale	Contract cost
MSF Fabric Work Benmore Bute Arran Ailsa Kintore Roslin*	Over cladding, balcony removal, re-roofing, new windows. Upgraded heating, communal TV system, Creation of conservatory areas or extended lounges, waste stack renewal. *Kitchen & bathroom renewal (Roslin only)	2002 – 10	£3.4m £3.4m £3.5m £3.5m £4.3m £4.3m

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

In 2009/10, 100 new build properties were completed which reduced the proportion of multi storey stock from 80% to 67%.

5.5.2 Over cladding

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

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

5.5.3 MSF Strategy

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

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

- **Panel Cleaning / Surface Maintenance**

WWHC has sought advice from the installer of the cladding system with regards to the requirements for maintaining the surface of the system.

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

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

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

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

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

- **Window Maintenance**

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

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

5.5.4 Future Programme

- **Procurement**

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

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

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

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

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

Year	Content	
	Cladding System / Fabric	Other
2021/22	Panel cleaning – Bute and Benmore Towers Panel removal / inspection / reinstatement Bute Tower	Demand analysis Technological advances - WWHC to begin exploring future of smart homes etc Demand for future of laundry services to be assessed / tenant consultation
2022/23	Panel cleaning – Arran and Ailsa Towers	Review of demand analysis / turnover as East Whitlawburn new build completions come off

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	<p>Panel removal / inspection / reinstatement Benmore Tower</p> <p>3 yearly Structural Engineers Assessment</p> <p>Window Servicing Programme – 3 blocks (in conjunction with MSF safety checks)</p>	3 yearly consultant overall assessment incorporating structural engineer report
2023/24	<p>Panel cleaning – Kintore and Roslin Towers</p> <p>Panel removal / inspection / reinstatement Arran Tower</p> <p>Window Servicing Programme – 3 blocks (in conjunction with MSF safety checks)</p>	
2024/25	<p>Panel cleaning – Bute and Benmore Towers</p> <p>Panel removal / inspection / reinstatement Ailsa Tower</p>	Review of Stock condition survey carried out in 2019/20 for future of other components (kitchens / bathrooms etc) in conjunction with ongoing detailed building fabric assessments for future planning
2025/26	<p>Panel cleaning – Arran and Ailsa Towers</p> <p>Panel removal / inspection / reinstatement Kintore Tower</p>	Ongoing review of demand analysis

*Note - this is programme and 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 2022/23, WWHC will procure a suitably qualified structural engineer to carry out inspections and produce a report to provide independent 3rd party analysis and verification on the MSF cladding systems, curtain wall, windows and concrete structure / fabric concealed behind the cladding.

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

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

5.5.5 Future Grant Funding

The Co-operative has a successful track record of securing grant funding for improving its housing stock. Further significant grant funding was secured for the installation of the WWHC's Biomass District Heating system to over 500 homes.

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

5.5.6 MSF Strategy Review

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

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

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

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

If at any point there are major issues identified or foreseen with the cladding system indicating that it will require to be renewed, WWHC will work with stakeholders, the Scottish Government, Scottish Housing

Regulators, tenants and others to identify a resolution which may include a request for grant funding.

6. Analysis of Our Operating Environment – Updated November 2021

Each year the Co-operative undertakes a review of the PEST and SWOT analysis of our operating environment.

The analysis of our operating environment section of the plan was reviewed and updated at a Management Committee meeting held in November 2020, supported by an independent advisor.

We considered current or future issues in our external operating environment again in November 2021 and what implications they might have for the organisation through the PEST (political, economic, social, technological) Analysis shown at **Appendix 3**.

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

6.1 Risk Management

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

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

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

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

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

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

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

Management Committee reviewed and updated the strategy in October 2020.

Management Committee reviewed and updated the strategy in June 2021.

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

7. Strategic Objectives

7.1 Analysis - Updated November 2021

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

Having reflected on our mission, vision and values, reviewed our physical assets and performance, and scanned our operating environment and the key risks we face, we have brought these elements together to determine our strategic objectives which were agreed by Management Committee in November 2020.

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

Management Committee approved the updated TOWS matrix at Appendix 6 November 2021.

7.2 Objectives – Reviewed and confirmed November 2021

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

7.2.1 We will ensure that customers receive the highest possible standard of service at all times

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

7.2.2 We will provide good quality homes in an attractive environment

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

7.2.3 We will maintain and enhance strong strategic governance

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

7.2.4 We will seek to improve our financial strength and deliver value for money

We will maintain the firm financial base of the Co-operative now and in the future. We have updated our budgets and long term financial assumptions to ensure they fully reflect our long term stock investment needs and will ensure that we manage our service in line with or better than budget assumptions.

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

7.2.5 We will seek to address inequalities and exclusion in West Whitlawburn

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

7.2.6 We will continue our role as a Community Anchor by providing services and supporting West Whitlawburn in being a strong, stable community

We will continue to deliver the community development strategy in consultation with local people and will complete a review during the period of the Business Plan. We will safeguard our culture of innovation and customer service excellence, accessing funding to ensure we can continue to respond to community needs with our members at the centre of the work that we do.

7.3 Delivery Plan

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

A summary delivery plan is set out in **Appendix 7**.

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

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Management Committee reviewed and approved the updated WWHC delivery plan at Appendix 7 November 2021.

8. Financial Projections – Updated July 2022

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

8.1 Introduction

The Co-operative is currently involved in core stock management and maintenance activity managing 644 rented units at the start of the financial year 22/23. At March 2022 an overall surplus of £273k is estimated (pre positive pension adjustments). Net assets of the Co-operative are projected at £7.057m inclusive of cash balances of £2.445m at March 2022.

During 22/23 the Co-op expects to take handover of 60 new build properties. Total costs of the project are around £9.8m and the Co-op has arranged funding of around £3.9m from CAF Bank to part fund the new build costs.

8.2 Current Operating Environment

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

Main factors include:-

- Global economic and political climate - including Brexit and Ukraine
- Continued impact of Covid-19;
- Rising repair costs
- High inflation
- UK and Scottish Government priorities;
- Welfare reform;
- EESSH 2;
- Pension fund deficits;
- Relatively low interest rates-but increasing;
- Ongoing lender and regulator interest;
- Expectation of service level improvements.

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

- No further new build activity;
- Inflation levels at 3.5% year 2, 2.5% year 3 and 2% over the long term ;
- Real rent rise of 1% for next 5 years and CPI inflation only thereafter;

West Whitlawburn Housing Co-operative Business Plan 2020 – 2024

- Voids and Bad Debts rise from 3% to 4 % gradually over the long term;
- Real maintenance cost increases at 0.5% over 30 years;
- Full time equivalent staff numbers move from 33 to 28 in first 5 years;
- Real increases of 0.5% in management costs until year 10;
- All staff in defined contribution pension scheme –at rates of 6%-10%;
- Variable loan rate increases annually up until a maximum of 4% by year 6;
- All debt repaid by year 26;
- Average annual spend of £9k on other fixed assets;
- Rent arrears modelled at rate of 7.5%.

8.3 Assumptions and Comment

Base Date and Stock Levels

All financial information is based at 2022/23. The Co-operative's rented housing stock levels at the start of 22/23 comprises of 644 general rented units with around 67% of stock being multi storey flats.

Rental Policy

Mainstream Stock

Comparisons with other RSLs who manage multi storey stock notes the following 20/21 information:-

Average Weekly RSL Rents			
	West Whitlawburn	Southside HA	Cube HA
1 Apt	-	-	-
2 Apt	£79.42	£78.45	£87.02
3 Apt	£93.40	£90.22	£99.46
4 Apt	£104.73	£101.81	£106.28
5+ Apt	£128.29	£115.43	£119.65

Currently around 23% of tenants are in receipt of full housing benefit with 6% on partial benefit. Around 34% of tenants are on direct Universal Credit payments.

The projections assume real rent rises of 1% for each of the next 5 years then CPI inflation only rises thereafter. This is a current planning assumption and shall be considered on an annual basis. The Co-operative recognises the potential for affordability issues and the Scottish Federation of Housing Association's affordability tool confirms no material concerns in terms of affordability.

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

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

Gross rent arrears for mainstream units at March 2022 were 7% including technical arrears at 1.4%. The projections assume continued arrears at 10%.

Voids and Bad Debts

For the year to 31st March 2022 estimated voids and bad debts for the Co-operative's stock were 1.27% and 1.22% respectively. In the previous 3 years (including Covid period) void losses averaged 1.3% with bad debts at around 2.52%. Total costs are assumed at 3% in year 1, 3.25% to year 8, 3.5% until year 18, 3.75% for the next 5 years and 4% in the final period to year 30. This represents an increase of rent losses over the long term to reflect ongoing welfare reform and prudent financial planning. This increase is a business planning assumption as opposed to a specific target.

A 1% change in voids and bad debts has an overall impact of around £1.66m over the long term. Subject to no other changes an increase could be managed by the Co-operative.

Other Income

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

Sensitivities were run to gauge adverse impacts in a material fall in net income. A £100k per annum reduction in net income had an adverse impact of £4.25m over the long term.

Major Repairs

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

It is envisaged that on average around £29k per unit shall be incurred over the plan period. In the first 10 years, 14% of total spend shall take place, followed by a further 50% of spend up to year 20, with the balance of 36% being spent in the last 10 years. Real cost increases are assumed at 0.5% per annum for the full plan period.

Our percentage of stock meeting SHQS was 83.39% at 31st March 2022 (96.43% in 2020-21). This is due the increased number of properties in abeyance in relation to multiple no accesses to meet the new SHQS updates for EICR testing and the 2022 Smoke and Heat Alarm legislation. The increase in abeyances was due to ongoing access issues due to Covid-19. By the end of the reporting year 2022-23, we expect our percentage of stock meeting SHQS to be at 99.33%.

Our stock complies with the current Energy Efficiency Standard 1 for Social Housing. With regard to EESSH2, we are on site improving insulation measures at our MSF and Low Rise Blocks. Once the current insulation works are complete, we will carry out an appraisal on what additional measures can be carried out to the stock in line with the awaited new EESSH 2 guidance and the latest technology

A 5% saving in major repair costs has a £1.55m positive impact on the year 30 cash position and if no real cost increases are applied on any major repair costs then an improvement of £3.37m arises.

An increase in major repairs costs by 10% has a £3.1m adverse impact. Subject to no other material adverse changes this position could be managed by the Co-operative.

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

Cyclical Maintenance

Cyclical costs per unit are estimated at an average of £350 per unit over the plan period for stock. These costs are based on existing surveys. Real cost increases are assumed at 0.5% per annum throughout the plan period. Costs include £40k pa (at current values and prior to any real rises) on MSF panel maintenance and window cleaning. Expenditure per unit on rented stock totalled £238 per unit on average for the 3 years to 31 March 2022.

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

Reactive Maintenance

Expenditure per unit on rented stock totalled £834 per unit on average for the previous 3 years to 31 March 2021.

The financial model include average costs at £1003 per unit inclusive of real cost rises at 0.5% for the full 30 year period. Costs include £227k per annum

on concierge system, lift maintenance and works relating to water pumps/ventilation all of which relate to the MSF units.

A 10% increase in reactive costs has an adverse impact of £3.1m over the plan period. Subject to no other material adverse changes this position could be managed by the Co-operative.

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

Estate Costs

Costs include launderette maintenance and electricity at £59k per annum for the first 3 years only plus concierge materials at £19.5k for the full plan period.

Other Costs

Costs relate to the community heating project and stage 3 costs over the full 30 year period in addition to an annual wider role contribution of £50k.

Management and Administration

The Co-operative's management costs in the Co-operative's annual accounts refer to staff and overhead costs relating to the rented stock. Average costs total £2,255 per unit and this includes concierge staff costs of around £381k per annum prior to employer's National Insurance Contribution and pension additions. Overheads as a % of turnover are at reasonable levels.

Management costs are assumed as increasing in real terms by 0.5% per annum until year 10. This is a prudent planning assumption as opposed to a specific target. In the event of the real increase doubling to 1% a £2.76m adverse impact results.

Other Fixed Assets

The long term projections have included replacement costs for furniture, fittings, replacements, and equipment over the plan period. Average annual spend of £9k per annum is allowed.

Loan Finance and Stock Value

Loan debt at 31st March 2022 totalled £3m and this represents debt with Co-operative Bank, Energy Savings Trust, and Home Energy Efficiency Programmes for Scotland (HEEPS) funding. Around 14% of this debt is on an interest free basis and all debt is on a fixed rate basis. Further new build funding debt of £3.9m is assumed in year 1 and peak debt is projected in year 1.

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

The base case model indicates that by Year 6 cash resources are projected to exceed debt levels and all debt is modelled as repaid by year 26 in line with loan documents.

Currently only 100 units are secured to the Co-operative Bank and 544 remain unsecured. The July 2018 valuation notes an existing use value of £4.9m on the 100 secured units. The 111 units to be secured to CAF bank were valued at £4.3m at October 21.

8.4 Sensitivity Analysis

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

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

Risks to the Delivery of WWHC Financial Plans

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

8.5 Summary

The Co-operative commences the plan period with total reserves of around £7.1m.

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

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

In the first 5 years surpluses of £2.96m add to the net assets of the organisation and cash balances average £3.2m. No SHQS or EESSH 1 difficulties are expected, total major repair spend is £677k and debt capital repayments total £2.2m. This is after additional rental losses have been provided for and rent arrears at a level of 7.5%.

The next five year period to year 10 project surpluses of £3.07m, debt repayments of £2.3m and major repair spend of £2.6m. Rental arrears are projected as continuing at 7.5% and cash reserves average £4.8m over this 5 year period.

Thereafter the annual surplus position continues. Cash resources (assisted by having reduced debt) also increase with average balances at £6m and a final year 30 cash balance of £10.67m

The sensitivity analysis undertaken by the Co-operative shows that each of the adverse scenarios could, assuming they arise as single events, be capable of being managed by the Co-operative. CPI only rent increases and indicative EESSH 2 costs would provide the greatest challenges. Some factors remain within the Co-operative's control such as rental policy, staffing levels, the timing of maintenance contracts and any combination of adverse scenarios would require to be managed by the Co-operative on an ongoing basis.

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

9. Monitoring and Review

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

Scottish Social Housing Charter and operational performance against key performance indicator targets – quarterly sub committee meetings

Annual Return on the Charter (ARC) Management Committee report with variances.

Out turn indicator benchmarking annually when published by the Scottish Housing Regulator.

Business Plan - annual business planning process will commence again in October 2021 to create the annual budget, review the strategic objectives and the next delivery plan for 2022/23

Progress against the Summary Delivery Plan will be reported to Management Committee on a quarterly basis.

PEST and SWOT review and update annually as part of Business Plan review.

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

Annually – Review of the Risk Management Strategy by Management Committee to coincide with the Business Planning process, with the key risks highlighted.

Quarterly – Review of all risks and update of the risk management strategy by the Senior Staff Team

Monthly – Review of the priority risks and consideration of any new or emerging risks by the senior staff team. Reports on any new or emerging risks to Management Committee

Policies and Procedures – a policy review schedule is in place to ensure all are reviewed on a 3 yearly cycle unless there are regulatory or legislative changes which require earlier review.

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

**Appendix 1
Stock Condition Survey**



West Whitlawburn Housing Co-Operative

Stock Condition Survey

Survey Report

JMP

Construction & Property Consultants

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Appendices

Appendix A: 30 year cost summary

Appendix B: Surveyed Addresses REDACTED

Appendix C: SHQS Failure Addresses REDACTED

Appendix D: Fire Safety Standard by Property REDACTED

1. The Brief

- 1.1** JMP was appointed by West Whitlawburn Housing Co-Operative (WWHC) to carry out a stock condition survey to identify the immediate and long term investment need of its housing stock.
- 1.2** The information collected during the survey will be used to inform the Co-Operatives future maintenance planning, capital investment programme and current and future compliance with the Scottish Housing Quality Standard. It will also allow financial planning and budget allocations to be identified for the coming financial years.
- 1.3** WWHC requested a survey sample size of approximately 130 dwellings accounting for approximately 20% of the total stock.
- 1.4** The principal outputs from the survey are:
- 30 year major component renewal costs
 - SHQS compliance status
 - SHQS investment requirement
 - Survey report.

2. Introduction

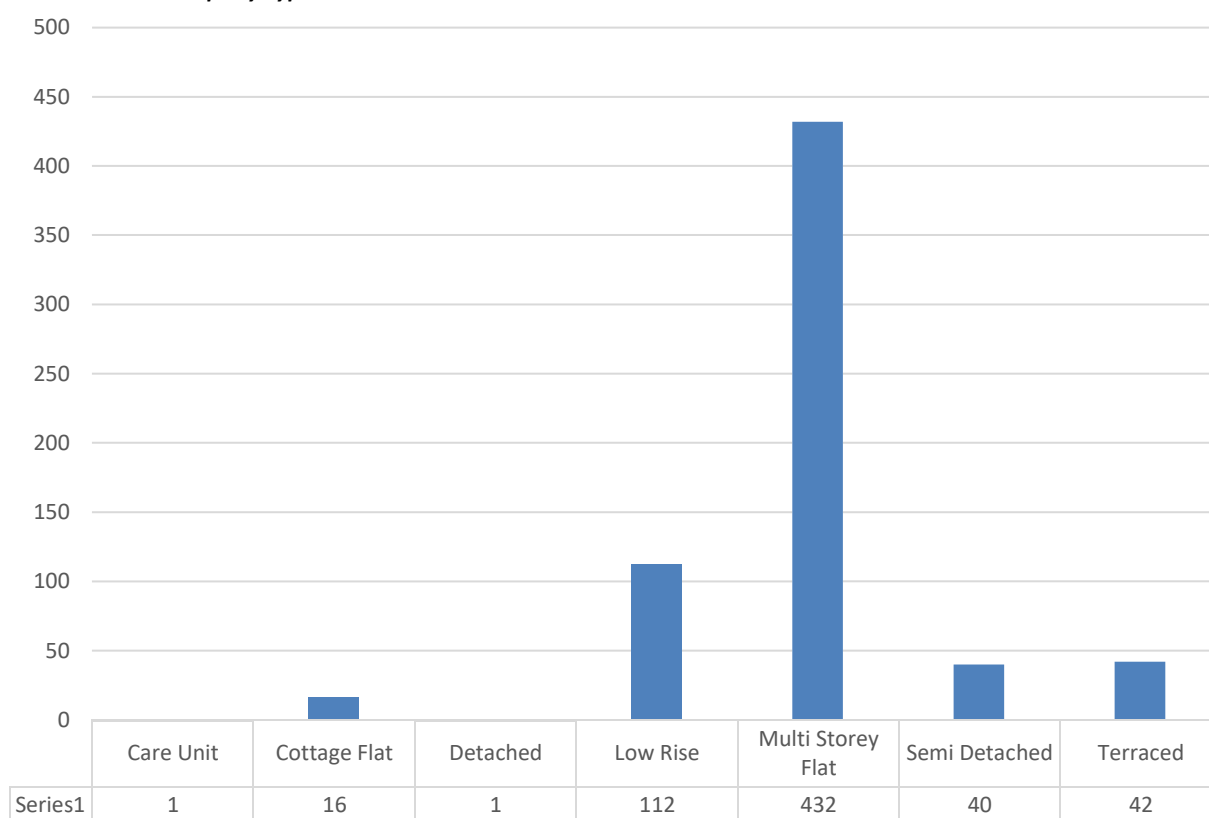
- 2.1** WWHC own 644 properties within Cambuslang and the stock is split into fourteen cost centres and these groupings will form the basis of the sampling for the survey and are listed in the table below:

Table 2.1 – Stock by Cost Centre	
Cost Centre	Number of Dwellings
AITW	72
ARTW	72
ATC	24
BETW	72
BRD	32
BUTW	72
CTC	32
HTC	24
IPL	10
JTC	58
KTW	72
MRD	4
RTW	72
TWY	28
Total	644

- 2.2** The following chart illustrates the breakdown of property types.

Report

Chart 2.1 – Property Types



- 2.3** Using the criteria noted above, a sampling matrix is compiled to ensure that a representative sample of each property type is surveyed within each of the thirty two cost centres noted in table 2.1 above. Table 2.2 below indicates the allocated strata types and a more detailed breakdown by stock is included in the Appendices.

Table 2.2 – Strata types		
Strata Name	Description	Nr. of Properties
1	Care Unit	1
2	Cottage Flat	16
3	Detached	1
4	Low Rise	112
5	Multi Storey Flat	432
6	Semi Detached	40
7	Terraced	42
	Total	644

3. Methodology

- 3.1** Our survey methodology has now been tried and tested on some 150,000 physical inspections and has proved to be accurate, reliable and cost effective.
- 3.2** The data collected during the survey included the following items:

Report

- Specification of the component.
- Current age of the component.
- The extent of component disrepair
- The cost and timing of the repair.
- The recommended replacement year of the component
- The cost of replacing that component

- 3.3** The Surveyors used to carry out the inspections are experienced, qualified, building professionals, trained in the assessment of property condition.
- 3.4** The Surveyors carry a photographic identity badge and a letter of introduction from the Co-Operative.
- 3.5** The survey data was collected on smart phones running our own HUB Mobile Data Capture software. The survey questionnaire is designed in such a way as to limit the Surveyors response to a number of selected parameters that ensures a consistency of response between Surveyors and limits the number of “rogue” results.
- 3.6** On completion of the survey, the data was given a final validation check and then was cleared for use on the production of reports.

4. Survey Results

- 4.1** In order to extrapolate the results of the surveys across the remaining properties, a robust and accurate cloning methodology has been administered.
- 4.2** The cloning process takes place when the data is imported into our Asset Management Database (HUB) and happens at a number of levels:
1. Flats are cloned against survey data of other flats within the same block.
 2. Houses and flats where no matching data was found within the same block are cloned against other properties with the same strata reference within the same street.
 3. Where no match is found within the same street, properties are cloned against other properties of the same strata reference within the same geographic area.
 4. Where no match is found within the same area, properties are cloned against any other available property of the same strata reference.
 5. Where no match is found anywhere, the property is highlighted as a “cloned exception” and data can be manually selected from another property and cloned across.
- 4.3**
- 4.4** In the above process we expect the vast majority of properties to be successfully cloned by the end of stage 2 with the remaining being cloned on completion of stage 3. Stages 4 and 5 only occur where there are an isolated number of properties of a particular strata type where access has not been possible during the survey.
- 4.5** A full list of all the properties that have been surveyed is included within the Appendices.
- 4.6** The detail of the survey findings and individual property data can be found in HUB and this report should be read in conjunction with the information contained within HUB.
- 4.7** The table and charts below detail the spend profile across the stock in 5 year bands for the next 30 years.

Table 4.1 – 30 year cost summary	
Year Band*	Costs
1 - 5	£979,761
6 - 10	£1,002,032
11 - 15	£2,845,365
16 - 20	£4,398,253
21 - 25	£5,937,341
26 - 30	£2,254,365
Total	£17,417,116
Total / Property	£27,045

**Base date year set at 2020/21*

Chart 4.1 – Total Spend Profile – 30 years

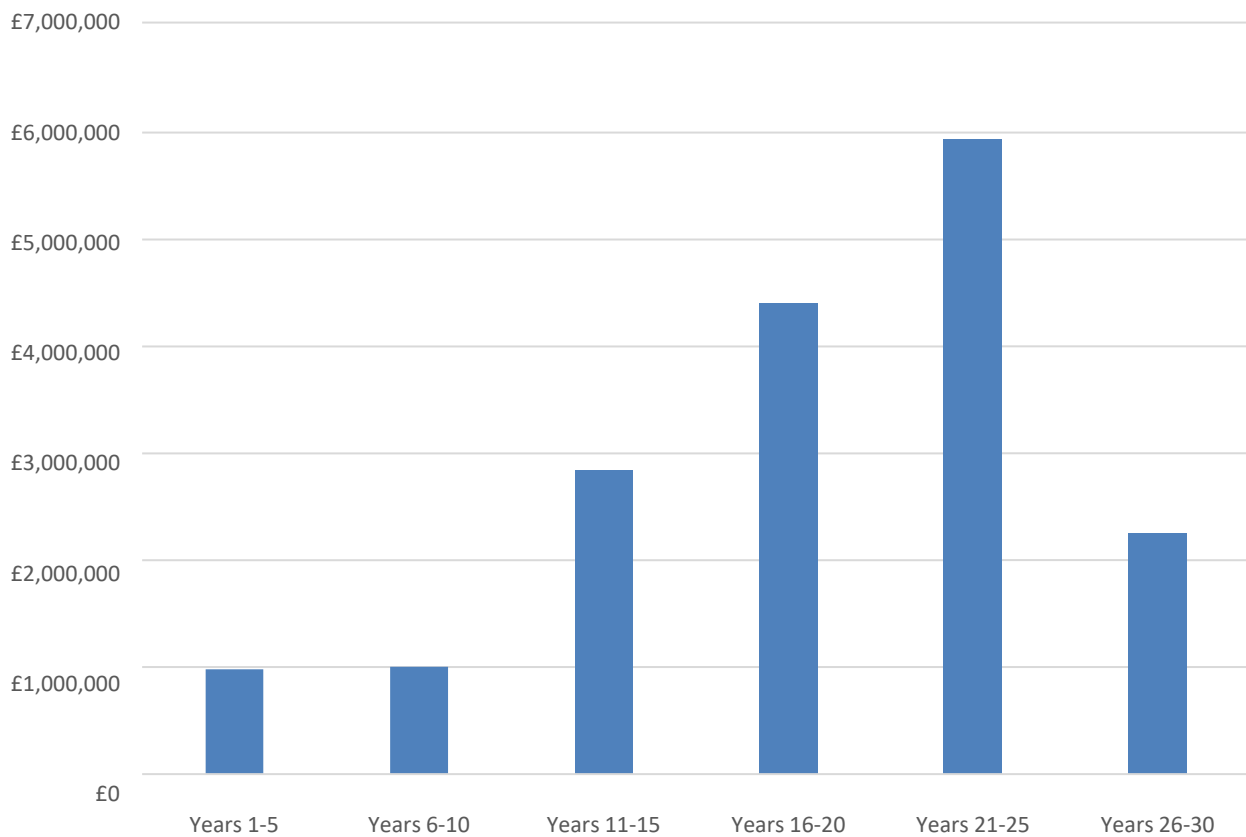


Chart 4.2 – Spend profile (Years 1-5) by principal element

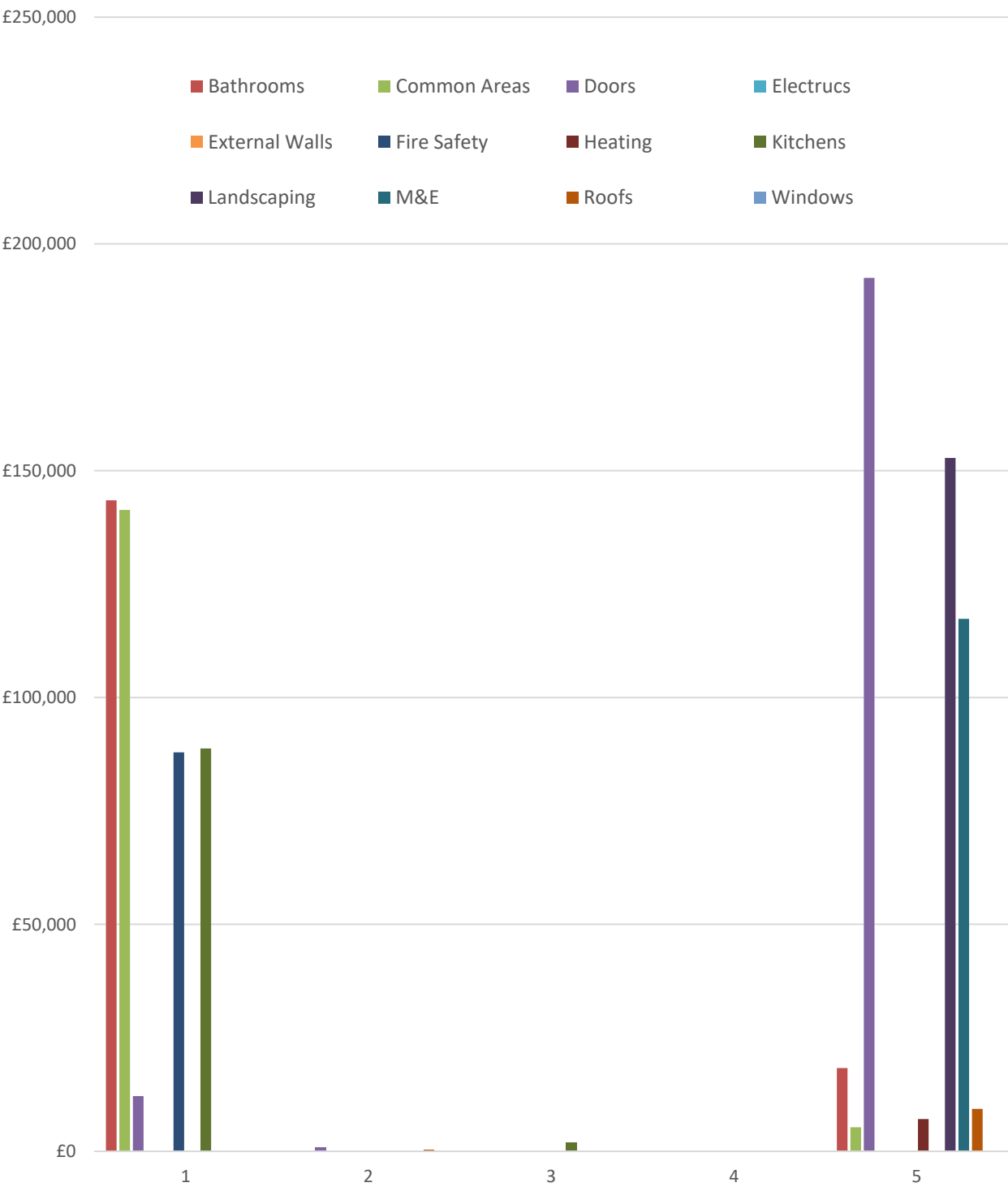


Table 4.2 – Cost Summary by Area			
Area	Nr. of properties	Total £ (30 years)	£/property
AITW	72	£1,880,993	£26,125
ARTW	72	£1,933,056	£26,848
ATC	24	£500,869	£20,870
BETW	72	£1,937,283	£26,907
BRD	32	£821,320	£25,666
BUTW	72	£1,886,962	£26,208
CTC	32	£740,480	£23,140
HTC	24	£501,206	£20,884
IPL	10	£339,528	£33,953
JTC	58	£2,087,905	£35,998
KTW	72	£1,827,399	£25,381
MRD	4	£133,140	£33,285
RTW	72	£1,796,654	£24,954
TWY	28	£1,030,323	£36,797
Total	644	£17,417,116	£27,045

4.8 All of the above costs are as at 4th Quarter 2019 and **exclude** fees and VAT.

5. SHQS

5.1 A summary of WWHC's overall SHQS compliance is shown in table 5.1 below.

Table 5.1 – SHQS Compliance Summary	
SHQS Criteria	Nr. of Dwelling Failing
Tolerable Standard	0
Free From Serious Disrepair	0
Energy Efficient	0
Modern Facilities	20
Healthy, Safe & Secure	0

5.2 The appendices contain a detailed breakdown of the addresses identified as failing and the exact causes of failure. In summary however, the fails relate to:

- Bathroom condition
- Kitchen layout

6. Fire Safety Standards

6.1 The introduction of the new Fire Safety Standard in February 2021 will require every dwelling to have a heat detector in the kitchen, a smoke detector in the main living space and a minimum of one smoke detector in the circulation area. The individual devices should

Report

- 6.2** be interlinked to ensure that they are heard throughout the property. The survey collected information relating to the presence or otherwise of each of these devices but was not able to identify whether they were interlinked or not. WWHC should review their internal records to establish if interlinking has been carried out.
- 6.3** A detailed breakdown of the survey findings by individual dwelling is included in the Appendices but the table below summarises the overall position.

Table 6.1 – Fire Safety Standards Summary	
Device type	Nr. of Dwellings
Heat detector in kitchen	116
Smoke detector in main living space	570
Smoke detector in circulation area	639
All three devices	112

- 6.4** Where any one of the three devices are noted as not being present, a provision has been included in year 2020/21 of the 30 year cost summary for it's installation and subsequent renewal on a 10 year cycle thereafter.

7. Limitations


- 7.1** The surveys were undertaken by a visual inspection only and therefore we were not be able to report upon areas that were unexposed or inaccessible at the time of our survey and accordingly we were be unable to report that such areas are free from defect.
- 7.2** Our Survey Report is designed to meet the primary objectives of the brief and any amendments agreed with the client during the course of the project. We do not, however, accept liability for use of our findings in a context different from that which was originally intended.
- 7.3** Some elements of the stock cannot be easily inspected but may incur cost within the next 30 years. Examples are flues, underground drainage or pipework, wall ties etc. As no visual evidence of defect is usually available prior to failure, accurate prediction of such defects is impossible, particularly in the absence of maintenance histories of these components. Accordingly we would suggest a contingency element be added to the overall costs in the form of appropriate percentages so that financial provision is made for these unknown repairs.
- 7.4** The survey does not include for carrying out detailed inspections to identify the presence of dry or wet rot or other timber infestations. Where these were apparent from the visual survey, their presence was noted and further investigation recommended.
- 7.5** The survey does not include for specialist investigations as to the presence of asbestos or other hazardous materials. Where these were evident from the visual inspection, its presence was noted and further investigations recommended
- 7.6** The survey does not include for specialist structural investigations. Where there was evidence from the visual inspection of potential structural problems, its presence was noted and further investigations recommended.

- 7.7** The survey does not include for any other specialist sampling, testing or surveying other than that specifically stated within our proposal. Where potential risks or hazards were noted, further investigations are recommended.

APPENDIX A 30 YEAR LIFE CYCLE COSTS

31 Year Summary (Tenanted stock)

Showing results for **644** properties of **644**. (Count based on Tenanted stock)

Data excludes changes made after: **17/02/2020 11:23** 

Question	2019-24	2024-29	2029-34	2034-39	2039-44	2044-49	2049-54	Totals
Are There Any Refuse Chutes?						£550		£550
Bathroom	£140,800	£9,600	£313,000	£69,800	£1,195,750	£497,350	£9,600	£2,235,900
Bathroom Extract Fan		£8,745	£3,960	£7,095	£75,570	£4,785	£6,600	£106,755
Bathroom Fail Reasons	£2,700					£2,700		£5,400
Bin Store					£4,125			£4,125
Boundary Walls					£3,960	£220		£4,180
Carbon Monoxide Detector	£220	£5,280		£220	£5,280			£11,000
Central Heating System Distribution					£254,100	£1,304,380		£1,558,480
Central Heating System Source		£192,500			£192,500			£385,000
Cold Water Storage Tank				£90,000	£60,000	£30,000		£180,000
Common External Front Door			£10,010	£4,950		£825		£15,785
Common External Rear Door			£10,010	£4,950		£825		£15,785
Common Glazed Screens	£825		£8,250	£4,125				£13,200
Common 19/1166 Windows	West Whitlawburn HC	SCS	£1,155	£64,680		£13,860		£79,695

Report

Common				£16,200				£16,200
Windows 2								

Report

Question	2019-24	2024-29	2029-34	2034-39	2039-44	2044-49	2049-54	Totals
Communal Lifts				£198,000				£198,000
Communal Pass Doors			£5,280		£2,200	£440		£7,920
Door Entry System			£2,640	£142,560		£39,600	£142,560	£327,360
Downpipes 1			£3,168	£28,512	£21,604	£12,496		£65,780
Downpipes 2			£616					£616
Electrical Consumer Unit			£161,400		£30,000	£1,800		£193,200
Electrical Wiring				£1,037,575	£19,250	£182,875		£1,239,700
Entrance Door 1	£12,155	£115,115	£53,625	£66,495	£110,825	£94,380		£452,595
Entrance Door 2					£60,060			£60,060
Fencing 1					£226,237		£2,376	£228,613
Fencing 2				£1,733	£87,142			£88,875
Floor Finish To Common Areas 1		£1,584	£32,120	£56,232				£89,936
Floor Finish To Common Areas 2	£141,372	£1,188	£1,716	£2,970				£147,246
Gates					£24,551		£165	£24,716
Gutters 1	£330		£14,212	£220	£27,698			£42,460
Gutters 2			£693					£693
Hard Landscaping 1		£10,976	£41,104	£50,960	£1,674	£210,494		£315,208
Hard Landscaping 2		£141,858	£14,601		£8,329	£128,673		£293,461
Heat Detector in Kitchen?	£79,800		£84,900	£11,700	£84,900	£11,700		£273,000
Kitchen extract fan present?	£14,800	£84,400	£5,200	£1,600	£14,800	£84,400	£5,200	£210,400

Report

Question	2019-24	2024-29	2029-34	2034-39	2039-44	2044-49	2049-54	Totals
Kitchen Safe Working Fail Reasons	£7,000				£7,000			£14,000
Kitchen Size	£69,000	£48,000	£375,000	£1,509,000	£48,000	£375,000	£1,233,000	£3,657,000
Patio / French Doors					£1,100			£1,100
Pipework & Pumps			£36,000			£36,000		£72,000
Retaining Walls				£220	£1,540	£2,860		£4,620
Roof Fans		£22,500	£15,000	£7,500				£45,000
Secondary Roof Covering			£2,860			£594	£55,985	£59,439
Smoke Detector(s) in circulation areas?	£500	£6,050	£25,550	£6,900	£25,550	£6,900	£25,050	£96,500
Smoke detector(s) in main living space?	£7,400	£4,600	£58,800	£5,100	£58,800	£5,100	£51,400	£191,200
Wall Finish 1					£299,970	£2,729,150		£3,029,120
Wall Finish 2		£1,073			£3,366	£175,016		£179,454
Windows 1			£223,685	£214,445	£497,420	£240,240		£1,175,790
Total:	£476,902	£653,469	£1,504,555	£3,603,742	£3,453,301	£6,193,212	£1,531,936	£17,417,116
Average (644 properties):	£741	£1,015	£2,336	£5,596	£5,362	£9,617	£2,379	£27,045
With Inflation (0.00%):	£476,902	£653,469	£1,504,555	£3,603,742	£3,453,301	£6,193,212	£1,531,936	£17,417,116
With VAT (20.00%):	£572,282	£784,162	£1,805,466	£4,324,490	£4,143,961	£7,431,854	£1,838,323	£20,900,539

West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024

Appendix 2
Cladding System Technical Data

FACSIMILE

Burnet Bell

CHARTERED ARCHITECTS
PLANNING SUPERVISORS

Job No: 99:47

Job Title: WEST WHITLAWBURN HOUSING CO-OPERATIVE

From: Iain Macrae

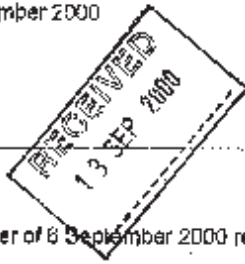
To: WWHC

Date: 12 September 2000

Attention: Stephanie Marshall

Confirm:

Copy to:



Dear Stephanie

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

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

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

Hope this is of some help for your meeting tomorrow.

Regards

IAIN MACRAE

MOU, 04-SEP-20 13:11

SYSTEMS/CLIMATE/UM

11236 757333

2.014
2.22



GENERAL STATEMENT OF LIFE EXPECTANCY OF MATERIALS USED BY SCHÜCO INTERNATIONAL

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

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

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

This can be applied to the following:

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

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

Silicone

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

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

This also applies to narrow joint sealing compound.

Butyl sheets should also be looked at separately.

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

Taken from a memorandum by Herr Tönsmann 28 November 1991

West Whitlawburn Housing Co-operative Business Plan 2020 – 2024

P. G. Fuller Coatings Ltd,
 95 Aston Church Road
 Nechells
 Birmingham B7 3BQ
 Telephone 0121 352 6900
 Facsimile 0121 352 6901
 Facsimile Sales 0121 352 6902

RMH/vma/70712
 5th September, 2000

Mr. A. Peacock
 Allcott Contracts
 1 Alagar Road
 Cleland
 Motherwell
 ML1 5PB

Dear Alan,

Re: Syntha Pulvin Plus

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

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

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

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

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

P. G. Fuller Coatings for Architecture
 Registered Office: as above
 Registered in England
 Registration No. 2340166

DISTRIBUTION	
AP	file
AP	AP
REF	Gen
DATE:	7/9/00

SynthaPulvin

West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024

APV/MCC/BJR0609.SLS

6 September 2000

Burnet & Bell
180 Hope Street
Glasgow
G2 2UD

For the attention of: Mr J Macrae

Dear Sir



Northern Office:

1 Bigg's Road, Cleland, Motherwell
Scotland ML1 5PB

Tel: +44 (0)1698 861413

Fax: +44 (0)1698 861600

ALUMINIUM CASSETTE RAINSCREEN

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

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

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

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

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

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

Yours faithfully
For ALLSCOTT C.E.S. LIMITED

A. Peacock



Cladding and Corrode Walling
The Complete Design and Build Service

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Appendix 3

PEST (political, economic, social, technological) Analysis

November 2021 Update

Political	Economic
<p>Impact of Brexit</p> <p>Potential future Scottish independence referendum</p> <p>Impact of welfare benefit reform and the increased roll out of Universal Credit</p> <p>Housing to 2040 vision</p> <p>Government changes to legislation surrounding fire safety</p> <p>Scottish Social Security System</p> <p>Scottish Housing Regulator regulations and interventions</p> <p>Increasing regulation and legislation (SHQS, EESSH2)</p> <p>Local Government funding impact on local services</p> <p>Conflict between UK and Scottish Governments</p> <p>Affordable homes target & changes to subsidy framework</p> <p>Climate change and sustainability agenda</p>	<p>Rent affordability</p> <p>Impact of welfare reforms on ability to pay rent</p> <p>Impact of Coronavirus and economic uncertainty</p> <p>Unemployment rates and zero hours contracts</p> <p>Inequality and poverty</p> <p>SHAPS pension performance / rising pension costs</p> <p>Interest rates and inflation levels</p> <p>Impact of Brexit</p> <p>Climate change</p> <p>Rising energy prices/fuel poverty</p> <p>Fire safety retrofit costs</p> <p>Funding for energy efficiency measures</p> <p>Rising costs and supply chain issues</p> <p>Material and labour shortages</p> <p>Procurement costs</p> <p>Further welfare reforms</p>
Social	Technological
<p>Impact of welfare reform and rising demand for additional services</p> <p>Aging population / demographic changes</p> <p>Rising customer expectations & online shift</p> <p>SIMD rankings / levels of poverty and deprivation</p> <p>Need for greater partnership working / funding cuts</p> <p>Demand for social and affordable housing</p> <p>East Whitlawburn regeneration</p> <p>Increased family stress and isolation</p> <p>Social care costs</p> <p>Smaller households</p>	<p>Increased online services and customer communication</p> <p>IT requirements for on-line service and mobile solutions</p> <p>Delivery of an efficient operating system</p> <p>Approaches to participation</p> <p>Digital exclusion</p> <p>Home / mobile working for staff</p> <p>Innovations in energy efficiency</p> <p>Improved performance management systems</p> <p>Increased use of mobile technology & social media</p> <p>ICT infrastructure investment</p> <p>Cyber security</p>

Appendix 4

SWOT (strengths, weaknesses, opportunities, threats) Analysis

November 2021 Update

Strengths	Weaknesses
<p>Local – locally based, member controlled, and locally focused</p> <p>Committee and staff skills, experience and dedication</p> <p>Leadership, management and governance</p> <p>Clear vision and long term planning</p> <p>Good quality services</p> <p>Customer satisfaction levels</p> <p>Commitment to continuous improvement</p> <p>Ability to adapt and innovate</p> <p>Good reputation</p> <p>SHQS and EESSH compliance levels</p> <p>Community engagement</p> <p>Low engagement with SHR</p> <p>Commitment to asset management</p> <p>Good quality housing stock</p> <p>24-hour service</p> <p>Resilience – business continuity highly effective during Covid-19</p> <p>Focus on continuous improvement</p>	<p>Proportion of expensive stock type</p> <p>Comparatively higher rent levels</p> <p>Staff salary and pension costs</p> <p>Rent arrears levels</p> <p>Lack of support services delivered locally by other organisations</p> <p>Few economies of scale</p> <p>Management Committee strengthening</p> <p>Impact of welfare reform</p> <p>Benefit dependency</p> <p>Succession planning</p> <p>Lack of recognition of quality aspects of our work</p> <p>IT system efficiency</p> <p>Customer engagement and communications has been challenging during pandemic</p>
Opportunities	Threats
<p>Reduce costs</p> <p>Efficiency and performance improvements</p> <p>Increase tenant engagement / communications</p> <p>Wider role and increased social impact – community anchor</p> <p>Measurement of social impact</p> <p>Improve governance / attract new committee members</p> <p>New project / service development</p> <p>East Whitlawburn regeneration</p> <p>Succession planning</p> <p>Staff changes/development</p> <p>Improved IT efficiency</p>	<p>Changing political landscape</p> <p>Rent Affordability / Comparability</p> <p>Stock condition deterioration</p> <p>Loss of committee and staff members</p> <p>Increasing costs / supply chain issues</p> <p>Population changes</p> <p>Impact of welfare benefit reforms</p> <p>Climate change – increasing pressure, regulation & compliance requirements</p> <p>Loss or reduction of community control</p>

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Further reduce levels of fuel
poverty
Improved communications and
engagement

Increasing regulatory and legal
requirements
Demand for existing properties
when new build in area
Undervaluing quality / social
impact aspects of our work
Economic uncertainty
Longer term impact of pandemic

Appendix 5
Strategic Risk Analysis Summary

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
All	Covid 19	Health and safety of residents, staff & Contractors Service Provision Organisational reputation Financial impact – reduction in income / increased costs Effective governance in the absence of physical meetings Delay to end of year audit and regulatory returns Contractors adversely affected and unable to provide services	5	5	25	Emergency procedures and risk assessments Advice leaflets and newsletters Continue to meet resident safety obligations Working from home arrangements 24 hr Concierge service maintained with ongoing resilience training Essential and urgent work carried out Continued action on anti-social behaviour reports Tenant support provisions and contact Ongoing arrears action Remote lettings Budget monitoring and reporting Online / remote meetings Committee bulletins Standing orders and delegated authorities Performance reporting Timescales extended in recognition of impacts External submissions schedule updated and reported monthly to Committee Notifiable events to SHR Ongoing monitoring and liaison with contractors / identification of new contractors Covid safe office alterations / work patterns	5	3	15	Director, Assistant Directors, Management Committee	Continue to follow Government and housing sector guidance responding to changes as required Continue weekly senior staff meetings Continue monthly staff meetings Monthly Management Committee meetings Director monitoring reports to Committee Continue to meet all external submission requirements Financial monitoring and reporting Business Plan review and update Internal audit review Nov 2020.
Governance & Property Services	Tenant and resident safety	Tenant injury SHR engagement OSCR engagement Reputation Legal issues	3	5	15	Comprehensive policies and procedures in place Registers and records Specialist contractors and competence checks Risk assessments and method statements Compliance monitoring and reporting	2	5	10	Assistant Director (PS)	Continue to implement policies and procedures. Review and update as required Appoint a suitably qualified external consultant to assess our processes and provide external assurance for Committee on our current approach Feb 2021
Governance & Property Services	East Whitlawburn Development	Financial risks / funding availability / grant levels Potential for reduced finance availability Construction costs / variations	3	5	15	Development strategy Tender return Consultant support Business Plan Committee agreement that level of grant must be at a level required to make the project viable for WWHC being available before any agreement.	3	3	9	Director, Assistant Director (PS), Management Committee	Tender return / request for appropriate subsidy level submission to Scottish Government Jan 2021
Housing Services & Finance	Rent Arrears	High / increasing rent arrears and bad debts Reduced household incomes / reduced ability to pay rent	4	4	16	Comprehensive policies and procedures in place Monitoring and reporting systems External consultant GWSF membership SFHA membership Welfare benefit advice provision	3	4	12	Assistant Director (TS)	Continue to implement policies and procedures Review and update arrears policy and strategy Internal Audit Dec 2020 Records and information provision to tenants

Risk Area	Risk Identified	Potential Risk Consequences	Likelihood	Impact	Risk Score	Mitigation Controls	Revised Likelihood	Revised Impact	Revised Risk Score	Risk Owner(s)	Planned Actions
		Impact on WWHC's capacity to service debt and provide services. Impacts of welfare benefit reform				Rent first campaigns					Monitoring reports Welfare benefit advice provision Develop and issue a welfare benefits advice newsletter. Implement write off procedures
Governance	Lack of Committee control	Poor decision making SHR engagement OSCR engagement Reputation	3	4	12	Comprehensive policies and procedures in place Annual appraisal process and training programme Committee recruitment and induction training Standing orders and delegated authorities Internal audit	2	4	8	Director, Management Committee	Continue to implement policies and procedures Review and update as required Strengthen by recruiting new members Continue to deliver the training programme including induction Continue to conduct annual Committee performance evaluations Review sub committee structure 2021/22
Governance & Human Resources	Loss senior staff member	Loss of knowledge, skills and experience SHR engagement	3	3	9	Succession planning Recruitment Policy in place Access to legal / employment advice EVH Membership	3	2	6	Management Committee	Ongoing monitoring and action as required
Property Services	Stock deterioration / increased compliance obligations	SHQS EESH and EESH 2 Additional fire safety measures	3	4	12	Asset management strategy MSF Strategy Stock condition surveys Finance projections Maintenance systems and plans	2	4	8	Director, Assistant Director (PS)	Continue to implement policies and procedures Review and update as required Maintain and update stock condition information / restart individual and targeted property surveys when safe to do so. Independent cladding specialist inspection. consultant review 2022/23
Finance & Corporate Services	Viability issues/ cost increases	Reduced service provision and property maintenance SHR Engagement Failure to comply with covenants	4	4	16	Comprehensive policies and procedures in place Business planning and finance projections Budget monitoring and cost control Management accounts External submissions Budget and rent setting processes Fixed interest loans	2	4	8	Assistant Director (CS)	Continue to implement policies and procedures Review and update as required Continue monitoring and reporting Review pension options and costs 2021/22
Housing Services & Property Services	Failure to provide quality homes in an attractive environment	Reduction in demand Increased turnover Reduced income / increased costs Anti social behaviour Reduction in performance indicators Reputation	3	4	12	Comprehensive policies and procedures in place Community Development Strategy 24hr Concierge New tenant visits and satisfaction surveys Asset Management Strategy Complaints monitoring Inspection programmes	2	4	8	Assistant Director (TS)	Continue to implement policies and procedures Review and update as required Continue monitoring and reporting

Risk Prioritisation			
High	21 – 25		Unacceptable level of exposure to risk above the Co-operative's risk tolerance level. Co-operative must take immediate action to manage the risk. Co-operative will stop any activity or project where the level of risk is deemed high and cannot be reduced to an acceptable level.
Medium High	16 – 20		Unacceptable level of risk. Requires constant, active monitoring. Measures needs to be put in place to reduce and/or control the risk
Medium	11 – 15		Risk is significant but acceptable. Requires to be monitored to ensure that the controls are effective in mitigating the risk level and impact.
Medium Low	6 – 10		Acceptable level of risk. Requires to be monitored and assessed to ensure that controls are effective
Low	1 – 5		Risk is insignificant. Acceptable level of risk

Appendix 6

TOWS Matrix

Update Nov 2021

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

Weaknesses	Threats	Opportunities
Proportion of expensive stock type Comparatively higher rent levels Staff salary and pension costs Rent arrears levels Lack of support services delivered locally by other organisations Few economies of scale Management Committee strengthening Impact of welfare reform Benefit dependency Succession planning Lack of recognition of quality aspects of our work IT system efficiency Customer engagement and communications has been challenging during pandemic	Changing political landscape Rent Affordability / Comparability Stock condition deterioration Loss of committee and staff members Increasing costs / supply chain issues Population changes Impact of welfare benefit reforms Climate change – increasing pressure, regulation & compliance requirements Loss or reduction of community control Increasing regulatory and legal requirements Demand for existing properties when new build in area Undervaluing quality / social impact aspects of our work Economic uncertainty Longer term impact of pandemic	Reduce costs Efficiency and performance improvements Increase tenant engagement / communications Wider role and increased social impact – community anchor Measurement of social impact Improve governance / attract new committee members New project / service development East Whitlawburn regeneration Succession planning Staff changes/development Improved IT efficiency Further reduce levels of fuel poverty Improved communications and engagement
Strengths	Strategic Responses	
Local – locally based, member controlled, and locally focused Committee and staff skills, experience and dedication Leadership, management and governance Clear vision and long term planning Good quality services and customer satisfaction levels Focus on continuous improvement Good reputation SHQS and EESSH compliance levels Community engagement Low engagement with SHR	<ul style="list-style-type: none"> • 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 	

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Commitment to asset management
Good quality housing stock
24-hour service
Resilience – business continuity highly
effective during Covid-19

- We will continue our role as a community anchor by providing services and supporting West Whitlawburn in being a strong, stable community

**Appendix 7
Business Plan
Summary Delivery Plan November 2021 Update**

Activity	Lead Officer	Target Timescale	Progress notes
Objective 1: We will ensure that customers receive the highest possible standard of service at all times			
Achieve our operational performance targets	Senior staff	Throughout Business Plan period	
Covid response Internal Audit	Director	Nov 2020	Complete - outcome report to Committee Feb 2021. Reasonable level of assurance with 3 recommendations which have been added to the Assurance Review action plan.
Review and update our tenant communications strategy taking account of updated equality and human rights guidance due to be published by the Scottish Housing Regulator.	Assistant Director (TS)	2021/22	
Equalities Policy review and Internal Audit Develop and deliver equalities strategy and plan	Assistant Director (TS)	2021/22	Internal Audit Sept / Oct 2021 – outcome report to Committee Oct 2021. Substantial level of assurance Equalities Policy review in progress
We enjoy high levels of tenant satisfaction and will continue to conduct our 3 yearly tenant satisfaction survey along with our repairs service and new tenant satisfaction surveys.	Assistant Directors (TS & PS)	Throughout Business Plan period	Survey outcomes reported annually in the ARC.

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Activity	Lead Officer	Target Timescale	Progress notes
Full tenant satisfaction survey	Director	Oct 2022	
Internal audit of tenant satisfaction	Director	2022/23	
WWHC would like to engage with and ask every tenant for feedback on a regular basis and be able to respond quickly to that feedback where appropriate. We will investigate and if appropriate implement a digital engagement tool.	Director	2021/22	CX Feedback agreed by Committee - implementation in progress
Establish a tenant communications and participation working group with Committee and staff representation to implement communications strategy and tenant participation policy.	Director	2021/22	
Develop new website	Assistant Director (CS)	2021/22	
Complaints policy and procedure Internal Audit	Director	Mar 2021	Complete - outcome report to Committee Apr 2021. Full level of assurance with no recommendations. SPSO MCHP adopted March 2021 with staff refresher training in progress.
Waiting list review	Assistant Director (TS)	May 2021	Complete – all applicants on waiting list are actively seeking housing.

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Activity	Lead Officer	Target Timescale	Progress notes
Investigate and implement a housing and property management computer system that meets business needs and provides value for money	Senior staff	2021/22	
Investigate and implement a finance computer system that meets business needs and provides value for money	Assistant Director (CS)	2021/22	
Investigate and implement a component accounting computer system that meets business needs and provides value for money	Assistant Directors (CS & PS)	2021/22	
Internal audit of allocations	Assistant Director (TS)	2023/24	
Objective 2: We will provide good quality homes in an attractive environment			
Continue to carry out internal surveys of individual and targeted properties, maintaining up to date stock condition information.	Assistant Director (PS)	Ongoing	Progress reported via the ARC.
Review and update the asset management strategy and 3 year investment plan	Assistant Director (PS)	2021/22	
Investigate and implement appropriate asset management software system	Assistant Director (PS)	2021/22	Hub system from JMP approved Apr 2021. Implementation in progress.
Independent review of landlord health and safety by specialist consultant.	Assistant Director (PS)	2021/22	Review complete Gas - substantial assurance Lifts - substantial assurance

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Activity	Lead Officer	Target Timescale	Progress notes
			Fire Safety - substantial assurance Legionella - adequate assurance Electrical - adequate assurance Asbestos - adequate assurance Action plans to achieve substantial in development for implementation.
Work in partnership with South Lanarkshire Council to develop 60 new units through East Whitlawburn regeneration.	Assistant Director (PS)	2022/23	Legal agreement and loan finance finalisation in progress
MSF Strategy review by engineer and consultant (condition / demand / investment)	Assistant Director (PS)	2023/24	On completion of East Whitlawburn new build.
Investigate potential alternative broadband service provision and determine the future of Whitcomm	Assistant Directors (CS & PS)	2022/23	Investigations with Fibreoptions have commenced.
Objective 3: We will maintain and enhance strong strategic governance			
Strengthen our Management Committee by recruiting new members to bolster both numbers and the range of skills, carrying out a comprehensive induction programme.	Director	Throughout Business Plan period	2 committee members co-opted during 2021 – now fully elected. Further recruitment ongoing.

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Activity	Lead Officer	Target Timescale	Progress notes
Deliver annual training programme to develop our Committee and staff	Director	Throughout Business Plan period	Staff and Committee training programmes are reviewed and developed on an ongoing basis with regular refresher training.
Review the committee structure to ensure continuing effective performance monitoring and assurance	Director	2021/22	Standing Orders review in progress
Continue to review and update our governance, finance and service policies in line with the agreed review schedule to ensure all policies and related procedures are up to date, reflect good practice and are embedded in our operations.	Senior staff	Throughout Business Plan period	Review process ongoing throughout the year
Regular in-house training will continue to be carried out for staff and committee on policies and procedures as they are introduced or updated.	Senior staff	Throughout Business Plan period	Staff and Committee training carried out throughout the year
Continue with ongoing assurance process with an appropriate mix of internal and independent external verification	Director	Throughout Business Plan period	
Review and update rules to SFHA model	Director	Sept 2021	Proposed Rules approved by members at SGM Sept 2021. FCA registration in progress SHR notification to follow
Internal audit of governance arrangements	Director	2023/24	
Objective 4: We will seek to improve our financial strength and deliver value for money			

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Activity	Lead Officer	Target Timescale	Progress notes
Manage our service in line with or better than budget assumptions	Senior staff	Throughout Business Plan period	Ongoing
Rent arrears Internal Audit	Assistant Director (TS)	Dec 2020	Complete - outcome report to Committee Feb 2021. Reasonable level of assurance with 1 recommendation Monthly monitoring report to Committee.
Rent arrears policy / strategy review.	Assistant Directors (TS & CS)	Jan 2021	Complete - updated policy and strategy approved by Committee February 2021. Implementation ongoing.
Write Off procedure review / implementation	Assistant Directors (TS & CS)	Feb 2021	2020/21 write offs agreed and implemented. Policy and procedure review complete Jun 2021
Welfare benefit advice provision (additional resources)	Assistant Director (TS)	2021/22	In place to March 2022. Proposed to extend to March 2023
Develop and issue welfare benefits advice newsletter	Assistant Director (TS)	Feb 2021	Complete.
External Auditor support a Management Committee review of pension options and costs	Director	2021/22	To follow
Internal audit of procurement	Director	2021/22	

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Activity	Lead Officer	Target Timescale	Progress notes
	Assistant Directors (PS, CS, TS)		
The components fixed asset register will be reconciled to the accounting system on a regular basis. The related release of deferred capital grants will also be monitored to match the depreciation charged. Any fixed assets purchased will be included in the relevant fixed asset register.	Assistant Director (CS)	Throughout Business Plan period	Ongoing
Internal audit of financial controls	Assistant Director (CS)	2022/23	
Objective 5: We will seek to address inequalities and exclusion in West Whitlawburn			
Continue working in partnership with other appropriate organisations to provide activities and services needed by local people, reviewing funding arrangements and project outcomes.	Community Development Co-ordinator	Throughout Business Plan period	Ongoing
Investigate the use of the SFHA social value toolkit to measure and demonstrate the social value and impact of our work.	Community Development Co-ordinator	2021/22	Investigation and consideration ongoing
Develop and implement our Equalities Strategy	Assistant Director (TS)		

**West Whitlawburn Housing Co-operative
Business Plan 2020 – 2024**

Activity	Lead Officer	Target Timescale	Progress notes
Objective 6: We will continue our role as a Community Anchor by providing services and supporting West Whitlawburn in being a strong, stable community			
Community development strategy review and update in consultation with local people.	Community Development Co-ordinator	2021/22	To follow
Implement Community Development Strategy reporting on outcomes	Community Development Co-ordinator	Throughout Business Plan period	Ongoing
Safeguard our culture of innovation and customer service excellence, accessing funding to ensure we can continue to respond to community needs	Community Development Co-ordinator	Throughout Business Plan period	

Appendix 8

SFHA Affordability Summary – Updated January 2022 for 2022/23 rents

	% of household income spent on rent (based on the lowest 30% of earnings in the Annual Survey of Hours & Earnings)			
Household Type & Weekly Rent Charge	2 apartment £82.39	3 apartment £96.89	4 apartment £108.64	5 apartment £129.59
Single Person	24.4%	28.7%		
Couple: 1 works full-time and 1 works part-time	16.3%	19.1%		
Couple: Both work full-time	12.2%	14.3%		
Single Parent with 1 child		22.1%		
Single Parent with 2 children		17.9%	20.1%	
Family with 2 children		13.7%	15.3%	18.3%
Family with 3 children			13.4%	16.0%
Pensioner Couple	16.3%	19.1%		
Single Pensioner	22.2%	26.1%		

West Whitlawburn HC – South Lanarkshire LA area

The Scottish Federation of Housing Associations (SFHA) published a Guide to Rent Setting and Affordability in 2017. This guidance contains a tool that can be used to calculate the affordability of rent charges and works by comparing different rents to moderate incomes within their local authority. The tool calculates rent charges as a percentage of moderate incomes and works on the assumption that up to 25% is 'affordable'. Where the % is between 25% and 30%, rent is considered to be on the margins of affordability. Anything over 30% is considered high in relation to moderate incomes.

Research suggests that a lower affordability ratio (around 25%) is more appropriate for social tenants with moderate incomes, particularly for families and larger households. However, the tool allows landlords to look at different rent scenarios based on knowledge of tenants

**Appendix 9
30-year Cash Flows**

Available electronically.