

ASSET MANAGEMENT STRATEGY (4)

AS WITH ALL OF THE ASSOCIATION'S POLICIES and PROCEDURES, THIS GUIDE, IN FULL AND IN PART, CAN BE MADE AVAILABLE IN SUMMARY, ON TAPE, IN BRAILLE, AND IN TRANSLATION INTO MOST OTHER LANGUAGES

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**PLEASE ASK A MEMBER OF STAFF IF YOU WOULD LIKE
A VERSION IN A DIFFERENT FORMAT**

Approved By	Committee of Management at the meeting on April 2010
Last review	October 2016
Next Review	October 2021

1.0 Background and Aim of Strategy

- 1.1 The Scottish Government introduced The Scottish Social Housing Charter in 2012 to set the standards and outcomes that all Social landlords should aim to achieve when performing their housing activities. The Association fully understands it is accountable to its tenants and has robust systems in place to manage performance against the standards and outcomes of the Charter.
- 1.2 The Scottish Regulator is responsible for monitoring and assessing the Scottish Social Housing Charter and publishes an annual report on how well the Association has performed against the Charter's outcomes. The Association will use the Annual Returns against the Charter (ARC) to identify any areas of weakness or poor performance and produce an improvement action plan to address any issues to meet its strategic objectives.
- 1.3 The Association recognises the need to have an overarching strategic approach to Asset Management, in order to meet the organisational vision to provide High Quality Homes in a Desirable Environment. The strategy is central to the aim of our mission to provide and maintain the highest quality rented housing and environment, supported with quality services and associated activities for the betterment of our community.
- 1.4 Our asset management strategy outlines our approach to effective, active management of the assets, to ensure we understand asset performance; invest wisely in our homes; meet health and safety requirements; achieve value for money; provide high quality sustainable homes in a desirable environment; provide high quality services and maximise customer satisfaction across our services.
- 1.5 The asset management strategy should be read alongside other key documents, including but not exclusively the:
 - 30 year Programme Plan.
 - Financial 5-year Projections.
 - Procurement Strategy.
 - Risk Management Strategy.
 - Internal Management Plan.
 - Operational Plan.
 - Projects and Development Policies
 - Housing and Maintenance Policies.
- 1.6 The strategy takes a 'whole organisation approach' which is aimed at strengthening links between all interconnected areas of the organisation and encouraging cross-departmental working, to ensure that we consider more than just a narrow 'bricks and mortar' approach to asset management.

- 1.7 It also sets the direction for how we manage each of our homes throughout the lifetime of the asset. The aim is to create good quality sustainable homes which enhance our tenants' lives and reduce their fuel bills, thus creating more affordable and sustainable tenancies.
- 1.8 Social housing has evolved over many years and tenants' expectations on the standard of homes and services being delivered will (and, we believe, should) continue to rise and it is therefore important that the strategy is reviewed every three years to ensure that we continue to meet increasing expectations and future demands of our tenants.
- 1.9 The Association operates within a volatile external political environment and continuously monitors the political landscape, to identify any changes that could have an impact on the asset management strategic objectives. The UK has recently voted to leave the European Union and 'Brexit' will bring challenges to the housing sector and this situation will be closely monitored to ensure any risks are identified early and managed appropriately.

2.0 Organisational Aims.

- 2.1 The current organisational aims approved annually by the Committee of Management are:
- To seek achievable development opportunities to extend the range of affordable quality housing choices within the area.
 - To provide responsive, quality services which reflect the identified needs and demands of our community.
 - To assess, plan, fund and carry out long term maintenance and replacement requirements.
 - To continuously support and develop our staff to enable them to maximise their personal potential and to better deliver services.
 - To contribute to and participate in the social, economic, cultural and environmental regeneration of the area.
 - To openly and actively work in partnership with whatever groups or organisations can assist the realisation of these aims.

3.0 Strategy Objectives.

3.1 This strategic asset management document provides a framework to making the most of the organisational assets and to that aim, we have identified a number of key objectives:

- To maximise the useful life of the housing stock in order to provide tenants with good quality housing and secure the value of the Association's assets over the long term.
- To comply with all legal duties, codes of good practice and regulatory requirements.
- To identify, monitor and plan timeously the need for and cost of the future maintenance programmes with the aim of minimising responsive day to day repairs.
- Maximise factoring income and ensure that the necessary repairs and remedial works to communal blocks and shared areas are completed to a good standard and do not fall into disrepair.
- To carry out regular inspections and stock condition surveys to demonstrate that the Association is adequately maintaining the property and fully providing for future maintenance requirements.
- To prioritise investment needs and balance the works programme to the available budget within the financial Business Plan.
- To procure works and services that demonstrate value for money over the whole life of the property.
- To complete the agreed programme of works on time, within budget and to agreed standards.
- Maintain homes in good repair to sustain compliance with the Scottish Housing Quality Standards and any statutory standards which may be developed in future.
- To provide a prompt, efficient and effective reactive repairs service.
- Minimise void property turnover and void loss by taking a collaborative and joined up approach to tenancy sustainment to support and prevent tenancy failures (through the development and implementation of Policies and Procedures aimed at identifying a lettable standard and returning stock to the letting pool as quickly as possible).

- To identify and improve the energy efficiency of the stock to meet the Energy Efficiency Standard for Social Housing (ESSH) by 2020. Reduce fuel poverty and support the health and wellbeing of our tenants.
- Maximise available, stage 3 grant funding to adapt homes to meet current and future needs of tenants with disabilities.
- To comply at all times with all relevant Health and Safety legislation and regulations.
- Identify local development opportunities to increase the supply of affordable housing and progress with strategic acquisitions and/or disposals within tenement blocks.
- Create local employment opportunities and maximise apprenticeships, work experience and training opportunities through our investment programmes where financially viable.

4.0 Key Action Plan.

- 4.1 To manage the delivery of the Asset Management Strategy the Association will produce an annual Action Plan outlining the key tasks
- 4.2 The Association will review and update each year the Asset Management Action Plan, which will identify the key actions to be carried out over the following 12 month period.
- 4.3 This action plan will be included within the Internal Management Plan and presented to the Committee of Management for amendment and approval. The action plan will identify the asset management priorities and timescales and is appended in Appendix A.

5.0 Risk Management.

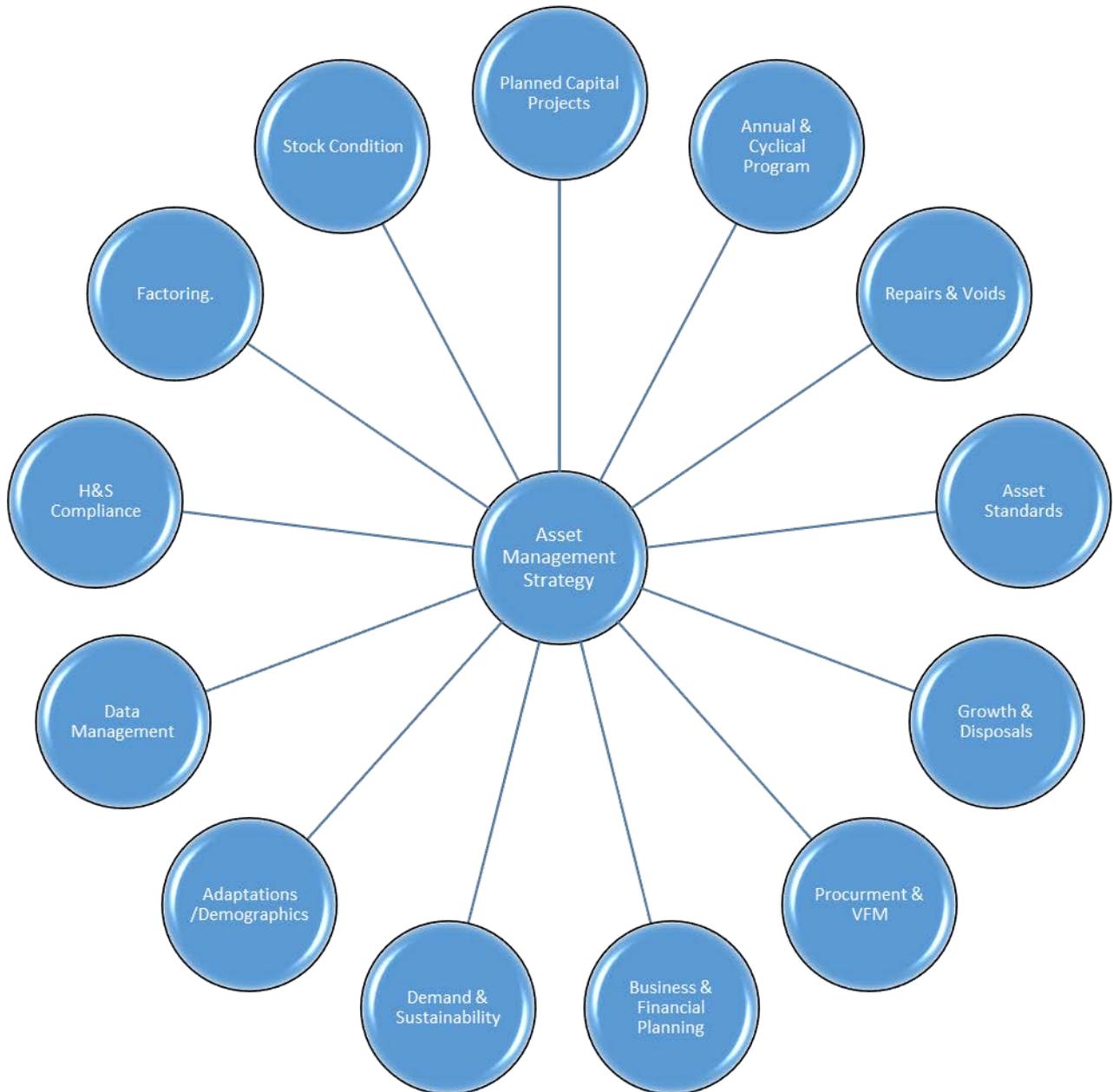
- 5.1 The Association acknowledges that the future will not always turn out as planned and it is important to regularly review and have a flexible approach to 'managing the assets', to enable new and evolving risks to be minimised, eliminated or managed appropriately within the available resources.
- 5.2 Each year the Committee of Management carry out a risk analysis considering the Association's Risk Management Matrix for the year ahead, using the following headings to categorise the major, identified risks:

- Structural Risk
- Custodial Risk
- Strategic Risk
- Operational Risk
- Communication Risk

It is recognised that risk that may affect the successful deliverance of asset management can be affected generally by any of these, while within each, from time-to-time, specific risks can be identified which may have a direct bearing.

- 5.3 The Internal Management Plan is developed to set the strategic direction and minimise/mitigate any identified risks to the Association and Members annually review performance of the plan against agreed targets.
- 5.4 The Operational Plan is subsequently drawn up to reflect the key operational objectives identified for the year ahead and includes timescales, outputs, responsibilities, resources and performance measures. An annual report is presented to Members regarding delivery of the plan and to approve the proposed plans for the year ahead.
- 5.5 The Risk Management Matrix is reviewed mid-year to consider if any changes are necessary and whether any changes are required in turn to the Internal Management Plan and Operational Plan.

6.0 Asset Management - Interconnecting Strands.



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

7.0 Planned Capital Projects.

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

8.0 Annual & Cyclical Programme.

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

The following are classed as cyclical maintenance (includes servicing):

- Gas Servicing and Annual Safety Check,
- Smoke alarms and CO detector testing annually,
- Periodic Electrical testing on a five-year rolling basis,
- Gutter cleaning and anchor bolt testing annually,
- External painting every five years depending on condition,

- Communal redecoration every five years depending on condition,
- Window and close cleaning as per contract,
- Grounds maintenance as per contract,
- Lift service and maintenance quarterly,
- Fire safety equipment; smoke damper, fire alarm, fire equipment, emergency lighting annually,
- Portable Appliance Testing (PAT) annually,
- Water Management as defined in risk assessment,
- Warden Call system,
- Attic fan servicing every two years,
- Warden office and communal cleaning.

9.0 Repairs & Voids.

- 9.1 Responsive repairs are repairs, which by their nature cannot be pre-planned and the Association recognises the need for delivering a high quality responsive repairs service. It is important that repairs are carried out quickly and effectively to ensure the safety of the tenants/owners and prevent further deterioration or early component failure.
- 9.2 Day-to-day responsive repairs are generally reported by tenants or factored owners and are prioritised according to the risk to health and safety or depending on the seriousness and potential to cause deterioration and further increased damage, if not attended to within a reasonable timescale.

The repairs priorities presently are:

- Emergency – Attend and repair or make safe within 6 hours
- Urgent – Repair within 3 working days
- Routine – Repair within 10 working days

- 9.3 Right to Repair - Additionally the Housing (Scotland) Act 2001 and the Scottish Secure Tenants (Right to Repairs) Guidance 2002 gives tenants, the right to have small urgent repairs carried out within a given timescale. The Right to Repair scheme covers certain qualifying repairs up to the value of £350 and if we do not carry out the repair within the time limit set, tenants may be entitled to compensation.
- 9.4 Rechargeable Repairs - The Association will identify and recharge tenants for damage done to their property due to misuse or neglect by them, a member of their family or visitor to their home. This includes forcing entry to a property for whatever reason or for repairs required following a forced entry.

- 9.5 Voids – In order to minimise void losses the Association is aware that good management of void properties is vital to maximise rental income, provide a quality service, maximise available housing, meet the lettable standards, meet housing need and achieve good estate management.
- 9.6 The Association aims to provide a quality voids management service to ensure that adequate housing is available for those in need as soon as is practicable and to protect the rental revenue income by:
- Minimising void turnover.
 - Minimising void period and rental loss.
 - Allocating properties in the shortest possible timescale.
 - Achieving the lettable standard in the most cost effective manner.
 - Ensuring properties are returned at termination in a good condition.
 - Monitoring and benchmarking performance.
 - Identifying and evaluate cost effective options to eliminate high turnover and/or low demand properties.
 - Ensuring compliance with regulatory standards and legislation.
- 9.7 If left for too long the condition of void properties rapidly deteriorates, they provide no income, may attract vandalism and have a negative impact on the local community and the Association.

10.0 Asset Standards.

- 10.1 The Association aims to provide the highest quality housing achievable within available resources, taking into account the age, stock profile and property type.
- 10.2 The Association is subject to current housing legislation and is regulated by the Scottish Housing Regulator and our performance on meeting the Scottish Social Housing Charter standards and outputs are monitored annually in the Annual Return on the Charter (ARC).
- 10.3 The Scottish Government introduced minimum housing standards that all Social Housing properties must achieve the Scottish Housing Quality Standard (SHQS) by 2015 and thereafter continue to achieve compliance.
- 10.4 The Association reported 94.44% compliance in the 2015/16 ARC as there were 60 properties exempt from the standard due to the physical constraints of the kitchen and a further 12 properties in abeyance, due to tenants objecting to the work being carried out. The Association will continue to invest resources in the housing stock through the Planned Programme to improve standards or maintain, as appropriate, compliance with SHQS.

The 12 exempt properties will be brought up to standard as and when access is granted by the tenant or the property becomes void.

- 10.5 Following on from SHQS the Government published the Energy Efficiency Standard for Social Housing (ESSH) which must be achieved by 2020. Performance against the standard is now published each year in Annual Return on the Charter (ARC) and the Association reported that 77.5% of the stock meets the standard at 2015/16. The Association aims to improve the energy efficiency of its properties to the highest SAP rating that is both practicable and cost effective to meet ESSH by the 2020 deadline.
- 10.6 In addition to these regulatory standards, the Association will maintain and improve its assets by using good quality materials and components, taking a whole life cycle approach to investment to ensure Value for Money is achieved.

The general property standards are defined in the following;

- New Build Design Guide.
 - New Build Performance and Component Guide
 - Standard Specification
 - Void standard
 - Housing for Varying needs
 - Secured by Design
- 10.7 The association monitors repairs trends, failures, defects and SHQS compliance through feedback, routine inspections and stock condition surveys to ensure that the resources can be appropriately prioritised and targeted to keep the properties in a good sustainable and tenable condition.

11.0 Growth & Disposal.

- 11.1 It is generally recognised that there is a significant shortage of available social housing both nationally in Scotland and locally in the Glasgow area and the Association has ambitions to increase the available social housing within the local community area. Although opportunities are limited in the local area, the Association will continue to work with developers and partner organisations to identify development schemes that are financially viable and meet DRS grant funding requirements.
- 11.2 Right to Buy (RTB) in Scotland was abolished by the Scottish Government on the 31st July 2016 and the Association will continue to identify strategic acquisitions within the factored blocks to increase ownership with the aim of achieving majority ownership within the close/block.

This will allow the Association control over common works and major repairs and planned maintenance to the buildings allowing us to ensure the integrity of the properties.

- 11.3 Where the Association has minimal stock within an existing factored block, consideration may be given to disposal of flats when they become void and reinvesting receipts to achieve majority ownership within another factored block. A full evaluation would be carried out to ensure that any disposals and acquisitions would not adversely impact on WSPM Ltd prior to seeking Scottish Regulatory approval.
- 11.4 The Association will review and evaluate the financial performance of its stock to ensure the long term financial stability and where issues are identified an options appraisal will consider the future of the property and whether disposal is appropriate.

12.0 Procurement & Value For Money.

- 12.1 Through our procurement policy the Association aims to achieve value for money whilst maintaining the highest standards of honesty, integrity, impartially and objectivity.
- 12.2 The Association recognises its requirement to comply with the current legal framework by which it is bound and in this respect, it will ensure that when it is procuring works, supplies or services it will comply with all applicable European and Scottish Procurement Directives.
- 12.3 The Association will comply with the legislative and regulatory requirements introduced by the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the implementation of the latest EU Directive on Public Procurement to ensure that all contracts are awarded appropriately.
- 12.4 All contracts that fall within the scope of the Directives, where they exceed the specific threshold values will comply with the EU Directives. As *at the 1st of January 2016*, these are as follows:

Services	£164,176
Works	£4,104,394
Small lots	£62,842

The Association will comply with The Procurement Reform (Scotland) Act 2014, which mostly came into force on the 18th April 2016 for contracts in Scotland below the EU contract thresholds as follows:

Supplies/services contracts over £50,000

Works contracts over £2,000,000

- 12.5 The Association will continually evaluate expenditure and to ensure that the procurement of supplies, services and works represents value for money and complies with the requirements of the Act.
- 12.6 Purchases below the £50,000 threshold will be procured in line with the Association's current tendering procedures and Financial Regulations.
- 12.7 The Association recognises that obtaining value for money does not mean always accepting the cheapest cost option but that in some instances the lowest price can be the correct choice.

13.0 Business & Financial Planning.

- 13.1 The Association reviews its aims and objectives annually to ensure that they are relevant and reflect the ongoing needs of the business and produces an Internal Management Plan to monitor performance against the agreed actions. The Organisation aims and objectives and internal Management Plan are approved annually by the Committee of Management.
- 13.2 The Organisational Plan is produced each year to measure performance against the key operational objectives approved by the Management of Committee.
- 13.3 The planned maintenance programme is updated with the stock condition information and kept up to date following completion of planned programme contracts. The planned programme is used to predict the lifespan and costs of the major components over a thirty period and also informs the 5-year financial budget projection.
- 13.4 The 30 year component replacement plan in relation to its property assets based on the stock condition survey report produced in 2012 and the Association aims to carry out a 100% stock condition survey during 2016/17. This information will be used to better predict and model the future investment needs of the stock.

14.0 Demand & Sustainability.

- 14.1 In order to protect the financial viability of the Association it is essential to protect the rental income and maintaining our properties to a high standard is necessary to sustain tenant demand now and into the future.
- 14.2 Whilst demand for our properties is generally very high, there are a small number of properties that are identified as difficult to let and it is important to regularly review the performance of our properties to prevent them from becoming 'a cause for concern' and negatively impacting on resources.
- 14.3 Where low demand and/or a high turnover is identified the properties are individually assessed and where appropriate additional improvement works or incentives may be considered, to make the properties more attractive to prospective tenants.
- 14.4 Tenant expectations and aspirations have evolved over the years and this has influenced the demand/desirability of the properties therefore it is essential to understand whether continued investment is the best way forward or tactical disposal and replacement of stock would best protect our future income.
- 14.5 The Association recognises the importance of minimising turnover of properties and employs a Money Advice and Financial Inclusion Officer and a Welfare Rights team to provide advice and support to individual tenants to assist in the sustainment of their tenancies and mitigate the impact of welfare reform.
- 14.6 Demand is a complex issue and is affected by many interconnected issues and the Association has robust procedures in identify and take action to ensure that demand issues are highlighted and responded to appropriately
- 14.7 The Association recognises the need to make our homes more affordable for residents to heat and to reduce our impact on the environment. This will be achieved through future property component upgrades and education of residents living in our least energy-efficient properties.
- 14.8 The Scottish Government is committed to reducing carbon and the Association will aim to maximise a reduction by improving SAP ratings across stock to meet EESSH by 2020 and where economic and practical aim to exceed these standards to the highest achievable within the available resources.
- 14.8 We will seek grant funding streams when available which support our strategic objectives to improve the energy efficiency of our properties
- 14.9 Our in-house Energy Advisor will continue to advise tenants individually on how to manage fuel costs more effectively with the aim to minimise the impact of fuel poverty.

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

15.0 Adaptations & Demographics.

- 15.1 The Association is committed to supporting tenants and their families to improve their safety, wellbeing and quality of life through the provision of equipment, aids and adaptations which will assist tenants to live more independently in their home for longer.
- 15.2 Where this is not possible or practical, then advice and support will be given to find suitable alternative accommodation that will better meet the needs of the customer.
- 15.3 The Association spends around £70,000 each year and will continue to bid for Stage 3 adaptation grant funding from Glasgow City Council to carry out adaptations and alterations to existing accommodation to support the individual requirements of our tenants.
- 15.4 The demand for adaptations to allow our tenants to continue to live in their home will increase changing demographics and an aging population which will put pressure on the available grant funding.
- 15.5 Glasgow's population has risen over the last 10 years to 606,340 in 2015 and is the most ethnically diverse in Scotland with 12% of the population from an ethnic background. The population is anticipated to continue to rise and the number of additional households is predicted to rise by 24% over the next 25 years with single households soon to form the majority. The proportion of lone parent households is also expected to rise further.
- 15.6 The projections show that the population is set to get older with the population over fifty, set to increase by 57,000 between 2012 and 2037 to nearly 240,000.
- 15.7 The predicted demographic changes will influence the demand for particular types and size of property required and the Association will monitor and invest in the stock to minimise the impact of these long term changes to ensure that our properties are maintained in an attractive and desirable condition for future tenants.

16.0 Data Management.

- 16.1 The Association recognises that accurate and robust data is critical and the asset management strategy will only be as good as the quality of information and data on which it is based.
- 16.2 Presently property information is held in a number of different spread sheets and this data and information will be reviewed and validated before it is uploaded into the new planned Maintenance Module being implemented during 2016/17, within the existing Capita housing management IT system.
- 16.3 The planned maintenance module will centrally hold and manage property information and data and when fully uploaded with the latest information will produce future planned programmes.
- 16.4 Mobile technology will be implemented to allow the stock condition surveys to be electronically stored and uploaded into the new module. This technology can be used for other aspects of housing management and will be utilised to keep our information updated through on going routine inspections and visits.

17.0 Health & Safety Compliance.

- 17.1 In order to protect the safety and wellbeing of our staff, tenants, owners and general public the Association has Health and Safety procedures to ensure compliance with applicable legislation and regulations relating to both people and property.
- 17.2 The Association utilises the EVH Health and Safety Manual to provide a Management System to manage compliance with relevant health and safety requirements and legislation. Policies and procedures are regularly reviewed and updated when significant changes are made to legislation or guidance.
- 17.3 The Association recognises the importance of compliance with statutory and regulatory frameworks by which it is bound and manages the risks appropriately using external Health and Safety consultants where appropriate, to provide support and advice that suitable and sufficient safety arrangements are in place.
- 17.4 The Association has in place robust maintenance regimes to manage the key asset management risks:
- Asbestos Management Plan
 - Gas safety management
 - Water management
 - Fire safety

- Electrical safety inspections
- Lift Safety Regulations

17.5 Risk assessments and safe systems of work are in place and information on health and safety is communicated to staff, contractors and relevant personnel to ensure compliance with legislation and the requirements of the Association.

18.0 Stock Condition.

18.1 The Association will aim to carry out a stock condition survey every 5 years and every 10 years will undertake a 100% survey of our stock. The stock condition survey information will be supplemented by routine inspections and surveys of the key components based on the appropriate life cycles.

18.2 A full 100% stock condition is planned to carry out during 2016/17 and the information will be collected and uploaded into the new Planned Maintenance Module using mobile technology which is being implemented in advance of the surveys.

18.3 Continued investment in the stock is essential and the stock condition survey will be used to estimate the cost and timing of the life cycle replacement of the major components over a thirty year period and inform the business planning process. The information will identify compliance with SHQS and identify works and resources required to achieve compliance with EESSH.

18.4 The survey information will identify repairs and failing components and establish short and medium term planned programmes based on actual needs and provide data on the following:

- The current condition of existing elements and components
- The remaining life of existing elements and component
- The standards of maintenance being achieved.
- The Planned replacement cycle for existing components and elements
- The Cyclical repairs cycle for existing components and elements
- Assess any improvements needed
- Any on-costs including Consultant's fees, contingencies and VAT

The stock condition information will be kept updated on a regular basis to prevent information from becoming obsolete.

19.0 Factoring.

- 19.1 As a charity the Association is limited in its trading activities and as such our subsidiary company WS Property Management Ltd (WSPM) was set up to be responsible for providing a factoring service to the owners within the flats. The main responsibility of the WSPM as Factor is to provide general property management and administration of the communal shared areas of the property as defined in the Deed of Conditions.
- 19.2 WSPM was primarily set up to provide factoring services where the association already had an interest in a communal block, with the aim of growing the business to provide factoring services across a wider portfolio of properties within a wider area.
- 19.3 The Factoring service is an integral part of our strategy to protect and maintain the value of our assets and ensure that the communal areas are adequately maintained and serviced to a good standard.

20.0 Stock Profile.

The stock profile as at the 22nd August 2016

Property Type	Age Band	Stock
Tenement	Pre 1919	716
Tenement	1919 - 1944	51
Tenement	1945 - 1964	10
Tenement	1965 - 1982	110
Tenement	1983 - 2002	83
Tenement	Post 2002	56
Flats - Maisonette	Pre 1919	9
Flats – Cottage Flat	1983 - 2002	41
Flats – Cottage Flat	Post 2002	5
High Rise 64 Curle St	1965 - 1982	120
High rise 6&8 Methil	Post 2002	23
High rise 7&9 Methil	1983 - 2002	20
House – Detached	Post 2002	4
House – End Terrace	1983 - 2002	8
House – End Terrace	1965 - 1982	6
House – Mid Terrace	1983 - 2002	20
House – Mid Terrace	1965 - 1982	7
House - Bungalow	1965 - 1982	6
Total		1295
*Non Housing		6

***Non Housing comprises WSHA office, WSPM office, 1a, 2a &3a workspace (new offices) built 2006, Wardens' office and Common Room Northinch Court built 1965 - 1982 and Primrose Court. Built 1983 - 2002**

21.0 Equal Opportunities Testing

21.1 In accordance with the Association's Equality & Diversity Policy, this Strategy has been consciously considered to judge whether there is any likelihood that its presentation or operation could in any way lead, no matter how inadvertently, to discrimination. The conclusion of this exercise is that it is believed that the Policy should operate in a non-discriminatory way.

22.0 Policy Review

22.1 This policy will be subject to review every five years or sooner if it is affected by legislative or other significant changes.

APPENDIX A.

Key Action Plan. (Reviewed Annually)

The Action Plan identifies the lists the key actions to be carried out over the next 12 months:

- Carry out a comprehensive review existing asset data, identify gaps in information and format data for uploading into the IT data base.
- Implement the new Planned Maintenance Module on the Capita IT system and introduce mobile working platform to allow stock information to be uploaded directly into the asset data base.
- Maintain ongoing compliance with the Scottish Housing Quality Standards (SHQS).
- Review the energy efficiency information across the stock and introduce a strategy to achieve the Energy Efficiency Standard for Social Housing (EESH) by the 2020 deadline.
- Consider the implications of fitting new 'smart meters' that will allow tenants to better manage their energy consumption usage.
- To ensure that our current stock information is accurate and up to date. Aim to complete a 100% Stock Condition Survey during 2016/17.
- Using our improved stock condition data, review and prioritise the planned maintenance programmes and using the validated stock information, update and inform the 30 year Business plan accordingly.
- Prioritise, develop and publicise a robust five year programme of works in line with available resources.
- Complete the feasibility review to determine the profitability and long term sustainability of a Social Enterprise company to potentially deliver a range of in-house services, including concierge, close cleaning, bin store cleaning etc.
- Ensure compliance with all health and safety regulations and legislation across all risk areas.
- Continue to identify development opportunities within the local area and identify potential acquisitions within the factored blocks to increase ownership with the aim of achieving majority ownership within the close/block.

- Review and establish frameworks and templates for monitoring, recording and evaluating performance.
- Identify low demand, high turnover, future demographic impact, creeping obsolescence of stock and trends affecting the long term viability of the stock.
- Consider the technical feasibility and implications of fitting 'heat meters' to individual flats connected to a district heating installation, following the release of the Government guidelines. Guidelines are due to be published during 2017.