



## Asset Management Strategy

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### Strategy

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# Wellhouse - The Place to Be

Draft Strategy Created:  
January 2023

Date of Last Review: N/A

Date of Current Review:  
January 2023

Date of Next Review:  
January 2025

Reviewed by: Assets and  
Maintenance Manager

**The strategy is available on the Association's website. Customers will be provided with a copy of this strategy on request. We will provide this policy in specific formats as requested, for example; tape, Braille or another language.**

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## **1. Introduction**

We have defined Strategic Asset Management as the strategy which will ensure we manage, maintain and invest in our property assets to ensure that our properties provide attractive, good quality homes for our residents and future customers, at an affordable cost to them and us. We also want to ensure our homes and other property assets are fit for purpose.

For Wellhouse Housing Association, the above definition reflects the process we apply to ensure that the assets we need to operate our business are managed effectively, provide value for money, support growth and diversity and are sustainable into the future. In addition to the property assets, we also recognise financial resources, staff, systems and processes as organisational assets. The asset management strategy recognises that effective maintenance is essential to ensure our properties continue to meet housing needs and remain sustainable in the future.

Various asset management procedures and processes are in place to achieve this, including the following:

- Planned and Cyclical maintenance programmes
- Reactive maintenance policy and procedures
- Voids procedures
- Response targets and quality standards
- Health and safety procedures

## **2. Aims and Objectives**

Through our asset management strategy, we contribute to our strategic objectives and we are committed to ensuring the following:

- Quality standards
- Sustainability
- Financial viability, affordability and value for money
- Suitability of purpose
- Recognition of our customer needs
- Customer satisfaction

## **3. Statement of Intent**

The Asset Management Strategy aims to ensure that our properties provide good quality homes and environments for our tenants that are well maintained to maximise their life and to protect the investment in the properties. Our stock will be regularly assessed to ensure it meets our business needs.

## **4. General Principles**

To consult with tenants and residents, keeping them updated on forthcoming programmes of works and to incorporate tenant choice, wherever possible, as part of the replacement programmes.

To provide a planned and cyclical maintenance programme and undertake improvement works and an adaptations service in a professional and cost-effective manner. However,

where planned maintenance works are not a statutory requirement, we will not carry out improvements to properties if the property is in poor condition internally through negligence or where there is money owed to the association through rent arrears, recharge repairs or court expenses or where the tenant does not wish the works to be carried out.

To ensure compliance with all relevant legislation and regulations and to maintain the stock in accordance with the landlord responsibilities set out in the tenancy agreements.

To maintain the Association's properties in a good, lettable standard at all times.

To undertake, wherever possible, and where funding is available, the incorporation of innovation and improvements as part of our programmes that provide a long-term benefit to our tenants and the environment, especially those which reduce running costs or improve the quality of life for residents.

To ensure that the works carried out are undertaken effectively and efficiently in compliance with recognised good practice.

To reduce the amount of ad-hoc major repairs and routine maintenance through a planned maintenance approach.

To undertake regular stock condition surveys and inspections and maintain updated life cycle costing programmes for all our properties.

To undertake where necessary, risk management appraisals, value management and cost benefit analysis in respect of identified and planned works.

To report regularly to the Board of Management, on planned programmes, progress, spend, costs and other relevant issues.

Where we lease properties, the relevant works will be undertaken in accordance with the terms of the lease and the relevant asset management arrangements.

Where other owners' properties are part of a mixed tenure project, where we own properties, we will look to optimise recovery of other owners' costs which are attributable, as part of any works we undertake.

Regular stock reviews will be undertaken and where it is felt to be in our best interests, properties may be remodelled, or assets may be disposed.

## **5. Customers and Stakeholders**

We recognise that there are a number of key stakeholders in relation to our asset management strategy. These include:

- Residents
- Service Users
- The wider community
- Our Board of Management
- Staff
- Funders and lenders

- The Scottish Housing Regulator and other regulators
- Partners, such as the local authority, contractors, others RSLs, agencies and community groups

## **6. Compliance with Standards**

As a Registered Social Landlord (RSL), Wellhouse Housing Association will comply with the regulatory requirements of the Scottish Housing Regulator (SHR). The Asset Management Strategy has been guided by the SHR Strategic Asset Management Recommended Practice (SAMRP) (August 2012) as updated (March 2020).

Asset Management is a key requirement of performance standards for housing associations. Implementation of the asset management strategy will ensure compliance with a range of performance standards, including the following:

- Governance and financial management
- Disposals guidance
- Service delivery and communication
- Void management
- Repairs
- Stock management
- Life cycle maintenance
- Adaptations

### **6.1 Scottish Social Housing Charter**

The Scottish Social Housing Charter sets the standards and outcomes that all social landlords should aim to achieve when performing their housing activities. The asset management strategy will contribute towards this aim and promote a culture of continuous improvement in delivery of our services.

### **6.2 Health and Safety Legislation**

Compliance with statutory obligations and health and safety requirements is reflected in our cyclical and planned maintenance programmes and processes.

## **7. The Planning Approach**

Our short to medium term cyclical and planned maintenance programmes are recognised in our 5-year plans.

Our ongoing planned maintenance and improvement programmes are included as part of our 30-year business and financial plans.

As part of our planning processes, it is essential to have good information available to inform our plans in the asset management strategy.

We have detailed information available on our stock and our tenants/residents and this information is analysed to ensure we deliver high quality services.

Continuous improvement is an approach applied as part of our service delivery objectives. Performance is monitored and regularly reported to senior management, our Board of Management and our customers.

The reporting process allows us to control costs and identify any trends which require intervention or can impact on the planning process. Based on the above planning approach we can ensure our maintenance plans are reflected in our annual budgets, our medium-term plans and our long-term financial projections.

## 8. Funding, Financial Plans and Value For Money

The planned and cyclical maintenance programmes will be funded through the rental income and from provisions set aside for these purposes.

Improvement works to housing will be funded through budgeted expenditure or through grant income where applicable.

Improvement works to non-housing assets will be funded by us through budgeted expenditure.

Our corporate business and financial plans fully recognise our asset management proposals and plans. Value for money assessments aim to achieve the optimum balance of both cost and quality.

## 9. Stock Profile

Wellhouse Housing Association currently (end of March 2022) owns 792 mainstream rented properties, 93 of these have been built or adapted for specialist needs, and 5 supported bedspaces build and let via Glasgow City Council's Health and Social Care Partnership (HSCP).

<b>Apt Size</b>	<b>House Types</b>	<b>Number</b>
<b>2</b>	Main Door	44
<b>2</b>	Ground Flats	2
<b>2</b>	Other Flats	6
<b>2 Apt Total</b>	<b>52</b>	
<b>3</b>	Main Door	135
<b>3</b>	Houses	49
<b>3</b>	Ground Flats	73
<b>3</b>	Other Flats	240
<b>3 Apt Total</b>	<b>497</b>	
<b>4</b>	Main Door	15
<b>4</b>	Houses	100
<b>4</b>	Ground Flats	10
<b>4</b>	Other Flats	31
<b>4 Apt Total</b>	<b>156</b>	
<b>5</b>	Houses	81
<b>5 Apt Total</b>	<b>82</b>	
<b>6</b>	Houses	5
<b>6 Apt Total</b>	<b>5</b>	

Our non-housing stock includes The Hub (which incorporates our offices) and four commercial (shop) units.

## **10. Scottish Housing Quality Standard (SHQS)**

The Scottish Housing Quality Standard (SHQS) was introduced in February 2004 and is the Scottish Government's principal measure of housing quality in Scotland. SHQS Compliance was required by April 2015, except for any abeyance and exemption. We achieved full compliance of all properties by the due date except for allowable exemptions and abeyances.

At the end of March 2022, 95.08% of our stock meets the standard. The remainder were due to tenant refusal or other issues out with our control, which resulted in abeyances or exemptions. The introduction of new legislation on smoke alarms and heat detectors from February 2022, proved to be challenging for ourselves and our residents.

We regularly monitor our properties to ensure continued compliance and take steps to minimise exemptions and abeyances.

## **11. Energy Efficiency Standard for Social Housing (ESSH)**

The Energy Efficiency Standard for Social Housing (ESSH) was launched by the Scottish Government in March 2014. The standard sets minimum energy ratings for social housing stock to achieve by 31 December 2020. The standards are based on target minimum energy ratings that vary dependent upon the dwelling type and the fuel type used to heat it. At the end of March 2022, 99.1% of our stock meets the standard. The remainder were due to tenant refusal or other issues out with our control, which resulted in abeyances or exemptions.

We are reviewing our planned improvement works to ensure that we can meet the awaited enhanced standards from Scottish Government, known as ESSH2.

## **12. Risk Assessment**

Strategic risks, associated with asset management are assessed as part of our business planning process, and risk registers are reviewed in accordance with our risk management policy, to ensure we have a good understanding of actual and potential risks which could impact on our asset management strategy.

Our housing stock is mixed with the majority built around 1955 and being refurbished tenemental flats and conversions. Some are new build housing, primarily house types, built to high standards and are well maintained. Therefore, when identifying and assessing asset management risks, we take a proportionate approach, which reflects the age, type and condition of our assets.

Notwithstanding the above, there will be unforeseeable and unavoidable events which could occur due to external factors. Examples of risks which could fall into this category might include financial factors relating to maintenance cost inflation, health and safety incident, environmental and climate change conditions such as flash floods and other economic conditions which result in an unexpected risk.

To minimise the impact of such risks we apply management monitoring processes and have business continuity plans in place.



### **13. Asset Disposal**

Where it is assessed as being in the best interests of Wellhouse Housing Association and its tenants, arrangements may be considered for the disposal of assets.

### **14. Sustainability and Energy Efficiency**

Sustainability is at the core of all Wellhouse Housing Association's strategies, policies and procedures and the asset management strategy has been drawn up to ensure our properties continue to meet the needs and standards required by our tenants/residents and other customers, both now and in the future. Sustainability encompasses a wide range of factors and covers various activities. The asset management strategy recognises Sustainability in our approach through:

- Sustaining tenancies, through the provision of affordable, well designed, maintained and managed homes
- Maximising the life cycles of our property assets, through well planned maintenance processes and programmes
- Managing and maintaining the Wellhouse estate
- Improving properties to extend the life of our assets and add value
- Adapting properties to meet tenants/residents particular needs
- Improving both environmental and energy efficiency standards to make a positive contribution to climate change objectives and address fuel poverty

### **15. Strategic Priorities**

The priorities which have been identified are as follows:

- Continue to deliver responsive customer services, by meeting or exceeding our target response times
- Deliver efficiencies by identifying and implementing process improvements to eliminate waste and duplication
- Continue to review processes and procedures and focus on continuous improvement in service delivery and customer satisfaction levels through all aspects of the services provided
- Develop current areas of business growth and look at new avenues for future growth
- Continue to plan and implement a programme of improvement measures to ensure compliance with the new EESSH before the target date and continue to maintain and improve SHQS compliance
- Address energy efficiency and address fuel poverty for tenants

### **16. Consultation**

We aim to deliver excellent services, which respond to local needs and reflect what is most important to our customers.

To do that we need our customers to tell us how well our strategies are working and help us to make changes that will improve it. In line with our Customer Engagement and Participation Strategy:

- We make it easy for customers to give us their comments and views - face to face, by telephone, e-mail, online or in a letter.

- We commission formal independent tenant satisfaction surveys on a continuous monitoring basis carried out every three months.
- We consult our Customer Opinion Panel
- We publish the targets we set
- We publish how we have performed against those targets

We use customer feedback when we are reviewing our strategies.

## **17. Review Timeframe**

This strategy will be reviewed every three years, or sooner, in response to a change in legislation or circumstance.

## **18. General Data Protection Regulation UK**

The organisation will treat personal data in line with our obligations under the current data protection regulations and our own GDPR Policy. Information regarding how data will be used and the basis for processing data is provided in Wellhouse HA's privacy notice.