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West Lothian Council

Housing Asset Management Plan 2023/24 to 2027/28

Contents

1.	Foreword	3	
2.	Introduction & Background	4	
3.	Corporate Plan Priorities	11	
4.	Corporate Asset Management Strategy – Performance Outcomes	12	
5.	Housing Asset Management Plan Strategy Hierarchy and Decision Making	14	
6.	Housing Asset Management Activity Themes	18	
7.	Financial Resources	20	
8.	Customer Demand, Consultation and Expectations	21	
9.	Risks to Housing Asset Management Plan	24	
Appendices	A.	Housing Capital Investment Programme 2023/24 – 2027/28	25
	B.	Housing Capital Programme – Further Information	26

1 Foreword

West Lothian Council is committed to managing its housing stock effectively and efficiently.

This plan sets out the council's proposed framework for the management of the housing stock over the next five years. It has been produced in accordance with national guidance and recognises good practices to support the delivery of our corporate priorities.

The plan recognises the outcomes of the Corporate Plan 2023 to 2028. A new Local Housing Strategy has been developed for the period 2023 to 2028 and the current West Lothian Local Outcome Improvement Plan (LOIP) 2013 - 2023 is being reviewed. This plan recognises the importance that is placed upon ensuring that the housing stock is managed in a sustainable manner. It also builds upon the approved Corporate Asset Management Strategy 2023/24 to 2032/33, which sets out the main outcomes used to demonstrate that our property assets are managed efficiently and effectively.

It is recognised that the application of modern asset management practices can enable more efficient and effective resource deployment, service modernisation, long term financial planning and improved risk management. In these challenging times it is essential that the council embraces this approach and strives to ensure that we invest as wisely as possible and ensure that the housing stock continues to be maintained for the benefit of local communities and future generations.

Significant resources are deployed in the management, maintenance of existing houses and construction of new council houses. It is essential that these are deployed to deliver the best possible outcomes for West Lothian Communities. This plan forms an important part of the council's commitment to achieve this.



Julie Whitelaw
Interim Head of Housing Customer and Building Services

2 Introduction and Background

2.1 Introduction

Welcome to the Housing Asset Management Plan (HAMP) 2023/24 to 2027/28. This plan sets out the strategy for the management of the council's housing assets for the period 2023/2024 to 2027/2028. This builds upon the previous Housing Asset Management Plan produced in 2018.

The council has a Corporate Plan 2023 to 2028, which sets out five priorities that have been developed in consultation with local communities, partner organisations, stakeholders and staff. These priorities are the focus for council services in the next five years, as we work to deliver better outcomes for West Lothian. Successful management of property assets will be critical to ensure the delivery of these. Effective and efficient asset management was also identified as a key priority from the consultation.

To ensure a consistent approach to the management of our assets, the council has approved a Corporate Asset Management Strategy that sets out a number of performance outcomes within the context of our vision *“to manage assets efficiently and effectively to support the achievement of corporate priorities and outcomes”*.

The purpose of this Housing Asset Management Plan is to support the achievement of this vision and ensure our Housing assets continue to play an active role in the delivery of our services. Consultation undertaken as part of the development of the Local Housing Strategy (LHS) 2023 to 2028, also identified the importance of the Housing Asset Management. Customers identified the following as the top three priorities for the new LHS.

- Building more affordable homes of the right size, type and tenure;
- Improving property condition, and;
- Improving energy and efficiency in homes and addressing fuel poverty.

This Housing Asset Management Plan sets out the council's approach to the management of its housing assets. It supports the delivery of the council's priorities by:

- Establishing a corporate framework for the management of all housing assets;
- Highlighting our corporate outcomes and priorities and how they will be supported through the effective and efficient management of housing assets;
- Presenting an overview of the 14,000+ houses owned and managed by the council;
- Identifying the internal and external influencing factors and challenges affecting property;
- Identifying a number of activity themes to improve the performance of housing assets management; and
- Outlining the investment to be made in the housing stock over the next 5-years.

The revenue resources deployed in the management of our housing assets represent the highest area of expenditure. It is therefore essential that these significant resources are deployed effectively and efficiently to sustain and where possible improve the performance of our housing assets. The council currently spends significant resources on the management of its housing assets on matters such as statutory compliance, maintenance and repairs. The council has an approved five year Housing Revenue Account (HRA) revenue strategy and the management of property budgets will continue to play a large role in the council's financial planning for the delivery of Housing services and modernisation programmes.

The council has approved a five year Housing Capital Investment Programme that has been formulated based on our priorities, managing risks, ensuring asset management best practice and adherence to the prudential code. By having the housing asset management strategy, capital and revenue resources agreed for the next five years the council has established a sound basis for aligning our resource deployment with corporate priorities.

This approach has enabled commitment to a number of significant investments over the next five years set out in the Housing Capital Investment Programme that will substantially improve the performance of homes and support achievement of corporate priorities (see Appendix A and B). These include:

- Provision of New Housing Supply investment over £27 million
- Delivering refurbishment projects and major elemental upgrades of over £31million
- Undertaking planned maintenance programmes totalling over £43 million
- Improving and sustaining our housing statutory compliant responsibilities on matters such as asbestos, electrical safety and accessibility with investment of over £53million

As West Lothian recovers from the pandemic there are a number of challenges which may impact the delivery of the new Housing Asset Management Plan. In particular, the challenges directly relate to the current economic climate of budget constraints, high inflation, costs of materials and labour shortages as well as requirements of new legislation and best practice guidance.

Despite these challenges the investment priorities outlined in this plan, together with a wide range of environmental works, clearly demonstrates the commitment the council is making to ensuring that houses are and continue to be, fit for purpose.

2.2 Background – Housing Assets Overview

The assets of Housing, Customer and Building Services are essential to the services delivered by the council. Managing these assets is a structured process that seeks to ensure best value; continuous improvement in performance; achievement of our corporate priorities; and service modernisation.

It is recognised that:

- Managing assets effectively is a key element of supporting service delivery;
- Resources employed in the management of our housing assets are significant and therefore the efficiency of their deployment is critical;
- The value of housing assets owned by the council is significant, and;
- Properties are at the centre of public perception of our local authority.

As of 31 March 2023, the council has a housing stock of 14,243 residential properties plus a portfolio of land and non-domestic assets which include over 1,700 lock up garages, 744 garages plots, general amenity land and un-adopted roads and footpaths. The assets consist of two distinct types of property identified below:

Operational Properties

Operational properties are those that are used to benefit present or prospective council tenants through direct usage and include the council housing stock.

Non-Operational Properties

Non-Operational properties are properties or land which benefit the present or prospective tenants by way of providing a financial return to the Housing Revenue Account (HRA). This category includes surplus assets for disposal to support capital programmes and strategic development land.

If neither of these situations applies, then the assets are not benefiting the HRA and removal from the HRA should be considered.

Property Type	SIZE						TOTAL	% of Stock
	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed	6 Bed		
Four In A Block	906	2,342	545	89	-	-	3,882	27%
Flat	587	658	174	5	-	-	1,424	10%
Maisonette	-	382	295	5	-	-	682	5%
House	1,001	3,345	3,229	395	148	7	8,125	57%
Sheltered Housing	129	-	1	-	-	-	130	1%
TOTAL	2,623	6,727	4,244	494	148	7	14,243	
% of Stock	19%	47%	30%	3%	1%	0%		

Figure 1: Residential Stock by Type and Size

In February 2023 The Scottish Housing Regulator (SHR) produced recommended practice guidance for Integrated Asset Management which aims to support social landlords to review and develop their approach to integrated asset management.

The SHR has not attempted to outline a prescriptive blueprint for strategic asset management; as it would not work for the very wide range of organisations and operating contexts that exist. Under each strand, they have explored some common issues and then they have suggested some useful self-assessment questions.

To support social landlords to pursue and achieve an integrated approach to asset management, and to ensure their assets continue to meet the needs of tenants and residents, the SHR recommended practice guide is based around five practical principles:

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

Given the foregoing, the aim of this asset management plan is to ensure that council tenants receive the maximum benefit from their rents and ultimately the best standards of service. It will assist in promoting consistency in the way in which Housing assets are managed by promoting the efficient use of resources.

It will also help ensure transparency in the operation of HRA assets and the recording of financial information so that tenants can better understand how their housing service is delivering benefit to them and at what cost in line with the requirements of the Scottish Social Housing Charter.

2.3 Background – Management

The asset management of the council's housing stock sits within Housing, Customer and Building Services, with stewardship from a strategic level being the responsibility of Housing Strategy and Development. This role primarily consists of the following main activities:

- Leading on the scope and direction of this Housing Asset Management Plan;
- Prioritising and managing the deployment of capital resources to support and undertake planned improvements, statutory compliance works and to deliver new houses;
- Leading on the development of strategies in support of housing asset management, including the Local Housing Strategy, Affordable Housing Supplementary Guidance and Affordable Housing Programmes;
- Managing the housing capital receipts programme;
- Leading on Housing Asset Management initiatives.

In managing the council housing stock Housing, Customer and Building Services staff pay particular attention to;

- Voids management and lettings
- Statutory compliance and reactive maintenance and repairs
- Managing tenancies to make best use of the housing stock
- Maximising income including arrears management and benefit take up
- Sustaining communities by working in partnership (multi agency approach)
- Reducing antisocial behaviour
- Encouraging and promoting tenant participation
- Obtaining customer feedback and resolving customer complaints.
- Ensuring property records are maintained

2.4 Background - Influencing factors

The management of the housing stock is influenced by a variety of factors, these can be summarised as follows:

External

- The current economic climate means there are fewer resources to deploy in the management and maintenance of property due to increase in material costs and difficulties in recruitment;
- Regulatory and statutory changes at both UK and Scottish Government level will occur throughout the life of this plan. These will need to be reacted to and will affect how we manage and improve our property assets. The Scottish Housing Regulator is responsible for monitoring performance;
- Demographic changes mean that West Lothian population will grow in the future and will become older;
- Best practice guidance issued by professional organisations or influential bodies such the Scottish Housing Regulator will need to be responded to where appropriate;
- Property requirements of strategic partners may influence the delivery of projects, and;
- Costs of energy, construction materials and professional advice will vary during the plan period and therefore need to be considered on an ongoing basis.

Internal

- Service modernisation and new ways of working may mean that existing properties may need to be adapted and new houses will need to be more flexible;
- Efficiencies in resource usage will require to be achieved to reduce long term operating costs therefore prioritisation of works based on risks may need to be implemented;
- The council is committed to reducing carbon and improving the energy efficiency of housing for the benefit of tenants. It is recognised that fuel poverty is a real issue in West Lothian Communities. This will influence planned improvements and the construction of new houses.

3 Council Corporate Plan Priorities

The council has set five priorities in the Corporate Plan 2023 to 2028 in consultation with the local community, partners, stakeholders and our staff. These priorities represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 1 below illustrates where quality rented housing can *directly* contribute to the delivery of the council's priorities:

Raising Educational Attainment	✓	The link between good quality housing and health and educational attainment is long established and the service is committed to maintain the Scottish Housing Quality Standard (SHQS) for healthy homes.
Strengthening Care and Support for Children, Adults and Older People	✓	The five year Housing Capital Investment Programme includes £4.541 million targeted at making provision to support people to remain in their own home through aids and adaptations. The New Build Programme makes provision for housing for varying needs and wheelchair accessible housing
Investing in Skills and Jobs	✓	The Housing Capital Investment Programme has £157.9 million planned for investment in our existing housing stock and creation of new homes over the five year period, supporting the construction industry in the West Lothian area.
Helping to Create Strong and Sustainable Communities	✓	By investing in the housing stock for current and future generations and ensuring they are managed in a sustainable manner we ensure that the impact on the environment is minimised. In particular the council has committed £52 million to meeting The Energy Efficiency Standard for Social Housing (ESSH) and work towards net carbon zero
Tackling Homelessness, Poverty and Inequality	✓	The Housing Capital Investment Programme has £27.245 million planned for the creation of 380 additional council homes over the five year period to 2027/28

Figure 2: Council Priorities

4 Corporate Asset Management Strategy – Housing Performance Outcomes

The Corporate Asset Management Strategy sets out how we will manage assets efficiently and effectively to support the delivery of services and corporate priorities. To demonstrate these six performance outcomes have been developed for all asset categories including housing. The following table demonstrates how these relate to housing and sets out appropriate high level performance indicators.

Strategy Outcome	Primary Performance Indicator	Target
Compliance	<ul style="list-style-type: none"> Percentage of council houses meeting the Scottish Housing Quality Standard (SHQS) 	100%
	<ul style="list-style-type: none"> Percentage of council houses fitted with compliant smoke alarms 	100%
	<ul style="list-style-type: none"> Percentage of houses with a gas safety service completed within 12 months of previous service 	100%
Condition	<ul style="list-style-type: none"> Percentage of tenants who are satisfied with the overall condition of their home 	85%
	<ul style="list-style-type: none"> Percentage of council houses meeting the Scottish Housing Quality Standard (SHQS) 	100%
Suitability	<ul style="list-style-type: none"> Scottish Housing Quality Standard modern facilities and Services Percentage of Stock 	100%
	<ul style="list-style-type: none"> Scottish Housing Quality Standard healthy, safe and secure number of houses meeting standard of stock 	100%
Sufficiency	<ul style="list-style-type: none"> Percentage of lettable houses that became vacant in the last year 	7%
Utilisation	<ul style="list-style-type: none"> Percentage of houses maintained or upgraded to ensure their use is safe and secure and meets the needs of individual tenants. 	100%
	<ul style="list-style-type: none"> Average length of time taken to re-let properties in the last year 	48 days

Strategy Outcome	Primary Performance Indicator	Target
Accessibility	<ul style="list-style-type: none">• Percentage of houses maintained or upgraded to meet the accessibility requirements of tenants.	100%
Sustainability	<ul style="list-style-type: none">• Percentage of council housing stock compliant with Energy Efficiency Standard for Social Housing (ESSH).	100%

Figure 3: Corporate Asset Management Strategy – Housing Performance Outcomes

Additional management performance indicators will, where appropriate, also be reported within annual updates of this Housing Asset Management Plan. These support the higher level performance measures and also specific activity themes outlined in the plan.

5 Housing Asset Management Plan

5.1 Strategic Hierarchy

The housing stock is managed within an integrated strategic framework that has at its highest level the Corporate Plan where direct and enabling service priorities are identified. These priorities are reflected in the Corporate Asset Management Strategy that sets out the primary outcomes required to ensure effective and efficient asset management takes place in support of these. At this level financial resources are considered within the context of the council’s financial management strategy which sets the framework for the prioritised deployment of revenue and capital resources for the different asset categories. This housing asset management strategy builds upon these and sets out the direct requirements for housing to support the delivery of the corporate level outcomes and priorities. The following illustration shows the strategic hierarchy for the Housing Asset Management Plan.

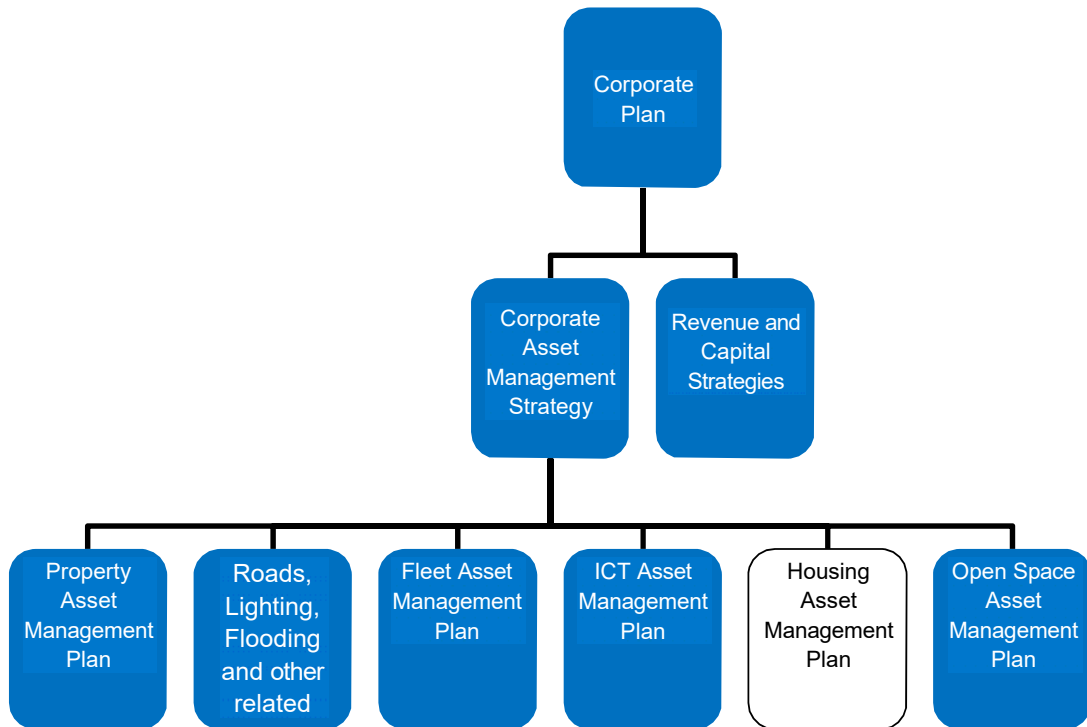


Figure 4: Housing Asset Management Plan – Strategic Hierarchy

5.2 Property Asset Management Plan Decision Making Hierarchy

To ensure that housing assets are management consistently within a clear decision-making framework that facilitates the effective and efficient management the following structure has been established.

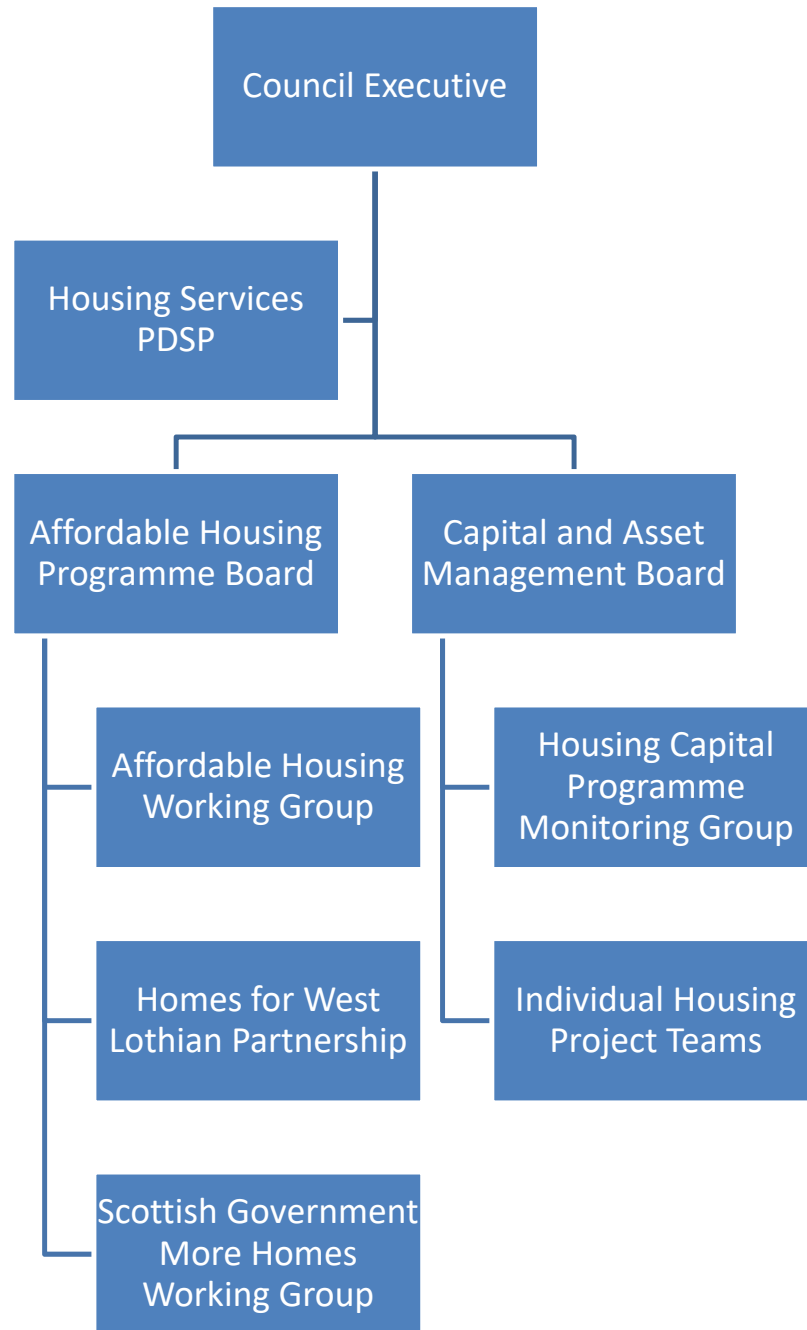


Figure 5: Housing Asset Management Structure

HOUSING ASSET MANAGEMENT PLAN 2023/24 to 2027/28

Each of these groups remit and responsibility is shown on the following table:

Level	Group Name	Remit and Responsibility	Frequency / Attendance
1. Elected Members	Council/ Council Executive	<ul style="list-style-type: none"> Approval of Corporate and Housing Asset Management Strategies Approval of Housing Capital Programme Approval of Housing capital programme monitoring reports. Approval of any housing investment or policy reports that require decisions by elected members 	Quarterly (as required)
1. Elected Members	Housing Services PDSP	<ul style="list-style-type: none"> Consideration of performance reports. Consideration of Asset Management Plan and Housing Capital Investment Programme Project reports that require consideration by elected members 	Quarterly (as required) / Elected Members
2. Senior Officers	Capital and Asset Management Board	<ul style="list-style-type: none"> Responsibility for the direction and scope of the Corporate Asset Management Strategy and Property Asset Management Plan. Corporate monitoring of general services capital Evaluation of emerging investment requirements and strategic outline business cases (SOBCs). Oversee the coordination of corporate asset management projects and initiatives. 	Quarterly / Head of Finance and Property Services, Asset Lead Officers
3. Senior Officers	Affordable Housing Programme Board	<ul style="list-style-type: none"> Responsibility for the direction and scope of the Affordable Housing Programme. Monitoring of the Affordable Housing Programme for West Lothian, including council and Registered Social Landlord projects Review dashboards from working groups and make decisions based on recommendations for the programme. 	Bimonthly / Head of Housing, Customer and Building Services, Housing Asset Lead Officer, Enabler Services

HOUSING ASSET MANAGEMENT PLAN 2023/24 to 2027/28

Level	Group Name	Remit and Responsibility	Frequency / Attendance
4. Officers	Housing Capital Programme Monitoring Group	<ul style="list-style-type: none"> • Responsibility for the implementation of the Housing Asset Management Plan. • Reviewing project management of housing capital projects and considers post project evaluations • Initial evaluation of emerging investment requirements. • Facilitate service liaison on specific housing capital projects and general operational management issues. • Monitoring performance and progress on initiatives. 	Monthly, Depute Chief Executive, Head of Service & Service Representatives
5. Officers	Individual Property Project Groups*	<ul style="list-style-type: none"> • Management of Specific Projects and Initiatives • Implementing the Housing Estate Code 	As appropriate / variable depending upon project

*Groups report to Housing Capital Monitoring Group as appropriate.

Figure 6: Housing Asset Management Decision Making Groups Hierarchy

6 Housing Asset Management Activity Themes

The Corporate Plan 2023 to 2028 sets the service delivery priorities that we will support through the use of assets. The Corporate Asset Management Strategy sets the higher level performance outcomes that are used to measure that we are effectively and efficiently managing our assets and resources in pursuit of these priorities.

This Housing Asset Management Plan in addition, sets out activity themes that will be undertaken over the next five years to support the achievement of the corporate priorities, the asset management strategy outcomes and support the modernisation of service delivery.

The key activity areas services involved in summary are as listed in the table below.

Activity Theme	Activity Description
Asset Management Efficiency and Effectiveness	<ul style="list-style-type: none"> Resource deployed in the management of assets will be optimally required to sustain condition and performance of the stock and where appropriate, improve performance; investment evaluations involving options appraisals in accord with the housing estate code will be pre-requisite for any significant expenditure.
Project Management	<ul style="list-style-type: none"> Investment across all housing assets will be prioritised to ensure all assets remain in a fit for purpose condition, providing safe and efficient environment for tenants. This will align with investment priorities. Robust and clear project governance and management priorities will be adopted for all projects.
Delivery Models	<ul style="list-style-type: none"> Methods of procurement and managing housing investment projects to be evaluated and considered for all new and emerging projects with critical evaluation on key criteria of timescales, cost and quality.
Partnership Working	<ul style="list-style-type: none"> Working with Tenants Groups to develop and agree the housing stock asset management plan has a coordinated approach to property investment and service delivery accommodation requirements

Figure 7: Corporate Asset Management Strategy – Activity Themes

These themes represent the main modernisation activity areas for the management of housing assets. There are however, significant other areas of operation involved in the ongoing day to day management of the housing stock which are covered within the service management plan. This is reported separately together with appropriate performance measures. Throughout the five year life of this plan additional modernisation opportunities will arise and these will be incorporated and reported within annual monitoring performance monitoring reports as appropriate.

7 Financial Resources

7.1 Housing Revenue Account Five Year Strategy

In formulating the five year strategy, it is assumed that there will be a 3.5% rent increase each year from 2023/24 to 2027/28, in line with the approved rent strategy. This rental increase, along with an increase in housing stock up to 14,626 by 2027/28, will generate additional income to the Housing Revenue Account and enable a balanced budget to be delivered. It will also support capital investment over the medium term.

The summary five year HRA budget is shown below

Expenditure	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Employee Costs	5,511	5,619	5,734	5,851	5,970
Premises Costs	23,735	25,099	26,629	28,217	30,096
Transport Costs	102	107	112	118	124
Supplies & Services	2,673	2,673	2,673	2,673	2,673
Third Party Payments	146	157	169	182	195
Transfer Payments	2,311	2,328	2,347	2,366	2,386
Support Services	2,552	2,552	2,552	2,552	2,552
Capital Financing	16,052	17,305	18,716	20,163	21,712
CFCR	8,098	7,599	7,050	6,376	5,211
Total Expenditure	61,180	63,439	65,982	68,498	70,919
Funding	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Housing Rents	(60,033)	(62,301)	(64,834)	(67,313)	(69,673)
Garage Rents	(650)	(673)	(697)	(721)	(746)
Miscellaneous	(497)	(465)	(451)	(464)	(500)
Total Funding	(61,180)	(63,439)	(65,982)	(68,498)	(70,919)

Significant resources are employed in the management and improvement of our housing assets. The table provided in Appendix A highlights the new investment being made to support priorities and deliver improvements in the asset management outcomes.

8 Customer Demand, Consultation and Expectations

In the development and implementation of this asset management plan it is important for us to ensure that we are aware of our unique customers groups, their needs and expectations. The following table highlights the customer consultation schedule that will be implemented which will influence any changes to the plan as it is deployed over the next five years and will form part of periodic reviews and updates.

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Service Users / Members of Public (recent survey as part of Your Council Your Say)	On-line and Physical Questionnaire	Ongoing	Corporate Services	Annual Report
Tenants and Tenants Groups	Face to Face Interviews and Feedback	Annually	Housing Manager	Annual Report

Figure 8: Customer Consultation Themes

9 Risks to Housing Asset Management Plan

In the delivery and implementation of this plan there are a number of risks that require to be mitigated. These include the following:

- **Managerial** – It is vital to the success of the asset management plan that high level managerial support is in place across all services;
- **Political** – Ensuring that there is high level support is essential to the success of the plan. The need to achieve efficiencies may in some instances require tough choices and hard decisions to be made;
- **Budgetary** – In dealing with construction projects and maintenance there is considerable expenditure on items where the price is influenced by external factors, these include fuel costs, material costs and professional fees. Unforeseen increases in these could lead to the full implementation of this plan being compromised;
- **Legislative** - changes meaning certain properties are no longer compliant for use would mean unplanned increased costs to make compliant or the potential closure of buildings. There could also be changes that affect construction standards thereby increasing costs;
- **Staff Resources** – To progress the various activity themes and projects within the scope of this plan, the appropriate staff resources require to be available.

In terms of scale, each of these risks would have a significant effect on the success of the implementation of the plan. Each though has been considered and there are appropriate controls in place to mitigate these. Whilst it is recognised that there will be instances where each of these will have some impact whether on specific projects or activity themes these are not considered to be highly likely or insurmountable to the overall implementation and success of the plan.

HOUSING ASSET MANAGEMENT PLAN 2023/24 to 2027/28

APPENDIX A

Housing Capital Investment Programme 2023/24 to 2027/28

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total £'000
NEW SUPPLY						
New Build	990	9,060	9,560	1,660	660	21,930
Open Market Acquisition Scheme	1,040	1,950	1,950	0	0	4,940
Mortgage to Rent	75	75	75	75	75	375
TOTAL NEW SUPPLY	2,105	11,085	11,585	1,735	735	27,245
REFURBISHMENT AND INVESTMENT						
Major Refurbishment						
Almondell Road, Broxburn	0	0	0	0	400	400
Harrison Houses, Lochs Scheme, Whitburn	182	0	0	0	0	182
	182	0	0	0	400	582
Major Elemental Upgrades						
Auldhill Cottages, Bridgend	0	446	0	0	0	446
Belvedere/ Dundas, Bathgate	0	0	0	0	1,241	1,241
Brown Street, Armadale	0	776	0	0	0	776
Craiginn Terrace, Blackridge	0	0	0	302	0	302
Croftmalloch, Whitburn	800	821	0	0	0	1,621
Dedridge, Livingston	3,250	3,413	3,583	3,762	3,950	17,958
Eldrick Avenue, Fauldhouse	0	0	0	231	0	231
Harestanes, Armadale	0	0	1,021	0	0	1,021
Heights, Blackridge	0	0	0	880	0	880
Hillside Place, Longridge	0	0	0	0	682	682
McLeod, Ferguson, Greendykes, Broxburn	180	0	0	0	0	180
McNeil/ King Street, Armadale	0	0	0	1,021	0	1,021
Preston Area, Linlithgow	382	401	421	172	0	1,376
School Place, Broxburn	0	0	0	0	1,000	1,000
Seafield	880	924	0	0	0	1,804
	5,492	6,781	5,025	6,368	6,873	30,539
Planned Programmes						
Air Quality, Dampness and Ventilation	150	158	165	174	182	829
Common Access Door Upgrades	100	105	110	116	122	553
Common Stair Upgrades	42	44	46	49	51	232
Fencing	200	210	221	232	242	1,105
Kitchens and Bathrooms	3,996	4,196	4,406	4,626	4,857	22,081
Painting	150	158	165	174	182	829
Planned Reactive/ HIO Investment	500	525	551	579	608	2,763
Rainwater Goods Testing and Upgrading	140	147	154	162	171	774
Windows & Doors Refurbishment / Renewal	2,628	2,759	2,898	3,041	3,195	14,521
	7,906	8,302	8,716	9,153	9,610	43,687
Environmental / External Upgrading						
Aerial Upgrades	25	26	28	29	30	138
Play Areas	50	52	55	58	61	276
Programmed Drainage	50	52	55	58	61	276
Tenant Environmental Projects	150	159	165	174	182	830
	275	289	303	319	334	1,520
Statutory Compliance Works (Direct and Assistive)						
Aids and Adaptations - Building Services	850	600	630	661	695	3,436
Aids and Adaptations - Occupational Therapists	200	210	221	231	243	1,105
Asbestos Management	400	420	441	463	486	2,210
Central Heating	2,801	2,941	3,088	3,242	3,405	15,477
Energy Efficiency/Carbon Zero Works	4,000	4,200	4,410	4,631	4,862	22,103
Orlit Remedial Upgrades	680	0	0	0	0	680
Periodic testing and Electric Upgrades	841	883	927	974	1,022	4,647
Smoke and Heat Detector Upgrades	560	588	617	648	681	3,094
Stock Condition Surveys/Energy Performance Certificates	200	210	221	231	243	1,105
Water Safety	10	10	11	12	12	55
	10,542	10,062	10,566	11,093	11,649	53,912
Miscellaneous						
Feasibility Surveys	20	20	20	20	20	100
Home Safety Service	70	74	77	81	85	387
	90	94	97	101	105	487
TOTAL REFURBISHMENT & INVESTMENT	24,487	25,528	24,707	27,034	28,971	130,727
TOTAL HOUSING CAPITAL INVESTMENT PROGRAMME	26,592	36,613	36,292	28,769	29,706	157,972

(As approved on 7 February 2023)

HOUSING CAPITAL INVESTMENT PROGRAMME 2023/24 TO 2027/28

FURTHER INFORMATION

1. New Build Supply

Major investment is to continue, providing new houses in areas across the district of different sizes and style; many are designed to support occupation by people with limited movement ability, including wheelchair users. Built to modern standards, they are well insulated and will substantially reduce heating bills of tenants while ensuring warmth and stable heat levels. Existing tenants are given priority to move into the new housing supply. Rents are slightly higher but should be more than offset by the reduction in heating costs.

Details of indicative sites included as part of the new supply programme are provided below. It is anticipated these units will be constructed during the period of the programme. The list of sites is at present indicative and updates on new build council housing will be reported as part of the overall affordable housing programme updates.

Site	Units
Houston Road, Livingston	30
Simpson Parkway, Livingston	32
Almondvale Crescent, Livingston	21
Mossend, West Calder	19
Total	102

The council will also add to its stock by purchasing houses, and resources for acquisition of former council houses through the Open Market Acquisitions Scheme are included in the planned programme. Provision has been made to continue with the Mortgage to Rent scheme, which is a Scottish Government subsidy scheme to allow owners in extreme financial difficulty to sell their properties to the council and become council tenants.

2. Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (ESSH)

One of the main objectives of the Housing Capital Programme is to invest in the existing housing stock to maintain the Scottish Housing Quality Standard (SHQS) and achieve compliance with the Energy Efficiency Standard for Social Housing (ESSH). The first part of ESSH has now been subsumed within the Scottish Housing Quality Standard Energy Efficiency criteria.

The Scottish Government recognises that the current economic climate with rising inflation leading to increased costs for construction and maintenance, rising energy bills and the moratorium on rent increases has added pressure to the need for investment and has had an impact on landlords and tenants. The Zero Emissions Social Housing Taskforce (ZEST) recommended that the Scottish Government bring forward its review so it better aligns with the Net Zero strategy and the ZEST transition. The Scottish Government agreed to bring forward and accelerate the review. The review commenced in September 2022 and should take nine months to complete. Whilst the review is underway, the 2025 and 2032 ESSH2 milestones are on hold. ESSH1 continues to apply during this period.

Whilst social landlords are not required to meet or show progress towards EESSH2 milestones in reporting their performance for 2023/2024, Social Landlords should however continue to collect data for their own use, including:

- The number of properties in each EPC band at the end of the year;
- The value of investment in energy efficiency improvements in each reporting year.

Whilst the review is under way social landlords are also advised to continue to invest in energy efficiency measures and zero direct emissions heating where appropriate. Investment should be driven by a cost-effective investment policy. During this time the priority remains:

- Fabric first approach using measures to improve thermal efficiency and ventilation;
- Measures that use zero emissions heating;
- Reducing energy use;
- Projects for district heating/communal heating systems;
- Projects that make a significant difference to hard-to-treat properties;
- Projects that help to model the actual performance of new technologies and their impact.

The review will develop new targets for domestic dwellings which will meet the aims outlined in the ZEST Report and the Scottish Government's response to it. The timing of this presents a risk to the programme in that the precise statutory requirements and timescales remain unknown at this time, however by following the principles above the council can ensure positive outcomes for tenants and make best use of tenants' rent money.

A review of stock condition survey data has been undertaken, to provide an up to date assessment of stock condition and to inform the type and level of investment required. Investment in the existing housing stock has been categorised as Major Refurbishment or Major Elemental Upgrades, as well as Planned Programmes, Environmental Upgrading, Compliance and other Miscellaneous works.

It is anticipated that the investment programme will ensure that all stock continues to meet with the requirements of SHQS and will also ensure that the stock moves toward Net Zero whilst maintaining the Scottish Housing Quality Standard.

a) **Major Refurbishment**

The Major Refurbishment group of projects involves renewal and reconfiguration of multiple elements such as roof, render, stairs, balconies and external areas in a single project.

Almondell Road, Broxburn

This project will include extensive external works across 1-45 Almondell road, involving roofs, windows and new and more secure stairwells as well as remedial external wall repairs.

Harrison Houses, Whitburn

This project will comprise final phases to ongoing maintenance issues with high cost roof repairs at the Whitburn Harrison Houses in Gareloch Way, Loch Awe Way, Loch Earn Way, Loch Fyne Way, Loch Maree Way and Loch Trool Way, which have been receiving both external and structural upgrades.

b) Major Elemental Upgrades

The work involves long term maintenance work, where structural elements such as roof and external walls are identified as beyond economical repair through routine maintenance.

The work planned from 2023/24 to 2027/28 is detailed below:

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Auldhill Cottages, Bridgend	0	446	0	0	0	446
Belvedere/ Dundas, Bathgate	0	0	0	0	1,241	1,241
Brown Street, Armadale	0	776	0	0	0	776
Craiginn Terrace, Blackridge	0	0	0	302	0	302
Croftmalloch, Whitburn	800	821	0	0	0	1,621
Dedridge, Livingston	3,250	3,413	3,583	3,762	3,950	17,958
Eldrick Avenue, Fauldhouse	0	0	0	231	0	231
Harestanes, Armadale	0	0	1,021	0	0	1,021
Heights, Blackridge	0	0	0	880	0	880
Hillside Place, Longridge	0	0	0	0	682	682
McLeod, Ferguson, Broxburn	180	0	0	0	0	180
McNeil/ King Street, Armadale	0	0	0	1,021	0	1,021
Preston Area, Linlithgow	382	401	421	172	0	1,376
School Place, Broxburn	0	0	0	0	1,000	1,000
Seafield	880	924	0	0	0	1,804
TOTAL	5,492	6,781	5,025	6,368	6,873	30,539

c) Planned Programmes

Air Quality, Dampness & Ventilation

This programme supports required individual upgrades and investment in ventilation systems.

Common Access Door Upgrades

This budget undertakes work which keeps the properties in compliance with the SHQS. This requires Secure Door Entry System upgrades or replacements in order to keep them in compliance with the SHQS. The budget funds around 7 communal blocks each year.

Kitchens and Bathrooms

This category incorporates work which keeps Kitchens and Bathrooms in compliance with the SHQS. The budget funds around 350 full kitchen and bathroom installations each year.

Cyclical Maintenance (CM)

CM work involves external and communal parts of the council housing stock and undertakes the required preparatory repairs and minor external upgrades. The work is done on a five year rolling programme.

The programme plays a significant role within the council's capital programme planning processes linking key conditions information to overall investment planning.

All properties within the council stock are to be surveyed externally by the service as part of the five year rolling programme. The survey programme is pre-determined as shown in the table below:

Year	Areas
2023/24	Broxburn, Uphall, Winchburgh & Linlithgow
2024/25	Armadale & Blackridge
2025/26	Fauldhouse & Breich
2026/27	Blackburn, Whitburn & Bathgate
2027/28	Livingston South/North, East Livingston & East Calder

The CM Programme is primarily made up from the following Capital Planned Maintenance Budgets:

- Painting
- Common Stair Upgrades
- Rainwater Goods Testing and Upgrading
- Fencing

Planned Reactive/HIO Investment

This programme supports required individual upgrade investment out-with the named current capital projects and is commissioned by the Housing Investment Manager and Building Services Manager to ensure compliance with the SHQS.

Windows and Doors

Windows and Door upgrades to keep them in compliance with the SQHS and contribute towards meeting Energy Efficiency Standard for Social Housing (ESSH). This funds around 390 full Window and Door Upgrades each year.

d) Environmental and External Upgrading

This category supports local environmental programmes which include; Tenant Led Environmental Projects, Programmed Drainage, Play Area, and Aerial Upgrades. These projects are delivered in consultation with NETS, Roads, Local Housing Offices, tenants and elected members.

For example, the drainage programme supports the design and implementation of large works to multiple homes to prevent the flooding of homes and the damage to access paths, while the Tenant Led Environmental Projects support the council's Community Choices works.

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Aerial Upgrades	25	26	28	29	30	138
Play Areas	50	52	55	58	61	276
Programmed Drainage	50	52	55	58	61	276
Tenant Environmental Projects	150	159	165	174	182	830
TOTAL	275	289	303	319	334	1,520

e) **Compliance Works**

Aids and Adaptations

Aids and adaptations for both council housing and private sector housing are assessed by Occupational Therapists in Social Policy and are carried out based on individual need.

Asbestos Management

This budget funds surveys and removal work arising from those surveys.

Central Heating

The central heating upgrades are in order to keep the properties in compliance with the SHQS and meet EESSH. The budget funds around 700 full central heating systems each year.

EESSH2 / Carbon Zero Additional Works

Local energy efficiency schemes will continue to be carried out, prioritising households in fuel poverty, in consultation with the local housing offices and the Advice Shop. It will also include works required to meet EESSH.

Orlit Remedial Upgrades

The final phase of the structural work to the Orlit houses in Armadale is planned which will ensure these houses meet SHQS.

Periodic Testing and Electric Upgrades

There is an obligation on the council as a landlord to electrically test each house at least every five years and additionally at the point of re-letting after a house is empty.

These surveys identify any potential problems. The most important of these are electrical faults, earthing issues and asbestos in consumer units. This includes full electrical upgrading where required.

Smoke and Heat Detector Upgrades

The original smoke detector programme, which commenced in 2010/11, concentrated on upgrading battery operated smoke detectors to hard wired smoke detectors.

On 5 May 2020, the Scottish Government published updated guidance on the SHQS. The amendment included changes to bring the guidance in line with changes to the tolerable standard for fire and smoke alarms and carbon monoxide detectors. A review of the programme has taken place and all properties are now compliant with the new standard. The proposed budget will ensure continued compliance with the standard.

Stock Condition Survey/Energy Performance Certificates (EPC)

This budget funds stock condition survey work and EPCs that are required for circa 9,000 of the council's properties in order to ensure the council meets its legal requirements when renting a property, as well as updating our Asset Management Database.

To date 1,550 properties have been surveyed, with the remainder of the stock to receive a full house condition survey by 2027/28.

This will also help focus investment measures required to ensure the council complies with the SHQS and EESSH.

f) **Miscellaneous**

Feasibility Surveys

This budget will support the Stock Condition Programme aimed at updating the council's stock conditions information and providing cost information for future capital planning. The budget also supports detailed engineering reports on structural issues.

Home Safety Service

This provides an upgraded package of smart technology primarily for older people in their own homes. This technology can help in providing a safer and more secure long-term home environment.

HOUSING, CUSTOMER AND BUILDING SERVICES

Housing Asset Management Plan 2023/24 to 2027/28

Julie Whitelaw
Interim Head of Service

June 2023

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