WILLIAMSBURGH

HOUSING ASSOCIATION LTD

ASSET MANAGEMENT STRATEGY

March 2026

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1 Executive Summary

This Asset Management Strategy is the product of a comprehensive review of the way we look after our homes as assets. It continues to demonstrate an important period of activity within our asset management approach, including data updates relating to our stock condition information, and how it is stored, managed, and reflected in our business plan.

In summary, the strategy aims to ensure that:

- We are well-positioned to meet our obligations and aspirations in relation to the existing stock, now and in the foreseeable future.
- Our approach to asset management is fully reflected in our 30-year business plan.

As well as the internal expertise available within WHA, the review has been conducted with the help of external expert critical friend advice. It takes account of sector best practice, and, strategic asset management guidance from the Scottish Housing Regulator (Recommended Practice on Integrated Asset Management) published in February 2023.

The review has been able to confirm that the WHA business plan maintains solid foundations, including:

- Generally well-performing, in-demand, sustainable stock, with some relatively limited, but important, issues to remain alert to that are detailed in the strategy.
- A good understanding of stock condition now reflected in the business plan, and with sound plans in place to keep this up to date and to drive efficient and effective investment programmes in future years.
- A sound and joined-up approach to management, maintenance and investment that will keep tenants safe, meet our legal and regulatory obligations, keep customers satisfied, and be capable of identifying risks and issues, foreseen and unforeseen, that arise within the stock, and responding to them.

It also recognises that there are significant challenges ahead, in particular:

- **Meeting the requirements of EESSH2 and zero carbon**. At the time of writing, there remains a high degree of uncertainty around the final shape of these targets, and the works and cost implications. The position is expected to become clear when the Scottish Government issue guidance relating to Net Zero. However, what is already clear is that meeting ambitious energy

targets for the 58% of our stock that is sandstone tenements will be technically difficult, costly and disruptive. This is explored in more detail later, but the key point is that it will remain a big area of concern for us for sometime yet (as it will for the many other associations with similar stock). In the meantime, a cautious approach is taken in the strategy, focussed on opportunities to improve the energy performance of the external structure (Fabric First).

- **Improving NPV projections for sandstone tenement properties**

  The 58% of stock which are pre-1919 sandstone tenement blocks remain challenging to achieve positive and sustainable NPV levels. Repairs and Maintenance costs due to high access requirements, date of build, sandstone facades and other common area components result in red NPV calculations for this archetype, however we have included an aspirational above cpi rent increases for up to 10 years to move this archetype back to amber and the overall position to green. NPV calculations are considered during periods of rent increase consultations and future budget requirement discussions, together with investment plans, tenant affordability and benchmarking against our peers. Positive NPVs remains an ongoing challenge.

  Working with private owners. Nearly all of our flats are in block mixed up with private owners. We successfully manage these relationships now through the factoring service, but, in the future, we will increasingly find ourselves working with owners to agree and fund significant common works, such as new roofs, and measures to achieve EESSH2/zero carbon. We can expect there to be difficulties in getting owners to engage with the necessary decision-making and with the ability and willingness of owners to fund the work. In addition, where we are a minority owner in a block, it can be much more difficult for us to ensure that necessary work is done. Our strategy therefore supports the taking of opportunities, where possible, to consolidate our stock, though the purchase of flats to improve our decision-making position, and the sale of flats in problematic blocks where we are likely to stay in a minority. All individual purchase or sale decisions will be subject to cost, condition, the availability of grant, and an assessment of the situation in the block in question.

- **Sustaining a development programme**. In the long run, increasing the proportion of high-quality, low-energy modern homes in the stock is absolutely the right asset management strategy for many reasons, most fundamentally for the quality of what we are able to offer in the long-term to future tenants. Hence maintaining a development programme is an important part of our asset management strategy. However, the ability of the business plan to support a continuing development programme, while also meeting the current and future investment challenges of the existing

stock, is something that will have to be kept under review, at least until the implications of EESSH2/zero carbon become clear.

In addition to these uncertainties, there are inevitably others. No amount of planning will accurately predict all work that will be required to the stock. Costs will arise that could not be foreseen. Equally, in a well-managed programme, savings will be made, for example, through building elements lasting longer than their predicted lifespan. The cost of works has been badly hit by inflation in recent times and has not yet settled down to the level of predictability that applied 5 or 10 years ago. An active, VFM-focussed 'make every penny count' approach to all aspects of asset management will remain essential and will also be key to enabling the business plan to continue to support the development programme.

Strategic objectives

Overall, the strategy sets 4 key overarching objectives, which will be reviewed again when the full extent of the forthcoming EESSH2/Net Zero standards are known.

1. *High quality and sustainable homes.*
    - SHQS and EESSH compliance at 100%.
    - Stock condition and EPC data regularly updated.
    - Deliver a "Fabric First" approach to Net Zero and reducing carbon emissions.
2. *Safe homes.*
    - 100% legal compliance with all customer safety metrics.
3. *Positive homes.*
    - All home categories will continue to be monitored to move towards a positive NPV. With rising costs and future investment programmes identified, higher than inflation rent increases are necessary.
4. New homes.
    - We will continue to develop new homes, subject to value for money assessments.
    - We will continue to purchase existing homes where this is strategically beneficial.

2 Scottish Housing Regulator (SHR) Guidance

There are many different ways of defining what is meant by strategic asset management, but the current SHR guidance has a helpful approach that we have used to frame this review. It states the following:

'An integrated approach to asset management focuses on every aspect of asset performance to establish if continued investment is sustainable.

If an asset is fit for purpose, it should be:

- *managed efficiently and generating demand;*
- *in good condition with a costed, affordable maintenance programme;*
- *making a positive contribution to the landlord's business plan;*
- *delivering value and amenity'.*

The guidance is then structured around a series of principles that can be summarised as:

- Sound asset management is core business on which boards must be focussed.
- Although well-run maintenance and investment programmes lie at the heart of a successful housing association's business, the popularity and sustainability of homes can depend on many other factors.
- Associations should analyse and understand the financial and non-financial performance of different groups and types of stock.
- That analysis should feed into corporate strategy and the business plan.

These are all covered in this review.

3 Stock overview

WHA currently has **1727 homes**, which can be divided by age and type in this way:

Year Built	Stock	%	Comment
Pre 1919	982	58%	Sandstone tenements, originally built around 1900, purchased and refurbished in the years immediately after the founding of WHA in 1979. Concentrated in Paisley within easy reach of the WHA office
1944 -1964	27	1%	A small number of ex council/Scottish Homes tenement and cottage flats
1983 -2010	625	36%	New build by WHA, product of a steady, but intermittent development programme, particularly in the 90s and 00s, in Paisley and Johnstone
2020 -	93	5%	More recent development programmes, with a slightly wider geography – Paisley, Johnstone, Renfrew, Kilbarchan
Total	1,727	100%	

A notable feature is the proportion of the stock (58%) that is refurbished sandstone tenements. They are attractive examples of the type, with good kerb appeal, and the original refurbishment has proved to be of a high standard. Closes and back courts have been well looked after by WHA, adding to a good impression they offer a prospective tenant. However, they face the same challenges as most sandstone tenements:

- The difficulty and cost of meeting future energy targets.
- 40 years after the refurbishment, many building elements will be coming up to replacement, and new technical issues may arise, such as deterioration of the sandstone facades.
- WHA flats are mixed with privately-owned flats. The ability and willingness of private owners to participate in the, potentially expensive, common works that will be required in the future, is going to be a significant issue.

These issues are explored later.

The remainder of the stock, with just a few exceptions, is purpose-built homes, built by WHA, in small groups, in the modern era, using straightforward designs, to the (good) standards of the time. Much of it is now 20 to 30 years, which is plenty of time for issues to emerge, and our experience is largely of the typical range of maintenance issues that are always to be expected.

4 Housing Market

The general housing market in Renfrewshire has strengthened in recent years, with average property prices still lower than the Scottish average but higher than some adjoining areas such as Inverclyde and West Dunbartonshire. Household numbers in Renfrewshire have been rising, and are projected to continue to rise for the next few years, at a rate slightly higher than the Scottish average. These trends, alongside the difficult economic situations that many people face, means that we can expect there to continue to be strong underlying demand for the good quality, low-rent homes that we offer.

The WHA lettings experience generally confirms this, with a long history of good demand, showing no sign of changing, reflecting the quality and good locations of most of our stock.

However, there are some grounds for concern about the long-term view that the general housing market takes of tenemental property, particularly in less popular areas or awkward locations. Overall, the sales market for tenements in Renfrewshire is quite weak, with a ready supply of flats for less than£60,000 . This puts local values for such homes at the lower end of the Scottish range.

There is a private rental market in evidence but there is currently little sign of the problem of concentrations of downmarket private renting affecting our neighbourhoods. Private rents are relatively low by national standards but well above our rents.

Within our stock, there is a specific issue to do with very small or very large tenement flats. We have a small number (18) of small flats, either one apartment bedsits, or two apartment flats with a very small bedroom only suited to a single person. In practice, even single people are nowadays looking for more space. We also have a small number of larger flats, including six 5-apartment homes. Suitably sized families with a number of children generally have a strong preference for a house.

Although we can let such homes eventually, refusals are common, and an active marketing approach with incentives is often required. We will be reviewing options for these flats, including the potential for marketing them in a different way for different types of customer, and the potential for an

investment solution through re-conversion, although there are likely to be big cost and practicality constraints.

5 Investment planning (life-cycle replacement)

A core part of our strategy has been to improve our stock condition data and to use that to create high-confidence provision for future life-cycle replacement work within our business plan. A stock condition survey was carried out in 2022 and also in 2025 by the John Martin Partnership, using a structured 25% sample during each survey, following sector good practice to ensure manageability and usefulness of data. Survey of external facades of 223 Pre-1919 Tenement blocks took place during 2024/25 to capture the condition of stonework for inclusion in the 30-year financial plan. The IT system, Hub Asset Management, is currently in place to enable us to store, analyse and update the data, and this is proving to have good functionality and ease-of-use.

After a thorough process of verification, and the application of the best available estimates of cost and future life-cycles, a fresh 30-year investment profile has been generated, and is now fully provided for in the current business plan. **Appendix 2** provides details of the current planned component replacement programme, pending review when EESSH2/Net Zero requirements are confirmed.

Prior to 2022, previous plans were based on a more limited range of replacements with a less clear long-term picture. Current plans incorporate more accurate data in relation to stock condition and capture all the required building components. This means that the core business of long-term looking-after of our existing homes can be planned using a solid evidence-based foundation, with costs of this provided for in the business plan. This, together with our responsive maintenance service, will ensure that our homes will continue to comply with the Scottish Housing Quality Standard (SHQS).

Nonetheless, the active management of the programme will always be needed to ensure that every penny is put to good use:

- Replacement cycles will be monitored to ensure that elements will only be replaced when needed.
- Procurement approaches will be kept under review to achieve the best possible value-for-money.
- Unforeseen costs will inevitably arise at times and will have to be funded by savings achieved elsewhere in the programme.

At the present time, one particular area of risk continues to be the difficulty of estimating cost, given the recent experience of high building cost inflation, which has not yet settled down. Capacity in the industry has also been an issue. This is something that will be kept under review and revisited annually as part of the business planning process.

6 Planning for Energy Saving and Zero-Carbon

Scottish government ambitious climate change draft Legislation sets out a target for net zero emissions of all greenhouse gasses by 2045. For social housing, a pathway towards that is set out in the Energy Efficiency Standard for Social Housing (EESSH2), which was published in June 2019. EESSH2 raises the bar from that set in the original EESSH1, (published in 2014), which set targets for the end of 2020.

The Scottish Government committed in the Heat and Buildings Strategy (2021) to review EESSH2 in 2023 to align with net zero targets. We are fully compliant with EESSH1, but EESSH2 presents a much greater challenge. As published, EESSH2 contained these intermediate targets:

- All homes to be EPC B or better by the end of 2032 (subject to cost and practicality)
- No homes below EPC D to be relet by the end of 2025

However, following discussions between the sector and the Scottish Government, this guidance has been put on hold, pending the outcomes of a major review that is currently underway to align with net zero targets.

Published Interim guidance advises the following:

- The 2025 and 2032 EESSH2 milestones are temporarily put on hold
- Whilst the review is underway social landlords should continue to invest in energy efficiency measures to help reduce the running costs, and in net zero direct emission heating systems where appropriate.
- RSL's should continue to draw on support available, for example, through the Social Housing Net Zero Heat Fund Grant support.

Changes in Energy Performance Certificate (EPC's) will be implemented from October 2026. This marks a significant overhaul of the EPC system, introducing a 3-metric rating for domestic buildings with validity period of Certificates reduced from 10 years to 5:

- Heat retention
- Heating system

- Energy cost

The Association will undertake new EPC surveys as required and consider a larger Project to gauge the 3 individual metrics across various archetypes to support net zero/EESSH2 guidance when issued.

The final national strategy is yet to be published, however is expected to have a two-pronged approach:

- An external envelope that is as highly insulated as possible in order to minimise the energy needed to heat the home (commonly referred to as 'Fabric First').
- Using green heating sources to run the space heating still needed.

For ourselves, the backdrop to these discussions is the fact that 58% of our homes are sandstone tenements. This (very common across all of urban Scotland) type of housing is widely regarded as presenting some of the most severe zero-carbon challenges because of the practicality of potential solutions, as well as cost. A recent sandstone tenement zero-carbon demonstrator project in Glasgow highlighted not only the high costs, but also the need for a lot more work on best technical solutions, and the probable extent of disruption for residents.

In the meantime, a cautious approach is strongly recommended. It is important that any intermediate steps we do take turn out to be compatible with the long-term zero-carbon pathway when it emerges, and the way to do this is to concentrate on the fabric-first aspects. We will be continue to look for opportunities to carry out tried-and-tested measures to improve energy efficiency, through wall, floor and loft insulation, particularly with grant support, pending the conclusions from the current national work.

7 Private Owners

As for all social landlords with stock in blocks of flats, the relationship with private owners is a critical one and will be increasingly so in the future. Private owners may be owner-occupiers or private landlords. In principle, all owners have a clear legal obligation to play their part in collective block decision-making and share the costs of essential common replacement works. In practice, private owners vary widely in their willingness to participate in decision-making and in their ability and willingness to fund their share of works.

This issue has been manageable in the past at WHA because relatively little significant common work has been required. But as we move into an era in which, for example, sandstone tenement roofs will need replacement, it will

become much more important. In addition, future carbon-saving work is likely to involve potentially costly and disruptive work at block level.

The situation can also be divided in this way:

- Blocks where WHA owns a majority of the flats and can therefore decide itself to carry out essential works. In this case, the key issue is the willingness and ability of private owners to make their financial contribution.
- Blocks where WHA is in a minority, where a decision to carry out essential work is not in our control. Here the issue can be that our property is not in acceptable condition, but we do not have the power to ensure that this is dealt with.

There are 171 sandstone Tenement blocks containing our stock mixed with private flats, breaking down in total number of flats like this:

	WHA	Owners
Flats in WHA majority blocks	692	205
Flats in WHA equal blocks	42	42
Flats in WHA minority blocks	119	218
Totals	**853**	**465**

Additional blocks consisting of cottage flats have mixed Tenure, however the sandstone pre-1919 Tenement blocks remain the main challenge In relation to maintenance and repair.

Our strategic aim, therefore, is to increase the manageability of this, and lower our financial risk, by consolidating ownership where it is practical to do so. This may be by acquiring flats or disposing of flats where the opportunity arises.

Acquisition opportunities will normally arise because of a property coming onto the market, and a decision to purchase would depend on location, price, condition and grant support. Priority will be given to purchasing last in block properties to secure 100% WHA Ownership, or in circumstances to achieve more than 50% ownership in relation to Title Deed conditions. Limited grant support for such purchases has been made available on occasion from Renfrewshire Council and we would aim to work with the Council to continue with this strategy where grant funding is available.

Disposal of flats will be considered where we are in a minority, particularly where there is no prospect of that changing and there are other issues with the

block, such as condition or demand, that we are not able to resolve because of our minority status. We may discuss voluntary rehousing with tenants in such situations. Should this result in no WHA property ownership in a block, we will aim to dispense with Factoring obligations for the block.

8 Customer Service and Customer Safety

We recognise that a comprehensive approach to asset management involves:

- an excellent responsive repairs service, enabling tenants to easily report faults and get them promptly fixed, achieving high levels of satisfaction.
- a rigorous approach to customer safety, primarily through robust cyclical maintenance and servicing programmes, but also through being risk-aware and alert to any information, coming through any route, that might raise health and safety concerns.
- well-managed void repairs that ensure homes are safe and fit for letting.
- maintaining high standards in common areas, recognising that this goes hand-in-hand with ease of letting and high resident satisfaction.

As well as ensuring that we comply with all our legal and regulatory obligations, this approach also give us valuable information that feeds into our maintenance and investment planning.

Across the measures that make up the Housing Quality and Maintenance section of the Scottish Social Housing Charter (reported annually in our Annual Return On The Charter (ARC), we currently perform better than the Scottish average, and our aim is to maintain or better that performance.

Programmes are in place for:

- Gas safety
- Electrical safety
- Asbestos
- Damp and Mould
- Legionella (we are currently looking into the possibility of removing potential sources of legionella (water tanks) altogether)

The potential health risks associated with damp and mould have been highlighted in recent cases elsewhere in the UK. Our approach is a pro-active, flexible, problem-solving one to such cases. Where there are building faults,

they will be fixed, but often a solution will involve working with a tenant, offering help and advice. Our commitment is to maintain engagement with such cases for as long as is required to resolve the problem.

The Scottish Housing Regulator rightly treats tenant and resident safety as a high priority and continues to seek assurance from all social landlords. Annual Assurance Statements contain obligations to report specifically on this subject.

We understand the importance of maintaining high standards in common areas, especially our many closes and back courts, which give vital first impressions to residents, visitors and potential tenants. As a result, our closes and back courts generally compare well with other tenemental property. We believe that this has helped maintain the popularity of our homes, and regard keeping it that way as an important part of our future approach.

Our Procurement Policy and contract management approach ensures contract performance and value-for-money. The procurement approach involves the use of a range of locally-based small contractors, which gives us flexibility as well as ensuring that our spending is contributing to local jobs and the local economy.

9 Insight (NPV) Analysis

The latest SHR guidance encourages social landlords to test their understanding of asset performance by analysing the financial and non-financial performance of different groups and types of stock. We have used our external advisor's Insight Analysis tool to do an analysis of this kind.

Insight Analysis involves:

- Taking raw data from our main systems, covering property information, rents, voids, repairs, investment plans and management costs
- Using that data to analyse the 30-year Net Present Values being generated by different groups and types of stock.

Net Present Value (NPV) is standard technique used to turn the predicted net rental income stream of a home over 30 years into a single figure that represents that stream's value today. In effect, it replicates at a detailed property level a similar income and cost picture that exists as all-stock averages within the business plan.

The results within **Appendix 1** confirm that the different groups and types of stock are performing financially in the way that would normally be expected, however our older tenemental stock with historically low rents and which

require ongoing investment without future above cpi rent increases will produce a red NPV position.

In particular, analysis has confirmed:

- Houses tend to have higher NPVs than flats, primarily because of significantly higher rents and only slightly higher maintenance and investment costs.
- Older homes tend to have lower NPVs, primarily because of lower rents and higher maintenance and investment costs.

No assumptions about the future costs of EESSH2 and zero-carbon have been made in these figures. Even without such costs, sandstone tenements have the lowest NPVs, and this differential is likely to widen once those future costs are understood. The performance of our sandstone tenements will therefore remain something to keep in focus.

Figures should be regarded as giving an indication of relative performance, rather than giving a precise value. Insight analysis enables Red/Amber/Green traffic lighting to be used to help highlight the following:

- Red – Serious cause for concern
- Amber -Cause for concern
- Green – Core stock

NPV calculations use a range of indicators to calculate the performance of different stock types. Each individual area has a threshold applied based on a view of reasonable parameters, for example, for cyclical costs per property, spend of less than £300 per year would result in a 'green' rating (low spend), with more than £600 a 'red' rating. The combination across all the areas within the NPV calculation provides the overall Red/Amber/Green category for the stock archetype.

The significant effect of different rent levels on NPVs should be noted. All of our stock is traditionally constructed low-rise housing, and it is normal to find that, over the long-term, basic maintenance and investment costs do not vary that widely between different sizes and types. The higher rents that go with more modern homes and larger homes do typically lead to larger surpluses and therefore larger NPVs and larger contributions to the business plan.

Insight Analysis also enables us to look at the performance of different geographical groups of stock, to see if there are unexpected differences in performance that are not simply the product of different types and sizes. Initially, we have reviewed this by street, and the results have not thrown up any unexpected flags. We will be able to refine the way we use this type of analysis in the future to support our strategy as it evolves to evaluate the NPV for different parameters for assessment.

Insight Analysis is an excellent test of the quality and accessibility of much of the raw data that we hold in our mainstream systems. Our external advisor has commented that problems with accessibility and quality are very common in practice across the social housing sector and his feedback on the WHA exercise was overall positive and reassuring in this regard. However, there is always scope for improving data and how it is used. Given the importance of good data to everything we do as a housing association in the future, we will continue to work on the quality of our data.

A strategy to apply higher than inflation increases to our rents over the coming years is being explored to ensure positive NPV's are achieved over the next 10 year period. **The model includes rent increasing at +3% above cpi for years 1-5 and up to year 9 at +1% above cpi.**

Appendix 1 includes the following NPV analysis outcomes:

- 30-year NPVs per unit, by age and NPV element.
- 30-year NPVs per unit, by type and age.

Appendix 2 - 30-year component replacement tables:

- Table one indicates the spend per component budgeted for replacement each year.
- Table two indicates the number of components budgeted for replacement each year.

Appendix 1 – NPV analysis outcomes

30-year NPVs per unit, by age range and NPV element.

All Stock by Age & NPV	Stock	Net NPV	Rent	Service Charges	Void Rent Loss	R&M	Investment	Management	Service Costs
PRE_1919	982	£12,139	£103,763	£4,131	£723	£16,277	£23,339	£51,608	£3,807
1919_1944	26	£19,963	£110,577	£2,786	£219	£13,407	£25,599	£51,608	£2,568
1945_1964	1	£37,287	£135,748	£0	£0	£12,506	£30,064	£51,608	£4,284
1983_2002	213	£17,047	£109,207	£3,439	£603	£17,943	£22,136	£51,608	£3,309
POST_2002	505	£32,380	£120,942	£2,385	£236	£13,103	£23,801	£51,608	£2,198
Total	1,727	£18,796	£109,579	£3,512	£558	£15,509	£23,364	£51,608	£3,257

Table shows the 30-year average NPVs of the following:

- Income (rents and service charges)
- Costs (void rent loss, responsive and cyclical repairs, planned investment (life-cycle replacement) and management and service costs.
- The **Net NPV** is simply the sum of the income NPVs less the cost NPVs.

Apart from the investment, all figures are based on current and recent experience. The investment figures are based on the new stock condition information, turned into a 30-year replacement programme, and exclude any new requirements such as EESSH2/Net Zero.

Traffic lighting indicates:

- Red – Serious cause for concern (note pre-1919 stock without above cpi rent increases)
- Amber -Cause for concern – relating to pre-1919 stock , reflecting low rents together with increased replacement & general management overhead costs over the last 3 years.
- Green – Core stock

30-year NPVs per unit, by type and age.

All Stock by Archetype & NPV	Stock	Net NPV	Rent	Service Charges	Void Rent Loss	R&M	Investment	Management	Service Costs
Tenament	1,318	£12,942	£105,002	£4,287	£658	£16,918	£23,189	£51,608	£3,974
Lower Cottage Flat	48	£28,381	£110,827	£1,500	£334	£9,189	£21,432	£51,608	£1,383
Upper Cottage Flat	47	£24,764	£110,473	£1,393	£244	£10,268	£23,699	£51,608	£1,284
Other Flat	76	£24,334	£114,890	£1,612	£531	£13,062	£25,481	£51,608	£1,486
Maisonette	4	£27,229	£113,370	£2,899	£813	£9,043	£24,904	£51,608	£2,671
House	234	£46,656	£133,132	£614	£109	£10,828	£23,961	£51,608	£584
Total	1,727	£18,796	£109,579	£3,512	£558	£15,509	£23,364	£51,608	£3,257

Table shows the 30-year average NPV based on the stock archetype.

Red/Amber/Green traffic lighting again indicates 'red – serious cause for concern' and amber – cause for concern relating to tenemental stock, reflecting low rents & increased investment & management costs.

Williamsburgh define the 'Tenement' archetype as being flats accessed through a common area. Own-door flats (such as lower/upper cottage properties) and flats in larger blocks but accessed from the main street are classed separately.

This definition may be reviewed to further drill-down the stock archetypes into further categories for future NPV analysis.

Appendix 2 – 30 year Component Replacement Tables

Spend per component budgeted for replacement each year.

Year (s)	1	2	3	4	5	6-10	11-15	16-20	21-25	26-30	TOTAL
Bathroom complete renewal	417	496	395	-	-	710	2,793	1,270	1,406	714	**8,200**
Central Heating Distribution	-	-	82	115	70	327	300	452	427	214	**1,987**
Central Heating Source	165	89	247	763	93	1,558	293	1,358	1,558	293	**6,417**
Common close floor finishes	-	-	-	-	-	2	1	63	194	108	**368**
Common external doors	-	-	17	32	36	90	65	66	27	-	**333**
Controlled door entry system	-	-	131	138	142	258	-	-	-	-	**669**
Electrical Consumer Unit and rewire	-	7	-	-	-	-	-	589	536	422	**1,554**
	-	-	-	-	-	-	-	-	-	-	**-**
Kitchen complete renewal	528	471	1,125	464	650	1,832	1,406	3,162	1,832	1,406	**12,874**
LD2 replacement system	-	0	-	339	345	93	684	93	684	93	**2,331**
Property Environmental sensors	-	-	-	-	-	-	-	-	-	-	**-**
Property external entrance door	-	-	-	-	2	151	161	211	262	184	**971**
Rainwater goods gutters/downpipes	84	85	123	261	170	689	415	320	295	289	**2,732**
Roof renewals	-	-	-	-	-	-	-	1,661	1,298	1,102	**4,061**
SHQS Fail reasons catgories	-	-	-	-	-	-	-	-	-	-	**-**
Stonework repairs	190	90	90	90	90	449	449	449	449	449	**2,794**
Windows replacement	1,014	601	632	583	452	3,013	4,169	420	357	70	**11,311**
New Sneddon Wall	50	158	-	-	-	-	-	-	-	-	**208**
IWI	50	50	50	50	50	50	-	-	-	-	**300**
TOTAL (excl. VAT/excl. inflation)	**2,498**	**2,047**	**2,891**	**2,835**	**2,100**	**9,220**	**10,737**	**10,112**	**9,325**	**5,345**	**57,110**

Number of each component budgeted for replacement each year.

Year (s)	1	2	3	4	5	6-10	11-15	16-20	21-25	26-30	TOTAL
Bathroom	107	127	100	-	-	188	796	342	362	189	**2,211**
Separate WC	27	37	34	-	-	60	1	23	110	74	**366**
Central Heating System Distribution	-	-	67	94	57	267	245	369	349	175	**1,623**
Central Heating Source	87	47	130	402	49	820	154	715	820	154	**3,378**
Common close floor finishes	-	-	-	-	-	1	2	66	130	93	**292**
Common external doors	-	-	26	27	30	67	47	32	20	-	**249**
Controlled door entry system	-	-	53	52	52	103	-	-	-	-	**260**
Electrical Consumer Unit and rewire	-	3	-	-	-	-	-	256	233	181	**673**
Kitchens	117	124	296	122	171	482	370	832	482	370	**3,366**
LD2 replacement system	-	-	-	723	743	191	1,471	191	1,471	191	**4,981**
Property external entrance door	-	-	-	-	3	251	255	329	351	306	**1,495**
Rainwater goods gutters/downpipes	20	22	40	101	62	173	41	60	46	34	**599**
Roof renewals	-	-	-	-	-	-	-	70	50	81	**201**
Windows replacement	84	70	74	66	51	347	475	35	42	8	**1,252**
Windows Common	15	19	2	18	15	40	101	45	-	2	**257**