

Asset Management Strategy

2026 - 2029



Purpose:	To establish DPHA's strategy and set out our position on Asset Management
Guidance:	SHR Strategic Asset Management Recommended Practice(August 2012). SHR Business Planning for Landlords Recommended Practice(December 2015) and Business Planning
Regulatory Standards:	<p><u>Standard 1:</u>The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p> <p><u>Standard 3:</u>The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.</p> <p><u>Standard 4:</u>The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.</p> <p><u>Standard 5:</u>The RSL conducts its affairs with honesty and integrity.</p>
Policy is linked to the following DPHA relevant Policies	Business Plan, Risk Register Repairs and Maintenance Policy Estate Management Policy, Void Management Policy
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Foreword

Dalmuir Park Housing Association (DPHA) recognises the importance of strong asset management and that this is fundamental to the successful delivery of our Business Plan (BP). Whilst the BP is our key strategic document outlining our strategic goals, objectives and vision, there are strong links between the BP and our Asset Management Strategy (AMS). Our AMS should be read in conjunction with our BP.

Introduction

Our Asset Management Strategy is one of our key strategic documents, underpinning the Business Plan. This strategy covers a 3-year period and will be reviewed annually following submission of the ARC and once the Scottish Housing Regulator has issued performance results for the preceding year. A detailed review will take place every 3 years.

Purpose of our Asset Management Strategy

Our AMS seeks to define our requirements across 3 distinct areas including:

- The effective investment in planned maintenance to ensure our property portfolio is maintained to the required standards
- How the management of our property portfolio supports our wider business strategic goals and objectives
- The active management of our assets to identify properties which have poor technical, social, economic, or environmental performance and from this we will be able to choose to invest in improvements or replace with properties fit for purpose.
- The Association will proactively explore and assess new build development opportunities within our area of operation to support the delivery of high-quality, affordable homes. This will include identifying suitable sites, evaluating partnership and funding opportunities, and undertaking feasibility appraisals to ensure that any potential schemes align with our strategic objectives, financial capacity, and commitment to sustainable, well-designed communities.

Our AMS considers guidance produced by the Scottish Housing Regulator (SHR) 'Integrated Asset Management' issued in February 2023. Whilst we understand that the SHR's guidance is purely that, our AMS aligns with the guidance in that our approach to asset management is to ensure our assets and tenants' homes are sustainable and remain fit for purpose in the short, medium and long term. In this way, we will protect the interests of current and future tenants and develop an integrated approach to asset management within our organisation.

Section 1: About Us

- 1.1 We are a registered social landlord based in Dalmuir, Clydebank. We own 701 properties, including 5 non-housing units and are a factor for 189 residential and commercial properties. We also provide an out-of-school care service for local families. We employ 28 staff (full-time equivalent), with an annual turnover of around £4.4 million.

Our Origins

- 1.2 Dalmuir Park Housing Association was registered in 1978 following a local campaign to tackle poor housing conditions and the designation of Dalmuir as a Housing Action Area in 1977. We immediately began to focus on improving these homes, most of which were pre-1919 tenements built to support the growth of Beardmore shipyards. Over the years we have gradually increased our housing stock through further stock transfers, acquisitions, and new build projects. We also widened our services to offer sheltered housing, supported housing, an out of school care project, a factoring service and various wider role initiatives.

Our Structure

- 1.3 We are a registered social landlord (RSL) regulated by the Scottish Housing Regulator. We are set up as a society under the Co-operative and Community Benefit Societies Act 2014 and are regulated by the Financial Conduct Authority. We are a Scottish Registered Charity. We are also a registered property factor and a care provider registered with the Care Inspectorate.

Our Board of Management sets our strategic direction, ensures legal and regulatory compliance, oversees how we deliver and resource our Business Plan, and ensures high standards in our operational performance. Two Sub-Committees currently support our Board – Audit & Risk and People & Policy Staffing. Board members are elected by our shareholding members at our Annual General Meeting. All Board members serve as unpaid volunteers. We can have a maximum of 15 Board members and a minimum of 7 at any one time.

Our Values

- 1.4 Our values are a key part of our organisational culture. We lead with our values and use these to guide our behaviours and decisions.

CUSTOMER FOCUSED - empowering our staff and customers to fulfil their potential. Customers are at the centre of our business decision-making process.

COMMITTED - taking responsibility for our decisions and actions. We always do what needs to be done and we think carefully about every penny we spend.

COMMUNITY BASED - understanding the needs and aspirations of others and mindful of our impact on people, communities, and the environment in everything that we do.

CARING - ensuring that we help our customers feel listened to and safe and secure at home and in the services we provide, leading to fulfilling and independent lives.

Our Homes

- 1.5 As of January 2026, we own and manage 696 homes. Most of our stock (443 properties) relates to pre-1919 tenements. A detailed breakdown of our stock is contained within Appendix A. Over 600 of our homes are 1 and 2-bedroom properties. Around 90% are in the Dalmuir area of Clydebank with the remainder in the Mountblow and Old Kilpatrick areas.
- 1.6 Looking ahead, we recognise the significant challenges to meet enhanced energy efficiency and net zero standards, continuing to safeguard tenants' health and safety, meeting significant levels of housing need, and responding to changes in households' preferences for modern homes.

Our Services

- 1.7 We offer the full range of asset services, including reactive maintenance, as well as cyclical and planned maintenance. All works accord with the necessary regulations and best practice, such as health and safety regulations, CDM and procurement. We continually monitor our performance against peers, cognisant of Scottish Averages as confirmed annually by the Scottish Housing Regulator.
- 1.8 The Association operates a reactive maintenance framework with a five-year term, providing a structured and compliant approach to delivering day-to-day repairs and emergency works. This arrangement ensures cost certainty, performance monitoring, and service quality standards, while allowing the Association to review contractor performance and market conditions at regular intervals to maintain value for money and service effectiveness.
- 1.9 We also offer a range of specialist services including sheltered housing, supported accommodation and an out-of-school care service. These services are inspected by the Care Inspectorate and have been confirmed as "very good."

- 1.10 In addition, we deliver (often in partnership with others) a range of wider role community investment services designed to support and enhance the lives of our customers and the wider community. These projects are only possible through the support of our funders and partners and currently include projects to tackle fuel and food poverty, social isolation, and the impact of the ongoing cost-of-living crisis, plus a range of social and community activities.

Our Track Record

- 1.11 We have a strong track record as a high-performing, community-based housing association. Some highlights of our achievements to date include:
- Delivering 21 contracts to comprehensively improve our tenements.
 - Delivering 7 new build projects.
 - Completing 2 stock transfers of 2 sheltered housing complexes.
 - As a community anchor, attracting significant additional funding into the local community.
 - Having our housing support and care at home services assessed by the Care Inspectorate as “Very Good” for leadership and supporting customers’ wellbeing.
 - Having our out-of-school care services assessed by the Care Inspectorate as “Very Good” for quality of care, leadership, and staff and “Good” for quality of setting.
 - Achieving Investors in People Gold accreditation in 2023.
 - Delivering various innovative projects in collaboration with key partners (e.g. Trafalgar, Knowes and Clydebank Housing Associations)

Section 2: Objectives of our Asset Management Strategy

- 2.1 The purpose of our Asset Management Strategy is to:
- Set out the framework for our approach to managing our assets in order that we achieve our aims and objectives both now and in the future
 - Develop ‘Key Challenges’ annually to help us identify and monitor progress on current key issues and ensure all items are progressed satisfactorily
 - Comply with the Scottish Housing Regulator’s Regulatory Standards of Governance and Financial Management
 - Ensure compliance with our legal obligations
- 2.2 Our Asset Management Strategy, will support the Association to achieve our strategic goals and objectives through the following:
- Recognition of our customers’ needs
 - Customer satisfaction
 - Quality and safety standards
 - Suitability of purpose
 - Financial viability and value for money
 - Sustainability
 - Delivering added value through contributing to our community benefit objectives where possible.

2.3 The objectives of our Asset Management Strategy include:

- To produce an asset profile of our housing stock
- To state the value of our stock
- To review the findings of the most recent stock condition survey against the current and future repairs and maintenance requirements, including the requirement to meet the Scottish Housing Quality Standard and pending the Social Housing Net Zero Standards
- To set out our approach to asset investment
- To evaluate our housing stock against existing housing needs and demand information
- To clarify our understanding of our customer needs and how we ensure we keep abreast of changing needs of current and potential customers
- To provide an integrated understanding of the 30-year financial plans for the organisation and how asset management impacts upon this
- To set out the risks acknowledged in relation to asset management and identify actions that we will need to take to mitigate against the effects of these risks
- Produce an action plan detailing how we will challenge ourselves to continually improve and remain effective and efficient in supporting our strategy

Section 3: What is Asset Management

3.1 The Scottish Housing Regulator (SHR) issued advisory guidance during February 2023 relating to “Integrated Asset Management” with the aim of supporting RSLs in their approach to ensuring that the assets are sustainable and fit for purpose in the short to longer term. This guidance is the follow-on from the original guidance published in 2012. The SHR makes it clear that it is for each RSL to determine their own approach to asset management. The recommended practice has been prepared for the decision makers in RSLs, (in this case, Dalmeir Park Housing Association’s Board of Management) and states that integrated asset management is most successful when a “whole organisation” approach is applied. This means that an integrated approach considers every aspect of asset performance to determine if ongoing investment is sustainable. This includes whether an asset is fit for purpose taking account of the following:

- Being managed efficiently and generating demand
- In good condition with cost-effective, affordable maintenance programmes
- Making a positive contribution to the Association’s Business Plan
- Delivering value and amenity

3.2 The SHR’s guidance sets out five main principles, which will be referred to in the relevant sections throughout our **Asset Management Strategy**.

3.3 **Principle 1:** Governing bodies and committees lead the strategic response to asset management and should be assured that assets are managed

Integrated asset management is a core business function for asset-based organisations, such as DPHA and ultimately, the Board of Management requires being satisfied that the governance of the assets

is fit for purpose, including that current and future tenants are safe and their interests protected, the asset value is maximised, future income streams are protected and that investment plans offer best value and continued investment is sustainable. The Leadership Team, including the CEO, Managers and Finance Consultant, support the Board of Management in terms of its responsibilities and produce the necessary information to enable the Board to be able to scrutinise and have the assurances they need as part of quarterly reports. Agreeing the strategic direction of the Association is achieved via the Business Plan and its annual update.

3.4 **Principle 2:** Social landlords should have a comprehensive understanding of their assets

This principle relates to collating intelligence surrounding the assets to develop a comprehensive asset database. This includes collating data for each property from a technical, operational, financial and customer perspective, including:

Indicator 1 - general property indicators – construction type, size of property etc i.e., ‘knowing our stock’

Indicator 2 - tenant and resident safety performance – managing and mitigating risk, all in accordance with current legislation

Indicator 3 - investment performance – condition of stock per ongoing SCS and current and future investment programmes

Indicator 4 - mixed tenure performance – risks associated with coordinating works on behalf of owners and receiving payment

Indicator 5 - service performance – void costs and associated rent loss, management costs, repair and cyclical costs

Indicator 6 - financial performance – produce Net Present Value (NPV) taking account of other indicators

Indicator 7 - customer performance – turnover of properties, number of refusals, results of quality satisfaction

Indicator 8 - place performance – SIMD (Scottish Index of Multiple Deprivation) results, environmental costs

Indicator 9 - energy performance and fabric first – energy performance of each property and options re physical improvements in terms of fabric first approach

3.5 **Principle 3:** Social landlords should develop an approach to understanding the value of their assets

The requirement to assemble a comprehensive asset database is acknowledged and this is something that we have been developing via our HomeMaster IT housing and finance software system. As well as the IT package, we currently utilise the ‘HUB’ which has been developed by JMP Construction and Property Consultants who carried out our most recent stock condition surveys. Moving forward, our intention is to migrate all information contained within the ‘HUB’ to HomeMaster so that one database exists. Principle 2 above highlights key information that may be obtained from the database. Assembling information in relation to key indicators 5), 6), 7), 8) and 9) above will enable

us to establish the 'asset performance' of the stock, including in relation to individual properties. The SHR's guidance suggests a simple scoring system from "1 to 5" and in turn, the scores for each indicator are then benchmarked against the Scottish average such as:

- Score 1 – top performing assets which exceed the average benchmark score
- Score 2 – assets which exceed the average benchmark score
- Score 3 – assets which hit the average benchmark
- Score 4 – assets which fall short of the average benchmark score
- Score 5 – worst performing assets which do not meet the average benchmark score

3.6 Moving forward, we have identified this as a Key Challenge, to enable us to categorise our stock. Each indicator would require a score and once all scores are combined that would result in a score for each performance category and an overall score for each asset grouping. Options may include categorising the properties by archetype or street by street etc. Once scores are fully established, a traffic light coding system could be adopted to enable us to identify the assets which are not fit for purpose and drive poor performance. In this way, the process for assessing the performance of a whole asset base can be obtained, albeit it is acknowledged that this involves collating a wide range of complex factors and is resource intensive. This level of detail will require being captured on the HomeMaster package.

3.7 **Principle 4:** Integrated asset management outcomes should be understood and used as evidence to inform future investment decisions

Following on from Principle 3 and the suggested traffic light system, this would then enable us to split our assets between:

Green assets – Assets which are performing well, are fit for purpose and likely to remain desirable to future tenants. Such assets will also likely make a positive financial contribution to the Business Plan. Scrutiny of the green assets also enables the Association to establish what the tenants like and why. It is important though to continually monitor the number of green assets to ensure they remain in this category.

Amber assets – Stock that is unlikely to be performing at peak levels but also not likely to be a major cause for concern. In saying this, targeted improvement and investment interventions could move the stock from amber to green. It will be necessary to scrutinise all the outcomes as investment alone may not be the answer. Other options may include 1) disinvestment proposals, including i) disposal ii) remodelling or adaptation iii) change of use (conversion) or target client group iv) housing management interventions v) placemaking interventions.

Red assets – It is essential to identify the housing assets that do not score positively which may already not be fit for purpose and raises the question of whether continued investment is sustainable, including in terms of the overall Business Plan. It is essential to identify what stock is deemed to be a red asset and the reasons for this. This could be, for example, lack of historic investment, poor construction type and design, expensive voids, stigmatisation of the area, mixed tenure blocks where the Association is not the majority owner and where owners have been reluctant to pay their share of investment costs in the past. Stock falling into this category is most likely to be high turnover, low demand stock and in areas requiring regeneration.

3.8 As well as understanding the financial performance and appraising the existing stock and its impact on the Business Plan, it is also essential that NPVs (Net Present Values) are conducted in relation to potential, further new build developments and one-off 'off the shelf' acquisitions.

3.9 The asset performance of the properties in terms of risk is discussed further on in our **Asset Management Strategy** in the Risk Management section. We regularly review our Strategic Risk Register taking account of this guiding principle to ensure the asset performance risks are addressed relating to the whole housing portfolio, including appraising the options. Any option appraisal requires considering at the outset what is the desired achievement which reflects strategic objectives. The objectives would then be used to set appraisal criteria applied to each option. The criteria will create a balance between financial and non-financial costs and benefits such as:

- Does the option improve the quality of housing assets and enable national targets to be met?
- Does the option improve the organisation's ability to meet housing need and generate demand for housing?
- Does the option improve the financial contribution of housing assets to the 30-year Business Plan?
- Does the option improve tenant and resident safety and enhance the likelihood of future compliance?
- Is the option likely to offer cost effective, affordable, and positive outcomes for co-owners?
- Does the option offer opportunities to improve neighbourhood quality and achieve a sense of place?
- Does the option minimise tenant disruption and associated costs?
- Realistically, is this option capable of being delivered?

3.10 **Principle 5:** Social landlords should use the integrated asset management outcomes to inform their asset management strategies

The purpose of our Asset Management Strategy is to improve the overall sustainability of the asset portfolio, creating a framework to monitor and evaluate the impact of asset improvement and investment options. Our AMS has been developed, including input from the Customer Services Team, Finance Team, Leadership Team and Finance Consultant. Taking account of the current and past 2012 guidance produced by the SHR in terms of the appropriate resourcing, including technical expertise, this is discussed further on in our **Asset Management Strategy**, including our proposed new staffing structure at Section 18. Compliant procurement for all activities relating to Asset and Maintenance are described within our Procurement Policy and as noted at Section 7. We are already meeting many of the points noted within the 2023 SHR guidance as highlighted within this document. Further, in producing this Strategy, we have taken cognisance of other key documents, including Acts, Regulations and Guidance documents issued by Government.

Section 4: Tenant Satisfaction

4.1 Achieving high levels of tenant satisfaction is integral to our Asset Management Strategy ensuring a sustainable community in the short to longer term.

4.2 We undertake quarterly sample satisfaction surveys of our tenants and include questions relating to the quality of our housing stock. Our returns for the last 3 years are detailed below. In 2024/25, 89.13% of tenants surveyed were satisfied with the overall quality of their home. This compares favourably to the 2024/25 Scottish Average of 84.72%. This approach helps us ensure that we are fully aware of not only how satisfied our tenants are with our stock and performance as a landlord, but also to help us ensure that we are creating a sustainable community as far as possible.

The table below highlights the current position:

	2022/23	2023/24	2024/25	Current YTD 25/26 end Q3
Very Satisfied	85 (46.2%)	56 (40.3%)	67 (36.4%)	34 (16.11%)
Fairly Satisfied	75 (40.8%)	61 (43.9%)	97 (52.7%)	172 (81.52%)
Neither/Nor	10 (5.4%)	11 (7.9%)	10 (5.4%)	4 (1.9%)
Fairly Dissatisfied	11 (6%)	10 (7.2%)	6 (3.3%)	0
Very Dissatisfied	3 (1.6%)	1 (0.7%)	4 (2.2%)	1 (0.47%)
TOTALS	184	139	184	211

It is equally important to determine how our tenants feel about the rent that we charge and if our tenants consider the rent to be value for money. During 2024/25, the percentage of tenants who felt that the rent charged for their property was good value for money is as outlined below:

	No. of tenants responding	%
Very Good	58	31.52%
Fairly Good	110	59.78%
Neither/Nor	6	3.27%
Fairly Poor	9	4.89%
Very Poor	1	0.54%
TOTAL	184	100%

The number of tenants satisfied with the rent at 91.30% therefore compares favourably with the 2024/25 Scottish Average of 81.68%.

During 2024/25, the percentage of tenants who felt that we were good at keeping them informed about our services and decisions was as follows:

	No. of tenants responding	%
Very Good	100	54.35%
Fairly Good	76	41.31%
Neither/Nor	4	2.17%
Fairly Poor	4	2.17%
Very Poor	0	0
TOTAL	184	100%

Our 'communication' results with tenants at 95.65% satisfaction levels, therefore, compares favourably with the 2024/25 Scottish Average of 89.98%.

The percentage of tenants satisfied with the opportunities given to them to participate in our decision making processes was 89.67% compared to the 2024/25 Scottish Average of 86.34% as noted in the table below. We are also currently working with TPAS to set up a Tenant Scrutiny Panel with a view to this Panel developing to be able to scrutinise policies and procedures.

	No. of tenants responding	%
Very Satisfied	83	45.11%
Fairly Satisfied	82	44.57%
Neither/Nor	18	9.78%
Fairly Dissatisfied	1	0.54%
Very Dissatisfied	0	0%
TOTAL	184	100%

In terms of overall satisfaction, 90.76% of our tenants reported satisfaction, which, again, compares favourably to the 2024/25 Scottish Average of 86.85% broken down as follows:

	No. of tenants responding	%
Very Satisfied	73	39.68%
Fairly Satisfied	94	51.09%
Neither/Nor	9	4.89%
Fairly Dissatisfied	4	2.17%
Very Dissatisfied	3	1.63%
No opinion	1	0.54%
TOTAL	184	100%

Section 5: Compliance with Regulatory Standards

5.1 As a Registered Social Landlord, DPHA complies with the regulatory requirements of the Scottish Housing Regulator ([SHR](#)). Our Asset Management Strategy has been guided by the SHR Asset Management Recommended Practice, published in February 2023.

Section 6: Our approach to strong Asset Management

6.1 As of January 2026, 72% of our stock has been surveyed by external consultants within the last 5 years: 43% during November 2023, and then 29% during August 2024. The results of the external SCS are utilised in terms of monitoring and reporting in relation to our SHQS compliance, discussed in further detail at Section 12. JMP have developed an IT package known as the 'HUB' and the results of the SCS are contained within this. As a client of JMP, we have access to the portal and our own account, enabling us to update it when required. As well as surveys by external consultants, surveys are ongoing by the technical members of the Customer Services Team, including close and backcourt inspections. Due to the scale of the pre-1919 tenements that we own, a stonework survey was commissioned by an external consultant with considerable expertise in pre-1919 tenements during 2024.

6.2 The results of this survey help us to prioritise future stonework contracts, taking account of the current condition. As part of our gutter cleaning contract, the contractor's remit includes taking photographs of roofs to help us identify any obvious issues at roof level that cannot be easily seen from street level. Moving forward, we are considering conducting drone surveys on our tenement stock during 2026/27. As well as the 'HUB,' we have developed our own Life Cycle Costing Exercise (LCCE). The LCCE is updated on an ongoing basis, including updated costs, reflective of tender costs.

Each year, costs contained within the LCCE are discussed with the Finance Team and Finance Consultant.

- 6.3 We have agreed component life cycles for all main components. Our LCC is used to inform us of our 30-year financial projections, which underpin our Business Plan. Further, our plans are updated on an annual basis as part of our annual budget setting process. As part of this planning process, it is essential to have good information to inform our Asset Management Strategy. We have detailed information on our housing stock and our tenants/residents, and this is used to ensure we deliver high quality services. Continuous improvement is an approach applied as part of our delivery service objectives.
- 6.4 As part of the approved budget, the Customer Services Team is allocated a sum of money annually from which to plan our component replacement programme and repairs budget, including the cyclical programme. In this way, this ensures that our pressured resources are managed carefully, whilst regularly reviewing tender prices and ensuring that resources are spent wisely. Based on this planning approach, we can ensure our maintenance plans are reflected in our annual budgets, and our medium-term and long-term financial plans.

Section 7: Funding, Financial Plans and Value for Money

- 7.1 Our planned and cyclical maintenance and major improvement programmes are funded through rental income and from provisions set aside for that purpose. Where there is grant funding available, we will apply for this funding to assist with costs. **Improvement work to non-housing assets will be funded through budgeted expenditure.** Our Business and Financial Plans fully recognise our asset management proposals and plans. Value for money assessments aim to achieve the optimum balance of both quality and cost. During May 2021, a private loan was drawn down, covering a 25-year period. This facility is being used to fund component replacement work and necessary investment in our housing stock. We will continue to utilise this facility for future major repair investment.
- 7.2 To ensure we achieve value-for-money we procure our goods, services and work in compliance with our Procurement Policy.

Section 8: Stock Breakdown

- 8.1 As of January 2026 we own 701 properties which includes 696 residential properties and 5 non-housing units. Whilst most of our stock relates to pre-1919 tenements, we also own and manage properties built after 1983, including two sheltered housing complexes with 35 properties in each. Our stock base includes 12 shared ownership properties along with 6 properties managed by third party organisations in the provision of housing for people with multiple support needs.
- 8.2 Over 600 of our homes are 1 and 2 bedroom properties. Around 90% are in the Dalmuir area of Clydebank with the remainder in the Mountblow and Old Kilpatrick areas. Appendix A outlines our stock breakdown, tenure split and apartment size. Most of the stock that we own (64%) relates to pre-1919 tenements. We own six care flats, five of which are registered Houses in Multiple Occupation with licenses renewed every 3 years.

- 8.3 We own several properties within mixed tenure blocks as noted within the appendix. Planned, cyclical and major repair work within the mixed tenure blocks requires considerable staff resourcing, working closely with owners of both residential and commercial properties. The shared ownership properties are on a 20 year arrangement and at the end of that period, if the property has not been bought outright by the sharing owner, we can offer three options: i) to continue for another 20 years ii) for the sharing owner to buy our share or iii) for the Association to buy back the sharing owner's share. Over the years, we have, on average, bought 2/3 properties per year back for use as social rented housing. Our Acquisition Policy and procedures set out the criteria for purchase and how the financial viability long term is established. The final purchase is a Board decision.

Section 9: Non-housing stock

- 9.1 We own five non-residential properties, including 1 No. office and 2 No. commercial properties within the pre-1919 tenement stock, and 2 No. offices within our sheltered housing complexes.
- 9.2 We do not hold any landbank at present. We have common spaces associated with our housing developments and the Beardmore Sculpture Garden. We also own and maintain substantial landscaped areas around our housing stock which is maintained as part of our ground's maintenance contract. We undertook a tree survey in October 2020 and now have a register of all trees that we are responsible for maintaining and their condition. This will allow us to plan their regular maintenance as part of our ground's maintenance contract.
- 9.3 We propose considering options for backcourt upgrades during 2025/26 and have set aside investment in this regard. We own Beardmore House which is used as the main office. We will be reconfiguring the ground floor, including the point of entry, to ensure that the office is accessible for all. We will consider proposals during 2025/26, progressing to carry out the works during 2026/27. Funds will be allocated in the annual budget accordingly. There are 2 offices within our sheltered housing complexes which are used as staff bases. Each complex also has a kitchen, common room, laundry facilities, and toilets.

Section 10: Factoring

- 10.1 We act as a property factor for 39 commercial properties which are situated on the ground floor of pre-1919 tenement blocks in Dumbarton Road, Agamemnon Street, Caledonia Street, Stuart Street and Scott Street. We provide the owners with a buildings insurance policy, and the properties are included in certain reactive repairs and planned maintenance of their building according to the Title Deeds. Major communal work to a building is managed separately and owners involved and consulted to maximise the opportunity for the work to go ahead and mitigate associated risks.
- 10.2 We also provide a domestic factoring service for 150 owners, including 12 shared owners. We have a Written Statement of Service within our Owners Handbook, which takes the current Code of Conduct, August 2021 into account. We undertake certain communal repairs and planned maintenance and invoice according to the Title Deeds. We issue invoices for the Management Fee, insurance, and service charges on an annual basis. Invoices are raised quarterly for other incidentals such as common repairs, cyclical, and major repairs.

Satisfaction amongst our factored owners is as outlined below:

	No. of tenants responding	% of tenants responding
Very Satisfied	15	25%
Fairly Satisfied	30	50%
Neither/Nor	9	15%
Fairly Dissatisfied	2	3.3%
Very Dissatisfied	4	6.7%
TOTAL	60	100%

- 10.3 The above demonstrates that 40% of the factored owners responded to our survey and that 75% of those who responded are satisfied with the service that they receive. This compares very favourably with the 2024/25 Scottish Average of 57.86%. Surveys are issued to factored owners every 3 years with the next survey due to be issued during 2028/29. Major communal work in a building is managed separately, and owners are consulted on a project-by-project basis. This includes hosting close meetings to discuss the work, including anticipated share of costs. Such contracts are subject to separate correspondence with the owners. Prior to commencing work, owners are required to sign mandates to ensure that any grants awarded are paid directly to the Association. This process ensures that financial risk is mitigated as much as possible.
- 10.4 Further, owners' share of costs requires being paid within 28 days of work completing; however, larger projects may require individual arrangements where required. We recognise that we factor many mixed tenure blocks. This requires considerable resources and the importance of ensuring that costs due to be paid by the owners are paid timeously. Moving forward, we plan to introduce Minutes of Agreement that require signing up front by owners, outlining their share of costs, the due date and when we will inform owners of their final share of costs, based on the Final Account figure agreed with the contractor.

Section 11: Housing Need and Demand

- 11.1 Our waiting list is reviewed annually, on a rolling monthly basis to ensure it is as up to date as possible. We receive 100% nominations from WDC for any void sheltered housing homes through a nominations agreement. WDC's Strategic Housing Investment Plan (SHIP) concentrates on the new build supply for West Dunbartonshire, particularly West Dunbartonshire Council and housing associations. The West Dunbartonshire Local Housing Strategy (LHS) also focuses on new build and the quality of existing homes. Our housing stock contains 44.7% of 1 bedroom/2apartment properties and 38.9% 2 bedroom/3 apartment properties with very few larger family homes. We also have a Section 5 nominations agreement with WDC to help permanently accommodate households experiencing homelessness. We allocate, on average, 59% of all our new lets annually through this

route. We operate in a uniquely small area of Clydebank and are aware that we are surrounded by several local and national housing associations e.g. Trafalgar HA, Clydebank HA, Loretto HA, and Link HA. We must continue to be aware of maintaining demand through the standards and attractiveness of our pre- 1919 tenemental stock and ensuring we deliver excellent services to our customers.

- 11.2 The table below indicates that 14.5% of our residents are over the age of 65 and, with an increasingly aged resident profile, a focus of our work will be the increasing need for medical adaptations and considering the role our care services should play in contributing to the agendas of key partners for delivering additional support required to help customers live independently at home for longer. The table below also shows that 51 % of our residents are male and 49% are female, which is close to the Scottish averages of 49% male and 51% female. The breakdown as of June 2025 was as follows:

Age	Under 16	16-24	25-34	35-44	45-54	55-64	65-74	75-80	80+	Unknown	Total
Male	115	44	91	93	63	77	63	15	9	35	605
Female	92	67	103	76	64	68	48	15	22	28	583
Total	207	111	194	169	127	145	111	30	31	63	1188
%	17.5%	9.3%	16.3%	14.2%	10.7%	12.2%	9.4%	2.5%	2.6%	5.3%	

- 11.3 Most of our turnover is within 2 and 3 apartment flats. Most people on our housing list have applied for a single person, one bedroom property. In January 2026 there were 395 applications on our external housing list and 53 of our own tenants had applied for an internal transfer. Demand by house size is set out on the table below:

Apartment Size/Type	No. of Housing List Applicants	No. of Transfer Applicants	Total No. of Applicants
1/2 Apartment	219	31*	250
3 Apartment	94	15	109
4 Apartment	52	7	59
5+ Apartment	30	0	30
TOTAL	395	53	448

*31 of our existing tenants requesting an internal transfer wish to move to a lower floor due to mobility issues and difficulties with climbing stairs.

11.4 Taking account of the above, we are considering a Design and Build project with a private housebuilder regarding the creation of 32 new homes at a site in Dalmuir. This will include the provision of 1, 2 and 3 bedroom flats. We appreciate that to become a 'developing association' again attracts risk and this risk forms part of our Risk Register. As such, we will continue to monitor costs and risks as the project develops. Notwithstanding, the possibility of developing this site will contribute to our Strategic Goal 1 to provide desirable homes that are warm, dry, safe, and affordable, meeting our tenants' needs and to be a more resilient organisation by ensuring financial management and sound governance.

11.5 Tenancy sustainment is key to our success, closely monitoring void levels, including how long tenants remain with us and their reasons for moving on. We also appreciate the importance of turning voids round as quickly as possible to minimise rental loss. The table below indicates void levels over the last 3 years:

	2022/23	2023/24	2024/25
General Needs	37	66	44
Sheltered Housing	14	6	9
TOTAL	51	72	53

11.6 Each year we have more demand than supply in terms of applicants for our properties. We do know that it can be more difficult to let second and third floor tenemental flats, which is why maintaining high standards internally, within the common areas and in the external environment is important to ensure the popularity of our properties. Our Voids Policy reflects the need to maintain these standards. The average calendar days to relet void properties during 2045/25 was 22.81 days, compared to the Scottish Average in 2024/25 of 60.59 days. We regularly review key aspects of our void performance in terms of property turnover, including:

- Are specific property types, locations or individual properties generating a higher turnover than others?
- Void loss: How long and how much money does it take to repair property types?
- Difficult to let properties: Are some properties more difficult to let? Do we have the same refusal reasons given all the time for certain properties?

11.7 The impact of these reviews influences our policies and procedures which are reviewed on a regular basis, which in turn influence our Asset Management Strategy. Additionally, we consult with tenants and our Tenants Panels on policy changes. We also review feedback from our quarterly satisfaction surveys which identify issues of concern raised by tenants. We survey all our new tenants about the quality of their new home. All this information is used when policies and strategies are being reviewed. The percentage of rent lost due to properties being empty was 0.54% versus the Scottish Average in 2024/25 of 1.26%. We had budgeted for 1% rent loss due to voids. The percentage of tenancy offers refused in 24/25 was 36.78% (9 No. refusals) compared to the Scottish Average of 32.43%. This increased number from the previous year (27.17%) was due to higher refusal rates from Section 5 referrals and 1 No. hard to let property. Regarding tenancy sustainment, as reported in our 2025 ARC, the position was as follows:

- Percentage of tenancies that began in previous year and remained more than one year amongst existing tenants was 100% compared to the Scottish Average of 94.61%. This is 5 of 5 new tenancies granted.
- Percentage of tenancies that began in previous year and remained more than one year regarding statutorily homeless applicants was 93.75% compared to the Scottish Average of 90.98%. This is 45 of 48 new tenancies granted.
- Percentage of tenancies that began in previous year and remained more than one year amongst external applicants was 86.67% compared to the Scottish Average of 91.46%. This is 13 of 15 new tenancies granted.

11.8 We will continue to monitor tenancy sustainment.

Section 12: Scottish Housing Quality Standards

12.1 The Scottish Housing Quality Standard (SHQS), introduced in February 2004 is the Scottish Government's principal measure of housing quality in Scotland. As noted within our ARC 2025, 95.4% of our properties meet the SHQS. This compares favourably with the current Scottish Average of 87.24%, particularly taking account of the nature of our stock i.e. predominantly pre-1919 tenement stock. Further, two of the properties are 'in abeyance' due to social issues/refused access. We will continue to work with the tenants for their co-operation, failing which, any failures noted will be addressed once the properties become void. The total number of units covered within the scope of SHQS is 674 properties. Seven of the failures relate to inadequate storage space within the kitchen. It is anticipated that these properties will comply by the end of this reporting year, thus increasing SHQS compliance to 96.29%. That will leave 23 properties failing the standard, relating to EPC grading standards and the requirement for internal or external insulation works.

Section 13: Social Housing Net Zero Standard

13.1 Social Housing Net Zero Standard (SHNZS) will replace the second Energy Efficiency Standard for Social Housing (EESH2). The original standard EESH1 was launched by the Scottish Government in March 2014. The standard set minimum energy ratings for social housing stock to achieve by 31 December 2020. The standards were 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 2025, and as outlined in our EESH return, 96.3% of the stock met this standard. At present, we have 1 property which meets the criteria for abeyances and there are 23 properties which fail the standard as they require internal or external insulation to comply. Over the last 5 years we have obtained significant information regarding the energy performance of our properties. All our mainstream and sheltered properties have Energy Performance Certificates. The data is used to confirm our EESH1 performance, and we report performance to the SHR annually.

Our current Energy Performance Certificate ratings are detailed on the table below:

EPC Band	No of EPCs	% Stock in Band
A	-	0%
B	19	2.8%
C	631	92.2%
D	34	5%
E	0	0%
TOTALS	684	100%

- 13.2 We insulated 16 of our tenemental property gables in 2016/17 and these are checked every 5 years by a Structural Engineer for integrity. Over and above, regular visual inspections are carried out by our own technical staff. In addition, we have 2 gable ends which will be difficult to apply external insulation to because of their proximity to the electrified rail line at Dalmuir Station. We have identified a further 5 No. gable ends that would benefit in terms of energy performance if they were to receive external wall insulation. Whilst we submitted a capital application form in May 2025, to Scottish Government as part of the Social Housing Net Zero Heat Fund, our application for funding was unsuccessful. The blocks in question are mixed tenure blocks, including commercial units at the ground floor, and so, we will require to have ongoing discussions with the owners and full collaboration to be able to progress with this project, subject to identifying other funding opportunities.
- 13.3 We acknowledge that compliance with SHNZS is a crucial part of an energy-efficient Scotland. We support Scottish Government’s vision to provide ‘warm, high quality, affordable, low carbon homes’ that will contribute to the requirements of the emissions targets for Scotland. Regarding Principle 2, measurement 9, Energy Performance and Fabric First,’ we are conscious that the climate change agenda will play a key factor in our Asset Management Strategy and plans. The Scottish Government consultation on the new SHNZS produced in November 2023 remained open for consultation until March 2024. Guidance relating to SHNZS has not yet been issued. Indications continue to suggest that RSLs will be required to achieve an EPC rating of C by 2035, increasing to a B by 2040 and that properties cannot be relet unless a minimum fabric efficiency is met by 2028. Based on our knowledge and understanding of our stock, this will be a challenge for us as the insulation work required, particularly in our sandstone tenement buildings, could involve significant costs and substantial internal disruption for our tenants. One of our key challenges for 2026/27 and beyond will be to consider what options and funding streams may be available for district heating and solar PVs that could increase the energy performance of some of the C-rated properties to a B rating and some of the current D-rated properties to a C rating. We cannot progress with this, however, until the new guidance has been received. Furthermore, upon receipt of the guidance, we will consider the options in terms of ‘clean heating,’ which will result in moving away from gas or other fossil fuels working towards Net Zero. Notwithstanding, our options will be wholly linked to the technology available, a constantly changing and evolving landscape and substantial grant funding being identified, as our current rental income cannot support the introduction of such measures as reflected within our Business Plan.
- 13.4 Sustainability is a key part of our strategies, policies and procedures and the Asset Management Strategy has been drawn up to ensure DPHA’s 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. Taking account of the Scottish

Housing Regulator’s Integrated Asset Management Guidance, our 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
- Well managed and maintained housing environments
- Property improvements which extend the life of our assets and add value
- Adapting properties to meet tenants/residents’ particular needs
- Environmental standards and energy efficiency improvements make a positive contribution to the government’s climate change objectives and address fuel poverty.

13.5 We will take an environmentally friendly approach to the selection of materials and components for our repair and replacement programmes as far as is financially feasible.

Section 14: Asset Rationalisation

14.1 Where it is assessed as being in the best interests of DPHA, arrangements will be considered for the acquisition and the disposal of assets, with all the appropriate options appraisals, approvals and consents as required. This will include preparing NPVs which will require demonstrating that any acquisition will have a positive effect on the Business Plan before any such acquisition takes place. For now, we attract up to 50% grant from West Dunbartonshire Council for one-off acquisitions through the ROTs scheme (Rental off the Shelf) and our annual budget assumes up to 4 new acquisitions each year. Both Acquisition and Disposal of Assets Policies are in place, and an acquisition or disposal will only take place, following a detailed report to the Board, including production of an NPV calculation. As noted earlier, our main difficulty is the ownership balance in relation to mixed tenure blocks, where we require to carry out major common repairs and cannot obtain the agreement of owners when we do not have the majority share. The share held by many of our commercial owners is significantly higher than residential owners and will require further consideration, particularly as we progress with the stonework repairs programme.

Section 15: Asset Records and Stock Condition

15.1 We hold the list of properties we own with the land registration title attached within HomeMaster. We are aiming for all data to form part of our HomeMaster database during 2026/2027. As noted earlier, we are currently using an asset management software system called the ‘Hub’, to hold and manage some of our stock data. Our intention is to have one database covering all asset functions.

15.2 For now, we will continue to utilise the ‘HUB’ in relation to SHQS compliance/failures. We also have several other registers, which again will be incorporated within HomeMaster as follows:

- Asbestos Register
- LGSR Register (gas service) managed in conjunction with Click software used by contractors to update LGSR information which our staff have access to
- Legionella Survey Register

- Electrical Survey Register
- Smoke/heat detectors
- Electrical Performance Certificates (EPCs) with links to the certification

Section 16: Risk Management

- 16.1 In response to Principle 1 of the SHR guidance, from a strategic perspective, it is essential that the Board of Management has a clear understanding of the full range of risks applying to the asset base, including tenant and resident safety risk management, and being satisfied and receiving assurances that risk is being mitigated as far as possible. 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.

As previously highlighted, two thirds of our housing stock is pre 1919 tenements, which have been well maintained internally; however, the stonework requires maintenance, particularly taking account of the age of the properties and when they were last improved. Following analysis of the stonework report received from Grant Murray Architects, our short, medium and long term financial projections take account of the findings and anticipated spend and an annual allowance has been set aside for stonework repairs and improvements. When identifying and assessing asset management risks, we take a proportionate approach, which reflects the age, type, and condition of our assets. Notwithstanding, there will inevitably be unforeseeable and unavoidable events which could occur due to external factors.

To minimise the impact of such risks we apply management monitoring processes and have business continuity plans in place. The Covid-19 pandemic and other factors outwith our control had a major impact on our ability to deliver our cyclical, planned and major improvement contracts. This impacted our programme of windows, kitchens, and bathrooms in 2020/21 because both contractors and tenants were restricted by lockdown requirements, the availability of staff and materials, and by shielding. This led to us being in a situation where we had to ‘catch up’ and the catch-up work has been subject to greatly increased tender costs with Brexit having a longer-term effect on costs and availability of materials.

Also as noted previously, we have two structures that require ongoing assessments by a suitably qualified structural engineer/roofing adviser. The Beardmore Sculpture and the copper roof dome, finial, and weathervane on the corner of 427 Dumbarton Road and 6 Agamemnon Street also require ongoing Inspections. Our Strategic Risk Register is updated regularly and presented to the Audit and Risk Sub Committee by the CEO on a quarterly basis and to the Board every 6 months. SHQS, tenant health and safety, Damp & Mould and Net Zero standards are referenced within our Strategic Risk Register.

- 16.2 A copy of our most recent Annual Assurance Statement (AAS 30 October 2025) has been uploaded to our website and whilst covering the whole organisation, there is also an emphasis on tenant safety elements. Our Board was provided with the necessary evidence-based assurance of our compliance in respect of duties relating to gas safety, electrical safety, water safety, fire safety, lift safety, asbestos, and damp and mould. Appendix B provides a summary in relation to our tenant safety performance. We recognise safety is a key performance indicator. This includes identifying, managing, and mitigating all risks while ensuring all legal requirements are followed (as outlined in

respective policies), hazards are identified (for example, Asbestos Register, which has now been transferred to HomeMaster), and approved Codes of Practice are adhered to, such as Health and Safety Executive Guidance. As members of EVH, we have access to the ACS Health and Safety Manual which is considered in terms of the relevant health and safety related policies. ACS conduct a biennial audit of the Association's offices in terms of staff safety. We are proposing to develop a separate Asset Management Risk Register, and this is noted as one of our Key Challenges during 2026/27. This new Risk Register will include reference to all tenant safety items, procurement of asset-related works and services and the ongoing stonework surveys and conditions.

- 16.3 The Association maintains a robust internal audit process to provide independent assurance on the effectiveness of its governance, risk management, and internal control frameworks. This process supports compliance with regulatory requirements, promotes transparency and accountability, and ensures that systems and procedures are regularly reviewed and strengthened to safeguard assets and deliver continuous improvement across the organisation. The Annual Internal Audit Plan, which is drafted considers the risks areas contained in our own SRR and the risks the SHR focusses on – tenant H&S being a key risk area for example.
- 16.4 The Association's Strategic Risk Register includes key risks relating to tenant health and safety, damp and mould, compliance with SHQS, delivery of net zero targets, tenant satisfaction, and value for money. These risks are regularly reviewed and monitored to ensure appropriate mitigation measures are in place. The register is formally reported to the Audit & Risk Sub-Committee and the Board of Management on a six-monthly basis, providing oversight, scrutiny, and assurance on the Association's risk management framework.
- 16.5 Escalation processes are in place to address any concerns regarding DPHA's compliance with its regulatory and legal obligations in relation to its assets and properties. Such matters are reported and monitored through updates to the Strategic Risk Register, the Strategic Delivery Plan, and the Chief Executive's monthly report to the Board of Management, ensuring appropriate oversight and timely intervention. In the event of any significant issue, this would be treated as a notifiable event to the Scottish Housing Regulator, and the Board would be advised immediately to enable prompt and effective governance oversight.

Our status with the Scottish Housing Regulator is "compliant."

Section 17: Financial Statement

- 17.1 We are a strong and resilient social business, and we consider that we are well governed. We keep management costs as low as possible, rents affordable, and still ensure that we can maintain and improve our standards of service delivery to customers, whilst maintaining the quality of our homes and environment. The financial results for 2024/25 cover the Association's forty-second year of operations. The Association made a deficit for the year of £114,007. During the year, £891,620 was spent on planned maintenance, bringing the total expenditure on our Investment Programme to £35.3 million. On 31 March 2025, we had net current assets of £4.4m, comprising of £5.3m cash, debtors of £0.4m and current liabilities of £1.3m. Loans outstanding at the year-end were £2.9m. Our previous loans were redeemed during 2018/19. There are no other outstanding loan debts. The Association drew down the current loan in May 2021. There are 72 units used as security against the current loan, leaving 85% of our stock unencumbered. On 31 March 2025, £8.6 million was held in reserves. Over the next 5 years, the cost set aside per unit for major repairs is £2,275, the cost per

unit for cyclical repairs is £2,291 and the cost for component installations is £5,009. We have also budgeted £517,000 for stone repairs, taking account of the stonework survey carried out during 2024. Further, we have set aside £100,000 for backcourt hard landscaping during the next 5 years with a further £30,000 set aside for front garden upgrades in Year 1 of our Business Plan. We are aware of the requirement for road resurfacing in Year 1 and have set aside £30,000 for this element. Medical adaptations funding during 2025/26 has been confirmed as £30,000. This is more than in previous years, at anywhere between £20,000 and £25,000. Further, we receive ROTS (Rental off the Shelf) funding, for the purchase of fully owned owner-occupied properties within our action area. The funding confirmed for 2025/26 is £300,000, compared to £150,000 funding last year. A stock valuation was carried out in 2020 by JLL. This provided a Market Value subject to tenancies of £29.4m. This was based on 689 units. Given the projections for the next 5 years and that the Association exceeds the minimum required cash levels of £1m, we are confident that the Association has sufficient resources to carry out the planned investment programme contained within the Asset Management Strategy. Moving forward, we have identified as a Key Challenge to include a breakdown of our stock I investment in our AMS for 2026/27 onwards. This will be broken down to include expenditure on cyclical and planned investment.

Section 18: Managing Investment

- 18.1 In relation to Principle 5, we recognise that our assets can only be properly managed and maintained and safe-guarded in the future, with staff committed to the need for an Asset Management Strategy who understands the philosophy and process that they need to work within. It is vital, therefore, that we ensure that we have in place the appropriate staffing structure that can deliver the aims and objectives of the Association and ensure regulatory and legal compliance is achieved. This includes ensuring that resourcing is adequate, and that staff are appropriately qualified and experienced, and that ongoing training is provided as necessary. Further, it is recognised that the staff have access to the appropriate technical expertise when required and ensure they have the capacity and competence to support the delivery of the Asset Management Strategy and manage the associated risk. In this regard, it was determined during 2025 that a revised Customer Service Team staff structure will be implemented in 2026, and we will see the introduction of a Head of Housing and a Head of Assets.
- 18.2 Further, we recognise that large-scale investment and disinvestment programmes can absorb a substantial amount of senior management and technical skills, directing it away from other aspects of the business. The staff directly responsible for ensuring that the stock is maintained to the highest standards, now and in the long term need to be able to deliver a programme of work that produces high standards of housing. Members of the new Asset Team, to be led by a new Head of Asset will carry this responsibility. Other key areas of this part of the business include compliant procurement exercises, demonstrating value-for-money is being achieved, strong project management working towards meeting contract deadlines, budgets and monitoring agreed KPIs. The new Asset Team will also become responsible for ensuring that the Association is working towards Net Zero targets, taking account of the pending guidance in relation to Social Housing Net Zero Standard in Scotland.

Section 19: Key Challenges 2026/27 and 2027/28

- 19.1 In updating our Asset Management Strategy during 2025/26, for implementation 2026/2027 onwards, we have identified several ‘Key Challenges’ for this year. An update on progress of these challenges will be presented to the Board quarterly with a final report at the start of the new financial year on outcomes and achievements.
- 19.2 Key challenges for 2026 will centre on strengthening infrastructure, leadership, and operational efficiency across the organisation. A major priority will be the reconfiguration of the office environment, ensuring workspaces support collaboration, flexibility, and future growth while minimising disruption to day-to-day operations. At the same time, the continued development of the HomeMaster IT platform will be critical, focusing on improving system capability, data integration, and user experience to better support service delivery and decision-making.
- 19.3 Fire safety compliance and improvement will also remain a key focus, requiring ongoing risk assessments, upgrades to systems where necessary, and clear governance to ensure all regulatory standards are met. In addition, strengthening organisational leadership through the review and development of new Heads of Department roles will be essential to ensure clear accountability, strategic oversight, and effective performance management.
- 19.4 Finally, procurement evaluations will be undertaken to review supplier performance, ensure value for money, and align purchasing practices with organisational priorities and compliance requirements. Together, these areas represent the most significant operational and strategic challenges that will need careful planning and coordination throughout 2026. Further challenges for forthcoming years are detailed below which will be prioritised as the strategy is further implemented and actioned upon.

Below is a table of the key challenges along with a short, detailed summary:

Key Challenge	Details
KC 1 – Reconfigure office	Receive proposals/costs, procure works and establish requirement for any statutory approvals to enable site start during 2026/27
KC 2 – Transfer data to HomeMaster	In progress and ongoing. Exercise to conclude ahead of current license expiring and aiming for full transfer by the end of 2026 Ensure adequate time is set aside for Asset Team to develop database, particularly in relation to SHR’s suggested Principles 3 and 4
KC 3 – Policies	Update Procurement Policy April 2026. Prepare new Fire Safety Policy June 2026. Update all other policies as required, including key dates noted within Appendix B in terms of H&S compliance.

	Ensure sufficient time is set aside for policy updates throughout the year
KC 4 – Resource Asset Team	Recruit new Head of Assets and ensure new staff structure is suitably resourced to deliver AMS and all business objectives required of the team. Identify and ensure staff training is provided as required
KC 5 – SHQS compliance	Improve results by addressing lack of storage space within kitchens and at void stage where access has not been granted
KC 6 – Ongoing stock condition surveys	Determine approach to surveying in future once the ‘HUB’ is no longer utilised
KC 7 – Drone surveys	Consider carrying out drone surveys to tenemental stock to obtain further intelligence in terms of stock condition
KC 8 – Capitals programme	Develop a capitals programme in terms of work, including improvements to backcourts and front gardens, and road resurfacing. Set aside ample time in terms of proposals/costs and procurement
KC 9 – Investment programme	Prepare annual investment programs split between cyclical, planned renewals and reactive maintenance
KC 10 – Investment Decisions	Consider in more detail, Principles 3 and 4 of SHR guidance, including categorising stock and introducing a traffic light system allowing the Association to split assets into green, amber and red
KC 11 – Factored owners major repair costs	Consider introduction of Minutes of Agreement ahead of main works, particularly taking account of commercial owners’ considerable share per Title Deeds
KC 12 – Asset Risk Register	Consider setting up a separate operational Risk Register for Asset related tasks, including health and safety compliance, damp and mould, SHQS and Net Zero standard as a minimum
KC 13 – Strategic Risk Register	Ensure SRR identifies risks associated with becoming a developing RSL again
KC 14 – Social Housing Net Zero Standard	Review new guidance once received and identify areas for improvement (where feasible), including identification of the necessary grant funding
KC 15 – Review of AMS	Ensure adequate time is set aside for quarterly reviews and then an annual review once new data is available in terms of ARC reporting and new Scottish Averages
KC 16 – Procurement	Identify at start of 2026/27, procurement exercises required throughout the year, noting key dates and build in time appropriately

Section 20: Equality, Diversity And Inclusion

20.1 To ensure that our Asset Management Strategy Policy and practices are fair, inclusive, promote an environment of respect and understanding, and do not unlawfully discriminate against people with a protected characteristic, we have carried out an Equality Impact Assessment (EIA) in line with our Equality, Diversity & Inclusion Policy. A copy of the EIA can be made available upon request.

Section 21: Data Protection

21.1 We will treat personal data in line with our obligations under the current data protection regulations and our Data Protection Policy. Information regarding how data will be used and the basis for processing data is provided in our Fair Processing Notices.

Section 22: Policy Review

22.1 This strategy will be reviewed on a three-yearly cycle by the Board and will align with the Business Plan. Data within the Strategy will be updated on an annual basis.