

## Asset Management Strategy

Prepared by	Technical Director
Policy created	January 2019
Date of last review	April 2022
Date of current review	October 2025
Date of next review	October 2028
Reviewed by	Operations Sub-Committee

Corporate Fit	Internal Management Plan	✓
	Risk Register	✓
	Business Plan	✓
	Equalities Strategy	✓
	Legislation	✓

### Keep in touch

868 Tollcross Road | G32 8PF  
0141 763 1317  
info@tollcross-ha.org.uk  
www.tollcross-ha.org.uk

Registered Scottish Charity No.SC040876 | Registered with the Scottish Housing Regulator No.197 | Registered Property Factor No.PF000261 | Registered Society under Co-operative and Community Benefit Societies Act 2014 No.1798RS

### Alternative formats available



Happy to translate  
Możemy przetłumaczyć  
Раді перекладати  
Ni Fahari kutafsiri  
نحن سعداء لتقديم الترجمة  
अनुवाद करके खुशी हुईं  
ਅਨੁਵਾਦ ਕਰਨ ਵਿੱਚ ਖੁਸ਼ੀ  
乐意翻译

Our policies provide a framework to underpin our vision and values, to help us achieve our strategic objectives.

## Our Vision

Local people, local control.

By providing quality homes and services, we will create stronger communities and a better quality of life for our customers.

## Our Values

- Focused on the needs of our customers and communities.
- Supportive of our staff and Committee members.
- Responsible, efficient, and innovative.
- Open and accountable.
- Inclusive and respectful.
- Fair and trustworthy.

## Strategic Direction

**Consolidation and improvement:** Applicable to our core business as a landlord & property manager.

**Growth:** Through the new build opportunities, we are taking forward.

**Partnerships:** Where this can help to address shared goals and increase capacity and value.

**Resilience:** A key priority across all parts of our business.

## Strategic Objectives

**Services:** Deliver quality, value for money services that meet customers' needs

**Homes & neighbourhoods:** Provide quality homes and neighbourhoods.

**Assets:** Manage our assets well, by spending wisely.

**Communities:** Work with local partners to provide or enable services and activities that benefit local people and our communities as a whole

**Our people:** Offer a great workplace environment that produces a positive staff culture and highly engaged staff.

**Leadership & Financial:** Maintain good governance and a strong financial business plan, to ensure we have the capacity to achieve our goals.

## Our Equalities and Human Rights Commitment

We understand that people perform better when they can be themselves and we are committed to making the Association an environment where employees, customers, and stakeholders can be open and supported. We promote equality, diversity, and inclusion in all our policies and procedures to ensure that everyone is treated equally and that they are treated fairly on in relation to the protected characteristics as outlined in the Equality Act 2010.

## Privacy Statement

As data controller we will collect and process personal data relating to you. We will only collect personal information when we need this. The type of information we need from you will vary depending on our relationship with you. When we ask you for information, we will make it clear why we need it. We will also make it clear when you do not have to provide us with information and any consequences of not providing this. We are committed to being transparent about how we collect and use your data, and to meeting our data protection obligations with you. Further information about this commitment can be found within our full Privacy Statements.

## Policy Scope & Review

For the purpose of this policy the term Association will include all members of the Tollcross Housing Association Limited. Therefore, all employees, governing body members, volunteers, customers and other relevant stakeholders will be expected to adhere to this policy and/or procedure. All policies and procedures are reviewed every 3 years in line with best practice and current legislation. The Association reserves the right to make additions or alterations to this policy and procedure from time to time. Any timescales set out in this policy may be extended where required.

## Contents

Section		Pages
1.	Introduction & Scope	2-3
2.	Purpose of our Asset Management Strategy	3
3.	What is Asset Management?	3-8
4.	Key Stakeholders	8
5.	Tenant Satisfaction Results	8-9
6.	Landlord Responsibilities	9
7.	Asset Value	10
8.	Asset Profile	10
9.	Asset Condition	10-11
10.	Energy Efficiency Standard for Social Housing	11-12
11.	Asset Performance and Viability Review	12
12.	Investment in Stock	12-13
13.	Review	13

Appendices		Pages
1.	Equality & Human Rights Impact Assessment	14

## 1. Introduction & Scope

- 1.1. Tollcross Housing Association's Asset Management Strategy is intended to manage and protect the Association's asset base in a way that supports the Association's wider organisational objectives and contributes to the long-term sustainability of the assets, the organisation and the wider environment.
- 1.2. Tollcross Housing Association Limited was formed in 1974 by local residents determined to improve housing conditions in the east end of Glasgow.
- 1.3. The Association currently owns and manages 2304 houses and flats in Tollcross, Carmyle and Lilybank/Newbank, with 1552 of these acquired from Glasgow Housing Association in June 2011. We provide factoring services to 609 residential and commercial owners. We also manage 12 mid-market rented properties through our subsidiary, Auchenshuggle Develops.
- 1.4. The Association is managed by a voluntary Management Committee including local residents who are elected by its members at the Annual General Meeting. Anyone over the age of 16 can apply to become a member of the Association by completing an application form and making a £1 one-off payment. Members can attend the Annual General Meeting and those 18 and over can stand for election to the Management Committee.
- 1.5. The vision of Tollcross Housing Association is: "Local people, local control"  
"By providing quality homes and services, we will create stronger communities and a better quality of life for our customers."
- 1.6. We achieve this vision by delivering on the following Strategic Objectives which are set out in our Business Plan and agreed by Committee:
  - Services: Deliver quality, value for money services that meet customers' needs
  - Homes & neighbourhoods: Provide quality homes and neighbourhoods.
  - Assets: Manage our assets well, by spending wisely.
  - Communities: Work with local partners to provide or enable services and activities that benefit local people and our communities as a whole
  - Our people: Offer a great workplace environment that produces a positive staff culture and highly engaged staff.
  - Leadership & Financial: Maintain good governance and a strong financial business plan, to ensure we have the capacity to achieve our goals.
- 1.7. This Asset Management Strategy (AMS) has been drawn up to implement and inform the Association's Business Plan and sets out the framework for ongoing care and investment in our housing stock and environment.
- 1.8. Our AMS seeks to define what the Association's requirements are across 3 areas:
  - The effective investment in planned maintenance to ensure our property portfolio is maintained to the required standards
  - How the management of our property portfolio is supporting our wider business objectives
  - The active management of our assets will 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.
- 1.9. Tollcross Housing Association's 2024 to 2027 Business Plan is our key strategic document which communicates our vision and objectives, including how we will achieve those objectives. The Business Plan articulates the strategic direction and ambition of the Board of

Management as the Governing Body of the organisation. It provides a framework for action which communicates to customers, staff, and key stakeholders what the organisation aims to achieve over the 3 years of the Business Plan.

- Objective 1 - Strong and Sustainable Strategic Governance
- Objective 2 - Excellent Service and Performance with Strong Leadership and People
- Objective 3 - Quality Homes in an Attractive Environment
- Objective 4 - Value for Money for THA and our Customers
- Objective 5 - Be More Than Just a Great Landlord

1.10. The Scottish Housing Regulator published a recommended practice document on integrated asset management in December 2022 for consultation. Although the guidance is only advisory and landlords are not required to follow it, we will apply the principles in the guidance and ensure that we take the whole organisation approach to managing our assets strategically.

## **2. Purpose of our Asset Management Strategy**

2.1. Asset Management is the process by which we ensure that the assets that we need to operate our business are managed effectively, efficiently and provide value for money. It covers a wide range of activities that are in place to protect all of these assets. 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.

2.2. Through our Asset Management Strategy, we will contribute to our strategic objectives, and we are committed to ensuring 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 benefits objectives where possible

2.3. The objectives of the strategy are as follows;

- To produce an accurate asset profile of the housing stock.
- To state the value of the housing stock and offices.
- Comply with the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management.
- To review the findings of the most recent stock condition survey against the current and future repairs and maintenance requirements of our housing stock, to incorporate the Scottish Housing Quality Standard, EESSH 2 and Net Zero Carbon.
- Ensure compliance with all legal obligations.
- Ensuring that future investment decisions are based on robust reviews of the viability of stock which may have a limited future.
- Ensuring that tenants and customers play an effective role in developing stock investment programmes and improvement plans.
- Developing the Homemaster Housing Management System to provide accurate asset information.
- Ensuring our stock profile meets the needs of our tenants now and, where practical, meets the needs and aspirations of tenants in the future.
- Demonstrating value for money in the delivery of all investment works through effective procurement

### 3. What Is Asset Management?

- 3.1. The Scottish Housing Regulator (SHR) issued advisory guidance during December 2022 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.
- 3.2. 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.
- 3.3. The recommended practice has been prepared for the Committee 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
- 3.4. The guidance sets out five main principles, which will be referred to at the relevant sections throughout this document.
- 3.5. Principle 1: Governing bodies and committees lead the strategic response to asset management and should be assured that assets are managed.
  - 3.5.1. Integrated asset management is a core business function for asset-based organisations, such as Tollcross Housing Association 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. Senior officers, including the CEO and Directors, 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. Business objectives are discussed and agreed at the annual Strategy Day for the Board and senior staff each year. The Strategy Day also looks at objectives and targets for the new financial year.
  - 3.5.2. To ensure that the Board members have the skills and knowledge to hold the senior staff to account, including in relation to asset management practice, an annual appraisal process is conducted.
  - 3.5.3. The annual appraisal process is facilitated by an external consultant every 2 years (with internal facilitation in the alternative years). The appraisal process allows governing body members to reflect on their role and identify any gaps in their knowledge or skills.
  - 3.5.4. A robust learning and development plan is created annually as a result of the appraisal process for governing body members, to ensure these gaps in knowledge are addressed. Full information about the annual appraisal process can be found in the Governing Body Performance Review Policy.

3.6. Principle 2: Social landlords should have a comprehensive understanding of their assets.

- 3.6.1. 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:
- 1) general property indicators – construction type, size of property etc i.e., ‘knowing our stock’
  - 2) tenant and resident safety performance – managing and mitigating risk, all in accordance with current legislation
  - 3) investment performance – condition of stock per ongoing SCS and current and future investment programmes
  - 4) mixed tenure performance – risks associated with coordinating works on behalf of owners and receiving payment
  - 5) service performance – void costs and associated rent loss, management costs, repair and cyclical costs
  - 6) financial performance – produce Net Present Value (NPV) taking account of other indicators
  - 7) customer performance – turnover of properties, number of refusals, results of quality satisfaction
  - 8) place performance – SIMD (Scottish Index of Multiple Deprivation) results, environmental costs
  - 9) energy performance and fabric first – energy performance of each property and options re physical improvements in terms of fabric first approach

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

- 3.7.1. Assembling a comprehensive asset database should result in social landlords identifying and assembling a helpful (and potentially extensive) suite of asset performance measures for every property or asset grouping.
- 3.7.2. From this comprehensive evidence base, a smaller number of key performance indicators can then be collectively agreed, perhaps somewhere in the region of 8-16 performance measures.
- 3.7.3. Within an integrated approach, these key performance measures can then be used as the primary basis for assessing whether housing assets are fit for purpose, with wider indicators providing contextual information where integrated asset management outcomes require further clarification and scrutiny.
- 3.7.4. The 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
- 3.7.5. 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 the Association to then 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.

- 3.7.6. Tollcross Housing Association has an asset database which has been established following various stock condition surveys carried out by Brown & Wallace Consultants. This database is used for planning future investment and producing the 5 and 30 year plan. Moving forward, our intention is to migrate all information to Homemaster to align with the work being carried out by our Asset Consultant.

- 3.8. Principle 4: Integrated asset management outcomes should be understood and used as evidence to inform future investment decisions.

- 3.8.1. Following on from Principle 3 and the suggested traffic light system, this would then enable the Association to split its assets between:

Green assets – These assets are likely to be well managed and maintained with strong demand and, all things remaining equal, are likely to stay that way in the future. Green assets those most desired by tenants and as assets they make a positive financial contribution to the landlord's business plan.

Amber assets – Amber scoring assets are unlikely to be performing at peak levels of performance but are also unlikely to be designated as a major cause for concern. These assets could however present future risks if performance is not managed effectively, potentially raising questions regarding the value of future investment.

Red assets – At the other end of the scale, integrated asset management outcomes should clearly identify housing assets that do not score positively against key performance indicators and could therefore be described as red assets. This suggests these assets may not currently be fit for purpose and raise questions over whether continued investment is sustainable.

- 3.8.2. Where red assets are of strategic importance (from a place or housing need perspective), social landlords may choose to continue investment even if these assets have a long-term negative impact on the financial business plan of the organisation. It is important that landlords understand the key performance drivers and impacts of these assets, ensuring that asset value is monitored over time with negative impacts kept to a minimum.
- 3.8.3. 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 are conducted in relation to potential, further new build developments and one-off 'off the shelf' acquisitions.
- 3.8.4. The asset performance of the properties in terms of risk is regularly reviewed in the Risk Map and 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?

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

- 3.9.1. The purpose of the 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.
- 3.9.2. This Asset Management Strategy will continually evolve with new information from our asset consultant as well as a new stock condition survey in 2026 feeding into the asset database. The strategy should also support the delivery of annual asset management plans through effective funding, procurement, and contract management systems.
- 3.9.3. Many of the points noted within the 2022 SHR guidance are already being met by the Association as discussed elsewhere within this document.
- 3.9.4. In producing this Strategy, the Association has taken cognisance of other key documents, including Acts, Regulations and guidance documents issued by the Government as follows:
- Scottish Government: The Housing (Scotland) Act 2014
  - Scottish Government: The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019
  - Scottish Government: Scottish Housing Quality Standard (SHQS) (2014)
  - Scottish Government: Tolerable Standard (2006)
  - Scottish Government: The Housing (Scotland) Act 2006 (Modification of the Repairing Standard) Regulations 2019
  - The Scottish Housing Regulator: Scottish Housing Charter (2017)
  - The Scottish Housing Regulator: Regulatory Framework (2019)
  - The Scottish Housing Regulator: Integrated Asset Management (2022)
- 3.9.5. Key documents relative to the Association have also been considered as follows:
- Business Plan – Currently Year 2 of 5-year plan covering the period April 2024 to March 2029
  - Repairs and Maintenance Policy, 2025
  - Procurement Policy, 2025
  - Risk Management Policy, March 2024
  - Customer Engagement Strategy, 2025-2028
  - Void Management Policy and Lettings Standard, 2025
  - Gas Safety Policy, 2025
  - Asbestos Management Policy March 2025

- Water Systems and Legionella Management Policy, 2025
- Electrical Safety Policy, 2025
- Mould and Dampness Policy, 2025
- Fire Safety in Housing Stock Policy, 2025

3.9.6. We have a procedure and tracker in place to monitor when all policies were last reviewed and presented to the Management Committee and their next review date.

## 4. Key Stakeholders

4.1. We recognise that there are several key stakeholders who have a vested interest in our Asset Management Strategy and investment plans. These include:

- Our tenants, factored owners, factored commercial owners, local stakeholders and the wider community
- Our Board of Management and staff
- Funders and lenders
- The Scottish Housing Regulator
- Glasgow City Council
- Contractors, other RSLs, agencies and community groups

4.2. Through the following reporting and engagement mechanisms we will ensure that our stakeholders are kept informed of our strategy and plan:

- The SHR Regulatory Framework
- Annual Return on Charter (ARC)
- PIN Group
- Newsletter articles and correspondence
- Website
- Annual General Meetings
- Board of Management and staff briefings and development days
- Monitoring of loan covenants and on-going engagement with lenders

4.3. We seek out the needs, views and priorities of our tenants and customers in order for them to influence and shape our Asset Management Strategy. We offer a variety of tenant and customer participatory structures, and engagement opportunities as highlighted below:

- Our PIN Group meets quarterly. The group is made up of tenants and owners. A variety of topics are discussed ranging from the Business Plan to tenant safety and the Allocations Policy. Key decisions to be made by our Board are discussed with the PIN Group, and in turn, the Board advised of these discussions.
- Tenant satisfaction surveys are carried out monthly by Resource Research and the information is analysed to look at improvements from the feedback.
- Newsletter articles issued quarterly where engagement opportunities are highlighted, and comments and suggestions are invited
- Individual tenants can make choices, for example in relation to their kitchen and bathroom upgrades, and paint colours for close painting

## 5. Tenant Satisfaction Results

5.1. The Association's latest Tenants Satisfaction Survey, undertaken in August/ September 2022, provided levels of satisfaction with our stock and with the communities in general noted below. The table below demonstrates the levels of satisfaction from this survey.

5.2. Percentage of Tenants satisfied with the quality of their homes; (ARC indicator 7)

Very satisfied	584
Fairly satisfied	316
Neither satisfied or dissatisfied	8
Fairly dissatisfied	1
Very dissatisfied	0
<b>Total</b>	<b>909</b>
<b>Satisfaction level</b>	<b>99.01%</b>

5.3. Percentage of tenants satisfied with the Association’s contribution to the management of their neighbourhood; (ARC indicator 13)

Very satisfied	399
Fairly Satisfied	458
Neither satisfied or dissatisfied	17
Fairly dissatisfied	33
Very dissatisfied	2
<b>Total</b>	<b>909</b>
<b>Satisfaction level</b>	<b>94.28%</b>

5.4. The Association continually monitors levels of satisfaction and responds as appropriate to tenant feedback. We continually review our services based on the results of these surveys.

## 6. Landlord Responsibilities

### 6.1. Housing (Scotland) Act 2001 incorporating 2014 update

Tollcross Housing Association’s responsibilities as a Registered Social Landlord are set out in the Housing (Scotland) Acts 2002 and 2006. As a Registered Social Landlord, the Association is required by law to keep all properties wind and watertight, habitable and “reasonably fit for habitation”.

### 6.2. Scottish Secure Tenancy Agreement

All of the Association’s responsibilities are set out in the Scottish Secure Tenancy Agreement and include;

- A duty of care to carry out repairs relating to water penetration, rising damp and condensation dampness. This duty of repair includes a duty to take into account the extent to which a property falls short of the current Building Standards by way of disrepair or sanitary defects.
- To keep in repair the structure and exterior of all properties and communal areas and will include; Drains, gutters and external pipes, Roofs, chimneys, chimney stacks and flues, External walls, external doors, window sills, window catches sash cords and window frames including external painting and decoration, Internal walls, floors and ceilings, doors, door frames, internal stairs and landings, Plasterwork and Pathways, steps or other means of access, integral garages and stores, boundary walls and fencing.
- To keep in repair and proper working order, installations we have provided for space heating, water heating and sanitation for the supply of water gas and electricity. This will include; Basins, sinks, baths, toilets, flushing systems and waste pipes, showers, water tanks, and Electric wiring, fireplaces, fitted fires and central heating installations.
- Have a requirement to publish and inform tenants of their and the Association’s responsibilities in respect to repairs and maintenance.

## 7. Asset Value

7.1. As of the 31<sup>st</sup> March 2025, the total stock owned by Tollcross Housing Association was, as noted in the financial statement:

Stock Type	No.
Housing properties for letting (including mortgage to rent)	2,304
Shared Ownership properties	12
Lock-ups	21
Office premises and lockups	4

7.2. Net book values at 31 March 2025 were as follows:

Category	NBV
Housing properties for letting	£63,274,007
Housing Properties in course of Construction	£5,655,145
Shared Ownership properties	£269,317
Mortgage to Rent properties	£458,869
Office premises and lockups	£3,450,327

## 8. Asset Profile

8.1. Tollcross Housing Association's asset base (2304 housing units) is diverse in nature and is predominately situated in our three main areas of operation within the east end of Glasgow i.e. Tollcross, Lilybank/Newbank and Carmyle.

8.2. The table below shows the breakdown of the Association's stock by age and dwelling type;

	Houses	High Rise	Tenement	4 in a block	Total
Pre-1919	2	0	572	0	574
1919 – 1944	177	0	450	281	908
1945 – 1964	114	0	365	2	497
1965 - 1982	1	0	0	0	1
Post 1982	94	0	166	64	324
Total	388	0	1553	283	<b>2304</b>

8.3. The vast majority of the Association's stock is general needs family housing, with an additional 57 units of sheltered accommodation.

8.4. The Association's properties are a variety of construction techniques, including traditional sandstone tenements, brick/cavity/brick, brick/cavity/block, timber frame and concrete no-fines.

8.5. Turnover across the stock for the last year (2024/25) was 152 units.

## 9. Asset Condition

### 9.1. Scottish Housing Quality Standard

The Scottish Housing Quality Standard (SHQS) was introduced in 2004 whereby all stock owned by Registered Social Landlords in Scotland should achieve this standard by 2015. Compliance against this Standard has been reported annually by the Association to the Scottish Housing Regulator (SHR) through the Annual Return on the Charter (ARC).

- 9.2. The SHQS has 55 elements within 9 sub sections. These standards require all of the Association's properties to:
- Meet the Tolerable Standard.
  - Be free from serious disrepair
  - Be energy efficient
  - Be equipped with modern facilities and services
  - Be heathy, safe and secure
- 9.3. As of 31 March 2025, 81% of the Association's stock is fully compliant with this Standard. The remaining 19% has been designated as exempt or in abeyance from the Standard. In these exempt cases, it is economically unviable to achieve the Standard. In the abeyance cases, the existing tenants do not wish to have the works, required to bring the property up the Standard, carried out in their home.
- 9.4. Stock Condition Survey  
In 2022, the Association commissioned an independent surveyor to undertake a full stock survey incorporating SHQS assessment to 20% of all the Association's stock. In addition, the Association also carries out in-house surveys to all void (vacated) housing properties in the year. It is intended that a 20% external survey will be undertaken every 5 years to ensure that all of the data collected is independently checked and that the information is regularly refreshed within the system. This process will also help verify the in-house data collected. The information gathered during these surveys is then used to develop the 30 year investment plan for the Association's stock. This plan then informs the financial programming and business planning undertaken annually by the Association.

## 10. Energy Efficiency Standard for Social Housing

- 10.1. The Energy Efficiency Standard for Social Housing (ESSH) is based on a minimum energy efficiency rating as defined within the Energy Performance Certificate (EPC) for the property. The energy efficiency rating is taken from the Standard Assessment Procedure (SAP) energy rating calculation system and the ESSH uses the 2012 version of this system. Since January 2009 all Social Landlords have been obliged to provide a valid EPC for each property at the time of re-let.
- 10.2. As at March 31<sup>st</sup> 2025, 98.6% of the Association's housing stock complied with the targets set in ESSH 1: 2281 of 2304 properties comply with ESSH 1, with 20 abeyance properties yet to achieve ESSH. We target 4 properties in the year to bring them up to the standard.
- 10.3. Reasons for Possible exemption from compliance with ESSH standards;
- **Technical**; Where the construction of the property means that the building is unsuitable for energy efficiency measures. It is expected that this will be very rare and new technologies in the future should help address this issue
  - **Legal**; Where a property is listed or in a conservation area and required measure cannot be installed. Again it is anticipated that these types of cases will be rare.
  - **Excessive cost**; Where the cost of the required works exceeds and possible benefits to tenants.
  - **Social**; Where a tenant and /or owner or sharing owner refuses to participate and the proposed works cannot be undertaken without their consent. RLS's are expected to take all reasonable steps to secure the participation of all parties in any required works.

- **Disposal**; Where the landlord's long-term strategy is to dispose of the property through sale or demolition.
- **Funding**; From 2017 onwards, RSL's can show that funding for the required energy efficiency works is not available. The RSL is then expected to show that it has made all reasonable efforts to secure funding and is expected to regularly review the funding situation.

10.4. Tollcross Housing Association will regularly review the circumstances of all cases where a temporary exemption or abeyance is in place. It is anticipated that advances in technology will mean that some measures may become technically achievable in the future.

10.5. As with EESSH 1 and SHQS, it is likely that additional funding mechanisms will be required to help fund work that is outwith the financial reach of the Association at present.

## 11. Asset Performance and Viability Review

11.1. Tollcross Housing Association are in the process of an asset performance review. This review will provide the Association with a comparative breakdown of stock performance over all of the stock. This review will consider planned future investment, maintenance costs, rent levels and arrears, tenant satisfaction levels, anti-social behaviour, future demand and void numbers.

11.2. By implementing the integrated asset management principles, outcomes should be understood and used as evidence to inform future investment decisions. The review will include the traffic light system to determine/confirm the future viability of the Association's stock.

## 12. Investment in Stock

12.1. Our current investment planning system includes;

12.2. In order to keep the Association's Planned Maintenance investment programme up to date, as well as ensuring compliance with all Regulatory and legislative requirements, we will instruct a physical stock condition survey of 20% of the total stock every 5 years. In addition, in-house surveys will be carried out on every void property that becomes available. This will cover around 8% of the Association's stock and over a 5-year period add a further 30% of the stock being surveyed. This, in conjunction with the agreed 20% independent stock condition survey, will mean that around 50% of the Association's stock is being surveyed every 5 years.

12.3. Planned Maintenance works consist of the replacement of the various component parts of each property. Each component has an agreed useful economic lifespan. When the item will have reached the end of its life and will require to be replaced. The 5 yearly stock condition survey is used as a check to prove that components are deteriorating in line with expectations, and that items will not need to be replaced ahead of schedule. In some cases, it may also be the case that some components may outlive their expected useful life and not need replaced within the set timescale.

#### 12.4. Components Useful Economic Life in Years

<b>Component</b>	<b>Life span</b>
Structure	60
Roof	60
Kitchen	15
Bathroom	30
Central Heating	15
Rewiring	30
Air Extraction	15
Smoke, Heat and CO detection	10
Windows	30
External Doors	30
Communal Close Doors	30
Door Entry system	15
Emergency lighting	30
Rainwater goods	30
Lifts	20

### 13. Review

- 13.1. This document is part 1 of our approach to Asset Management and will be updated following receipt of the report from our consultant. Part 2 will include ranked scoring for each property, including the traffic light system, to assist in making future investment/development decisions.

## Appendix 1 – Equality & Human Rights Impact Assessment

<b>Policy</b>	Asset Management Strategy		
<b>EIA Completed by</b>	Technical Director	<b>EIA Date</b>	October 2025
<b>1. Aims, objectives, and purpose of the policy / proposal</b>			
The Association aims to deliver an asset management strategy that is customer driven, responsive, flexible, efficient, cost effective and of the highest quality, maximising the lettable life of the dwellings within the constraints of the financial resources available to the Association.			
<b>2. Who is intended to benefit from the policy / proposal?</b>			
Tenants, staff and contractors.			
<b>3. What outcomes are wanted from this policy / proposal?</b>			
The procedures detailed within this policy are to ensure that all reasonable steps have been taken to deliver an asset management strategy that is customer driven, responsive, flexible, efficient, cost effective and of the highest quality, maximising the lettable life of the dwellings within the constraints of the financial resources available to the Association.			
<b>4. Which protected characteristics could be affected by proposal?</b>	<input type="checkbox"/> Age	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Religion or belief
	<input type="checkbox"/> Disability	<input type="checkbox"/> Marriage & civil partnership	<input type="checkbox"/> Sex
	<input type="checkbox"/> Race	<input type="checkbox"/> Pregnancy and maternity	<input type="checkbox"/> Sexual orientation
<b>5. If the policy / proposal is not relevant to any of the protected characteristics listed in part 4, state why and end the process here.</b>			
Although the protected characteristics are not relevant, when considering the duties involved in managing assets, staff should consider the personal characteristics of the tenant or owner when providing a high quality service to them.			
<b>6. Describe the likely impact(s) the policy / proposal could have on the groups identified in part 4</b>			
<b>7. What actions are required to address the impacts arising from this assessment? (This might include; collecting data, putting monitoring in place, specific actions to mitigate negative impacts).</b>			
<b>8. Consider the impact and actions to be considered for the following Human Right articles:</b>			
<b>Article 6: Right to a fair trial</b>			
Everyone should be given the opportunity to participate effectively in any hearing of their case and present their side.			
Impact:	Actions:		
<b>Article 8: Right to respect for private life, family life &amp; the home</b>			
Everyone has the right to access and live in their home without intrusion or interference.			
Impact:	Actions:		
<b>Article 14: Prohibition of discrimination</b>			
Everyone has equal access to the other rights contained in the Human Rights Act.			
Impact:	Actions:		