



ASSET MANAGEMENT STRATEGY

2025/2026

NORTH VIEW
Housing Association

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CONTENTS PAGE

1.0 INTRODUCTION

- 1.1 Foreword
- 1.2 Mission Statement
- 1.3 Objects
- 1.4 Purpose of the Asset Management Strategy
- 1.5 What is Asset Management
- 1.6 North View Housing Association's Approach to Asset Management
- 1.7 Review of Key Challenges for 2024/2025

2.0 BACKGROUND INFORMATION

- 2.1 The Association
- 2.1 The Area
- 2.2 Tenant Involvement and Empowerment
- 2.3 Community Plan/SIMD Information
- 2.4 Wider Role Activities

3.0 ASSET PROFILE

- 3.1 Current Stock Holding
- 3.2 Non-housing units
- 3.3 Land Ownership and Future Development Opportunities

4.0 HOUSING NEED AND DEMAND

- 4.1 Waiting List
- 4.2 Needs/Demand Assessment
- 4.3 Turnover of Properties
- 4.4 Rent Arrears
- 4.5 Future Acquisitions

5.0 PHYSICAL ACHIEVEMENTS OVER THE LAST THREE YEARS

- 5.1 Internal Component Replacements
- 5.2 New Build Development

6.0 PROPOSED MAIN CAPITAL WORKS 2025/2026

- 6.1 2025/2026

7.0 ANNUAL ASSURANCE STATEMENT

- 7.1 General
- 7.2 Gas Safety Performance
- 7.3 Fire Safety Management
- 7.4 Asbestos Management
- 7.5 RAAC (Reinforced autoclaved aerated concrete)
- 7.6 Legionella Management
- 7.7 Lifts
- 7.8 Damp and Mould

8.0 ANNUAL RETURN ON THE CHARTER (ARC) PERFORMANCE 2024/2025

- 8.1 The Scottish Housing Quality Standard (SHQS)

- 8.2 Energy Efficiency Standard for Social Housing (ESSH)/Social Housing Net Zero Standard (SHNZS)
 - 8.2.1 ESSH1
 - 8.2.2 SHNZS

9.0 PROCUREMENT

- 9.1 General
- 9.2 Notable Projects Procured in last 4 years

10.0 STOCK INVESTMENT

- 10.1 General
- 10.2 Cyclical Programme
- 10.3 Planned Maintenance, Major Repairs, including non-components
- 10.4 Reactive Maintenance
- 10.5 Void Management
- 10.6 Stage 2 and 3 Adaptations

11.0 FACTORING

- 11.1 General
- 11.2 Factoring Policy and Written Statement of Service

12.0 ESTATE MANAGEMENT

- 12.1 General
- 12.2 In-house Estates Team
- 12.3 Bulk Uplifts
- 12.4 Landscape Maintenance
- 12.5 Close Cleaning

13.0 5 and 30 YEAR INVESTMENT PLAN SUMMARY

- 13.1 Current Assumptions
- 13.2 Stock Valuation

14.0 RISK MANAGEMENT

- 14.1 Risk Management Strategy
- 14.2 Asset Risk Management Strategy

15.0 ICT SYSTEMS AND DATA COLLECTION

- 15.1 HomeMaster IT Package

16.0 FUTURE FUNDING STREAMS

- 16.1 General

17.0 FINANCIAL STANDING

- 17.1 Current Position
- 17.2 Loan Finance and Stock Value

18.0 MANAGING INVESTMENT

- 18.1 Resourcing

19.0 KEY CHALLENGES NOVEMBER 2025 TO NOVEMBER 2026 IN RELATION TO INTEGRATED ASSET MANAGEMENT

20.0 REVIEW OF ASSET MANAGEMENT STRATEGY

20.1 Review Period

21.0 SUMMARY AND CONCLUSION

List of Appendices

Appendix 1	Stock Condition Survey template
Appendix 2	Review of 2024/2025 Key Challenges
Appendix 3	Staff Structure
Appendix 4	Wider Role Strategy

1.0 INTRODUCTION

1.1 Foreword

North View Housing Association (NVHA) recognises the importance of strong asset management and that this is fundamental to the successful delivery of the Association's Business Plan (BP). Whilst the BP is the Association's key strategic document outlining the Association's objectives and vision, there are strong links between the BP and the Asset Management Strategy (AMS).

To ensure a pro-active approach is taken to safeguard the stock in the long-term, a proportion of the stock is surveyed annually. This includes surveys being undertaken by the Maintenance Manager and an external consultant. The surveys not only consider the condition of the components and a review of their expected lifespan, but any items noted during the inspections of a reactive nature are addressed at the time. In this way, the Association's approach ensures that the stock is kept in the best possible condition whilst delivering good customer service. Each year, the Association aims to survey 20% of the stock and as such, no property is surveyed less than every 5 years. The surveys include inspections to external and internal areas, landscaped areas, both private and communal, including backcourts. A copy of the standard Stock Condition Survey (SCS) templates is appended (Appendix 1).

The following document describes the framework within which the Association will continue to operate and demonstrate how the stock will be maintained to the highest standard possible, ensuring that the necessary resources and finances are in place to do so.

The original Asset Management Strategy was presented and discussed with the Management Committee at a meeting on 28 February 2024. Key Challenges identified were discussed and agreed with the final version of the 2024/2025 document approved by the Management Committee on 27 March 2024.

The current version of this AMS, including Key Challenges identified for 2025 and 2026 are noted within Section 19. The current version also considers, ARC performance as noted within the 2025 ARC return and current financial standing, as outlined within Section 17.

1.2 Mission Statement

NVHA's mission is to 'make Windlaw a good place to live, and building a better future for you and your family.'

1.3 Objects

The Association observes its objects at all times, as highlighted within its Rules as follows:

- o to provide for the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage through the provision, construction, improvement and management of land and accommodation and the provision of care;
- o any other purpose or object permitted under Section 24 of the Housing (Scotland) Act 2010 which is charitable both for the purposes of Section 7 of the Charities and Trustee Investment (Scotland) Act 2005 and also in relation to the application of the Taxes Acts
- o The permitted activities and powers of the Association will include anything which is necessary or expedient to help the Association achieve these objects
- o The Association shall not trade for profit and any profits shall only be applied for the purpose of furthering the Association's objects and/or in accordance with these Rules

Nothing shall be paid or transferred by way of profit to Members.

The registered office of the Association is:

29 Stravanan Road, Glasgow G45 9LY

The rules were last updated and approved by the Management Committee in September 2020.

The Association's six strategic business objectives, as laid out in the Business Plan are as follows:

1. Provide quality homes in a good environment at affordable rents;
2. Consolidate and improve tenant services, being responsive to tenant's priorities;
3. Invest in tenant's homes and manage assets well;
4. Bring community support services to Windlaw, in partnership with others;
5. Improve housing opportunities in Windlaw and;
6. Be well governed, financially resilient and a good employer

1.4 Purpose of the Asset Management Strategy

North View Housing Association, as a Registered Social Landlord (RSL) must comply with several statutory and non-statutory responsibilities. This includes developing and maintaining a sustainable community for our tenants to live in homes, and in an area, that they are proud of and happy to live in. Investment and maintenance of the Association's assets will be managed carefully and

properly and will consider the welfare of the Association's tenants and factored owners.

Our regulatory status as of 31 March 2025, as confirmed by the SHR is 'Compliant,' meeting all our regulatory requirements, including the Standards of Governance and Financial Management.

The purpose of the AMS is to review the current asset portfolio, including any challenges identified, taking account of financial performance and future projections. The AMS also assesses the Association's service performance and identifies how we will improve to meet the wants and needs of our residents both now and in the future.

The Maintenance Team will continue to deliver the necessary stock improvements, and, in conjunction with the Housing Management Team work towards raising standards and customer satisfaction in relation to service and the wider environment. In doing so, these will embody the principles of the Association's Purpose, Mission, and Values, consistent with the Business Plan.

Asset Management affects almost every aspect of the Association's operations, and a holistic approach has been taken when collating the Strategy to highlight some of the potential impacts that investment spend will have on other areas of the business. For example, Glasgow City Council's decision to stop offering a bulk uplift service during 2020 has meant that NVHA, like other Associations must now provide and pay accordingly for this service. This ongoing cost continues to ~~has impacted on~~ the Business Plan assumptions.

Technology is constantly improving, including how people interact with their landlord. The Covid-19 pandemic forced tenants and factored owners to interact on a different level with the Association, including increased usage of e-mails for example. The Association's website offers advice on how to report repairs, how tenants and owners can further reduce any risks associated with legionella (over and above the measures carried out by the Association in line with legislation), gas servicing and follow-up audits, and the planned maintenance programme. The footfall to the office did not return to pre-pandemic levels. Also, the percentage of younger tenants is higher than before, whose preference tends to be to liaise with the Association electronically opposed to in-person visits to the office.

It is understood that there continues to be several external factors, outwith the control of the Association in relation to inflation, high tender costs, the ongoing cost-of-living crisis, and continuing very high utility costs, all of which we know are having a social and economic impact on the business and our tenants. On 11 December 2024, a detailed report was presented to the Management Committee: 'Rent Increase Proposal Report 2025/26' seeking Management Committee approval to consult on a 3.3% rent increase. Approval was granted and on 22 January 2025, the Management Committee approved the 3.3% increase, following the consultation process.

In addition, NVHA, as part of the Housing Association movement must consider the new Social Housing Net Zero Standard guidance, issued for consultation in November 2023 and how the Association, as a business and landlord will respond to this guidance and the climate emergency. This Strategy is written with these major challenges in mind. It is understood that the new guidance is unlikely to be issued any sooner than the end of 2025.

The AMS has baselined the available existing data and recommended the next steps forward; however, given the current operating environment, and ongoing annual reviews for each year of the Strategy, it will be necessary to ensure investment is channelled in the most beneficial and efficient manner possible, as our stock condition information is updated and reviewed.

1.5 What is Asset Management?

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, North View Housing Association’s Management 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 a good condition with costed, affordable maintenance programmes
- Making a positive contribution to the Association’s Business Plan
- Delivering value and amenity

The guidance sets out five main principles, which will be referred to at the relevant sections throughout this document.

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 NVHA and ultimately, the Management Committee requires being satisfied that the governance of the assets is fit for purpose, including 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 Director, Maintenance Manager, Housing Manager and Finance Consultant, support the Management Committee in terms of its responsibilities and produce the necessary information to enable the Management Committee 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 updates. Business objectives are discussed and agreed on annual Away Days for the Management Committee and senior staff towards the end of March each year. The Away Days look at objectives and targets for the new financial year, together with the Annual Lettings Plan, work programmes and other areas as required. For example, last year, the focus was on the Wider Role Strategy and in April 2025, Scotland's Housing Network delivered a Performance Analysis Visit (PAV), giving the Management Committee extensive feedback on the Association's performance. A further PAV, focusing on performance during 2024/2025, was delivered in October 2025.

To ensure that the Management Committee 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. The appraisal process was conducted by SHARE as in previous years. As before, this included SHARE attending and observing a Management Committee meeting. A survey was developed for individual Management Committee members to complete, giving them an opportunity to reflect on their role as a committee member, including their knowledge and skills. The survey also covered the performance of the Chairperson (as assessed by Committee members). SHARE used the information from the completed appraisal surveys to conduct one-to-one conversations with all Committee members. The purpose of these conversations was to allow members to expand on areas covered by the survey and to look at other areas relating to their involvement with the Committee. The one-to-one conversations have been used to inform the individual learning statements for Committee members. SHARE also made specific observations in relation to effectiveness of Management Committee members who have over nine years of service in line with the Regulatory Standards. The process for 2025 concluded with a presentation to the Management Committee on 27 August 2025.

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:

- 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

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 the Association has been developing via the HomeMaster package. Principle 2 above highlights key information that may be obtained from the database, subject to discussion and direction from the Management Committee based on guidance from the senior officers. Assembling information in relation to key indicators 5), 6), 7), 8) and 9) above will enable NVHA to establish the ‘asset performance’ of the stock, including in relation to individual properties. 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

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 driving 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.

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 the Association to split its 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 disposal ii) remodeling 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 possibly in areas requiring regeneration. This may also include NVHA considering both an Acquisitions and Disposals Strategy, taking account of grant funding conditions and availability.

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 taking account of the Association's financial headroom. If any future new build developments were considered, their impact on the Business Plan would be tested. It is acknowledged that new stock is more likely to be attractive and in high demand with lower turnover levels, and achieve the physical standards relating to SHQS, SHNZS etc. Notwithstanding, the Association must ensure it assesses the impact of new stock in terms of strategic investment opportunities.

The asset performance of the properties in terms of risk is discussed further in the Risk Management section. NVHA will regularly review its 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?

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

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. This Strategy supports the delivery of annual asset management plans reflecting funding, procurement, and contract management systems.

Our AMS has been developed, including input from the Director, Maintenance Manager, Housing Manager, Finance Consultant and Asset Consultant. This demonstrates our commitment to the importance and benefits of a whole organisation approach being applied in terms of integrated asset management, whilst offering value-for-money and spending our resources wisely.

Compliant procurement for all activities relating to Asset and Maintenance are described in more detail later.

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.

Many of the points noted within the 2023 SHR guidance are already being met by NVHA as discussed elsewhere within this document.

Further, 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 (2023)
- Health and Safety at Work Act (1974)
- Construction Design and Management (CDM) Regulations (2015)
- Scottish Government: Consultation on the new Social Housing Net Zero Scotland (2023)
- Scottish Government: Heat in Buildings Strategy: Achieving Net Zero Emissions in Scotland's Buildings (2021)
- Property Factors (Scotland) Act 2011 and Code of Conduct (2021)

Key documents relative to NVHA have also been considered as follows:

- Business Plan – Currently Year 3 of 3-year plan covering the period April 2025 to March 2026 (last reviewed March 2025)
- Asset Management Strategy, April 2024
- Procurement Policy, April 2022 (due to be reviewed 2025)
- Value for Money Statement, March 2025
- Financial Regulations Policy, March 2025
- CDM Policy, March 2024
- Risk Management Strategy, October 2020
- Resident Involvement Strategy, August 2017
- Wider Role Strategy, March 2025
- Tenancy Sustainment Policy, March 2025
- Right to Repair Policy, January 2024
- Rechargeable Repairs Policy, February 2020
- Void Management Policy, August 2023
- Tenant Alterations, Improvements and Compensation Policy, January 2024
- Medical Adaptations Policy, October 2015
- Gas Management Policy, February 2025
- Asbestos Management Policy & Plan, July 2023
- Legionella Management Policy, August 2022
- Factoring Policy, March 2025
- Factoring Arrears & Debt Recovery Policy, March 2025
- Estate Management Policy, July 2023
- Electrical Installation Policy, October 2024 (covering housing stock and other properties owned by the Association)
- Electrical Safety Policy, January 2024 (Policy is incorporated into NVHA Health & Safety Control Manual which is reviewed and updated annually by EVH.
- Dampness, Mould and Compensation Policy, March 2023
- Repairs and Maintenance Policy, July 2023
- Fire Safety Policy, February 2025

1.6 North View Housing Association's approach to strong Asset Management

We aim to assess 20% of our stock on an annual basis. The surveys are carried out by the Maintenance Manager and an external consultant, Atkinson Partnership to ensure we have first-hand, in-house knowledge of our stock and

any recurring defects. Survey sheets for each property are completed, and we use the information to update our records and allow us to plan and prioritise future replacements, including the identification of any 'major repair' programmes.

Specific programmes of work have been identified because of the ongoing surveys, which are discussed in more detail in future sections. Particular elements that have been identified include replacement of flat entrance fire doors throughout the stock, which is well underway. At other locations, it was noted that the kitchen unit door fronts were delaminating whilst the units (carcasses) were in good condition and not requiring to be replaced. The Life Cycle Costing (LCC) and Business Plan include costs associated with these 2 programmes of work during 2024/25 and 2025/26.

During surveys, it was noted that in some instances smoke detectors and fire door closers had been removed or disabled by tenants. Due to the health and safety issues surrounding this, works orders are raised at the time to make good on a reactive basis.

NVHA's approach to stock condition surveys, including both the Maintenance Manager and external consultant present at the same time, enables us to respond and instruct reactive works as well as identifying the condition of the components and how they compare to their expected lifespan. Over and above this, the presence of the Maintenance Manager allows for any issues relating to a housing management nature to be fed back to the Housing Manager and actioned accordingly.

1.7 Review of Key Challenges 2024/2025

As noted previously, the Management Committee approved the final version of the 2024/2025 AMS at a meeting held on 27 March 2024. The original AMS included 21 Key Challenges. A review of the challenges, including progress is discussed in detail within Appendix 2.

2.0 BACKGROUND INFORMATION

2.1 The Association

NVHA is a community-controlled housing association located in the Windlaw area of Castlemilk, around 7 miles from Glasgow City Centre and on the southernmost boundary.

The Association was established in November 1993 and is registered under the Co-operative and Community Benefits Societies Act 2014 (which consolidates previous legislation) Number: 2427R(S). The Association has charitable status, registered with OSCR, No. SCO32963.

Currently, there are 11 members serving on the Management Committee, including seven tenant members, one local homeowner and one retired

professional person. Eight of the members reside within the Windlaw area and two in the wider Castlemilk area.

The Association currently has a staff team of 20. The day-to-day running of the business is overseen by the Director.

The Association has 3 distinct teams: Director/Corporate Services/Customer Services Team, including the in-house Finance Officer, the Maintenance Team, and the Housing Management Team. Included at Appendix 3 is the current staffing chart. The Association also has an in-house trades team, including 3 joiners, 2 labourers and 1 estates worker. The in-house team's role is discussed in more detail in other parts of this document, including their duties and areas of work.

To support the staff team, services are bought in from external consultants as follows:

- FMD Financial Services (finance and accounting)
- CT (external auditor)
- Quinn Internal Audit Services (internal auditor)
- Atkinson Partnership (procurement guidance and stock condition surveys)
- ARGoMAS (production of health and safety manual for in-house team, including production of risk assessments, monthly toolbox talks and to identify training needs etc)
- ACS – biennial health and safety check of office
- Mulholland Housing Consultancy – Governance Review and external validation of 2023/2024, 2024/2025 and 2025/2026 Annual Assurance Statements
- Sherriff Development Consultants – Preparation of AMS 2024/2025 and update in November 2025

2.2 The Area

The map below shows North View's area of operation. The Windlaw area is bounded by Arden Craig Road to the south, Castlemilk Drive to the east, Birgidale Road to the west and Lenihall Drive to the north.



The Association's office is shown in red on the above map. Its central location, in the heart of the stock makes it highly accessible for all its tenants.

2.3 Tenant Involvement and Empowerment

Tying back to Principle 2 and the 'customer performance' measure, we engage closely with our tenants to ensure we are up to date with their aspirations. To achieve this, we carry out the following:

Conduct a **comprehensive resident survey** every two years. Our last survey was carried out during August/September 2024. The results of this survey, which were reported back to the Management Committee on 25 September 2024 confirmed the following:

- 98.20% of our tenants were happy with how we engage with them to keep them informed about services and decisions, versus the 2024/25 Scottish Average of 89.98%

- 99.28% of our tenants, versus the 2024/25 Scottish Average of 86.34% concluded that they were happy at the opportunities to participate in decision making
- 92.45% of our tenants were satisfied with the overall service that we provide compared to the 2024/25 Scottish Average of 86.85%.

Continuous monitoring by carrying out monthly in-house surveys in relation to repairs and standard of the home. These surveys have produced the following feedback:

Thinking of the last time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by NVHA?

2024/2025 (237 tenants surveyed)

Very satisfied	73.42%
Satisfied	24.47%
Neither satisfied nor dissatisfied	0.42%
Fairly dissatisfied	0.84%
Very dissatisfied	0.84%

2023/2024 (241 tenants surveyed)

Very satisfied	63.49%
Satisfied	35.27%
Neither satisfied nor dissatisfied	-
Fairly dissatisfied	1.24%
Very dissatisfied	-

2022/2023 (226 tenants surveyed)

Very satisfied	69.91%
Satisfied	25.22%
Neither satisfied nor dissatisfied	0.44%
Fairly dissatisfied	1.77%
Very dissatisfied	2.65%

2021/2022 (218 tenants surveyed)

Very satisfied	69.73%
Satisfied	27.98%
Neither satisfied nor dissatisfied	0.46%
Fairly dissatisfied	0.92%
Very dissatisfied	0.92%

Thinking about when you moved in, how satisfied or dissatisfied were you with the standard of your home?

2024/2025 (26 tenants surveyed)

Very satisfied	69.2%
Satisfied	23.1%
Neither satisfied nor dissatisfied	-
Fairly dissatisfied	7.7%
Very dissatisfied	-

2023/2024 (29 tenants surveyed)

Very satisfied	51.7%
Satisfied	44.8%
Neither satisfied nor dissatisfied	3.5%
Fairly dissatisfied	-
Very dissatisfied	-

2022/2023

Very satisfied	67.9%
Satisfied	20.7%
Neither satisfied nor dissatisfied	3.8%
Fairly dissatisfied	3.8%
Very dissatisfied	3.8%

2021/2022

Very satisfied	70.6%
Satisfied	17.6%
Neither satisfied nor dissatisfied	8.8%
Fairly dissatisfied	-
Very dissatisfied	2.9%

Pre-Covid, we also carried out **area meetings** in the year in between the comprehensive resident surveys. These area meetings restarted in 2023 and have taken place annually. The purpose of these area meetings is to provide residents with the opportunity to let us know what is going on in their area, what the issues are and what they would like to see us do about them. During September, October, and November 2023, 16 area meetings were arranged by the Association. Whilst attendance levels were poor, they did provide the Association with a further opportunity to engage with the tenants who did attend. The issues raised generally related to repair issues and estate management issues, particularly in relation to bins, litter, and bulk. All issues were responded to by either the Maintenance Manager or Housing Manager. A further programme of meetings was completed in early September 2025 and a report on this was presented to Management Committee in October 2025.

We issue **rent consultation newsletters** to all tenants with open days held in the local community centre giving tenants the opportunity to talk over the proposals. We also proactively seek input through a questionnaire.

We actively seek **tenant involvement in key policy reviews**, generally advertised through our newsletters. We also proactively seek input through questionnaires and direct discussions with information from the consultations published in reports.

In response to Principle 1 of the SHR's Integrated Asset Management document, it is vital that feedback from the tenants continues to be fed back to the Management Committee, following the results of tenant satisfaction surveys, area meetings etc to ensure that the tenants' desires, issues, preferences, satisfaction are understood.

The views, needs and aspirations of the tenants are borne in mind when balancing investment and rent affordability priorities, reflecting Outcome 14 of the Scottish Housing Charter which states that RSLs should “set rents and service charges in consultation with their tenants and other customers so that a balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and service users can afford them.” This Charter outcome can form part of the annual rent consultation process, including alternative investment scenarios under consideration and their impact on rents.

2.4 Community Plan/SIMD Information

Taking account of Principle 2 and ‘place performance,’ we are very aware of the social and economic factors affecting our tenants and all people who live within our area of operation.

Deprivation levels in Windlaw and Castlemilk are severe, as evidenced by the 2020 Scottish Index of Multiple Deprivation (SIMD). Windlaw scored as the most deprived on all the indicators, and the results show that deprivation is driven first and foremost by poverty.

The SIMD shows how Windlaw compared with the rest of Glasgow and a nearby, better off community (Old Cathcart and Muirend) which is located less than 2 miles away from Windlaw.

The rate of low incomes was 2.5 times higher in Windlaw than in Glasgow, and 15 times higher in Windlaw than in Old Cathcart/Muirend. The rate of employment deprivation was 2.4 times higher in Windlaw than in Glasgow and 8.5 times higher in Windlaw than in Old Cathcart/Muirend.

The scale of deprivation in Windlaw is further illustrated below in the domain ranks for different types of deprivation. These are used to calculate the overall SIMD ranking.

SIMD 2020 Domain	Status of Windlaw's 3 SIMD Datazones
Employment rank	All 3 Windlaw data zones in bottom 1% in Scotland for employment deprivation
Income rank	All 3 Windlaw data zones in bottom 1% for income deprivation
Education rank	All 3 datazones are in the bottom 5% for education
Health rank	All 3 datazones in bottom 1% for health deprivation
Crime rank	Results are better - none are in the bottom 10% , with one datazone having a better result than the Scottish average

The following table shows a set of specific indicators used in the SIMD. Average results have been calculated for Windlaw and Glasgow, with Windlaw showing the poorest results in each case. The table also shows how Windlaw compares with the more affluent community (Old Cathcart and Muirend). All the results shown are based on official data sources (for example, benefit claims, GP prescribing, hospital admissions). The SIMD then uses anonymised versions of this data, to map the results to neighbourhood level, with the following results:

SIMD Indicator	Windlaw Average	Glasgow City Average	Old Cathcart and Muirend
Income Deprived	45%	20%	3%
Employment Deprived (% of working age people)	34%	14%	4%
Comparative Illness Factor (Standard Ratio)	290	152	70
Standardised Mortality Ratio	190.4	124.6	54.3
Proportion of population being prescribed drugs for anxiety, depression or psychosis	32%	21%	17%
Emergency Stays in Hospital: Standard Ratio	180.2	122	69
School pupil attendance	66%	76%	95%
Working aged people with no qualifications: Standard ratio	244.7	149.9	56
Percentage of people aged 16-19 not in education, employment or training	9%	4%	0.9%
Proportion of 17-21 year olds entering university	4%	9%	21%

The Association does not underestimate the role that it must play as a community anchor to support the local community and ensure it is sustainable in the long term. Whilst providing its tenants with support, not only in terms of good quality, affordable housing, NVHA takes its role seriously in terms of social and economic support.

2.5 Wider Role Activities (WR)

NVHA has a long tradition of delivering projects and initiatives that go beyond housing provision and management and seek to improve the social and economic circumstances of the local community. We have a separate Wider Role Strategy, updated in March 2025 (Appendix 4). This strategy sets out the Management Committee's strong commitment to supporting the Windlaw community and our approach to promoting, facilitating, and carrying out non-housing projects. Our Wider Role Strategy ties back to our Mission Statement, Values and Strategic Objectives as outlined in our BP, including in particular: 'Making Windlaw a good place to live, and building a better future for you and our your family;' 'Focusing on the needs of our community;' 'Working in partnership with other local organisations, to support tenants and help to create a resilient community' and 'bringing much needed community support services to Windlaw, in partnership with local service providers.'

Indeed, our August/September 2024 Customer Satisfaction Survey highlighted significant support for WR spending and for joint working between us and other local organisations at 93% satisfaction levels. The results of the survey also highlighted that 5% of tenants reported difficulties in relation to fuel bills, meanwhile 19% of tenants stated they had chosen not to put their heating on because they could not afford to do so.

In response to these issues, and the ongoing cost of living crisis and fuel poverty levels prevalent in our area, we will continue to commit to including provision within our annual budgets. We have set aside £31,200 during 2025/26 for WR initiatives to help deliver 'core' wider role projects, as well as 'in kind' costs in terms of staff time and other resources to help alleviate poverty, offer support to protect our community and improve opportunities for local people. Our approach is to promote dignity and do the best that we can for our community with the resources that we have available. We will also continue to attract external funding to support our WR initiatives as much as possible.

Some of our WR projects include:

Castlemilk Pantry - Make annual financial contributions to support the Castlemilk Pantry, which opened in June 2021.

Fuel funding – We have delivered a range of projects in this respect, including securing fuel vouchers for our tenants and supplying air fryers/slow cookers/warm duvets.

Jeely Piece Club – Provided funding to enable the group to deliver a weekly term time play session in the Birgidale Complex.

Annual Trips – Arranging and providing annual trips for residents by meeting transport costs and associated admission fees or providing money to help subsidise lunch costs.

Birgidale Complex – We will continue to offer support to help ensure the continued use of this community facility and asset, which operates also as a community café and warm space for our community to go.

Other local partnerships – We will continue to investigate further partnership opportunities, including other, local RSLs and organisations and to ensure we raise as much awareness as possible, continue to publicise the projects via our newsletters, website and Facebook page.

Further, we will continue to maximise Community Benefits from our contractors that are proportionate to the value and nature of the contracts.

We also employ a full-time Welfare Rights Officer to deliver an 'in-house' welfare rights service for our tenants. This position has been in post since 2012 and plays a vital role in maximising our tenants' incomes and tenancy sustainment.

The Association is represented on the Castlemilk Housing and Human Rights Lived Experience Board, together with members from the three other community based housing associations in the area. This Board works to promote human rights delivery locally and has been successful in engagement at all levels.

3.0 ASSET PROFILE

3.1 Current Stock Holding

Principle 2 of the SHR guidance on Integrated Asset Management 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. This includes:

General property indicators – Allocating, for example, a unique property reference for each property, its location/address, construction type and date, property size (including number of bed spaces) and data zone. The Association's database is the HomeMaster IT package and holds records in this regard.

The Association currently owns and manages 692 self-contained properties. There are also a further 3 No. properties which are designed to wheelchair standard and relate to 8 occupancies (i.e. non self-contained). As such, the Association owns 695 properties in total and factors a further 81 properties.

There are 2 main archetypes, including new build properties built between 1995 and 2022 and post-war stock built during the 1950s.

The table below shows a breakdown of our properties:

Property Type	Total Number
Flat	459
Flat (main door)	32
Cottage Flat	35
4 in a block	5
Mid terrace house	81
End terrace house	62
Semi-detached house	18
Cottage flat - wheelchair/support	3 (including 8 separate occupancies)
Total	695

NVHA also has part ownership (shared ownership) units including 1 No. semi-detached and 1 No. terraced house.

Over and above 19 No. wheelchair units, the Association has several properties that have been subject to medical adaptations either funded as Stage 2 (part of the new build) or Stage 3 adaptation works.

There are 2 key archetypes. The construction types shown in the table below.

Key Stock Type	Construction Type
Post war housing	Overclad insulated block brick render/tiled roof
New build	Timber kit, brick/block/render system/tiled roofs

As demonstrated above, most of the Association's stock relates to flats opposed to 2-storey back and front doors.

The Association acts as factor for 80 No. owner occupiers. This includes factoring 37 mixed tenure tenement blocks and a further two cottage flat blocks. Currently, the external condition of these blocks relating to the common elements are in a satisfactory condition taking account of the ongoing stock condition survey. Notwithstanding, the Association recognises its pivotal role as factor in the event of necessary works in the future, which may include works relating to energy efficiency measures.

3.2 Non-housing units

NVHA owns its own office, plus further stand-alone buildings (ex-dentist and doctor's buildings) where materials are stored for the use of the in-house Estates Team. The Association does not own any lockups or commercial units.

3.3 Land Ownership and Future Development Opportunities

No development opportunities have been identified at this time. There is, however, a vacant site in the Ardmaleish Road area. Whilst the site is not currently on the market, we would be open to considering it should it become available for purchase involving discussions with NRS. Taking account of the current financial standing, as of March 2025, NVHA could raise circa £25.6m further private finance. Only after a full financial appraisal has been carried out and presented to the Management Committee highlighting the positive effect any further new build development would have on the Business Plan projections would any contract be entered into.

4.0 HOUSING NEED AND DEMAND

4.1 Waiting List

NVHA currently has 671 applicants on the waiting list. This is made up of 573 external applicants, 30 aspirational (NVHA's own tenants with zero points) and 68 internal applicants. A full review of the current waiting list will be complete by end December 2025. Notwithstanding, there always has been a healthy demand for housing within NV's area of operation.

4.2 Needs/Demand Assessment

Whilst not a comprehensive needs/demands assessment, the waiting and transfer lists by apartment size gives an indication of demand. This assessment will form part of the analysis to be undertaken by the Housing Manager. The analysis will take account of the existing stock base as outlined at Item 3.1.

NVHA appreciates the continued demand for the Association's housing stock is critical to the Association's financial viability and sustainment.

Further, following improvements made by the Homeless Casework Team to improve the referral system, lets to homeless households have continued to increase—as outlined in the table below. We continue to respond to the city's housing emergency in our Annual Lettings Plan approved by the Management Committee at the beginning of the year. Our Annual Lettings Plan for 2025/26 assumes 55% of lets will be to Section 5 referrals. The position over the last 5 years is as follows:

Year	No. of lets	Homeless	%
2024/25	42	25	60%
2023/24	43	23	53%
2022/23	92	31	34%
2021/22	55	15	27%
2020/21	53	28	53%

4.3 Turnover of Properties

A key consideration in our sustainability is our turnover of properties and having a healthy waiting list to enable us to allocate empty properties efficiently.

The number of lets during 2022/23 was particularly high due to our new build development programme and the associated movement that happened within the stock as a result of that.

Rental income lost by void turnover is an important consideration, with the number of days taken to re-let properties in 2024/25 reported at 25.33. This compares favourably to the 2024/25 Scottish Average of 60.59 days. Improvements have been made ongoing by staff to improve void performance, including fortnightly joint Housing Management/Maintenance Team meetings focussing on turnover issues.

A key consideration in our sustainability is our turnover of properties and having a healthy waiting list to enable us to allocate empty properties efficiently.

We continually monitor income lost due to empty homes. During 2024/25, 0.92% income was lost. We continue to perform well in this regard taking account of the 2024/25 Scottish Average of 1.27% lost income.

4.4 Rent Arrears

The Association's is making positive progress in reducing rent arrears levels.

At 31 March 2025, gross rent arrears (as a percentage of rent due for the year) stood at 5.52%, compared with 6.06% recorded at the end of 2023/24. This compares favourably with the Scottish Average of 6.17% for 2024/25.

Housing Management staff will continue to work to improve performance in this area. These efforts are taking place against a challenging backdrop welfare reform, particularly the ongoing and accelerating migration from legacy benefits to Universal Credit. Universal Credit payments are made directly to claimants rather than the Association, which can lead to delays, budgeting difficulties, and an increased risk of arrears.

4.5 Future Acquisitions

We are open to further one-off acquisitions, and have made an 'in principle' approach to NRS to determine if funding would be available to acquire further, existing properties within the Association's area of operation to help meet housing need and demand. We have included provision in our 2025 Strategy and Development Funding Plan submission for this. Any such acquisitions will be subject to a full assessment against SHQS and general property condition, including common areas (where applicable). Upon receipt of these costed findings and following a market value report, an NPV will be produced to enable the Management Committee to consider the effect any acquisition will have on the long-term BP projections.

If we do proceed with future one-off acquisitions, subject to grant support, we will develop an Acquisitions Strategy, approved by the Management Committee upfront to ensure that the staff can proceed with confidence and in line with agreed principles.

5.0 PHYSICAL ACHIEVEMENTS OVER THE LAST TWO YEARS

5.1 Internal Component Replacements

We have an ongoing programme relating to new components. Our programmes have been and will continue to be developed as a result of our ongoing stock condition surveys. During the last three financial years, the following has been achieved:

2022/2023

- Renewal of 71 flat entrance doors (this was the start of a project to bring all flat entrance doors up to current fire safety standards and will continue until all entrance doors have been replaced)
- Replacement of 19 boilers with new energy efficient models
- Replacement of double-glazed windows to 30 properties
- 53 replacement kitchens

2023/2024

- Renewal of 25 flat entrance doors
- Replacement of double-glazed windows to 29 properties
- 23 replacement kitchens
- Replacement of 15 boilers with new energy efficient models

2024/2025

- Replacement of 23 boilers with new energy efficient models
- Replacement of double-glazed windows to 32 properties
- 6 replacement bathrooms
- Renewal of 4 close entrance doors
- Renewal of 32 flat entrance doors
- Replacing 24 front and rear doors to ground floor flats
- Replacement of kitchens in 3 properties

5.2 New Build Development

25 new homes, all for social rent, including cottage flats, 2 wheelchair bungalows, and 3 and 4-storey tenements completed during 2022 helping to further meet housing need and demand whilst contributing positively to our 30-year BP projections.

6.0 PROPOSED, MAIN CAPITAL WORKS 2025/2026

6.1 During financial year 2025/2026, the following has been assumed and budgeted for accordingly:

- Replacement of 25 boilers
- Replacement of double-glazed windows to 30 properties

- 40 replacement bathrooms
- Renewal of 5 close entrance doors
- Renewal of 40 flat entrance doors
- Replacement of kitchen in 40 properties
- Installing 20 No. dual circuit consumer units

7.0 ANNUAL ASSURANCE STATEMENT

7.1 General

NVHA's Annual Assurance Statement covers the whole organisation, including a large emphasis on tenant safety elements. As a very large proportion of the work is carried out by the in-house team, staff training is an ongoing matter. We upload a copy of our Regulation Plan, as issued by the SHR to our website, confirming our position as "compliant."

Our current AAS was considered and approved by the Management Committee at a meeting on 22 October 2025.

Principle 2 of the SHR guidance on Integrated Asset Management also refers to tenant and resident safety performance. NVHA recognise safety is a key performance indicator, including fire safety. 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 the EVH, NVHA has 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.

Relevant training for the Maintenance staff, including the in-house DLO and Estates Team, is an ongoing matter. The Maintenance Manager is also proposing to arrange a stand-alone training session for the Management Committee in relation to health and safety in terms of tenant safety measures during 2025/26.

During 2024/25 and 2025/26, external reviews of the AAS were conducted by Mulholland Housing Consultancy, the results of which did not highlight any areas of concern.

The Audit, Risk and Compliance Sub-Committee receive quarterly updates on all tenant safety matters. Further, an internal audit in relation to Tenant Safety was conducted during 2024/25, the results of which were reported to the Management Committee.

Below, is an overview of the status and performance of tenant health and safety compliance areas, reflective of the ARC reporting in May 2025:

7.2 Gas Safety Performance

Compliance each year was as follows:

Year	No. of missed services	Reasons
2020/21	4	Covid-19 related
2021/22	1	Keys in possession of police due to tenant death
2022/23	0	
2023/24	0	
2024/25	1	Data input error (notified to Management Committee and SHR)

The Maintenance Team adheres to the Gas Servicing and Repairs Policy and operates a 10-month cycle to ensure adequate time is built in for servicing within the 1-year anniversary period. As demonstrated above, we achieve and report very high levels of compliance.

We also instruct independent gas audits (10% per our Policy) in relation to gas servicing and new boiler installations, the results of which form part of quarterly reports to the Maintenance Committee. Our gas contractor also arranges independent audits of 5% of all services it carries out. These audit findings are provided to the Association on an ongoing basis.

7.3 Fire Safety Management and Electrical Safety

Following the fire at Grenfell Tower in 2017, the Scottish Government introduced new requirements that social landlords must meet regarding the installation of smoke and heat detection systems (LD2s) within their properties. The deadline for compliance with the new standards moved from February 2021 to 1 February 2022 due to delays incurred because of the Covid pandemic.

100% of our properties are compliant in terms of LD2 installations.

The Maintenance Team coordinate 5-yearly electrical checks to the properties. The current rate of compliance with valid Electrical Installation Condition Reports (EICRs) is 100%. We recognise that a 5-year EICR timescale became statutory through the revision of the Electrical Safety Element of the Tolerable Standard as of 31 March 2022.

NVHA is also aware that The Modification of the Repairing Standard Regulations 2019 have made 'Residual Current Devices' mandatory in new social rented properties and came into force on 1 March 2024. 70% of our stock already meets this standard. It has already been discussed and agreed with the Management Committee that whilst these works are not essential to existing stock, which complied with the relevant Building Standards at the time, the decision was taken to implement a programme of upgrade works in any event,

and which is already underway. The 5-yearly EICR programme will identify any properties that do not currently have the new RCD protection in relation to the necessary electrical upgrade programme.

Annual PAT (Portable Appliance Testing) is carried out by an external contractor in relation to the Association's offices, Community Integrated Care supported units and the building owned by the Association for the use of the DLO/in-house Estates Team.

7.4 Asbestos Management

The Association adheres to its Asbestos Management Policy and in adhering to the Policy and Management Plan, a testing contract is in place to improve our knowledge of the stock and add the results to our Asbestos Register held on our IT database. Our surveys have identified no 'Asbestos Containing Materials' (ACMs) within our housing stock.

7.5 RAAC (Reinforced autoclaved aerated concrete)

All NVHA's properties are either traditionally built or are of timber frame construction. All roofs are timber pitched truss style with no flat roofs. The Association's development on the Windlaw Lodge site which completed in May 2022 has reinforced concrete floors (bison slabs); however, do not contain RAAC.

7.6 Legionella Management

The Association has a Legionella Management Policy in place. All NVHA properties have been changed over to direct cold-water supplies, and as such, there are no cold-water storage tanks anywhere in the stock; however, legionella temperature checks continue to be carried out annually to check the water flow temperature in all our properties to ensure they are within the safe range in terms of legionella bacteria.

7.7 Lifts

None of our properties contain lifts.

7.8 Damp and Mould

The Association has developed a Damp, Mould and Condensation Policy and has adopted a proactive approach to identifying cases. This includes inspecting for damp and mould during stock condition surveys, and our gas contractor also completes a damp and mould inspection of the property during the annual gas safety inspection, details of which are recorded on paperwork submitted to the Association.

Our Housing Management IT system has recently introduced a new module to record damp and mould cases in line with the requirements of the Scottish Housing Regulator's Annual Return on the Charter. We are currently working

towards this being fully operational. We currently have a record of damp and mould cases on this system's compliance module.

8.0 ANNUAL RETURN ON THE CHARTER (ARC) PERFORMANCE

8.1 The Scottish Housing Quality Standard (SHQS)

The requirement to meet the SHQS by April 2015 was one of the Association's major business drivers. Details of the Annual Performance Report is uploaded each year to our website.

In terms of the 5 broad criteria listed below, the situation is as follows:

- A - Meets the Tolerable Standard
- B - Is free from serious disrepair
- C - Is energy efficient
- D - Is equipped with modern facilities and services
- E - Is healthy, safe and secure

The SHQS provides the minimum quality baseline for 692 self-contained homes. The current compliance level with the SHQS is 99.86% compared to the 2024/25 Scottish Average of 87.24%.

Only one property did not comply with the standard as of 31 March 2025 due to difficulties in gaining access to upgrade the heating system.

Further, the percentage of tenants satisfied with the quality of their home is 89.93% compared to the 2024/25 Scottish Average of 84.72%.

8.2 Energy Efficiency Standard for Social Housing (EESH)/Social Housing Net Zero Standard (SHNZS)

8.2.1 EESH 1

As stated above at 8.1.

The Association acknowledges that compliance with SHNZS is a crucial part of an energy efficient Scotland.

Our objective in this regard supports Scottish Government's vision in providing "warm, high quality, affordable, low carbon homes" that will contribute to the requirements of The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019. The Association remains committed, as an RSL and business, to help reduce Scotland's emissions of greenhouse gases as laid out in Scottish Government's Heat in Buildings Strategy and our 30-year Business Plan projections include, for now, circa £2.5 million for new boilers, subject to the identification of energy efficient, 'clean heating' options.

In terms of EPC ratings, the current situation for our properties is as follows:

EPC Band	No. of properties
A	25
B	23
C	620
D	27

Work to consider the budget implications of Social Housing Net Zero Standard remain at a relatively early stage, pending issue of the new guidance, not expected any sooner than end of 2025.

8.2.2 Social Housing Net Zero Standard in Scotland (SHNZS)

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 Social Housing Net Zero Standard in Scotland produced in November 2023 and remained open for consultation until March 2024. Based on up-to-date information, guidance relating to SHNZS is not expected to be released until the end of 2025. Indications (for now) suggest 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, it will not be possible to improve the ratings for most of the properties currently recording C and D as all current, known measures in relation to cavity wall insulation, loft insulation and draughtproofing have already been carried out. One of our key future challenges 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. Furthermore, 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 linked to the technology available, a constantly changing and evolving landscape and 100% grant funding being identified, as our current rental income cannot support the introduction of such measures as reflected within our Business Plan.

Work to consider the budget implications of SHNZS remain at a relatively early stage, pending issue of SHNZS guidance. Notwithstanding, we are conscious that a 10% increase in major repair and cyclical costs would have a £6.5m impact on the Year 30 cash position. If no real cost increases are applied on any major repair costs, then an improvement of £2.4m arises. Further, to achieve a 'Just Transition' is not achievable if our tenants are expected to pay a disproportionate amount of their rent on meeting the standards for both energy efficiency fabric measures and the installation of clean heat.

Over and above, meeting Scottish Government's standards on energy efficiency could place new and substantial demands on our resources. We will follow the development of government policy on standards and funding and will include SHNZS in our stress testing of the Business Plan as soon as new guidance is issued and reviewed.

9.0 PROCUREMENT

9.1 General

In a bid to ensure value-for-money is achieved and NVHA spends resources wisely and compliantly, procurement of goods, services and works take account of the Association's Procurement Policy, last approved by the Management Committee on 27 April 2022. The Policy takes account of the UK's exit from the EU. The Policy also takes full account of the 2015 Regulations, 2014 Act and 2016 Regulations. When conducting procurement exercises, NVHA always aims to attract community benefits, especially with works contracts that are proportionate in terms of the scale and duration of the contract.

The existing Procurement Policy is due to be reviewed during 2025 and will reference our Value for Money Statement prepared in March 2025.

9.2 Notable Projects Procured in last 4 years

Some of the more notable contracts that have been procured during the last four years include:

- New repairs framework completed during May 2025 – The framework includes 16 Lots and will last 4 years
- Medical adaptations contract completed during May 2025
- Gas servicing and one-off boiler installation contract completed April 2025 – The new contract lasts for 4 years
- Drainage contract completed in May 2025
- Painterwork and fencing refurbishment contract – April 2023 to March 2028
- Close cleaning and landscape services contract – April 2023 to March 2028

All projects were publicly advertised on Public Contracts Scotland.

A new Contracts Register is currently being developed and will form part of the Procurement Register, and will be uploaded to our website.

10.0 STOCK INVESTMENT

10.1 General

The Association has a costed 30-year Life Cycle Costing which feeds into the Business Plan. This takes account of the DLO and in-house Estates Team, including the work for which they are responsible. The BP includes projected spend, taking account of the ongoing, annual stock condition surveys.

10.2 Cyclical Programme

To ensure that the Association's stock is maintained to a high standard and that all current legislation is met, the Association operates a cyclical programme. The Association also takes account of best practice and adheres to the following programme of works:

Component	Programme
Gas servicing and repairs	Yearly (10-month cycle)
Landscape maintenance	Ongoing yearly
Painter work	6-yearly
Gutter cleaning	Yearly
Electrical checks	5-yearly
Smoke alarm checks	Yearly
CO detector checks	Yearly
Legionella temperature checks	Yearly

All the above works are carried out by external contractors.

During the last 5 financial years, the Association has spent the following sums on cyclical maintenance:

Year	Total	Amount per unit
2020/21	£406,243	£601
2021/22	£399,474	£585
2022/23	£366,807	£523
2023/24	£318,982	£454
2024/25	£473,574	£675

Cyclical costs per unit are estimated at an average of £805 per unit over the plan period. These costs are based on existing surveys. Real cost increases are assumed at 0.5% per annum throughout the plan period. Costs include paint work, gas servicing, electrical inspections, stair lighting, landscaping, close cleaning, and bulk uplift.

Expenditure per unit on the rented stock totalled £551per unit on average for the 3 years to 31 March 2024. Costs have increased due to continued growth in stock safety obligations and the transfer of bulk uplift costs from Glasgow City Council to the city's housing associations.

Taking account of our knowledge of the stock, the Association is satisfied that costs can be contained within the sums provided for in the financial model.

Whilst the SHR does not publish average statistics for cyclical works, the level of expenditure, compared to other peer RSLs is at the higher end and an area that will continue to be closely monitored by both the Maintenance Team and Finance Consultant. Notwithstanding, the Association will continue to ensure that its cyclical programme takes account of maintaining the stock and environment as much as possible and as such, NVHA will continue to have a pro-active approach to maximising the lifespan of all components.

10.3 Planned Maintenance, Major Repairs, including non-components

As highlighted elsewhere, NVHA's DLO is responsible for approximately 35% of the planned works, including components other than replacement of flat entrance doors and boiler replacements. This has fallen over time due to reactive repair, void property and estate management demands.

During the last 5 financial years, the Association has spent the following sums on major repairs non-components:

Year	Total	Amount per unit
2020/21	£15,098	£22
2021/22	£37,812	£5
2022/23	£29,964	£43
2023/24	£43,128	£61
2024/25	£21,720	£31

Regarding components, during the last 5 financial years the Association has spent the following sums:

Year	Total	Amount per unit
2020/21	£211,000	£305
2021/22	£485,000	£701
2022/23	£491,000	£710
2023/24	£430,956	£614
2024/25	£397,830	£567

Taking account of our knowledge of the stock, we are satisfied that costs can be contained within sums provided for in the financial model.

10.4 Reactive Maintenance

NVHA's DLO is also responsible for carrying out approximately 90% of the joinery and estate related reactive repairs.

Estate costs which form part of the reactive budget account for some 10% of the overall budget in relation to bulk uplifts. Costs associated with reactive repairs, including estate costs and void costs are noted below.

During the last 5 financial years, the Association has spent the following sums on reactive maintenance:

Year	Total	Amount per unit
2020/21	£371,727	£305
2021/22	£429,866	£629
2022/23	£559,860	£798
2023/24	£504,160	£718
2024/25	£497,035	£708

As noted above, the above costs include void costs. It should be noted that the level of voids, particularly during 2022/23 was higher because of the Association's new build development programme, including internal transfers.

As noted elsewhere, it should also be considered that over the last few years, due to changes in policy by Glasgow City Council regarding bulk uplifts, this has resulted in additional costs for the Association, including skip hire.

A comparison of 3 other local RSLs within the Castlemilk area has taken place where spend is £933 per unit, £758 per unit and £543 per unit. NVHA's reactive and void spend is therefore by no means the highest and the actual spend will

continue to be monitored on an ongoing basis by the Maintenance Team to ensure value-for-money is always achieved.

The 2025/26 budget assumes an average of £688 per unit. The Business Plan assumes an average of £688 per unit in future years and a 0.5% increase above inflation annually.

Taking account of our knowledge of the stock, we are satisfied that costs can be contained within the sums provided for in the financial model.

The Association appreciates the requirement to provide a good quality repair service to the tenants and factored owners and appreciates that a quick and effective response is in the best interests in relation to the integrity of the buildings in the short and longer term. The Association adopts impressive response repair times as highlighted below:

- Emergency – Make safe within 4 hours and complete repair within 24 hours
- Urgent - Works will complete within 3 working days of being reported
- Routine - Works will complete within 10 working days of being reported

The table below highlights performance during 2024/25 and how NVHA compares with the Scottish Average:

Year	No. of voids	Void cost p.a.	Average per unit
2020/21	53	£132,084	£2,446
2021/22	55	£144,944	£2,635
2022/23	92	£197,915	£2,151
2023/24	42	£115,948	£2,761
2024/25	42	£99,433	£2,367

The Maintenance Team report to the Management Committee as part of quarterly reports recording performance results versus KPIs as well as year-end results in relation to both the DLO, Estates Team and external contractors.

10.5 Void Management

NVHA's average time to relet void properties during 2024/25 was 25.33 days compared to the 2024/25 Scottish Average of 60.59 days.

The table below outlines the level of voids and costs:

Indicators	NVHA	Scottish Average
% reactive repairs completed right first time	99.34%	88.4%
% tenants satisfied with repairs service in last 12 months	97.89%	87.31%
Ave. working hours to complete emergency repairs	1.75 hrs	3.96 hrs
Ave. working days to complete non-emergencies	3.98 days	8.95 days

The average void cost is comparable to peers. Notwithstanding, this is an area of the business we continually monitor as some voids in the past have proven to be particularly expensive and well above our average void cost. In such instances, this level of detail is fed back to, and discussed with the Management Committee as part of the management accounts.

We continually monitor lost rental income due to properties being empty. Our performance over the last few years has been improving in this regard. As noted at 4.3, our ARC return highlighted our lost rental income was 0.92% for 2024/25 compared to the 2024/25 Scottish Average of 1.27%. The length of time taken to turn voids round has been improving through strong joint working between the Maintenance and Housing Teams.

When reletting voids, both the Maintenance and Housing Management Teams adhere to the Void Management Policy reviewed in August 2023. As highlighted within Section 4, fortnightly void meetings are held by the 2 teams to ensure the process is managed as efficiently and cost effectively as possible. A Void Procedure is also being developed by the 2 teams to further improve void management efficiency and our commitment to continually improve on this business-critical matter.

10.6 Stage 2 and 3 Adaptations

As part of the new build contracts, the Association has developed 19 properties, to wheelchair standard. Over and above the wheelchair units, we have medically adapted several other properties to meet the changing, physical needs of our tenants.

All new build properties built after 1998 have been designed to comply with Housing for Vring Needs.

Regarding existing stock, the Association coordinates as many Social Work (SW) referrals as possible, taking account of funding availability. The table below confirms the number of referrals carried out and how much has been spent during the last 5 years:

Year	Total	No. of adaptations
2020/21	£13k	9
2021/22	£24k	7
2022/23	£29k	8
2023/24	£27k	21
2024/25	£11k	12

All the above adaptations and associated costs have been 100% grant funded. If further grant is required during the year, we have been successful in securing more grant, once requested from NRS.

The number of households waiting on adaptations as of 31 March 2025 was 3.

Our average time to complete adaptations during 2024/25 was 67.92 days compared to the 2024/25 Scottish Average of 44.37 days.

The management of the Stage 3 budget, including funding bids are overseen by the Director, whilst the actual works are overseen by the Maintenance Team.

11.0 FACTORING

11.1 General

In addition to our role in managing NVHA-owned properties, the Association also acts as a factor to 80 owner occupiers. As previously noted, this includes 37 mixed tenure tenement blocks and a further 2 cottage flat style blocks.

NVHA recognise the importance of mixed tenure performance in relation to Principle 2 of the SHR Integrated Asset Management guidance. In response to our Engagement Plan with the SHR, we developed and implemented an Action Plan, agreed with the Regulator. We recognise that it is crucial that the ownership status within mixed tenure blocks and the associated repair and improvement costs are considered. Subject to the nature of the works, owners may be entitled to grants. The cost of managing mixed tenure blocks is not underestimated, including the willingness of the owners to fund their share of costs which could influence the future strategy for mixed tenure investment blocks. Further, we are not underestimating our potential role as a factor in terms of SHNZS in relation to mixed tenure blocks.

Our website includes a separate section for owners which also outlines our role as a factor, including the Property Factors (Scotland) Act 2011 and our Written Statement of Service adhering to the current Code of Conduct.

The Director reports directly to the Management Committee in relation to the factored owners. Reports include financial matters, including debt outstanding

as the year progresses, satisfaction levels and a full statistical report. Reports are presented quarterly.

During January 2025, we undertook a review of our factoring management fee, which was subsequently approved by the Management Committee. Our current fee is £91 compared to the 2024/25 Scottish Average of £118.77 per owner.

The percentage of factored owners who are satisfied with our factoring service is 50.0% compared to the 2024/25 Scottish average of 57.86%. There is, however, a significant proportion of owners who responded, 'neither satisfied nor dissatisfied' (34.38% in 2024 survey).

11.2 Factoring Policy and Written Statement of Service

The Association has Written Statements of Service (WSS) that comply with the current Code of Conduct, revised in August 2021. A WSS exists for owners who live in houses and there is a separate WSS for owners who live within flatted developments. Owners' shares are calculated in line with the property Title Deeds. Invoices are issued annually in arrears and reflect actual costs incurred by the Association, including an annual management fee. Invoices are issued no later than 30 April each year covering the period 1 April to 31 March. Insurance costs and the management fee are billed in advance with any repair costs invoiced in arrears.

Invoices contain (where applicable) details of the management fee, building insurance, stair/court lighting, landlord supply, share of any common estates charge, share of any common repairs or cyclical maintenance charges and any private repairs (if applicable).

12.0 ESTATE MANAGEMENT

12.1 General

Our Estate Management Policy was reviewed in July 2023 with its main aim being "to maintain Windlaw as a pleasant, safe and secure environment for its residents." The Policy also addresses legislative requirements, such as, Right to Repair legislation and ensure compliance, as appropriate with the Scottish Social Housing Charter, in particular, Outcome 1: Equalities and Outcome 6: Estate Management, anti-social behaviour, neighbour nuisance, and tenancy disputes. In April 2025, we also developed a new Estate Management Procedure.

NVHA is responsible for the general upkeep within its area of operation in terms of open and common areas, including all backcourts and the Windlaw Strip.

12.2 In-house Estates Team

NVHA employs 1 in-house labourer as well as 2 estate workers. As well as working on estate related duties, the Estates Team members assist the in-

house joiners in relation to reactive and planned works that are of a '2-man' nature.

The Estates Team members are responsible for clearing moss from paths, hedge trimming, tidying, and cleaning bin shelters, including arranging replacement bins as required and overseeing bulk uplifts from individual houses. The external contractor is responsible for bulk uplifts in relation to the flatted stock.

12.3 Bulk Uplifts

During the pandemic, Glasgow City Council removed the bulk uplift service that it previously provided, and without warning. This has led to additional costs for the Association, like all other community controlled RSLs with costs being required to be met that had not been included in previous budgets and projected expenditure costs. As a result, this service is now largely carried out by NVHA's landscape maintenance contractor at a cost to the Association. This is also supported by our own Estates Team. Over and above this, whilst the contractor books appointments at the Council's tip, they are often still turned away, leading to further expenditure. The Maintenance Manager is aware that bulk uplifts are a particular concern in relation to the flatted blocks and how this impacts on the estate management. Bulk refuse is becoming increasingly more difficult to deal with due to fly tipping and increased amounts of waste being left in the Association's area.

12.4 Landscape Maintenance

Most of the work is carried out by an external contractor, including grass cutting and delittering. Other landscape maintenance duties are carried out by the in-house Estates Team as detailed at 12.2 above. Factored owners are charged for their share of the works, taking account of the Title Deeds and Conditions. Play areas are inspected by our insurers, Zurich who thereafter provide reports noting any necessary action.

12.5 Close Cleaning

We employ an external contractor to provide us with a close cleaning service.

Close entrance floors and internal stairs are swept and washed fortnightly. Monthly, a more thorough clean is carried out, including walls, wall tiles, windows, cills, front and rear doors (both internally and externally) being washed. Externally, including paths to public footways are swept fortnightly which also includes removing litter, leaves, and weeds.

12.6 Tenant Satisfaction

The percentage of tenants satisfied with management of the neighbourhood is 94.96% compared to the 2024/25 Scottish Average of 84.23%.

13.0 5 & 30 YEAR INVESTMENT PLAN SUMMARY

13.1 Current Assumptions

Major repair costs assumed over the long term are an average of £34,000 per unit which compares well with peers and is affordable to the Association. In the first 10 years, 26% of total spend shall take place, followed by a further 40% of spend up to Year 20, with the balance of 34% being spent in the last 10 years. Real cost increases are assumed at 0.5% per annum for the full plan period.

Current financial assumptions tie back to the investment performance as well as service performance relating to void rent loss, management costs, repair costs, void repair costs and cyclical costs.

The 2025/26 projections assume CPI at 2.3% and a 3.3% rent increase. Year 2 of the projections assume CPI at 2.5% and a 3.5% rent increase. For Year 3, CPI is assumed at 2% with a 3% rent increase and Year 4 onwards assumes CPI at 2% and rent increases of 2% per annum.

During 2025/26, consideration will be given to establishing NPVs for the stock per in response to Principle 4 in terms of 'financial performance.' As this could be a resource intensive exercise for the staff, and Finance Consultant dependent on how this is approached, this potential exercise will be discussed fully with the Management Committee in the first instance.

13.2 Stock Valuation

The Association carries out a stock valuation every three years, with the latest one carried out in March 2025.

This latest valuation shows that, at that time, the Association's stock secured by RBS (171 units), had an Existing Use Value – Social Housing (EUV-SH) of £9.710m. This represented a 15.2% increase from the 2022 valuation. The unsecured stock (529 units) had an EUV-SH of £24.870m, an increase of 16.1% from 2022.

14.0 RISK MANAGEMENT

14.1 Risk Management Strategy

In response to Principle 1 of the SHR guidance, from a strategic perspective, it is essential that the Management Committee 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. These points have been addressed at the relevant sections within this document, particularly Section 7 in terms of tenant safety, including performance.

The Risk Management Strategy was approved by the Management Committee on 30 October 2020 and is due for review. The Risk Register, which is regularly updated, considered, and approved by the Management Committee, also ensures that risks have been identified and are mitigated as far as possible. NVHA's Risk Management Reporting Cycle is attached (Appendix 5) demonstrating that the Management Committee is regularly updated in this respect.

A key risk for the Association would be the absence of up-to-date data relating to the condition of the Association's stock, and to avoid such risk, the Association has adopted an ongoing approach to surveys as described in more detail at Item 1.6.

In response to the Scottish Housing Regulator's guidance on 'Integrated Asset Management,' it is proposed that during 2025/26, discussions will be ongoing with the Management Committee to consider the introduction of a new, separate Asset Risk Map and Register. This approach will ensure the asset performance risks are addressed relating to the whole housing portfolio, including appraising the options. Any options appraisal will require considering at the outset what is the desired achievement which reflects strategic objectives. The objectives will then be used to set appraisal criteria applied to each option. The criteria should 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?

Currently, high inflation, higher interest rates, financial hardship among tenants, Universal Credit, and other welfare reform measures, and the costs of maintaining the housing stock to new standards and running the business are the main risks for the Association.

15.0 ICT SYSTEMS AND DATA COLLECTION

15.1 HomeMaster IT package

The importance of accurate and up to date stock condition survey information is vital in continuing to accurately plan investment within North View's assets. We have invested heavily in our IT housing package; HomeMaster. Information from our surveys is used to inform future investment plans. We have purchased the 'planned renewal' module which will be populated to assist us in

determining future programmes of work, including in relation to component replacements and cyclical programmes. We are aiming to 'go live' with this module in 2025/26. HomeMaster is also used for issuing works orders including reactive works and the 'compliance' modules are in operation in terms of gas servicing, asbestos register etc.

The Association is now using the Microsoft Blazor version of HomeMaster. This platform allows us to generate in-depth and enhanced reporting frameworks.

16.0 FUTURE FUNDING STREAMS

16.1 General

Following conclusion of Scottish Government's Consultation on the new Social Housing Net Zero Standard in Scotland (2023), new SHNZS will be issued to replace EESSH2 guidance. It is expected that the new guidance will outline the Government's intentions for the affordable housing sector over the next 20 years as we work towards Net Zero. It is therefore essential that North View has accurate and up-to-date stock information, including in relation to the mixed tenure blocks outlining options in terms of any further fabric efficiency measures, as well as potential, 'clean' heat sources to be best placed to attract any grant funding. The key actions outlined within the AMS will provide a strong foundation to have those key elements in place. Notwithstanding though, costs associated with Net Zero measures will require being met by grant sources as the Business Plan cannot sustain such additional works as part of the current and future rental income stream.

As noted earlier in this Chapter, meeting Scottish Government standards on energy efficiency could place new and substantial demands on the Association's resources. North View will follow the development of government policy on standards and funding and will include SHNZS in its stress testing of the business plan as soon as realistic assumptions can be made.

17.0 FINANCIAL STANDING

17.1 Current Position

Our financial projections were most recently reviewed in March 2025. The Association's opening cash balance in April 2025 is projected at £2.1m.

For 2025/26, a surplus of £364k is projected with net assets of £4.95m, inclusive of cash reserves at £2m.

The financial projections show that we maintain a viable financial position over the short, medium and long term.

As such, the Maintenance Team can confidently progress with currently identified works, taking account of the stock condition survey and the ongoing cyclical programme.

17.2 Loan Finance and Stock Value

Our loan debt on 31 March 2025 totalled £8.2m. NVHA's lenders are RBS and Allia, and margins are at 1% with fixed rate debt at 47%.

Our projections assume that base rate will be 4.5% in Year 1 reducing to 4% from Year 2 onwards. A 1% increase in loan rates reduces the Year 30 cash by £393k.

The loan covenant analysis confirms no issues with loan covenant compliance during the plan period and the Association can raise a further £25.6m based on existing stock valuations.

18.0 MANAGING INVESTMENT

18.1 Resourcing

In relation to Principle 5, the Association recognises that its 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, including understanding the philosophy and process that they need to work within. It is vital; therefore, that the Association ensures that it has in place, an efficient team who can deliver the aims and objectives of the Association. 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. This could be via in-house skills or external, specialist advisors. In this regard, a staff training day was carried out in April 2024 by the Asset Consultant, heavily involved in preparing the Asset Management Strategy.

It is recognised that large-scale investment and disinvestment programmes can absorb a substantial amount of senior management or technical skills, directing it away from other aspects of the business. As we have our own in-house DLO and Estates Team, this too is considered in terms of resources in relation to managing these staff members.

The staff directly responsible for ensuring that the stock is maintained to the highest standards in the long term need to be able to deliver a programme of works that produces high standards of housing. Members of the Maintenance Team, led by the Maintenance Manager 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 KPIs. The

Maintenance Team is also responsible for ensuring that the Association is working towards Net Zero targets taking account Social Housing Net Zero Standard in Scotland and resultant guidance and targets, expected 2025.

As highlighted within other parts of this document, NVHA directly employ a labour workforce, including 3 No. qualified joiners as well as 3 No. estates workers. In this regard, we carried out a Value for Money (VFM) analysis of our reactive, planned, and cyclical maintenance work in March 2023. It compared the VFM provided by the in-house trades team with tendered works (from our consultant's database of current housing association costs/rates in Glasgow for reactive maintenance, kitchen replacements, window replacements and flat entrance door replacements) and considered non-objective criteria around quality, responsiveness, and performance. The conclusions from the VFM analysis concluded that VFM was achieved through employing an in-house trades team in the context of price, quality, responsiveness, and performance opposed to using external contractors.

19.0 KEY CHALLENGES IN RELATION TO INTEGRATED ASSET MANAGEMENT FOR FINANCIAL YEAR 2025/26

19.1 Key Challenge 1 – Availability of up-to-date stock condition information

Continue to carry out a rolling stock condition survey, with a current focus on properties that have proved difficult to gain access to or have had little contact with the Association regarding repairs. These surveys cover both SHQS, health and safety compliance and general condition of the property, together with common areas and backcourts.

19.2 Key Challenge 2 – Costed up-to-date SCS information, including a Life Cycle Costing (LCC) fed into 30-year Business Plan

Continue to update the existing LCC annually, taking account of the most recent stock condition survey information, including works carried out to external areas and backcourts as well as internal improvements.

19.3 Key Challenge 3 – Replacement of flat entrance fire doors

As part of the ongoing stock condition surveys, the upgrade of flat entrance doors was noted. More doors will be upgraded as part of the agreed, ongoing rolling programme.

19.4 Key Challenge 4 – Replacement of kitchen unit doors

Again, as part of the annual stock condition survey, it was noted that a number of the kitchen unit doors are delaminating whilst the carcasses themselves continue to be in good order. Money has been set aside within the LCC and annual budget to enable the door fronts to be replaced in a manner that provides the Association with value-for-money.

19.5 Key Challenge 5 – Identify properties requiring updated Residual Current Devices

Taking account of 'The Modification of the Repairing Standard Regulations 2019,' identify properties for upgrade and work will be carried out on an ongoing basis.

19.6 Key Challenge 6 – Continue to monitor satisfaction levels

Continue to monitor tenant satisfaction levels in comparison to Scottish Averages and improve levels if/where possible.

19.7 Key Challenge 7 – Continually monitor costs and services in our role as a Property Factor

Continue to monitor the position regarding owner occupier recharges to ensure NVHA is not running at a loss or carrying owner costs.

Continue to monitor our Management Fee to ensure costs associated with providing a factoring service are met fully by owners.

19.8 Key Challenge 8 – Review Scottish Government's SHNZS guidance once issued

Review the new guidance due to be issued by Scottish Government later in 2025 and determine if there will be a requirement to carry out further improvements in relation to fabric first. If so, obtain costed information.

Consider options in terms of new clean heat sources affecting the different stock types, including costed information.

Continually monitor grant availability and funding streams in terms of improving fabric efficiency and the options for sustainable heating systems, taking cognisance of current technology.

Review the Association's existing EPC Register versus the new SHNZS guidance and the effect this could have on reletting properties by 2028 and update the Management Committee accordingly.

19.9 Key Challenge 9 – Continue to meet all existing and any new legislative and regulatory requirements

Continue to keep abreast of any updates or new legislation, including in relation to 'Tenant's Safety' items.

Maintenance Manager to carry out a presentation to Management Committee during 2025/26 in relation to tenants' safety, demonstrating how risks are managed and mitigated for each area, including performance results.

19.10 Key Challenge 10 – Consider expansion of existing stock base (where feasible) to offer tenants’ choice of housing

Identify if there is a real opportunity for further new build development that will not detract from the current Business Plan projections, including the production of a NPV at the appropriate time.

Consider the impact further new build development will have on housing need and demand whilst also addressing the issue of homelessness affecting the city.

19.11 Key Challenge 11 – Continue to identify Wider Role initiatives to help address socio-economic issues affecting the area

Continue to be a part of and identify new projects, including projects of a physical nature, as well as people centred projects that will benefit the community served by NVHA.

Continue to monitor the results of investing money in existing projects.

Monitor and report to the Management Committee, community benefits received from contractors and consultants.

19.12 Key Challenge 12 – Continue to closely monitor and effectively project manage all areas of Maintenance Team function

Continually monitor staffing and resourcing levels within the Maintenance Team to ensure that the Association’s ongoing investment is protected, including regular review meetings with external contractors, such as the gas contractor etc.

Through strong project management, continually monitor costs to ensure that value-for-money is being received and reflective of tendered costs.

Report regularly to committee on contractors’ performances, measuring actual performance versus KPIs (key performance indicators).

19.13 Key Challenge 13 – Continue to monitor and reduce void turnover periods to help achieve a sustainable community

By improving housing conditions and the environment, reduce the number of people wishing to leave the area where feasible.

Continually monitor reletting times to minimise rental loss as much as possible.

Continue to monitor expenditure on voids, including benchmarking with peer RSLs.

19.14 Key Challenge 14 – Conduct procurement exercises to ensure value-for-money is being achieved and works are procured compliantly

Develop a new Contracts Register to supplement the Procurement Register already advertised on our website.

19.15 Key Challenge 15 – Consider expanding the existing Risk Register or creating a new Register reflecting ‘Integrated Asset Management’

In response to Principle 1, consider how the current Risk Register can be strengthened in terms of the asset base or if a new, separate Asset Risk Register would best serve the Association and its tenants.

19.16 Key Challenge 16 – Develop new or update existing policies

Update the existing Procurement Policy to reflect the new thresholds from 1 January 2026. Present the updated policy at the January 2026 Management Committee meeting.

19.17 Key Challenge 17 – Continue to improve our database working in conjunction with the IT provider

Start using Microsoft Power BI Reporting System to help us manage our asset base, whilst responding to Principles 2, 3, 4 and 5 of the SHR’s advisory guidance.

19.18 Key Challenge 18 – Ensure the staff have a comprehensive understanding of the importance of managing the Association’s assets

Arrange a staff training day to discuss the updated Asset Management Strategy and the role of the staff in delivering the strategic direction of managing the assets as determined by the Management Committee.

20.0 REVIEW OF ASSET MANAGEMENT STRATEGY

20.1 Review Period

The Maintenance Manager will be responsible for ensuring that the Asset Management Strategy remains up to date, including in relation to ARC reporting. This will include an annual update following submission of the ARC to the Management Committee. As a minimum, each review will take account of the following:

- Achievements from the previous year
- Update on SHQS compliance
- Update on SHNZS compliance
- Update on Asset Risk Map w22
- Update on financial matters, including the need for additional borrowing if required
- Update on any acquisitions during the previous year

- Update on any new or updated legislation, statutory and non-statutory obligations affecting this document
- Update on market forces, including the tendering climate and if or how this impacts the Business Plan projections

A comprehensive review of the document will take place every 3 years or sooner if required.

21.0 SUMMARY AND CONCLUSION

- 21.1 NVHA fully acknowledges Principle 5 of the SHR Integrated Asset Management guidance that 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. The strategy supports the delivery of annual asset management plans reflecting funding, procurement, and contract management systems.

This current version of the Strategy covering 2025/2026 has been produced in conjunction with the Director, Maintenance Manager, Housing Manager, FMD Financial Services and Sherriff Development Consultants. This approach demonstrates the Association's awareness of the importance and benefits of a whole organisation approach being applied in terms of integrated asset management.

Like the 2012 guidance, the new guidance highlights the need for us to ensure that we continue to have access to the appropriate technical expertise and ensure we have the capacity and competence to support the delivery of the asset management strategy and manage the associated risks. This includes in-house skills as well as input, as required, from external/specialist advisors.

We do not underestimate the challenge that lies ahead in terms of the Climate Emergency and the impact that this will have on us as a community-controlled housing association in terms of adequate resourcing. Scottish Government's 'Social Housing Net Zero Standard in Scotland' is awaited in this regard which will no doubt demonstrate the significant challenges that lie ahead. This will include us exploring options, technology and very importantly, the necessary grant funding streams that will be required to deliver Net Zero.

APPENDIX 1 – STOCK CONDITION SURVEY TEMPLATES

North View Housing Association Stock Condition Survey 2025 Internal Areas

Address.....

Type.....

.....

Inspected By.....

Area.....

Survey Date.....

Modern Facilities and Services			
Bathroom Amenities			

Element	Compliant With Tolerable Standard Estimated life span	Condition	Repair Required Action required
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Bath			
Wash hand basin			
WC			
Shower			
Adaptation			
Extractor			
Light switch			

Kitchen Condition			
Base units			
Wall units			
Worktops			
Sink			
Handles			
Floor			
Sockets			
Storage			
Extractor			
Passivent			
Light switch			

General			
Smoke detector			
Consumer unit			
Safe gas systems and appliances			
Central heating			
Radiators			
Windows	Frames/restrictors		

Ext/Doors	Door		
Flat entrance doors	Closer		
	Inmong/Glazing		

Ceilings	Finish		
Internal Doors	Fire doors		
	Fire closers hinges		
Bathroom	Ventilation		
Cloakroom			
Heating	Radiators		
Heating	Electric		
Electrical	Consumer Unit		
Electrical	Lighting		
Electrical	Sockets		
Entry Phone			

General Comments

Element	Compliant With Tolerable Standard Estimated life span	Condition	Repair Required Action required
Balconies			
Bin stores			
Drying areas			
lighting in common internal and external areas			
lighting with in the cartilage of the house			
front and rear access doors			
Door entry systems			
Rear access to enclosed common areas			
Element upgrade date			
Windows			
Bathrooms			
Kitchens			
Smoke detectors			
Heating			

Note

Ratings: 1 (Poor)—10 (Excellent)

Actions: R= Renewal ; Re = Repair N = No Action Required

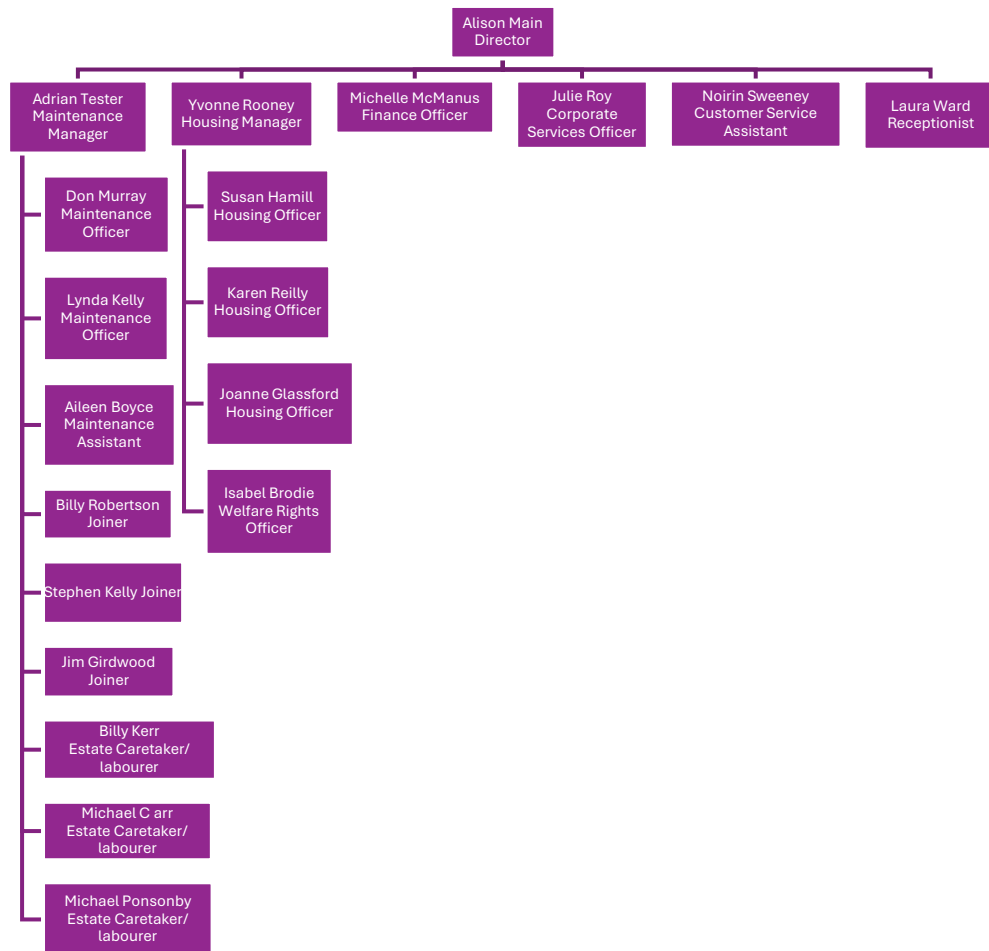
Damp & Mould present YES/NO

APPENDIX 2: REVIEW OF 2024/25 KEY CHALLENGES

- 19.1 Key Challenge 1 – Availability of up-to-date stock condition information – Achieved and ongoing
- 19.2 Key Challenge 2 – Costed up-to-date SCS information, including a Life Cycle Costing (LCC) fed into 30-year Business Plan – Achieved and ongoing
- 19.3 Key Challenge 3 – Replacement of flat entrance fire doors – Achieved and ongoing
- 19.4 Key Challenge 4 – Replacement of kitchen unit doors – Achieved and ongoing
- 19.5 Key Challenge 5 – Identify properties requiring updated Residual Current Devices – Forms part of 2025/26 Key Challenges
- 19.6 Key Challenge 6 - Consider options to improve overall satisfaction levels – Achieved and ongoing
- 19.7 Key Challenge 7 – Consider an Acquisitions Strategy – No one off acquisitions took place during 2024/25. Strategy will be put in place in future if required
- 19.8 Key Challenge 8 – Continually implement the results of the Factoring Review - Achieved
- 19.9 Key Challenge 9 – Continue to improve stock in terms of SHQS compliance – Achieved with only 1 property now failing the standard due to tenant refusing access
- 19.10 Key Challenge 10 – Review Scottish Government’s ‘Consultation on a new Social Housing Net Zero Standard in Scotland’ issued November 2023 – Now awaiting new guidance to be issued
- 19.11 Key Challenge 11 – Continue to meet all existing and any new legislative and regulatory requirements - Maintenance Manager to carry out a presentation to Management Committee during 2025/26 in relation to tenants’ safety, demonstrating how risks are managed and mitigated for each area, including performance results
- 19.12 Key Challenge 12 – Consider expansion of existing stock base (where feasible) to offer tenants’ choice of housing – Ongoing. 2 No. potential sites noted
- 19.13 Key Challenge 13 – Continue to identify Wider Role initiatives to help address socio-economic issues affecting the area – Achieved and ongoing
- 19.14 Key Challenge 14 – Continue to closely monitor and effectively project manage all areas of Maintenance Team function – Achieved and ongoing

- 19.15 Key Challenge 15 – Continue to monitor and reduce void turnover periods to help achieve a sustainable community – Achieved and ongoing
- 19.16 Key Challenge 16 – Consider in further detail the Scottish Housing Regulator’s recommended guidance “Integrated Asset Management” issued in February 2023 and update the current AMS accordingly. AMS updated in November 2025
- 19.17 Key Challenge 17 – Conduct procurement exercises to ensure value-for-money is being achieved and works are procured compliantly – Achieved. 4 new contracts procured
- 19.18 Key Challenge 18 – Consider expanding the existing Risk Register or creating a new Register reflecting ‘Integrated Asset Management’ Noted as a Key Challenge for 2025/26
- 19.19 Key Challenge 19 – Develop new or update existing policies – New policies and procedures implemented. Achieved and ongoing. Several new policies implemented during 2024/25 and first half of 2025/26
- 19.20 Key Challenge 20 – Continue to improve our database working in conjunction with the IT provider
- 19.21 Key Challenge 21 – Ensure the staff have a comprehensive understanding of the importance of managing the Association’s assets – Staff training day conducted during April 2025

APPENDIX 3: STAFF STRUCTURE



APPENDIX 4: WIDER ROLE STRATEGY

North View is a registered Scottish charity – charity registration number SC032963

STRATEGY

WIDER ROLE

Passed:-	27/3/25	Review Date:-	Feb 2027
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All North View policies and publications can be made available on CD/data-to-voice, in Braille, large print and in other languages.

For further details please contact us on 0141 634 0555 or email us on enquiries@nvha.org.uk

1.0 INTRODUCTION

- 1.1 North View Housing Association has a long tradition of delivering projects and initiatives that go beyond housing provision and management and seek to improve the social and economic circumstances of the local community. Such activities are known as 'Wider Role'.
- 1.2 The purpose of this Wider Role Strategy is to set out the Management Committee's strong commitment to supporting the Windlaw community and the organisation's approach to promoting, facilitating and carrying out non-housing projects.

2.0 CONTEXT

- 2.1 This Strategy is written in the context of North View's current organisational structure which does not have dedicated Wider Role or Community Development staff to work on preparing funding applications or directly deliver these types of activities. The overarching approach to Wider Role is, therefore, as a community based housing association to be a 'community anchor' organisation, developing strong partnerships and alliances with specialist services where possible to help deliver our priorities.

3.0 BACKGROUND

- 3.1 This following information sets out the community need for this type of work and the Association's commitment to delivering such projects. This is also underpinned by the recent cost of living challenges being experienced across the country. It is also recognised that despite high levels of need, Windlaw has been affected by the real pressures on public spending and services.

Scottish Index of Multiple Deprivation

- 3.2 Deprivation levels in the Windlaw and wider Castlemilk area are severe, as evidenced by the Scottish Index of Multiple Deprivation (SIMD).
- 3.3 The overall ranking for the core Windlaw area is in the most deprived 5% of all datazones. This is driven by poverty, with the rate of low incomes 2.5 times higher in Windlaw than in Glasgow,

- 3.4 The Association has a key role in trying to address imbalances and making life better for people living in its area.

Business Plan 2023/24 – 2025/26

- 3.5 The Association's Business Plan sets out its Mission Statement, Values and Strategic Objectives, which reflect its commitment to Wider Role activities:

Mission Statement: *'Making Windlaw a good place to live, and building a better future for you and your family'.*

Values: *include 'Focusing on the needs of our community'.*

Strategic Objective 4: *'Bring community support services to Windlaw, in partnership with others'.*

Customer Satisfaction Survey

- 3.6 The Association's Customer Satisfaction Survey (August 2024) shows significant support (93.2%) for Wider Role spending and for joint working between North View and other local organisations to provide local services and activities.
- 3.7 Residents were also asked how they feel North View's services should develop and 31.3% of respondents felt that we should develop services to help tackle financial issues being experienced by tenants (such as fuel or food). A further 19.8% noted that the Association should develop a programme of activities for supporting tenants.

4.0 FUNDING

Annual Budget

- 4.1 The Association commits to including provision in its Budget each year to help deliver 'core' Wider Role projects. These will generally be projects that cannot be supported via external funding arrangements and to which we have made longer term commitments.

External Sources

- 4.2 The Association will work to attract external funding to support initiatives. As noted above, however, it has to be recognised that the Association does not employ dedicated staff for this and responsibility will, therefore, be absorbed by senior staff.
- 4.3 We will aim to keep apprised of potential funding available to community anchor organisations through the Scottish Federation of Housing Associations, Glasgow and West of Scotland Forum of Housing Associations, Advice UK and other relevant bodies/organisations.

'In Kind' Costs

- 4.4 It is recognised support for Wider Role work may be come in the form of 'in kind' costs (for example, staff time and other resources) and not require specific funding. The Association will consider use of 'in kind' support where possible.

5.0 Wider Role Priorities

- 5.1 This following sections set out the key priorities of our Wider Role work, together with services currently delivered by the Association.
- 5.2 The overarching aim of our Wider Role work is to help to try to alleviate poverty, offer support to protect our community from the current cost of living crisis and improving opportunities for local people. Our approach is to promote dignity and do the best that we can for our community with the resources that we have available.
- 5.3 Some priorities are directly provided by the Association and others are delivered by partner organisations, with support from North View.

Welfare Rights support

- 5.4 The Association employs a full-time Welfare Rights Officer to deliver an 'in house' welfare rights service for Windlaw residents. This service, which has been in place on a full-time basis since 2012, plays a vital role in maximising residents' incomes and tenancy sustainment.
- 5.5 The Welfare Rights Officer also plays a key role in referring and signposting residents to other specialist services (such as budgeting services, fuel advice services etc).
- 5.6 Our 2024 Residents' Survey reported that 62 (22.3%) respondents had used this service, with a 96.8% satisfaction rating. Information on the number of tenants that the Welfare Rights Officer has helped, together with financial gains details, are reported to the Management Committee on a quarterly basis.

Food poverty & food insecurity

Castlemilk Pantry

- 5.7 The Association has made and continues to make annual financial contributions to support the Castlemilk Pantry, which opened in June 2021.
- 5.8 This is a key local service, helping households to access good quality food at a low cost. It provides a more sustainable approach to food insecurity. It also delivers a range of other services (including IT services) known as 'Pantry Plus'. There is also energy advice support.
- 5.9 We also have a referral scheme to the Pantry for struggling households whereby the joining cost and the price of a shop is paid for by the Association.

Supporting tenants with fuel costs

- 5.10 The Association has delivered a range of projects over the years to help tenants with fuel costs.
- 5.11 Further funding has been secured and is a priority for the Association to continue to deliver this type of support for its residents, subject to the availability of resources.

Children & Young People

- 5.12 The Association is committed to improving opportunities for children and young people in the area and this can be demonstrated through the following:

Jeely Piece Club

- 5.13 The Association has prioritised funding to the Jeely Piece Club to provide a Wednesday Play Club in the Birgidale Complex during school term time. This is a well-used resource, bringing real benefits to the children who attend (around 40 each week). For a number of years, the Association has been the sole funder and we will now explore the possibility of leveraging in other funding to help us in supporting the Club and to make our Wider Role monies go further.

Castlemilk Youth Complex/Streetwise©

- 5.14 The Association has a long history of working with the Castlemilk Youth Complex/Streetwise© in relation to services for young people in Windlaw. We are committed to continuing to develop this partnership and exploring options available to help deliver services to young people.

Annual Trips

- 5.15 The Association has a tradition of arranging and providing annual trips for residents. We understand that the opportunity for local people to benefit from this is important to our community.

Birgidale Complex

- 5.16 The Birgidale Complex is a community centre based in the Windlaw area. It is a well-used facility, offering a range of services and activities for the local community. It currently operates a café and is a warm space for anyone in need of warmth and community.
- 5.17 The Association is committed to continuing to support the Birgidale Complex in these challenging times to secure its continued use as a community asset for area.

Human Rights Lived Experience Group

- 5.18 The Association is part of a Human Rights Lived Experience Group involving the four community-based housing associations in Castlemilk. Management Committee members are represented on this board and the Group is actively working to promote Human Rights for Castlemilk residents.

Other local partnerships

- 5.19 The Association is committed to investigating further partnership opportunities (including with other Castlemilk Registered Social Landlords and local organisations).
- 5.20 The Association will work to publicise (through its newsletters and social media) services being offered by local organisations.
- 5.21 We will also work to influence and respond to the Locality Plan for the Castlemilk area.

Summary

- 5.22 The Association has a core programme of Wider Role services that it is currently delivering and there is a commitment to work to grow this to respond to issues affecting our community, including the current cost of living crisis.

6.0 Publicity

- 6.1 The Association will use its quarterly newsletter, website and social media to publicise its Wider Role Activities.

7.0 Involving Local People

- 7.1 Given that some of our Wider Role work is paid for without grant funding and therefore, via rental income, the Association will continue to monitor, through its biennial surveys, that tenants are happy for the Association to spend money on providing non-housing related activity.
- 7.2 We will also seek tenants opinions on how the Association should develop Wider Role Services. This will also be done through the biennial surveys and also through more focussed arrangements (focus groups, newsletter consultations etc).

8.0 Conclusion

- 8.1 It is recognised that the Association's local action through our Wider Role programme can go some way to help alleviate pressures being experienced in our community.
- 8.2 The organisation is committed to continuing to support and improve opportunities for residents. It will make provision in its annual budgeting process for Wider Role activities and apply for external funding to enhance this provision where possible.

9.0 Review

- 9.1 This Wider Role Strategy will be reviewed at least every two years.

End

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