ASSET MANAGEMENT STRATEGY

2025 - 2028

Contents

INTRODUCTION

Efficient and effective management of the Association's assets, which is primarily its housing stock, is one of the key elements in delivering our vision of creating a well-housed and stable community. This first formal Asset Management Strategy will direct the Association's investment over the next three years, building on the major investment of past years in terms of new house building and major repairs and component replacement across our stock. It will ensure that: -

1) Our housing stock meets the requirements of the Scottish Housing Quality Standards (SHQS)

2) Our housing stock will meet the Energy Efficiency Standard for Scotland 2nd Milestone (EESSH) 2032.

3) Our housing stock will meet our customers' aspirations.

4) We will deliver our investment programmes to the highest standards and,

5) We will achieve excellent value for money within our investment programmes.

Over the period of this strategy, we will invest in our customers' homes. We will work with partner agencies and owner occupiers to ensure that the stock maintains its value and contributes to the long-term sustainability and viability of the Association as a landlord.

OUR VISION, VALUES AND STRATEGIC AIMS

OUR VISION

Calvay will be a well-managed mixed neighbourhood with a good community spirit.

OUR VALUES

- Customer Focus
- Professionalism
- Integrity
- Respect

STRATEGIC AIMS - WHAT WE WANT TO DO

- Provide a high quality housing service
- Demonstrate strong performance and compliance
- Be a good employer
- Invest in and support our community
- Practice robust governance
- Be responsible, forward-thinking and innovative

WHO WE ARE

In 1984, Calvay's tenants agreed to set up Calvay Co-operative and in 1985, the Co-operative was registered with the Registrar of Friendly Societies and as a housing association. Calvay Co-operative was one of the first three community ownership groups in Scotland. This was the beginning of a movement, which has seen the formation of many similar organisations throughout Scotland.

In 2004, Calvay amended its rules to that of a housing association to take advantage of the increased business opportunities afforded under the less restrictive Association model. A subsequent rule change in 2007 took this a step further when the Association adopted Charitable Status to take advantage of the financial breaks offered to regulated charities.

In 2011, the Association passed a further milestone in its development with the transfer of over 400 homes from GHA in a process known as Second Stage Transfer.

During 2023, 43 new homes were be completed by Cruden Homes at Garvel Crescent and Blyth Road and during 2025 we invested £5M in an external wall insulation programme for our original stock.

The Association is a community-controlled organisation, with strategic control in the hands of a voluntary Management Committee. With the support of the staff and consultants, the Committee set the policies and strategies for the Association. At the Annual General Meeting, members receive reports on progress.

Since 1985, the Association has transformed the Calvay area, both physically and through the creation of a lively and sustainable community.

PURPOSE OF THE STRATEGY

The purpose of an asset management strategy is to ensure that things of value to an organisation are monitored and maintained. In Calvay's case, this means managing the Association's physical assets which consist of tenants' homes, common parts of buildings that it owns in conjunction with owner occupiers, its office and its community building, the Calvay Centre. In relation to these properties, the Association needs to ensure that they are: -

- in good condition
- in the right location
- designed to fit modern purpose
- sustainable

The Asset Management Strategy also aims to: -

- help meet local housing need
- provide value for money
- support our customers who are experiencing fuel poverty
- maintain property in a cost-effective way
- ensure compliance with the Scottish Housing Quality Standard
- ensure homes are up to date with current and projected customer expectations
- provide a balance between day-to-day repairs, cyclical maintenance and capital reinvestment
- inform lettings, stock renewal and stock disposal decisions

- assist with the creation of safe and sustainable neighbourhoods.

In order to ensure that the housing stock meets our needs and standards now and, in the future, the Strategy either contains, relates or delivers the following:-

- a short to medium-term stock investment programme
- a planned maintenance programme, based on achieving economies of scale by replacing components before they fail
    - We will deliver this by:
        - having a responsive maintenance service to efficiently deal with unplanned failures
        - having an efficient and effective void repairs process to ensure that essential upgrades or previously missed investment is carried out with the minimum of delay to protect Association revenue
        - having up to date data and information about our stock

- compliance with relevant legislation.

The Association recognises that the management and maintenance of its housing stock does not just require a good asset management strategy, it also requires that tenants and other owners look after their properties. Sustainable neighbourhoods also require to be safe and secure and that the environment in general has to be an attractive and desirable place to live. The Association therefore adopts best practice in housing management which cover the following main areas: -

- tenancy management, to ensure the tenants are living in their homes in accordance with their tenancy agreements
- lettings to support the establishment of balanced communities
- estate management to ensure that open spaces and common areas are respected, maintained and safe.

OUR STOCK

The Association's housing stock is contained within Greater Easterhouse in the Barlanark neighbourhood. The stock contains a mixture of post-war tenement properties, modernised by the Association, new build properties in a variety of sizes and types and stock transferred in from Glasgow Housing Association as part of second-stage transfer in June 2011.

The Association currently has 868 properties, shares in 15 New Supply Shared Equity properties and provides a factoring service to 107 owners. Of the 868 properties, 26 are wheelchair adapted properties.

The Association also has 3 non-housing units which are:

- The Calvay Centre at 16 Calvay Road which includes Calvay's offices, meeting rooms, event spaces and an office leased by the charity, Quarriers.
- A commercial unit at 26 Calvay Road currently let as a small general store
- A common room with attached warden office and visitor's flat (these latter two currently unused) at 20 Burnmouth Court

Table 1: Stock by apartment size

1apt	2apt	3apt	4apt	5+apt	Total
42	155	393	217	61	868

TABLE 2: BREAKDOWN OF PROPERTIES BY THEIR USE

General	Community Alarm	Wheelchair Housing	Total Units
847	31	26	868

Table 3: Stock by Age

Construction date	All types	House	Tenement	4 in a block	Other flat/maisonette
1945-1964	629	67	523	0	39
Post-1982	239	148	24	52	15
Total	**868**	**215**	**547**	**52**	**54**

DEMAND

The Association operates a group plus points system and has a healthy waiting list with over 700 applicants. Historically difficult to let stock in Calvay Crescent no longer faces the same challenges and there is currently no unlettable or difficult to let stock. Recent upgrades to external render/insulation in this stock has contributed to the ability to let this stock. Calvay has strong void performance with lettable days less than 50% of the national average.

Table 4: Waiting list summary

	2apt	3apt	4apt	5apt +	TOTAL
External List	134	231	181	89	635
Internal List	18	46	26	15	105
Total	152	277	207	104	740

REACTIVE MAINTENANCE

To maintain our assets, CHA undertakes approximately 3,000 repairs in tenants' homes per annum, including emergency repairs that are delivered out-of-hours. There is a repairs policy in place which is due for review. The Association engages with several single and multi-trade contractors via a Reactive and Voids Maintenance Framework. The Association makes use of technical staff knowledge to carry out pre and post inspections of work as well the use of specialist consultants and contractors where required. Performance of the service is closely managed and monitored against agreed repairs priority timescales and performance is published annually to tenants through the Annual Report.

The Association currently offers three categories of repair:

- Emergency repairs - Responded to and "made safe" within 6 hours.
- Routine repairs - Attended to and repaired within 7 working days
- Right to Repair - As described within the Right to Repair Housing (Scotland) Act 2001 repairs are either categorised as 1-, 3- or 7-day repairs.

CHA performance is strong for reactive repairs and maintenance and is significantly better than the average for Scottish Registered Social Landlords (RSLs).

Table 5: Repairs performance

	Number of repairs 2024/25	2024/25	Scottish Average 2024/25
Emergency	839	2.86 hours	3.9 hours
Non Emergency	2130	3.84 days	9.1 days

VOIDS

Calvay has typically had an average turnover of approximately 60 properties per annum. In 2024/25 this number reduced to 49. Ensuring a quick and quality turnaround of void properties is crucial to maximising rental income and meeting housing demand. All properties are pre inspected, managed and post inspected by our Maintenance Team to ensure repairs represent value for money, a tight turnaround time and are that they brought up to our lettable standard. Where appropriate Housing Officers will offer a decoration voucher to incoming tenants to assist them in establishing their tenancy.

Void works are carried out by with multi-trade contractors selected from our Reactive and Void Maintenance Framework. Void performance at Calvay is strong, having significantly improved since 2022/23 and is reflected in indicator 30 of the Annual Return of the Charter.

	2024/25	Scottish Average 2024/25
Average length of time taken to re-let properties in the last year.	20.78 days	60.6 days

In 2024/25 the total void spend (not including component replacement) was £133,416. This equates to an average of £2722.78 per property being spent to bring it up to a lettable standard. Feedback from staff is that the quality of properties that are returned by outgoing tenants is reducing which in turn results in higher costs to return the property to a lettable standard. This issue does not appear to be isolated to Calvay with feedback from across the sector reporting the same issue.

SHQS

The Scottish Housing Quality Standard (SHQS) was introduced in February 2004. It is the main way in which we measure housing quality in Scotland. SHQS has 5 main criteria which properties must meet:

- Properties must meet the tolerable standard
- Properties must be free from serious disrepair
- Properties must be energy efficient
- Properties must have modern facilities and services
- Properties must be healthy, safe and secure

Across these criteria there are 55 “elements”. If a property does not meet 1 or more of these elements, then this as counted as a failure to meet the SHQS.

In some circumstances a property is unable to meet part of the standard for justifiable reasons, both permanent and semi-permanent. This is known as an exemption and includes reasons such as:

- Technical feasibility
- Excessive cost that is disproportionate to the benefit

Calvay currently has 868 properties, of these 82 properties are exempt from SHQS due to there being insufficient kitchen storage space due to the layout of the property and / or small kitchen sizes.

In other circumstances a property may be placed in what is known as an abeyance. This is where the property cannot meet part of SHQS due to circumstances beyond Calvay’s control. This includes reasons such as:

- Where a tenant refuses work
- The landlord has made reasonable efforts to comply with SHQS.

An abeyance is not permanent and regular review of a property placed in abeyance is required and should be evidenced.

Of the stock which Calvay owns, there are currently 8 properties placed in abeyance, Table 6: Abeyance reasons (below) shows the reasons for this:

Table 6: Abeyance reasons

Reason	**Number of Properties**
Tenant has installed their own kitchen	1
Tenant has refused offer of modern heating system	7

Due to the nature of abeyances these properties may not meet SHQS until failed elements are addressed. If it is not possible to deal with the failed elements sooner, they will be dealt with as they become void.

Table 7: Number of properties meeting SHQS

Total number of properties	**868**	**100%**
Exemptions	82	9.45%
Abeyances	8	0.92%
Properties which could otherwise meet SHQS	786	90.55%

As shown in Table 7: Number of properties meeting SHQS (above) Calvay is unable to achieve 100% SHQS compliance due to the properties which are classed as exemption or in abeyance.

CYCLICAL COMPLIANCE

As a landlord Calvay is responsible for the following areas of tenant health and safety.

a) Gas
b) Electrical
c) Asbestos
d) Legionella
e) Fire
f) Damp and Mould

Compliance with the health and safety legislation in each of these areas is essential in meeting our duty as landlords and as part of The Association's Annual Assurance Statement we must declare we are compliant with the legislation in these areas. Our responsibilities are:

a) **Gas** – An annual gas safety maintenance contract is in place which manages an annual programme of servicing of our gas appliances.
b) **Electrical** – An electrical safety inspection contract is in place which manages a programme of periodic inspections. These inspections typically take place every 5 years.
c) **Asbestos** – The Association has a complete common area asbestos register which indicates where asbestos has been identified within our stock. We monitor and manage asbestos where it has been identified through annual inspections carried out by staff who have been trained to do so.
d) **Legionella** – The Association had a number of properties still connected to stored water tank supply within loft spaces. Calvay is currently working to disconnect these properties and convert properties to mains supply. Where tanks remain connected we will carry out risk assessments and treatment programmes as required. The Association is also currently identifying where thermostatic mixing valves (TMVs) have been fitted in our stock. Once identified the Association will commence a programme of servicing on these units
e) **Fire** – All Calvay properties have up to date smoke/heat alarm systems which are inspected and tested as part of the annual gas service. The Association has no high-rise stock to manage.
f) **Damp & Mould –** Calvay has a Damp and Mould Policy in place and responds to reports in a prompt and proactive manner. Each case is treated in its own merit and re-inspection is conducted to manage recurrence.

Calvay's Maintenance Team manages these different areas of responsibility through a range of cyclical and reactive maintenance programmes. Calvay is currently undergoing audit of these areas to identify areas of improvement and will continue to ensure that The Association meets our obligatory and statutory duties. Table 8: Health & Safety Audits (below) shows the results of health and safety audits where they have been carried out and the proposed date for those audits yet to be carried out.

Table 8: Health & Safety Audits

Area of Compliance	Audit Score
Gas	Substantial
Electrical	Adequate
Asbestos	Adequate
Legionella	Adequate
Fire	To be completed in 2026
Damp and Mould	To be completed in 2025/26

In 2024/25 The Association spent £333,088 on cyclical compliance an increase of £115,850 on 2023/24. The budget for cyclical compliance in 25/26 is set at £365,972. As improvements to the Association's operational compliance and mitigation measures are put in place it is anticipated that most costs will only rise with inflation. There, however, will likely be other increased expenditure to continue to meet our obligations. These costs include staffing and training as well as the use of specialist contractors and consultants.

STOCK CONDITION SURVEYS

The Association requires up to date data around the condition of our properties to help inform the ongoing maintenance and planned replacement of components. Calvay has carried out stock condition surveys as shown in Table 9: Stock Condition Surveys in last 5 years (below):

Table 9: Stock Condition Surveys in last 5 years

Year	Number of surveys	Percentage
2022	210	24.19%
2023	410	47.24%
Total in last 5 years	620	71.43%

Due to the cost of using external contractors to conduct stock survey for The Association, Calvay has made the decision to use in house resource to conduct stock surveys. These surveys started in April 2025 with an annual target of 20% of stock to be surveyed each year. This will ensure that data is kept up to date and relevant.

LIFE CYCLE DATABASE

Calvay has use an excel database to manage component life cycles and costings which then feed in to create the 5 and 30 year plans. Although relatively simplistic the database is adequate for purpose and commonly used across the sector.

In recent years Calvay has had to increase the lifecycles of certain components to react to financial and economic constraints. Further review may be required in the future.

PLANNED MAINTENANCE

Calvay has not had any significant planned maintenance programmes since 2022/23. This was due to failing render at stock on Calvay Road, Calvay Crescent and Barlanark Road which required undetermined expenditure to keep residents safe. An options appraisal was commissioned, and the

Management Committee opted to upgrade the buildings with cavity fill and an external wall insulation system. Work started on site in September 2024 and is expected to conclude in September 2025. This programme will see 36 blocks (267 properties) across the three streets being upgraded, including the replacement of high-level woodwork, balcony repairs and replacing rainwater goods. The £5m programme will provide a new 40-year lifespan to the external fabric of the building (excluding roofs).

In financial year 2025/26 Calvay has capacity within the budget to re-commence regular annual programmes of planned maintenance as shown in Table 10: Planned Maintenance 25/26 (below) and Table 11: Planned Maintenance 26/27 to 27/28 (below).

Table 10: Planned Maintenance 25/26

Component	Number of Properties	Budget (inc VAT)
Gas Boilers	60	£178,080
Kitchens	22	£87,770
Bathrooms	31	£96,670
WCs	9	£21,534
Windows	34	£250,485

Table 11: Planned Maintenance 26/27 to 27/28

Component	Number of Properties in plan	Anticipated Costs (Exc VAT)
Gas Boilers	100	£226,341
Kitchens	57	£178,011
Bathrooms	47	£113,317
WCs	1	£1,881
Rainwater Goods	101	£157,413
Soffits and Facias	106	£94,400
Timber Fencing	61	£68,725
Close Doors	11	£37,080
Balcony Doors	30	£53,550
External Front and Rear Doors	37	£96,200
Extract Fans	196	£49,000

It should be noted there may be movement of certain elements of spend on component replacement due to the pressure created on loan covenants by rising reactive and void maintenance costs.

ENERGY EFFICIENCY

Asset Management will play a pivotal role in addressing the climate emergency, addressing fuel poverty and aiming to meet the energy efficiency and performance targets.

a) Energy Efficiency Standard for Social Housing (EESSH)

   EESSH specified that all properties should meet a Band C or D (dependent on dwelling and fuel type) by 31st December 2020.

   As of June 2025, Calvay is not aware of any properties which will not meet the Band D minimum.

Table 12: EPC Bands

EPC Band	Number of properties
A	22
B	51
C	461
D	4
Unknown	334
Total properties with an up to date EPC	538

Following the completion of the External Wall Insulation programme there will likely be a positive change to the figures in Table 12: EPC bands (above). This includes EPCs for an additional 86 properties which are currently classed as “Unknown”.

Calvay will work to fill the gaps in data held through a combination of desktop and energy performance assessments and to identify any properties where a minimum of a Band D has not been achieved.

The Energy Efficiency Standard for Social Housing 2 (EESSH2) has set further standards. "All social housing meets, or can be treated as meeting, EPC Band B (Energy Efficiency rating), or is as energy efficient as practically possible, by the end of December 2032 and within the limits of cost, technology and necessary consent.” In addition to this from December 2025 no properties below a Band D Energy Performance Certificate should be let.

These milestones are however suspended as EESSH2 undergoes review in order to align the milestones with Scottish net zero targets. The review is ongoing and to date no announcement has been made around a revised EESSH2.

Until EESSH2 is clarified Calvay will take a cautious approach towards investment in energy efficiency improvements taking a “Fabric First” approach and working with external parties to secure funding in order to improve the energy efficiency of our properties.

MEDICAL ADAPTIONS

In order to help our customers remain in their homes Calvay will carry out reasonable adaptions to properties. Table 13: Medical Adaptations over the last 3 years (below) shows the level of activity and the source of funding over the last three years. In the past the Association received funding from Glasgow City Council’s (GCC) Stage 3 Adaptions fund as well as self-funding adaptations to properties which Calvay acquired as a result of Second Stage Transfer from Glasgow Housing Association. In 2024 GCC changed their approach to funding adaptions and now SST properties are eligible for funding.

Calvay will work within the constraints of GCC funding and the constraints of our property portfolio to deliver adaptions to make the best use of our stock. For example, where a customer lives second floor or higher (Calvay has no properties with lifts) and requires adaptions relating to mobility the Association may look to rehouse to a more suitable property which is likely to meet their needs longer term, rather than carry out adaptations. This also means re-let of the property is likely to be easier and result in less lost rental income and lower void spend i.e. restoring a level access shower to a bath.

Funding levels for adaptations have been reduced across Scotland in recent years. Calvay will commit to carry out basic adaptions such as the installation of handrails and grabrails regardless of available funding. In order to maximise available funding from GCC Calvay will use funds allocated to the Association as early as possible in the financial year and create a waiting list for outstanding adaptions with quotes gathered for remaining works. This will be provided to GCC with the aim of a further allocation from remaining funds before end of year.

Table 13: Medical Adaptions over last 3 years

Year	No. of Adaptions completed	No. carried over	Funded from GCC	Funded by CHA
22/23	15	4	£22,413	£11,376
23/24	15	11	£23,581	£5,685
24/25	22	2	£42,971	£192

DEVELOPMENT AND ACQUISITIONS

Calvay has a strong record of developing, with a development at Garvel and Blyth coming online in 2023 offering 43 energy efficient properties. With this complete there is limited space within the Association's traditional area of operation.

Calvay will continue to explore opportunities to develop within the area and be open to discussion with neighbouring Associations around joint development ventures.

The Association has not previously carried out any acquisition of properties, however, will remain open to possibilities as and when they arise.

OTHER ASSETS

Calvay has 3 non-housing assets:

- The Calvay Centre at 16 Calvay Road

  This site includes the Community Centre (including the Calvay Community Café) the Association's offices, and an office for the charity, Quarriers . Calvay will ensure that these premises are safe and fit for purpose.

- A commercial unit at 26 Calvay Road

  This unit is currently on a lease which has expired, and notice has been served on the leaseholder. Calvay will work with consultants to ensure that this unit is an asset to the community and achieves market rent.

- A common room with attached warden office and visitor's flat at 20 Burnmouth Court

  The common room will be maintained and kept in a safe and suitable state for use by residents at Burnmouth Court.

The Association will ensure that these assets are maintained, and all health and safety compliance obligations are met.

FACTORED OWNERS

Calvay has 122 factored owners in various property types and receiving services such as landscape maintenance, close cleaning, bin store maintenance and bulk uplift.

The Association also manages repairs and improvements to the common areas including the structure of the building. It is recognised that owners also face financial pressures and Calvay will work to provide informed data to owners about potential future liabilities. In line with Calvay's Procurement Policy the Association will work to ensure that services, repairs and improvements are achieving competitive pricing and value for money.

Where appropriate Calvay will support owners to access funding such as GCC's Area Based Scheme.

OBJECTIVES FOR 2025 to 2028

Table 14: Objectives 2025 to 2028 (below) details the areas of work, specific objective and timescale for a variety of pieces of work that will contribute towards the delivery of the asset management strategy.

Table 14: Objectives 2025 to 2028

Area	Objective	Timescale
Repairs	Review of Maintenance Policy	April 2026
Repairs	Introduction of Urgent 1 day repairs category	April 2026
Repairs	Introduction of Complex jobs category	April 2026
SHQS	Reduce properties in abeyance by 50%	March 2028
Compliance	Complete water tank disconnection programme	April 2026
Compliance	Complete H&S audits	April 2026
Compliance	Implement H&S recommendations	October 2026
Stock Condition Surveys	Ongoing annual target of 20% stock condition surveys	Ongoing
Life Cycle	Review of the life cycle assigned to each component to maximise value for money without sacrificing customer satisfaction around the quality of their home	November 2027
Life Cycle	Review of costs assigned each component to ensure an accurate and realistic 5 and 30 year plan	November 2026
Life Cycle	Explore alternatives to the current life cycle database used by Calvay	April 2026
Planned Maintenance	Close floor linotol to be surveyed over 26/27 to see if required, other options such as cleaning and repair may be possible and cost effective	March 2027
Energy Efficiency	Identify any potential properties which may not meet a Band D minimum	August 2026
Energy Efficiency	All properties with an "unknown EPC" score to be assessed	March 2028
Energy Efficiency	Explore funding for future energy efficiency improvements	Ongoing

Development & Acquisitions	Explore options within Calvay's area of traditional area of operations	Ongoing
Development & Acquisitions	Explore potential acquisition options as and when they arise. This includes maintaining lines of communication with GCC around funding	Ongoing
Development & Acquisitions	Explore potential of conversion of sleepover flat at Burnmouth Court to a tenanted property	March 2028
Other Assets	Ensure ongoing compliance with relevant Health and Safety requirements	Ongoing
Other Assets	Complete a tendering exercise for the Commercial Unit at 26 Calvay Road	June 2026

MONITORING

Management Committee will be provided with an annual update on objectives set out in Table 14: Objectives 2025 to 2028 (above). If required to support the progression of an objective, there may be an paper provided to Committee for a decision to be considered and approved.

The Management Team will provide quarterly performance information to Management Committee regarding:

- Health and Safety Compliance
- SHQS
- Reactive Repairs performance
- Void Performance
- Medical Adaptations

REVIEW

A review on the approach and objectives within the Asset Management Strategy will take place on an annual basis. This review will take into account any significant changes to legislation or recommended good practice, for example an announcement around EESSH2.