



Southside Housing Association Asset Management Strategy 2025

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APPENDIX 1 – Corporate Risk Register Extract

Link to Scottish Government Energy Efficiency Strategy
[Energy Efficiency Standard for Social Housing post-2020 -](#)

1. Introduction

The Southside Housing Association Asset Management Strategy focusses on the physical assets of our housing stock and links back to the objectives in the Corporate Plan.

The Strategy considers legal requirements relating to repairs and maintenance and recommended practice from the Scottish Housing Regulator (SHR) and Scottish Federation of Housing Associations (SFHA).

1.1 Background

Southside Housing Association is a registered social landlord providing housing and a range of other services across the southside of Glasgow. Our decisions are taken by a voluntary controlled Management Committee who are accountable to the membership of the Association. We are also a registered Scottish charity (Scottish Charity Number SC036009).

Over the years we have developed and expanded the range of services we provide and the areas we operate in. By the late 1970s and early 1980s, assisted by changes in government policy and new statutory powers, the Association embarked on larger projects including whole tenement renovations.

In 1988 the Association changed its name from Pollokshields Housing Association to Southside Housing Association (SHA) and embarked on significant restoration works tackling disrepair in older private housing.

During 2011 the association experienced dramatic growth, effectively more than trebling the size of its operation. This involved the purchase of properties from Glasgow Housing Association under the Second Stage Transfer. As a result, the association became a major housing provider in Cardonald, Halfway and Craigton, as well as increasing the already significant role in Pollokshields.

In 2005 the association established Southside Factoring and Related Services (SFARS), a wholly owned subsidiary, in order to deliver commercial activities which could not or are not provided by the Association as the charitable parent company. From 1 April 2024, property factoring management activities have returned to SHA as the charitable parent and are delivered in line with our charitable objects. Our subsidiary has now rebranded as Southside Lettings and manages mid-market rental activities on a commercial basis.

SHA remains an active developer of new homes for social rent, mid-market rent and shared equity. SHA also work in partnership with other housing providers, statutory bodies, community agencies and contractors to provide new homes, sustain tenancies and support economic and social regeneration.

Factoring

In 2005 Southside HA introduced a Factoring service through the subsidiary Southside Factoring and Related Services. In April 2024, our Factoring service was brought in-house and is now part of the Housing Association, registered as a Scottish Property

Factor No. PF001051. We provide a common repair and general property management service to approximately 826 owners, both residential and commercial.

SHA has a wide range of experience through a number of departments including asset management, development and technical services supporting their factoring department.

Vision & Values

Vision - Impacting and Improving people`s lives in a positive way.

Values

Respect – We will put people first, prioritise relationships, be kind and helpful and treat others as we would want to be treated.

Integrity – We will conduct ourselves with honesty and transparency.

Positivity – We strive for positive outcomes and focus on the solutions that will deliver them.

Responsibility – We will be dependable, professional, reliable and consistent.

1.2 Current Position

Our community activities

The Association offers a comprehensive community initiatives programme and welfare rights, money advice and energy advice services. These are focussed on addressing poverty, food insecurity, reducing loneliness and isolation, creating community connections and neighbourhoods that are welcoming and inclusive. Examples of our community initiatives include weekly breakfast sessions and our holiday food and activity programme.

Reactive Repairs

Since 2023, we focused on improving our reactive repairs service and from August 2023 we have been delivering the service through a combination of separate contractors for the core trades such as joiners, plumbers, and electricians, rather than using one large, multi-trade contractor. Many of our smaller contractors are local to the Southside of Glasgow and the impact of the new contracts has also led to new apprenticeship opportunities being created.

Southside HA's capacity to deliver good services for customers and provide a solid platform for improvement depends on our ability to maximise the outturns of our property assets. Income streams for social landlords are dominated by rental income and the

expenditure required to maintain them to the required standard. Strategic asset management should be an evolving process which focuses on the most important asset management issues during the period of the strategy aligned with the business plan.

This revised Asset Management Strategy has been aligned with our current business plan which considers the most up to date information to allow Southside to make informed decisions on future investment and is delivered by our dedicated staff and supported by our Management Committee.

Southside HA completed our last Stock Condition survey during February and March 2025 which encompassed an approximate 10% of our stock. We will carry out further stock condition surveys at least every 5 years, with additional ad-hoc analysis being carried out throughout this period. Other factors which have influenced our short-term strategy has been the recent economic factors which has seen a dramatic increase in costs relating to materials, labour, and energy. Part of our strategy is to also provide affordable homes for rent. In working towards this aim aligned with the financial climate, we have had to adjust our short term 5-year investment programme accordingly. Future business plans and asset management strategies will continue to address these issues and at the same time consider the development of our strategy to incorporate our approach to meeting the soon to be published Social Housing Net Zero Standards.

This strategy will also provide an accurate picture of the housing need and demand across our housing portfolio in our areas ensuring our allocation process meets current and future housing needs.

1.3 Guiding Principles

Guidance published by the Scottish Housing Regulator stated that it is important that this strategy takes into consideration the recommended practice document - **“Integrated Asset Management – Recommended Practice”** which was published in February 2023. This recommended five practical principles which this strategy will adhere to;

- **Principle 1:** Governing bodies and committees lead the strategic response to asset management and should be assured that assets are managed effectively.
- **Principle 2:** Social landlords should have a comprehensive understanding of their assets.
- **Principle 3:** Social landlords should develop an approach to understanding the value of their assets.
- **Principle 4:** Integrated asset management outcomes should be understood and used as evidence to inform future investment decisions.
- **Principle 5:** Social landlords should use the integrated asset management outcomes to inform their asset management strategies.

1.4 Compliance with Standards

The Scottish Housing Quality Standard (SHQS) was introduced in February 2004. It is the main way housing quality is measured in Scotland.

The SHQS means social landlords must make sure their tenants' homes:

- are energy efficient, safe and secure.
- not seriously damaged.
- have kitchens and bathrooms that are in good condition.

The Scottish Government introduced a minimum housing standard in Scotland to try to make sure that no property ever falls below this level. The Scottish Government set a target for local authority landlords and registered social landlords to bring their housing stock up to SHQS standard by April 2015. Since 2012, this target has been incorporated in the Scottish Social Housing Charter.

As reported in the **2025 ARC submission**, Southside HA` s compliance across the stock was reported at 87.88%.

- 1.03% of the stock (23 units) were “exempt” with regards to major works being carried out to private acquisition of stock.
- 11.09% (250 units) reported failing mainly due to not meeting energy efficiency standards (EPC ratings D and below). We also had 2 properties where an EICR was outstanding as at 31st March 2025 (Now complete).

1.5 The Scottish Social Housing Charter

The Scottish Social Housing Charter came into force in April 2012. It sets out the standards and outcomes that all social landlords should be aiming to achieve for their customers.

The Charter also covers what tenants and other customers can expect in terms of the:

- quality and value for money for the services they receive.
- standard of their homes.
- opportunities for communication about, and participation in, the decisions that affect them.

Management of housing assets is undertaken to ensure the association lets its housing stock in a condition which meets the legal obligations under the relevant legislation such as the Housing (Scotland) Act 2001 and Health & Safety legislation.

This strategy takes account of current good practice and the Scottish Government Social Housing Charter outcomes 4, 5 and 13 which state that: -

- Outcome 4: Quality of housing: Social landlords manage their business so that: *tenants' homes, as a minimum, when they are allocated are always clean, tidy and in a good state of repair, meet the Scottish Housing Quality Standard (SHQS), and any other building quality standard in place throughout the tenancy; and also meet the relevant Energy Efficiency and Zero Emission Heat Standard.*

- Outcome 5: Social landlords manage their businesses so that: *tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.*
- Outcome 13: – Value for money: Social landlords manage all aspects of their business so that: *“tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay”.*

1.6 Energy Efficiency in Social Housing

In Scottish Social Housing, energy efficiency is a key priority. The initial standard introduced the Energy Efficiency Standard for Social Housing (ESSH), in 2014 which resulted in 85% of social housing homes achieving an Energy Performance Certificate (EPC) C and D or above.

Key aspects of Energy Efficiency in Scottish Social Housing:

- **Energy Efficiency Standards** – The Scottish Government established standards such as ESSH, ESSH2 to encourage Registered Social Landlords to improve the energy efficiency of their properties.
- **EPC Ratings** - The Scottish Government promotes the use of EPC ratings to measure the energy efficiency of homes, with A being the most energy-efficient and G being the least.
- **Scottish Housing Net Zero Standard (SHNZS)** - This new Net Zero Standard is being developed to replace ESSH / ESSH2. These are expected to be finalised and published by the Scottish Government during 2025. This Asset Management Strategy will aim to combine the development of an energy efficiency strategy alongside our procurement strategy which will incorporate budget setting and funding opportunities, as well as collaborative working with specialist independent agencies to assist SHA to achieve forthcoming Net Zero Standards. We will also ensure that we remain in communication with Glasgow City Council as required within this strategy.
- **Net Zero Goals**- Scotland has a net-zero target of 2045, which is driving efforts to reduce the energy consumption of all homes, including social housing.
- **Funding and Support** - The Scottish Government and other organisations provide funding and support to social landlords to improve energy efficiency, including the fabric efficiency of our stock to reduce carbon emissions.
- **Focus on Heating Systems / Renewables** - The switch to low-carbon heating systems, such as air source heat pumps, or solar energy is a key focus in efforts to achieve net zero emissions.

1.7 Financial Planning

Southside HA's financial plan will support the delivery of its strategic objectives and business plan activities and has the financial capacity to deliver long-term commitments. The plan demonstrates sound financial planning and management including financial resilience testing, (stress testing), against financial ratios and sensitivity analysis associated with key risks and external factors, such as future projections for inflation and interest rates.

Our cash expenditure profile is influenced by the investment in planned and cyclical maintenance, which links with the life cycles of replacing our major components such as roofs, kitchens, and bathrooms. The financial peaks and troughs of expenditure are known and planned for and supported by the business plan / 30 year planned maintenance programme.

The investment programme is based on our most recent stock condition survey carried out and finalised in May 2025 on current component replacement costs and life cycles, as well as any current or short-term constraints including managing the backlog of delayed component replacement works, increases in contractor and material costs, as well as the availability of resilient contractors who can meet contract and schedule demands. For the period 2025 to 2030, work will continue to align the Business Plan investment with the most recent stock condition survey.

The future expenditure required for energy efficiency targets is not yet known, however the Association would require additional loans or grant funding to meet energy efficiency targets.

1.8 Stock Profile

As reported in the 2024-25 Annual Return on the Charter (ARC) submission, SHA currently owns and manages **2460** self-contained units which also fall under the scope of requiring to comply with SHQS. Our stock is situated in various locations within the Southside of Glasgow. With a focus on communities and people, the Association prides itself on achieving high customer standards alongside a range of housing and community services.

	House	High Rise	Tenement	4 in a Block	Other Flat/ Maisonette	Total
SC Owned Pre-1919	-	-	463	-	4	467
SC Owned 1919-1944	-	-	-	-	-	-

SC Owned 1945-1964	2	226	60	-	28	316
SC Owned 1965-1982	19	655	63	-	319	1056
SC Owned Post-1982	50	-	545	-	26	621
SC Owned Total	71	881	1131	-	377	2460
	MMR – 2	MMR – 3	MMR – 186	MMR – 0	MMR - 16	207

1.9 Risk Assessment

The SHA Risk Management Strategy regards risk as a quantifiable level of exposure to the threat of an event or action that will adversely affect the Associations' ability to achieve their business objectives. The task of management is to identify and respond effectively to these risks, to maximise the likelihood of the Association achieving its purpose and ensuring the best use of resources.

Strategic risks associated with asset management are assessed as part of our Business Planning process and risks are monitored to ensure we have a good understanding of actual and potential risks which could impact on our Asset Management Strategy.

There will, of course, always be unforeseeable and unavoidable events which we cannot predict. These may include financial factors such as higher-than-expected inflation of costs; health and safety incidents; environmental events; or other economic conditions which have an impact on the management of our assets. We carry out regular risk assessment and monitoring to minimise the impact of such risks.

1.10 The Planning Approach

SHA combines an assessment of asset management combined with demand analysis and new build impact assessment. The key areas as detailed below influences decisions on the strategic management of our stock which considers the following demand, new build impact and asset management indicators:

- Property Size demand
- Property Type demand
- Stock to Applicant ratios
- Relets as a percentage of stock
- Applicants per let
- Refusal rates
- Length of Tenancy
- Proximity to new build developments
- Percentage of properties in a block owned by SHA
- Average Day to Day Repairs

- Average Void Repairs
- Heating Type
- EESSH Compliance
- EPC Rating
- Cyclical and Planned Maintenance Costs over 5 years
- Cyclical and Planned Maintenance Costs over 30 years

2. Asset Management Priorities For 2025 to 2030

To ensure effective asset management of our housing stock we have identified the following priorities for 2025 to 2030:

2.1 Financial Plan 2025 to 2030, *(based on the 2025 approved financial plan.*

At a top level:

- SHA`s cash position will remain steady at circa £2.5M on average over the period per the requirements of the Treasury Management Policy
- Investment in property acquisitions is budgeted at £1.5m in 2025 -2030
- Investment in capitalised planned maintenance is £14.5m in 2025-2030
- Expenditure on reactive, void, gas servicing and garden maintenance is £3.1M on average per annum.
- Cyclical and non-capitalised planned maintenance costs are projected as £3M over the period 2025-2030
- To fund the planned maintenance programme, the revolving credit facility will be used where required.
- CPI is modelled as 2% over the period.
- To fund the above, rents are projected to increase by 2% above inflation in Year 1, and 1% above inflation thereafter. However, where performance outperforms the business plan assumptions, e.g. void loss, bad debts and positive variances against budget accounts, the above inflation rent increase will be revised. Management Committee approved a decision that for 2026-27 we budget for 2% above CPI reverting back to 1% above the year after for rental increases.

2.2 Planned Maintenance 2025 to 2030

Since 2021 due to a variety of external factors including COVID, a dramatic rise in material and labour costs, as well as a requirement to ensure rent increases are kept affordable this has meant that we have been unable to complete the previous year`s major component replacements. We have now identified a 5-year investment programme for the replacement of major components as detailed below, which has also been agreed to as part of our budget setting.

Works/Services	Estimated Contract Value (Incl VAT)
Landlord Supply / Close Lighting (2025-2030)	£3.4M

Kitchens (2 yrs with 3 12-month options)	£2.9M (2024-25 spend (£668,000))
Lift Upgrades (2024-2027)	£2.7M (2024-25 spend £500,000)
Window Replacements (1 year)	£420,000
Electrical Re-Wire (2027-2029)	£1.3M
Electrical Heating & Hot Water Upgrade @ Paisley Road West (2026/2027)	£1.3M
Electric Heating & Hot water Upgrade @ Hartlaw & Chirnside (2025-2026/7)	£1.1m
Domestic Gas Boiler Renewals Contract term: 3yrs (+1+1 options)	£900,000
High Level Roofs – Height Safety Systems (7 x mini multi blocks). (1 year)	£600,000
Roof Balcony Remedial works @ 1594-1596 Pollokshaws Road	£200,000 (subject to final design recommendations)
CCTV Systems (1 year)	£100,000 Estimated, subject to review
TOTALS	£14.9m

Southside HA will also replace essential items in our homes outwith their standard life cycle where they are deemed to be beyond economical repair or in serious disrepair such as kitchens, boilers, bathrooms, windows, doors, roofs etc. A separate budget will be available for these ad-hoc replacements which will be reviewed annually.

We will always ensure that tenants are communicated with for both planned and unplanned works to notify them of the impending works and to consult with them (for example, to choose a kitchen) before we start the work.

Understanding tenant satisfaction with these works is also important to allow for consideration for future improvements. Tenants will be asked to complete a satisfaction survey at the end of the works.

2.3 Cyclical Maintenance / Safety Compliance 2025 to 2030

As well as providing a reactive repairs service, we also have a cyclical programme which includes the following as per the table below which identifies the main areas and costs.

Element	TOTAL (£)
Landscape maintenance & Close Cleaning	£278,000 per annum
Gas safety inspections	£112,000 per annum

ASHP / Unvented Cylinder Maintenance	£33,000 per annum
Electrical installation inspections (domestic and common areas)	£378,000 (2025-2030)
Painter work	£120,000 per annum
Fire system testing and inspections	£82,000 per annum
Water hygiene inspections and TMV Testing	£45,000 per annum
Lift inspections and Maintenance	£74,000 per annum
Gutter cleaning & Roof Anchor Testing	£69,000 per annum

2.4 Day to Day Reactive Repairs

Externally we will carry out repairs to components such as the roof, main entrance door, windows, external walls, gutters, and downpipes. In a close, we will also maintain the close entrance doors, close lighting and the back-court area.

Internally we will maintain the installations/fittings that were provided by the Association. Generally, these are; kitchens, bathrooms, heating systems, pipework, electrical system (wiring, sockets, switches, pendants, smoke alarms and consumer unit), windows and doors. Internal Common Areas. We will maintain common areas, stairwells, lifts, communal TV aerials, windows and other communal areas to ensure they are safe and in a good condition, including paintwork.

Environmental Repairs, we will repair and maintain the areas around our properties and communal areas where we have responsibility. These include boundary walls, bin stores, paths, fences, lighting, parking areas, play areas and hard and soft landscaped areas.

Pre-Works Inspections - on some occasions it may be necessary to carry out an inspection to a tenant's home to ensure that we are instructing the correct repair, or where the works may not be straightforward.

The Reactive Repairs budget for the period 2025-2030 is estimated as below:

- **2025 - £1,628,000**
- **2026 - £1,660,000**
- **2027 - £1,693,000**
- **2028 - £1,728,000**
- **2029 - £1,762,000**

2.5 Void Repairs

The association has identified the following general aims and objectives in relation to the management of empty properties: -

- To minimise the loss of rental income by re-letting properties quickly and efficiently.
- To maximise the opportunity to meet housing needs by allocating properties to suitable applicants.
- To minimise the repair expenditure whilst not deterring acceptances.
- To maximise the empty house period to undertake planned improvements.
- To minimise the number of offers made before a property is let.
- To ensure accommodation offered is to the standard specified in the lettable standard and complies with all Health & Safety requirements.

The Void Repairs budget for the period 2025-2030 is estimated as below:

- **2025 - £604,000**
- **2026 - £616,000**
- **2027 - £628,000**
- **2028 - £641,000**
- **2029 - £654,000**

2.6 Medical Adaptations

SHA receives Stage 3 Housing Association Grant (HAG) from Glasgow City Council to support the provision of aids and adaptations within our tenants' homes.

This funding enables us to deliver necessary adjustments that allow tenants with disabilities, mobility issues, or changing health conditions to live safely, comfortably, and independently in their homes.

The assessment and prioritisation of such cases will be referred to NHS Greater Glasgow and Clyde and will be carried out by Occupational Therapists. A property will only be adapted if all other housing options have been ruled out, there is sufficient budget, the adaptation is technically and economically feasible, and the adaptation represents the best use of the housing stock in terms of meeting both current and future housing needs.

Expenditure on disabled aids and adaptations varies from year to year, based upon the needs of individual tenants and the availability of HAG.

For new build developments we will incorporate 'Housing for Varying Needs' (HFVN) standards. We will also seek to engage with partners early in the development process to identify households with particular needs. Where reasonable, we will endeavor to address any specific requirements at the initial design stage to ensure that those property types being constructed meet the requirements of the household and future generations.

Any unidentified minor internal or external adaptations will be dealt with during the construction stage (with funding via Stage 2 HAG).

2.7 Development & Regeneration

SHA also has an active New Build and Tenement Improvement Development Programme, which receives funding support from Glasgow City Council through the Affordable Housing Supply Programme (AHSP).

This programme reflects our commitment to providing high-quality, energy-efficient homes and to improving existing tenement stock in areas of strategic importance.

We currently have a range of developments at various stages of planning and delivery, including:

- **New build housing developments** that increase the supply of affordable homes and meet local housing needs;
- **Internal Improvements works to pre 1919 tenement properties** that address poor condition stock, enhance building safety, and improve energy performance;

This development activity is closely integrated with our Acquisition and Disposal Strategy, ensuring that both new supply and investment in existing stock align with our long-term asset management, regeneration priorities, and partnership commitments with the local authority.

As part of our approach to managing key assets, we recently completed a Strategic Options Appraisal for 134 properties located within the tower block at 150 Berryknowes Avenue, Cardonald, which considered a range of scenarios including retention and refurbishment versus demolition and redevelopment. Following this appraisal, our Management Committee approved in January 2025 the submission of a Pre-Planning Application for the proposed demolition of the existing tower block and the development of new-build housing on the cleared site.

This decision reflects a long-term view that comprehensive redevelopment offers the most sustainable and cost-effective solution for the site, enabling us to:

- Deliver modern, energy-efficient homes that better meet current and future housing needs;
- Improve the built environment and integration with the surrounding area;
- Reduce ongoing maintenance liabilities and address long-term energy performance challenges;
- Support community regeneration objectives in partnership with Glasgow City Council.
- In addition to our strategic focus on 150 Berryknowes Avenue, we are progressing plans for a new development at Mossspark Boulevard, which is intended to serve as re-provisioning for existing residents at 150 Berryknowes Avenue, subject to approval for demolition. This site will ensure continuity of housing for affected

tenants, offering modern, accessible homes that meet current housing standards and enable a smooth transition for residents.

SHA is also progressing a new build development at 640 Pollokshaws Road which is currently on site and is due for completion in late 2026. Once completed, it will deliver 50 high-quality homes for social rent, contributing to much-needed affordable housing supply in a well-connected urban location.

- All of our projects are developed in alignment with Glasgow City Council's strategic housing priorities and are supported through funding via the Affordable Housing Supply Programme. These developments form an integral part of SHA's commitment to delivering sustainable, inclusive communities while renewing and improving our housing stock.

2.8 Stock Condition Surveys

SHA will undertake regular stock condition surveys within 5-year intervals of its housing stock. A sample 10% of the stock will be assessed to ensure there is a clear understanding of stock condition and investment priorities. SHA will engage the services of a verified consultant to assist in this exercise. A full 100% of our stock will be included with a remit to a cloning / methodology strategy. A Stock Condition Survey was completed this year (2025).

2.9 Procurement Strategy

Our Procurement Policy outlines how we will comply with the relevant legislation, regulations and guidance which regulate our procurement activities. This also provides opportunity to achieve value for money for the Association and customers, that we achieve quality standards and openness, transparency and propriety is observed in selecting contractors and suppliers and in awarding tenders.

An annual Procurement Strategy is provided to the Management Committee detailing the planned activities of the Association for the forthcoming financial year (April to March). This report also provides a review of the procurement activities carried out during the previous year.

2.10 Acquisitions and Disposals

SHA has acquired a variety of properties over the years, with funding from Glasgow City Council via the private acquisition programme.

There are a small number of these properties that do not form a key part of our housing stock and would not be considered our "core stock," either in terms of location or building block. This has presented challenges, particularly where SHA is not the property factor, and there is either no factor in place or a third-party factor.

To address these issues, SHA developed an Acquisition and Disposal Strategy, which was approved by our Management Committee in February 2023.

This strategy provides a framework for reviewing and rationalising our stock, ensuring that future acquisitions and disposals align with our long-term asset management objectives and support the sustainability of our housing portfolio.

There is a deliberate contrast in our approach in areas such as Pollokshields East, where SHA is engaged in strategic partnership work with Glasgow City Council and in Strathbungo East, where we are actively acquiring properties to increase our presence within individual closes and blocks. These targeted acquisitions are intended to:

- Enable the development of common repair schemes;
- Allow SHA to assume factoring responsibilities;
- Support the physical regeneration of deteriorating buildings and closes;
- Prevent further degeneration of tenement stock and the surrounding environment.
- Support social and community regeneration

This area-based approach is aligned with our wider goals of neighbourhood renewal, tenure balance, and improved housing conditions, particularly in areas where disrepair, absentee landlords, or fragmented ownership have historically limited investment and coordination.

Development & Regeneration

In addition to rationalising our existing stock, the Acquisition and Disposal Strategy is closely aligned with SHA's **Development and Regeneration Objectives**. Where appropriate, acquisition opportunities will be used not only to manage existing tenemental stock but also to assemble sites for new-build development or comprehensive refurbishment projects. This is particularly relevant in areas where:

- There is a clear opportunity to consolidate ownership and create more coherent development parcels;
- The housing need remains acute;
- Existing tenement conditions are unsustainable in the long term;
- SHA can play a lead role in shaping place-based regeneration outcomes.

Our approach supports Glasgow's broader housing strategy and aligns with funding priorities under Affordable Housing Supply Programmes. It also enables us to pursue complementary funding for energy efficiency, building safety, and decarbonisation—maximising the value and social impact of our investments.

2.11 Analysis of Demand/Sustainment Issues

Southside HA will analyse reasons for refusals of property allocations to determine which areas are most likely to be refused and the main reasons for the applicant refusing the property. The Association's current refusal rate (19.85% ARC completion figure 2024/25) is below the most recent Scottish average of 30.5%. Given the time and effort that goes into any offer, refusals are a significant waste of staff resources. As such, we will

endeavor to minimise this figure where possible. Through demand analysis we will identify the areas with the greatest proportion of refusals, explore the reasons for these refusals, and put in place measures to reduce refusal rates.

The Scottish Social Housing Charter sets the standard that all social landlords should aim to achieve in terms of tenancy sustainment by pledging:

“Tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations”

SHA’s overall tenancy sustainment figure within the year 2024/25 was 91.80%. This is below the most recent Scottish average of 94.18%. We continue to explore funding and support to invest and direct into tenancy sustainment via our Housing Management Team and Welfare Rights, Money and Energy Advice Team. We have revised our approach to issuing carpet vouchers and we have partnered with Glasgow Starter Packs to support those in need to get off to the best start within their new home. However, this is within the backdrop of wider systemic challenges around the cost of living, Scottish Welfare Fund restrictions, and reductions to social and mental health support; all of which impact on people’s ability to sustain their tenancy. Our tenants will continue to face challenges in the future based on the external environment which cannot be forecasted or controlled. Tenancy terminations have a cost attached to them in terms of rent loss, repairs, and resources. This is particularly evident when a tenancy has ‘failed’ due to tenancy breaches, eviction or abandonment. We will therefore thoroughly analyse all tenancy termination reasons, identifying the specifics or any emerging trend in terms of terminations. By doing this – and working with partner agencies – we aim to build thriving communities where tenants remain with us for long periods of time, reducing tenancies ending prematurely and allowing resources to be re-directed to other priority areas.

2.12 Links to Glasgow City Council

SHA has successfully worked in partnership with Glasgow City Council over many years. The Association will continue to work in partnership with the Council and will seek to make best use of Council delivered and administered initiatives which will complement the key priorities within this strategy. This will include:

- Working with the Council to ensure owners and private landlords in mixed tenure blocks are aware of and able to access Schemes of Assistance to carry out home improvements.
- Compulsory purchase powers which are important in helping to deliver housing, development and regeneration that create high quality places where people want to live, work and invest. Such projects will deliver social, economic and environmental improvement for the public benefit and used properly, these powers can aid effective and efficient regeneration, the revitalisation of communities, and the promotion of inclusive economic growth.

- Exploration of other initiatives which could deliver projects in lower demand stock. This may include homelessness initiatives or housing for specific needs groups.

3.0 CONCLUSION

- 3.1 This Asset Management Plan will be reviewed annually. This may be more frequent if there are any significant changes relating to significant changes in SHA strategic objectives, regulatory or compliance changes, or external factors such as market conditions. Any changes will be reported to our Management Committee.