



Bridgewater Housing Association Policy

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This policy can also be provided in large print, braille, audio or other non-written format and a variety of languages on request. Please contact the Association by emailing admin@bridgewaterha.org.uk or call 0141 812 2237 to request this.

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1. Introduction

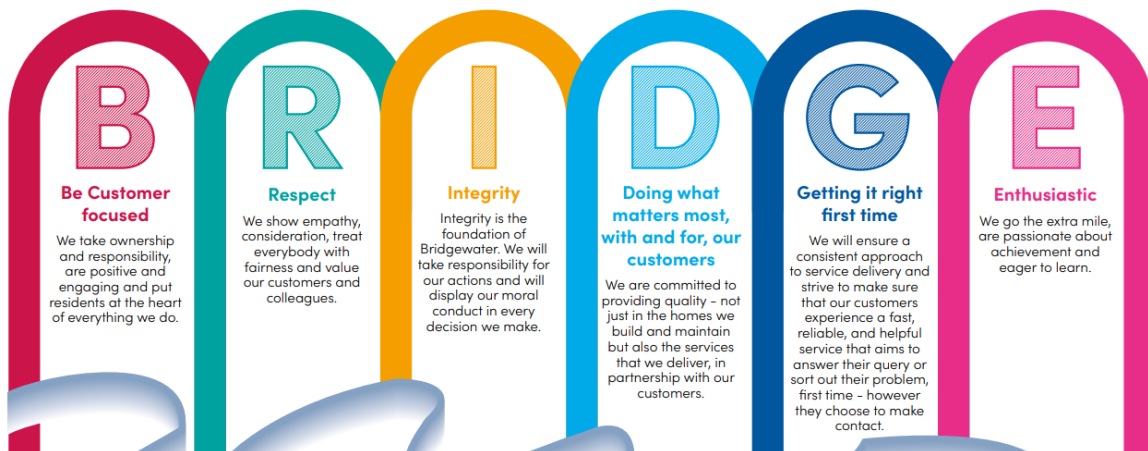
This Asset Management Strategy outlines how Bridgewater Housing Association (BHA) will manage, maintain, and invest in our property assets from 2025 to 2030. With evolving housing standards, climate targets, and customer expectations, BHA is committed to ensuring all our homes are safe, warm, energy-efficient and sustainable.

We've developed this strategy through consultation with staff, and the Association's Board and taking cognisance of tenant's priorities as detailed in recent survey outcomes. It builds on our successes and addresses the challenges we face, including energy efficiency compliance, long-term maintenance planning, and meeting the needs of an ageing population.

2. Our Vision, Values & Strategic Objectives

Vision: Our vision is to be: A customer focussed organisation that delivers the best affordable housing and services to people who need them most.

Values:



Strategic Objectives:



3. Who We Are

Bridgewater Housing Association is a community-based Registered Social Landlord operating in Erskine, Renfrewshire. Established in 1998 through a housing stock transfer, we currently own and manage over 850 homes, together with 500 lock-up garages and provide factoring services to around 2700 homeowners. We also manage the largest Care & Repair service in Scotland covering Renfrewshire, East Renfrewshire, and Inverclyde.

We serve a mix of tenants and private homeowners in a defined geographical area, working collaboratively with Renfrewshire Council, health and care services, and local community groups. We are regulated by the Scottish Housing Regulator and governed by a voluntary Management Board.

Our stock profile includes general needs housing, supported housing, extra care properties, within a range of back and front door and low-rise properties, with over 83% of our homes built before 2000.

The Association's stock is defined within 3 areas:

- North Barr
- Bargarran
- Park Mains

4. Where We Are Now

A successful Asset Management requires the services of all departments within BHA, the lead department for the Investment and Maintenance functions is the Property Services Department.

This department oversees all Investment projects as well as the maintenance function including reactive repairs, cyclical & compliance programmes and void property maintenance.

Bridgewater has recently carried out a full stock condition data review and have identified the following:

- 96% compliance with the Scottish Housing Quality Standard (SHQS)
- Over 90% compliance with the Energy Efficiency Standard for Social Housing (ESSH)
- Planned maintenance and component replacement programme in place for the next 30 years
- Annual investment of approx. £2m in our stock
- Challenges include ageing stock, rising costs, and energy performance requirements

The size, type and age profile of our housing units are shown below.

Apartment Size/ Property Type Profile Size / Type	House	Other Flats / Maisonette	Tenement	Total	%of Stock
1 Apt	0	0	2	2	<1%
2 Apt	42	6	197	245	29%
3 Apt	236	16	106	358	42%
4 Apt	120	0	36	156	18%
5 Apt	59	2	0	61	7%
6 Apt	32	0	0	32	4%
Total	489	24	341	854	100%
% of Stock	57%	3%	40%	100%	

Stock Age Profile Age Band	Units	% of Stock
Pre 1919	0	0%
1919-1944	0	0%
1945-1964	0	0%
1965-1982	707	83%
1983-2002	0	0%
Post 2002	147	17%
Total	854	100%

In relation to maintenance standards for responsive repairs, the Association has very high standards that cover several categories of response.

Category	Timescale	Target (25/26)
Emergency	4 hrs	95%
Urgent	2 days	95%
Routine	10 days	95%
Tenant Satisfaction with the Repairs Service	90%	

The delivery of our maintenance service is conducted via three main contract spends:

- **Repairs & Maintenance** covering responsive, medical adaptations and void maintenance with an annual budget of circa £1.1m.
- **Cyclical & Compliance** covering all of the Association's cyclical programmes, such as decoration and gutter cleaning, and compliance programmes which ensure the Association is legally compliant with all regulatory requirements, such as gas servicing and EICR testing, with an annual budget of circa £457,000.
- **Environmental Maintenance** covering the environmental upkeep of common garden and open space areas with an annual budget of circa £749,000.

In relation to our investment service, each project is evaluated on its own merits, to procure required consultants who then assist in developing the scope of works required. A suitably competent Contractor is then procured to carry out the Works. Call-offs from appropriate external Frameworks have also been used.

5. Purpose of the Strategy

This strategy sets out our approach to managing our housing assets. It covers a range of activities that ensure the housing stock meets the needs and standards required, both now and in the future.

The housing stock represents our most valuable physical asset and considering the year-on-year repair and maintenance costs, our largest liability.

Asset Management is fundamentally about balancing assets, needs and resources.

The Association has devised its Strategy to:

- Maintain and invest in housing stock efficiently and sustainably
- Meet regulatory standards, including SHQS and EESSH
- Prioritise tenant safety, wellbeing, and satisfaction
- Reduce carbon emissions in line with net-zero targets
- Manage financial and operational risks effectively

The Asset Management Strategy has been prepared to inform and support the Association Business Plan and ultimately assist in delivering our vision of being-

a customer focussed organisation that delivers the best affordable housing and services to people who need them most.

6. Where We Want to Be (2025-2030)

Our business plan sets out our vision for where the Association wants to be. It is an ambitious vision to provide excellent homes in vibrant communities.

The 6 strategic aims identified below provide our framework for our Asset Management Strategy to contribute to achieving the over-arching vision.

1. **SHQS & EESSH Compliance:** Achieve 100% SHQS and EESSH compliance, including EESSH2 targets
2. **Asset Investment:** Deliver a rolling 5-year investment plan including roofs, kitchens, bathrooms, heating systems, windows, and doors
3. **Net-Zero Ready:** Develop and begin implementation of a Net-Zero roadmap by 2026
4. **Tenant Engagement:** Implement a digital engagement platform for maintenance and investment communication
5. **Smart Maintenance:** Increase use of data and technology for predictive maintenance and asset tracking
6. **Financial Planning:** Maintain a robust 30-year financial model to support investment

7. How We Will Achieve This

To deliver on these strategy objectives, the Association requires to focus on a number of areas which all contribute towards the success of the Strategy.

- **Stock Condition Surveys:** Implement a structured 5-year rolling programme where each property is surveyed once every five years, with surveys carried out annually by our in-house Surveyor. This ensures consistent, up-to-date data across the stock, enabling early identification of issues, accurate lifecycle planning, and well-informed investment decisions.
- **Investment Planning:** Develop a robust 5-year investment plan grounded in long-term asset management principles, aligning short-term actions with a 30-year lifecycle cost model. This approach ensures sustainable funding, optimizes asset performance over time, and supports strategic decision-making based on whole-life value.
- **Energy Efficiency:** Install insulation, upgrade heating systems, exploring and integrating innovative energy efficiency solutions as they emerge, ensuring continuous improvement in sustainability practices and pursue grant funding
- **Digital Systems:** Advance digital maturity by enhancing the SDM platform to support more robust functionality, including real-time analytics and integration with asset registers. Improved reporting

capabilities will drive data-informed decision-making, streamline asset tracking, and support proactive investment planning.

- **Customer Involvement:** Foster a customer-centric approach by systematically gathering insights through surveys and structured working groups. Use this feedback to inform investment priorities, ensuring alignment with customer needs, enhancing satisfaction, and building long-term trust.
- **Contract Management:** Enhance contract lifecycle oversight by standardizing procurement workflows, embedding clear KPIs aligned with business goals, and instituting regular performance reviews. This ensures supplier accountability, cost efficiency, and continuous improvement in service delivery.

8. Asset Disposal and Acquisition Strategy

Bridgewater Housing Association may consider asset disposal and acquisition in line with our asset management objectives. This includes ensuring best use of resources, reducing liabilities in low-ownership blocks, and consolidating stock in priority areas.

- **Low-Ownership Blocks**
Where Bridgewater owns 25% or less of a block and cannot reach agreement with other owners to carry out repairs or planned maintenance, we may consider disposal of our remaining interest upon vacancy. Each case will be reviewed based on condition, demand, and financial viability.
- **Missing Share Scheme**
Bridgewater will utilise the 'missing share' mechanism where appropriate to ensure common repairs are carried out and our properties meet regulatory standards. We will pursue payment recovery as set out in current legislation.
- **Buy Backs**
To strengthen our control in majority-owned blocks, Bridgewater will explore buyback opportunities when private properties are marketed for sale. We may also proactively approach owners. Purchases will be subject to condition assessment, market value, and strategic alignment.
- **Rental Off-the-Shelf (ROTS) Purchases**
Bridgewater will consider ROTS (Rental Off-the-Shelf) purchases where market conditions, demand, and strategic alignment support the acquisition of homes ready for immediate letting. These purchases provide flexibility in meeting urgent housing need and can support wider regeneration aims. Each ROTS opportunity will be subject to financial appraisal and Board approval.
- **Acquisition Opportunity Fund**
An acquisition opportunity fund has been established to support strategic buybacks, ROTS and Mortgage to Rent Purchases. This fund will be set annually and additional funds drawn from asset sale proceeds or underspends and reviewed annually by the Board as part of the budget setting process.
- **Demand Analysis and Pilot Initiatives**
Bridgewater will analyse refusal rates and tenancy terminations to understand demand patterns. We will pilot local solutions to address low demand, including layout changes or specific letting strategies where appropriate.

9. Delivering Our Investment Programme

The delivery of this programme is key to the success of this Strategy, and thus will be the main focus for the Association, and will be linked closely to the Associations Business Plan.

Within the Associations 30 Year financial projections, £44m has been included for Investment Works to our stock over the lifetime of this Strategy. Over this 5 year period Investment work will be organised to over 850 homes, including common works to nearly 190 owner-occupier homes.

Given the extent of Investment Work, affecting common parts, a key challenge for the Association, is in forging links with owners to discuss the importance of Investment and to get buy-in to our Investment programmes and the long-term strategy for maintaining mixed-tenure properties.

Delivering excellent customer service

The Association will continue to enhance the current excellent customer service that it provides by utilising technology and portals to allow access to additional information on their home and the maintenance and investment service provided to their home.

This technology will expand the areas that customers can request & review services, via enhanced website interactions and portals, will include easier methods of reporting repairs, providing feedback on specific services and information on future investment projects and cyclical programmes.

Our Quality Promise

The Association is required to meet a number of quality standards established by Scottish Government & the Scottish Housing Regulator; these include the Scottish Housing Quality Standard, Energy Efficiency Standard for Social Housing and the Scottish Social Housing Charter.

These standards are of a general minimum nature, and are not specific to the Association's stock or customer needs. The Association promises a quality standard of housing that tenants can expect from Bridgewater, including clear information on service provision on our Property Services standards and commitments.

Customer Communication and Engagement

The Association will enhance the level of communication directly with residents, to allow more personalised information to be provided on service provision and Investment proposals. We will establish clear, best practice guidance, in a range of formats, for all technologies incorporated into our properties to ensure that they are operated and maintained as effectively as they can be.

We will ensure that engagement with customers is at the forefront of any service delivery and Investment project, and is carried out in a manner that is meaningful for the varied customers of the Association.

Services to Owners

Mixed tenure properties within the Associations stock, raises additional challenges in relation to maintenance and investment activities. Within the Property Services department, we will ensure that future investment programmes are communicated at the earliest time and active engagement is promoted to owner occupiers for Investment projects and maintenance services.

Quality Specification and Sustainability

The Association will develop its own Design Guide & Standard Specification, which will continuously be reviewed and updated as necessary to meet the latest standards for Investment Works. We will scan the horizon for new technologies becoming available to meet the ever-increasing standards, to ensure we

specify systems or designs which provide efficient whole-life costing and environmental sustainability, in provision and in maintenance, for the Association, as well as benefitting our residents, and the planet.

10. Monitoring, Risk and Governance

Value for Money

Bridgewater Housing Association is committed to delivering value for money (VFM) across all asset management activities. We will:

- Carry out regular reviews and analysis of asset performance to ensure services are efficient, cost-effective, and meet tenant needs.
- Integrate lifecycle costing into investment planning to ensure long-term sustainability and affordability.
- Explore innovative funding opportunities, including external grants, to enhance the value of investment and maintenance programmes.
- Adopt performance benchmarking to assess the quality and cost of services compared to sector peers.

Procurement

All procurement activity will follow Bridgewater's Procurement Policy and adhere to public procurement legislation. Our approach will:

- Ensure compliance and transparency across all procurement processes.
- Select procurement routes based on project complexity and scale.
- Seek to maximise social and community benefits.
- Make use of recognised procurement frameworks such as IFLAIR DPS, Public Contracts Scotland, Procurement for Housing, and other sector-specific consortiums.
- Engage professional procurement or legal advice where required to protect organisational interests.

Risk Management

Managing risk is central to our asset strategy. Bridgewater will:

- Include all key asset management risks within the Association's Strategic and Operational Risk Registers.
- Prepare and update project-specific Risk Assessments for all investment or maintenance works.
- Monitor health and safety risks closely, including compliance with CDM regulations and statutory requirements.
- Review risk logs regularly and adapt plans dynamically as new risks or mitigation strategies emerge.

Governance and Oversight

- The Association's Board retains overall strategic control of the Asset Management Strategy and investment planning.
- Oversight will be supported by the Housing, Land and Property Services Sub-Committee, which receives quarterly updates on programme progress, contractor performance, compliance, and budget tracking.

- All tenders exceeding delegated thresholds (e.g., £1m) will be brought to the Board for approval.
- Asset-related Key Performance Indicators (KPIs) and compliance metrics will be reported regularly to ensure accountability and transparency.

Staffing and Resources

- Bridgewater will ensure the Property Services team is adequately resourced and has the right skills to deliver the strategy and regulatory obligations.
- Training and development opportunities will be promoted to enhance staff knowledge and support succession planning.
- Investment will continue in digital systems (such as SDM) and mobile working tools to improve efficiency and service delivery.
- The Association will explore in-house delivery models where evidence shows this would deliver better value or performance.

Component	Number of Replacements	Sum of 2025/26
2ND WC / ROOM	7	£6,440
BATHROOM	14	£51,800
COMMON CLOSE ELECTRICAL TESTING (EICR)	66	£9,900
DOWNPIPES AND GUTTERS - BLOCK	55	£165,000
EXTERNAL HOUSE DOORS	18	£72,000
EXTERNAL PAINTER WORK ONLY	500	£50,000
FASCIA & SOFFIT - BLOCK	55	£27,500
FIRE RISK ASSESSMENT	3	£4,500
GAS BOILER - COMBI	46	£85,100
GAS BOILER - COMMERCIAL	2	£24,000
HOT WATER CYLINDER	1	£12,000
KITCHEN	243	£1,215,000
PLAY AREA MAINTENANCE	1	£2,000
RADIATORS AND PIPEWORK	8	£16,418
WINDOWS	45	£175,500
WIRING - BLOCK	1	£4,500
WIRING - PROPERTY	1	£2,760
Totals	1066	£1,924,418