



VIEWPOINT

joy in later years

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Viewpoint Housing Association

Asset Management Strategy 2026

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Viewpoint Housing Association

Asset Management Strategy 2026

1. Introduction

This Asset Management Strategy is designed to support progress towards our agreed corporate vision and to reflect the values that drive our business.

As a provider of affordable housing and care homes predominantly for older people, our corporate values revolve around our long-standing vision of ***Creating Joy in Later Years***.

These overarching Viewpoint values represent the promises that shape us. They are a commitment that everything we do is focused on helping tenants and residents to thrive and live successfully in the community. They are fundamental to every plan we make, decision we take and project we embark on.



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Viewpoint is Scotland's oldest housing association. Formed in 1947, it has acquired a portfolio of more than 1300 properties over the years in Edinburgh, Fife and the Lothians. Our properties vary considerably in age, size, layout and construction type making Viewpoint one of Scotland's more complex housing associations. Being a care home provider adds further complexity.

This complexity presents particular asset management challenges for Viewpoint in every aspect of the business from delivering efficient routine repairs and maintenance, landlord health & safety compliance, component replacement and net-zero retrofits to making the right decisions on future investment in new homes, and divestment of existing properties.

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Asset Management Strategy 2026

2. Purpose and Approach

This strategy is designed to guide the development of Viewpoint's whole organisation approach to asset management over the period 2026 to 2029. It builds upon the last strategy approved in 2021 and is aligned with our 2026 to 2031 strategic aims and objectives approved by our Board in November 2025.

The Institute of Asset Management (IAM) defines asset management as 'the management of (primarily) physical assets, including their selection, maintenance, inspection, and renewal'. Our approach reflects this definition and goes further by embedding the needs and expectations of our customers, our regulatory responsibilities, and the principles of sustainability and social impact into every stage of our asset lifecycle planning.

We welcome the Scottish Housing Regulator (SHR) guidance on Integrated Asset Management and aim to ensure that we have robust processes for managing our assets and can shape our investment strategy and make informed decisions to support the long-term sustainability of our business and achievement of asset management and corporate goals.

We fully commit to the SHR's Regulatory Standards of Governance and Financial Management and more specifically for this strategy, its five principles of integrated asset management:

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

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In summary, our overarching strategic asset management vision is:

To be a provider of homes and other related assets for which there is a sustainable demand, that we can afford to maintain and improve, that enhance the lives of those who live in them while adding value to our business and advancing our charitable aims.

To achieve that we must ensure that our homes and care facilities are of the right types, sizes, and quality that people want to live in - not only today but into the future. They must be safe, functional, affordable, warm, comfortable, and located in places where people want to live.

At the same time, they must be homes and assets that we can afford to maintain and invest in, that contribute positively to our communities, and that support the financial strength and sustainability of our organisation.

We know from listening to our tenants and residents that they want homes that are:

- Safe, secure and well maintained
- Warm, healthy and energy efficient
- Affordable to rent and run
- Attractive, accessible and digitally connected
- Part of vibrant, well-cared-for communities

We recognise that not all the homes and property assets we provide always meet these expectations. Through this strategy, we are setting out to make the necessary, evidence-based decisions required to close that gap and shape a portfolio that meets the future needs of the people and communities we serve.

Our approach to asset management encompasses the entire spectrum of property and estate-related activity — from day-to-day repairs and planned component replacements, to major refurbishment, reconfiguration and retrofitting, disposals and the building or acquisition of new homes. This strategy sets out the principles, aims, and objectives that will guide how we manage our assets in practice.

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3. Stock Profile

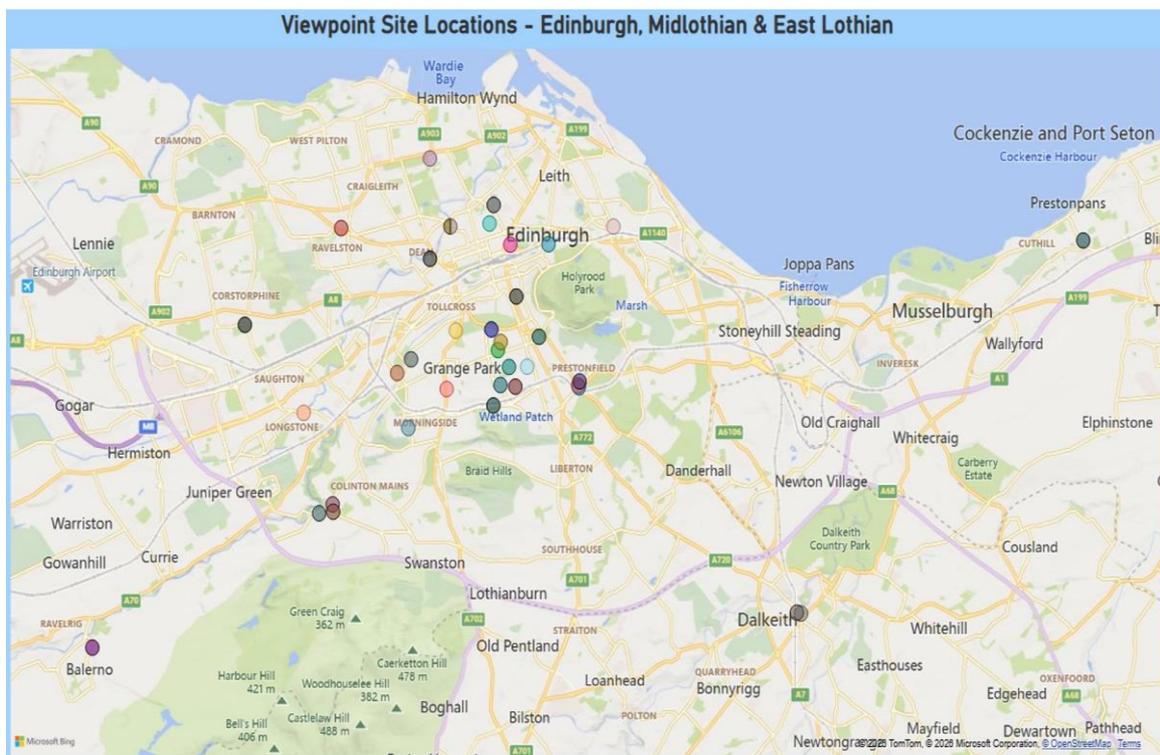
We operate in an area of extremely high demand for social rented and open market housing for sale and rent. Housing costs, both for sale and rent in most of our operating area, are some of the highest in the country.

While most of our properties are in the City of Edinburgh, we do have developments elsewhere in the Lothians and Fife.

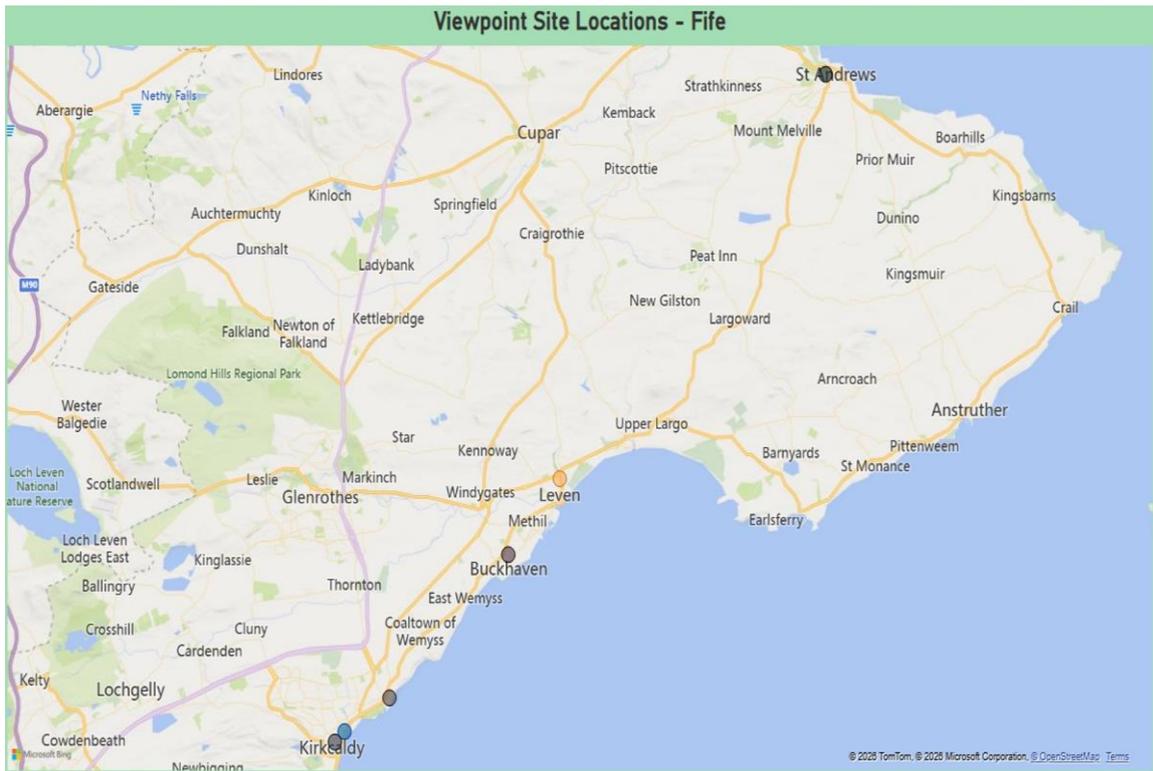
Local Authority Area	Number of Properties
East Lothian	26
Edinburgh	1139
Fife	140
Mid Lothian	32
Total	1337



The geographical distribution of our properties across Edinburgh, the Lothians and Fife are shown in the maps below. A full list of properties is provided in Appendix 1.



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Viewpoint provides homes and services ranging from general needs through to alarmed, sheltered and enhanced sheltered accommodation in its housing developments. The photographs below illustrate the variety in built form within our diverse property portfolio.



Cameron Crescent, Edinburgh



Cameron Park, Edinburgh



Northwood House, Edinburgh



Preston Tower, Prestonpans



Railway Cottages, Glenesk

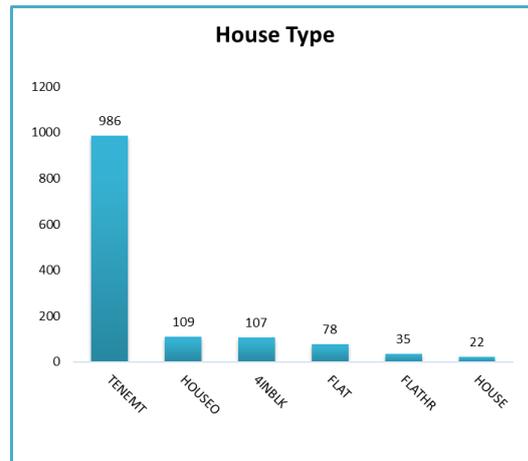
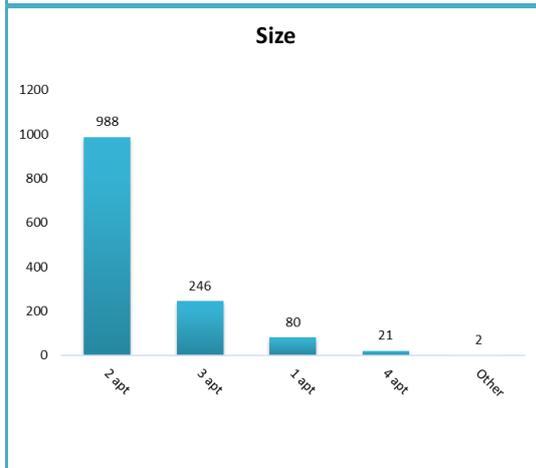
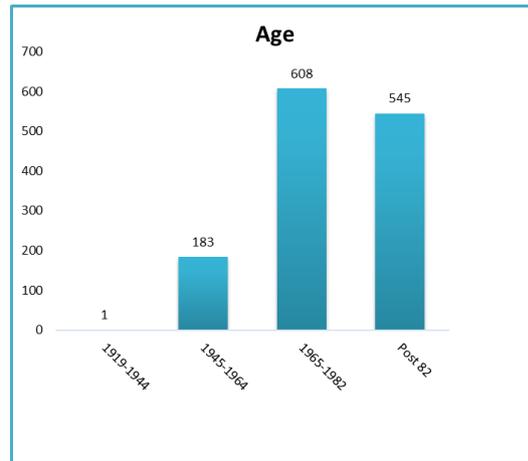
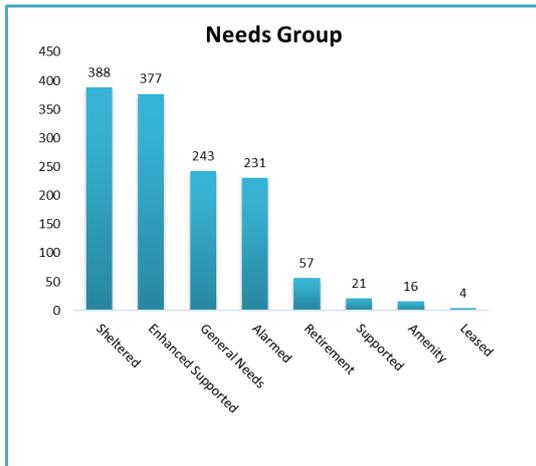


40 Drummond Place, Edinburgh

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The tables below show the distribution of our housing stock by size, house type, age and needs group. It is predominantly flatted, small, old and targeted at older people. Space standards and configurations of some of our properties are unlikely to meet the expectations of future residents. Room sizes are small, as are kitchens and bathrooms.



The property age bands in the table above refer to the most recently built or converted part of developments but as can be seen below, we have a significant proportion of our sites comprising or built around converted late 19th early 20th century villas, or older.

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City Park, St Andrews



Dell Court, Edinburgh

This diverse configuration of buildings in our developments can also impact on the practicality and cost of retrofitting energy saving and decarbonising measures. While Viewpoint is not unique in having those sorts of properties, it is certainly unusual in having so much of our portfolio like this.

In addition to our housing portfolio, we also own two care homes. Marian House, provides residential care for up to 35 older people and, built in the 1980s, is the newer of the two. St Raphael's, converted from a 1930s art deco hospital, provides residential care for up to 63 people including two specialist dementia units. The two care homes are physically connected but registered separately with the Care Inspectorate Scotland.



St Raphael's



Marian House

Part of the St Raphael's care home dementia care is located on the ground floor of adjacent Cunningham House, the upper floors of which also serves as Viewpoint's headquarters.

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We also lease a small but significant number of properties to third party not for profit organisations in Edinburgh and Fife who provide supported accommodation for vulnerable client groups.



14 Ettrick Road, Edinburgh



40 Drummond Place, Edinburgh

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4. Challenges and Progress

Since our last strategy was approved, Viewpoint has navigated a tumultuous period with a range of notable internal and external influences impacting on the business. We were not alone of course but we did feel some impacts particularly acutely. Despite those challenges we have made considerable progress.

Covid

As we moved out of the Covid pandemic in the early years of the previous strategy, we were confronted with a few legacy challenges.

Planned works programmes had been significantly curtailed. Our response was to commit to tenants that we would invest a minimum of £5 million per year on repairs, maintenance and improvements and publish a three-year rolling programme for our investment works, particularly bathroom and kitchen replacements that had been postponed.

The greatest performance challenge was in void management where a substantial number of properties had become and remained void for significant periods of time. We set up an inter-departmental project team to address both the backlog of voids and the need to dramatically improve the whole voids process and its delivery in practice.

That project has delivered significant improvements, and we now compete very favourably with our peer group landlords on both rent loss and the cost of void repairs.

Asset Insight

A top strategic priority was the need to refresh our stock condition survey data which was based on a 100% internal and external survey carried out by Dysons in 2018 and running out of currency.

Hardies Surveyors were commissioned to carry out the new survey to which we added an additional requirement to include measurements on the external surveys.

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The survey included 100% external surveys and a sample 20% internal surveys to be added to on an annual basis until 100% of new internal surveys were completed.

We have already reached 70% of those internal surveys and are benefitting from high quality and contemporary stock condition data as a foundation to all our asset management activities. All survey data is logged in our Keystone Asset Management system which provides the main database for investment planning and programming.

Fire Safety

The Grenfell Tower tragedy and subsequent inquiry cast a long shadow over the world of social housing and rightly has led to new regulations and a significantly sharper focus on fire safety compliance for all of us.

The challenges for Viewpoint ranged from implementation of new regulations on interlinked smoke and fire alarms along with the associated issues of gaining access from tenants to carry out assessments and the follow-on remedial works, to revisiting our programme of Fire Risk Assessments and the remedial actions they generated.

The communal living configuration of much of our stock which often combined old Victorian villas and newer extensions resulted in a substantial requirement for fire door audits, repairs and replacements and fire separation audits with significant follow up works thereafter.

This was a paradigm shift in fire safety and required a complete reboot of our approach and active engagement with the Board and SHR as they sought and received assurance that fire safety was being effectively managed.

Electrical Safety

The change in regulations requiring domestic Electrical Installation Condition Reports (EICRs) to be redone on a strict five-year cycle created another major challenge for Viewpoint and most of the sector. Putting in place a substantial programme of catch-up inspections and programming and delivering the follow up remedial work added further organisational and budgetary pressures but has been delivered successfully.

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Landlord Health & Safety

More generally Viewpoint revolutionised its approach to ensuring compliance across the full range of compliance activities including gas safety, electrical safety, fire safety, water hygiene, asbestos management and lifts. This included:

- Full review of data integrity and management
- Procurement and deployment of specialist contractors and consultants
- Performance management, reporting and giving assurance to Board
- Comprehensive review of the whole suite of health & safety policies and processes
- Review of staffing structure and specialist consultant/contractor list adjusted to ensure best alignment with the demands we faced

RAAC (Reinforced Autoclaved Aerated Concrete)

The emergence of extensive RAAC defects in public buildings led to a requirement for social landlords to also assess the presence of and risks attached to RAAC found in its buildings. We followed the SHR's Guidance in assessing our properties from desktop analysis to initial follow up building surveys and then specialist structural surveys where required.

We found RAAC in only three of our complexes and remedial works specified by our structural engineers were commissioned to make safe. The RAAC was found to be in good condition and restricted to very limited and low risk areas of the three complexes concerned.

While this was another unplanned priority that required a significant amount of planning and coordination, and cost, it was another opportunity to test our crisis management capabilities and in particular the excellent joint working between our assets team and specialist consultants.

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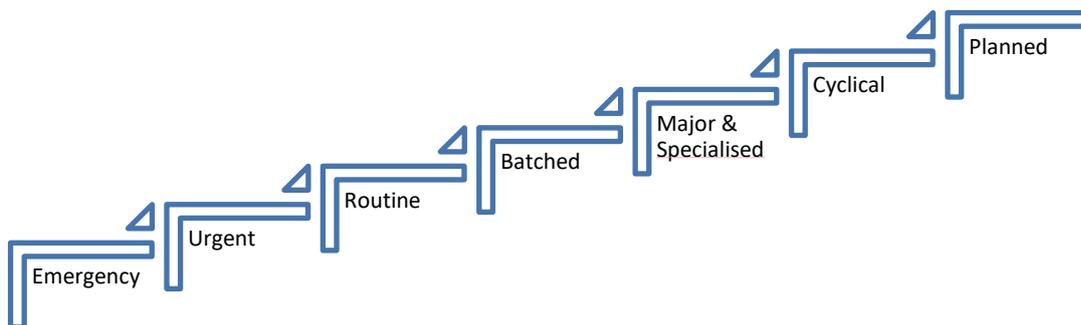
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Repairs & Maintenance

In 2024 we consulted with tenants on a substantial review of our Housing Repairs & Maintenance Policy. This was a substantial review that aimed to deliver significant efficiencies and service improvements by addressing the following issues:

- Repair categories
- Repair timescales
- Landlord/Tenant Responsibilities
- Recharges

We introduced two new categories to our repairs and maintenance hierarchy, “Batched Maintenance” and “Major and Specialised Repairs” shown in the hierarchy below.



This has reduced the volume of reactive, on-demand repairs as our service support team is now able to more effectively triage tenant requests. By doing so we can plan a greater proportion of works and deliver them more efficiently.

We extended the timescale for completion of routine repairs from 8 working days to 15 which is allowing our contractors to manage their deployment of trades more efficiently.

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New procedures have been introduced to recharge tenants for damage to our property that they have caused either wilfully or by neglect. We have categorised the reasons for recharging and exceptions.

- Customer Damage & Neglect
- Lost Keys & Entry Damage
- Access (not fulfilling appointments)
- Criminal Damage, Emergencies and Exceptions
- Void Property Recharges

This measure has been effective in reducing the demand for and expenditure on response repairs. Viewpoint had not generally pursued recharges prior to this important change which was strongly supported by tenants.

The establishment of our own internal Maintenance Technician Team has been a big success. Our technicians have been able to carry out a whole range of more minor repairs across the stock. Most notable has been their contribution to the fire safety compliance minor remedial works which has delivered required outcomes more efficiently and economically than relying on external contractors. As that fire remedial works programme reduces the team will take on a much more active role in the delivery of Batched Maintenance works across the estate.

Finally, we incorporated all those policy changes into our new Repairs and Maintenance term contract including a refreshed suite of performance indicators.

Analogue to Digital

We completed a full upgrade to digital of all our emergency alarm call system interfaces ensuring continuation of this essential support to our older and vulnerable tenants. The project was not without its challenges, and we have had to return to a number of those complexes where the new digital interface has revealed defects in the pre-existing cable connectivity. Work to upgrade that defective cabling is proceeding on a condition-based priority order.

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Net Zero and Energy Efficiency Retrofit

We were successful with a bid for Scottish Government project funding from the Social Housing Net Zero Heat Fund to carry out a comprehensive assessment of our complex property portfolio and what works would be required to meet the government net zero targets.

Carried out by energy advice, retrofit management and decarbonisation specialists Changeworks and Hardies property and construction consultants, we now have a fully costed, searchable Power BI database of results that we have been using to inform our business plan and investment programme.

This database specifies a scope of works and costs for each of our developments based on Changeworks' assessment of best solution in each case. This has set an upper limit on works required and costs.

In the absence of a settled regime for grant aid to support retrofit works, we carried out an extensive value engineering exercise on each development. We pared back the Changeworks' scope of works to lower cost alternatives that we could afford to deliver without additional subsidy in the short to medium term while still making significant impacts on emission reductions, energy efficiency and tenant satisfaction with the comfort of their homes.

We are testing this approach out through two initial pilot projects. Our first fabric retrofit pilot on one of our early 1960s general needs tenement developments is now on site. This will be followed later in 2026 with a pilot project to demonstrate the impact on emissions and running costs of full communal heating distribution network replacement and individual tenant control over heating in their homes in one of our mixed property types, sheltered housing developments. These two pilot projects will greatly assist with scoping future works and shaping investment budgets.

The Board has also approved a Net-Zero Roadmap (Appendix 2) framing our strategic approach to reaching Net-Zero by 2045. This will be updated once we are clear on the key targets and milestones to be set by the Scottish Government.

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Care Homes

One of our three care homes, Lennox House in Trinity, Edinburgh, became increasingly operationally unviable during the early years of the last strategy which led to the decision to close the home and dispose of the vacant property on the open market.

This was Viewpoint's first care home closure and its largest disposal to date. Achieving vacant possession was logistically demanding, requiring every resident to be supported in finding a suitable alternative placement. City of Edinburgh Council worked constructively with us throughout the process, and all residents were successfully relocated well ahead of schedule.

Significant lessons were learned during the property disposal process including, notably, the challenges faced in managing our charitable duty to achieve the best outcomes for our beneficiaries, current and future, against vocal and active opposition from a significant number of neighbouring residents unhappy about future uses and resident profile.

Lennox House was ultimately sold for housing redevelopment, delivering a significant capital receipt that strengthens our capacity to reinvest in priority areas and advance our long-term strategic objectives.

One of our most significant recent projects has been the South Oswald Road option appraisal. This involved a comprehensive architectural assessment of the existing buildings at St Raphael's, Cunningham House and Marian House, examining their suitability for continued use as care homes and offices, as well as evaluating a range of potential redevelopment pathways.

Current work is focused on the feasibility of developing a new, off-site replacement care home and repurposing the remaining South Oswald Road site for a mixed-tenure housing development.

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Asset Optimisation

We have begun a process of asset optimisation by identifying a range of opportunities to extract greater value and benefit from our property assets portfolio including:

- Disposal of vacant properties that have become surplus to requirements. In addition to Lennox House, we have sold two individual previously tenanted properties, and another is planned to go to market before the end of the 2025/26 financial year along with a vacant former supported accommodation building.
- Review of under-utilised spaces across our housing complexes, including guest rooms, disused kitchens, lounges and other ancillary areas. Many of these spaces are a legacy of a former housing-with-care model that we no longer operate.

Our first pathfinder project has secured planning permission to convert a two-storey maisonette—previously used as sheltered housing staff accommodation—into two self-contained sheltered flats. Completion is anticipated by the middle of the 2026/27 financial year.

Technical appraisals of a wider range of conversion opportunities are now underway. This optimisation programme will form a key strand of our future strategy, increasing the number of homes and generating additional rental income while reducing the proportion of floor area dedicated to communal spaces.

- Assessing the feasibility of increasing the density of development on existing sites. We have already commissioned architectural feasibility studies on three developments where significant additional social housing capacity could be added. We have opened a positive dialogue with City of Edinburgh Council regarding the potential for Viewpoint to add our contribution to tackling the housing emergency in the city.

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Conclusion

Over the course of the previous asset management strategy, we have successfully negotiated a series of significant challenges, often under considerable pressure. Thanks to the focus and resilience of our people in meeting those challenges, we have been able to respond positively and pragmatically to each of them, and we have emerged stronger and better equipped to steer Viewpoint into the next phase of its development.

While external forces will always be there to make a hard job harder, we intend that this strategy should provide a clear framework within which we can stay focused on our priorities and pursue the positive programme of review and renewal it sets out helping us to answer these fundamental questions.



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5. Asset Management Objectives

We will focus our asset management efforts on the pursuit of objectives for each of the key drivers illustrated below.



ASSET INSIGHT



LANDLORD
HEALTH &
SAFETY



CUSTOMER
SATISFACTION



EFFICIENT
REPAIRS &
MAINTENANCE



STOCK
CONDITION
INVESTMENT



NZ RETROFIT



DIGITAL
ENABLING



CARE HOMES
THAT ADD VALUE



ASSET
PERFORMANCE
& DECISION
MAKING



SUSTAINABLE
GROWTH &
RENEWAL

Objective 1. Asset Insight

We will ensure that we can gain a comprehensive understanding of our assets by gathering, processing and analysis of all relevant data including that on stock condition, energy performance, repairs and maintenance histories, financial performance, management performance and customer engagement.

This will drive well informed strategic investment decisions relating to:

- **Health & Safety Compliance:** Ensuring homes meet all statutory and regulatory safety standards
- **Data-Driven Decision Making:** Using accurate, up-to-date, and comprehensive data (stock condition, energy performance) to guide investment, divestment, and regeneration strategies
- **Financial Sustainability:** Optimising the Net Present Value (NPV) of assets to balance investment costs with income, ensuring long-term financial viability
- **Environmental Sustainability:** Identifying and implementing improvements for energy efficiency, reducing carbon emissions and tackling fuel poverty

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- Tenant Satisfaction and Well-being: Maintaining homes that are comfortable, affordable, and meet the changing needs of residents

Objective 2. Landlord Health & Safety

We will continue to invest in our people and systems to ensure that we clearly understand the scale and nature of risks that tenants and residents might be exposed to. We will do that by diligently managing risk assessment programmes, safety inspections and regular checks that cover:

- Fire
- Gas
- Electricity
- Water
- Asbestos
- Lifts
- Damp and Mould

From those, and based on expert advice in each area, we will plan and complete a wide range of essential and recommended remedial works on a risk-based priority programme.

We will continue with our proactive approach to gaining access to tenants' homes to carry out essential risk assessments and follow up works. This has been critical to us being able to achieve satisfactory compliance rates.

Objective 3. Customer Satisfaction

We will seek to improve customer satisfaction with the quality of their home, the repairs and maintenance services they receive, and with investment works we have carried out including satisfaction with outcomes and process.

We have many asset management touch points with our customers whether we are responding to their call for a repair to be carried out, keeping them safe by carrying

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out regular risk assessments and follow up remedial investment, or major works to building fabric or services. These can be major events and disruptions to their lives, and we must ensure that we listen to customers and their experiences while always seeking to learn and improve.

Objective 4. Efficient Repairs and Maintenance

We will continue to implement the changes made in the 2024 Housing Repairs and Maintenance Policy particularly as they relate to making further reductions in the volume and cost of response repairs by designating and managing more jobs as planned or batched and making more use of the in-house Maintenance Technician Team.

We will review the impact of the increased focus on recharging tenants for repairs or other related costs that are the result of their own actions or neglect.

Objective 5. Stock Condition Investment

We will make data driven decisions derived from our stock condition data base to target over £20 million investment in our housing stock during 2026/29 including component replacements, external fabric improvements, major and specialised works. We will publish those programmes in advance for our customers.

Objective 6. Net Zero Retrofit

We will devise net-zero and energy efficiency investment programmes in accordance with the milestones in our agreed Net-Zero Roadmap including fabric retrofit and communal heating network upgrades.

We will apply all lessons learned from the current general needs housing fabric retrofit pilot project to a programme of fabric retrofits on our other similar archetype general needs stock to be delivered over the next four years.

We will seek external funding from the Scottish Government, UK Government or other sources to complement and enable our own energy efficiency and net-zero investment.

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Objective 7. Digital Enabling

We will explore the potential of digital technology as a driver of an improved and more efficient service offer to customers enabling to them to be more connected to the outside world at home as well as being helped to be healthier and safer, more comfortable and more content.

We will also explore the benefits of digital enabling technologies to support remote sensing and off-site diagnostics, management and maintenance systems in customers' homes and complexes.

Digital enabling has the potential to revolutionise our relationship with our customers and their quality of life while delivering significant business efficiencies.

Objective 8. Care Homes that Add Value

We will ensure that our care homes deliver value and will align with our long-term business aims and objectives.

We will carry out an early review of the business case for continuing with care home provision as an integral part of our overall business which will include a review of the care home market and our position in it now and in the future.

We will seek insight into the current and trending financial and operational performance of our care homes to inform the exploration of future delivery options.

Objective 9. Asset Performance & Decision Making

We will develop and implement an insight driven Asset Performance Tool (APT) for processing and analysing key data that will effectively categorise our assets by the value they add and the risks they pose enabling us to use that insight to inform our future investment and divestment decisions.

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Where appropriate we will develop our APT around the six key performance drivers identified in the SHR's guidance on Integrated Asset Management and weight them according to our own circumstances and priorities:

- Service
- Financial
- Investment
- Place
- Customer
- Energy

We will also develop a stock futures options appraisal process to be applied to all properties identified by the Asset Performance Tool as being "At Risk". This will ensure that we consider a range of alternative futures within the retention to disposal spectrum for each At-Risk property.

Objective 10. Sustainable Growth and Renewal

We will seek to become an active affordable housing development partner again and will start that process through the identification of potential "Growth Hubs" within our estate where there may be capacity to provide significant numbers of additional homes and increase the development density of existing complexes. "Growth Hubs", along with the stock optimisation process, will act as a counterbalance to the APT and options appraisal process by replacing low-performance assets with new high-performance assets.

We have already commissioned three feasibility studies and will receive the outcomes of those studies before the end of the 2025/26 financial year. This initiative will complement the asset optimisation process which is identifying potential small-scale redevelopments of under-used communal and other spaces within existing developments.

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6. Outcomes and Actions

The following outcomes are derived from the 2026/31 strategic aims and objectives, specifically Aim 2 - *To Provide Good Quality Homes*. In this section, we provide a short narrative on the current situation and approach we propose to take in response to any challenges we have identified. Where possible, we have included specific actions that we propose to take in response. Together with our Asset Management Objectives, this will provide the basis of a future set of specific goals and programme of projects and other initiatives that we will prioritise over the next three years.

OUTCOME 1: Homes that are safe and secure

Protecting the health and safety of anyone that uses or visits any of our properties is paramount. This includes residents and their guests, staff and maintenance contractors. To achieve this, the Association has challenging but deliverable maintenance regimes in place to cover Asbestos, Gas Installations, Electrical Installation, Fire Protection, Water Treatment, Damp and Mould, Lifts and general health and safety in and around our assets.

Over the period of the last strategy, we have rebuilt our compliance regime specifically ensuring that we have all required safety checks, inspections, risk assessments and tests carried out across the full range of responsibilities.

Building on this work done and the determination to remove all areas of material non-compliance, we will continue to develop our compliance systems, data and remedial work programmes.

Our subject specific approach is set out below.

Asbestos

As a duty holder, under the Control of Asbestos Regulations 2012 (CAR 2012), the Association is required to identify and manage any Asbestos Containing Materials (ACMs) within the buildings that it owns or manages.

The bulk of the Association's properties were constructed before 1982 and have a higher risk of containing asbestos containing materials (ACM). To manage this risk,

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we have clear processes in place to complete surveys of properties and communal areas and carry out remedial works where required. This data is held in digital format on an Asbestos Register. Our staff, contractors and consultants have access to the register prior to undertaking any works.

Action Points:

- a. Continual review to cleanse the data held on the asset register in line with previous ad hoc surveys undertaken.
- b. To put in place a process for the assessment of the condition of all identified Asbestos Containing Materials (ACMs) on an annual basis.

Gas Safety & Carbon Monoxide

According to HSE statistics, every year around 7 people die from CO poisoning caused by gas appliances and flues that have not been properly installed, maintained or that are poorly ventilated.

We are committed to maintaining gas installations to the highest standards which minimises the risk of excessive levels of CO occurring. In addition, audible CO detectors are fitted to all properties requiring one and will be checked and replaced as required on an annual basis at the time of the gas safety check.

We have a Gas Safety Procedure that recognises the potential hazard that poorly or incorrectly maintained gas services and equipment can cause. We will continue to complete the correct regular servicing and maintenance of gas appliances and equipment to ensure their continued safe operation.

Our No-Access procedures ensure that we maintain 100% of our current gas data on the Civica Asset Management system.

The Gas Safety programme is managed within the Assets Team, and our specialist contractor is audited by an independent inspector to ensure properties are being correctly checked and serviced.

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Action Points:

- a. Check smoke and heat detectors and CO alarms when visiting tenants' homes at the annual gas safety check - replace or instruct replacement as required.

Electrical Installations

BS 7671 recommends that all properties should be tested every 5 years and every time a property has a new tenancy. This is a requirement for compliance with the Tolerable Standard and, by extension, the SHQS. All properties should have a label on the consumer unit that states the recommended date of the next inspection.

The Association recognises that inspection and identification of remedial works should also help to reduce the number of responsive electrical repairs. Electrical Inspection Condition Reports (EICR) and electrical safety are also critical elements of our fire safety management regime.

Action Points:

- a. Continue to implement an inspection regime on a 5-year rolling programme.
- b. All remedial works will be programmed on a risk basis with Category 1 defects addressed immediately.
- c. All void properties will continue to be tested and full records maintained.

Fire Safety

The Association recognises the risks posed to residents, and to its assets, by fire. To combat this risk all properties have been fitted with linked smoke and heat alarms. We have installed these alarms to an LD1 standard, this exceeds the current legislation which only requires the LD2 standard (the LD1 standard provides comprehensive protection by covering all rooms in the home. This category is often required in high-risk homes, such as those with vulnerable residents. LD2 focuses on the most crucial areas, such as hallways and landings).

Properties with communal stairs, hallways or non-domestic rooms will be subject to specific Fire Risk Assessments (FRAs) with any essential works undertaken in

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response. In line with guidance and policy, FRAs are reviewed regularly. In addition, we carry out regular fire safety inspections within our developments ensuring that all relevant fire safety practices identified in the FRA are being adhered to and the regular system checks are being carried out.

A full programme of new FRAs is currently in progress. Any recommended actions from these FRAs will inform the ongoing programme of remedial works that is in place. We expect to see a significant reduction in remedial actions arising from those FRAs given the programme of works already carried out through the 2024 and 2025 works programme. Full consultation has taken place with our specialist fire risk assessors to ensure that they are satisfied that fire risks are sufficiently mitigated during the remedial programme.

Action Points:

- a. Continue to review the delivery of actions under the programme of remedial works and the inclusion of new recommended actions from FRAs carried out in 2025.
- b. Continue the Fire Alarm and Lighting upgrade works in line with the identified needs for the replacement of these systems.
- c. In partnership with Viewpoint colleagues, review the advice for tenants on how to minimise risk of fire and what to do in the event of a fire occurring.
- d. Working in partnership with Viewpoint colleagues, continue to review arrangements for operational fire safety within our developments, the Fire Safety Action Plans (FSAPs) and Personal Emergency Evacuation Plans (PEEPS) within our developments.

Water Hygiene

The Association is aware of the importance of regular maintenance in the prevention of legionella. Any property with communal vessels used for the storage of water is regularly tested.

A programme of remedial works arising from previous Water Risk Assessments (WRAs) finalised in 2023 is in place and has been delivering recommended remedial actions since 2024. WRAs for all our developments should be completed in 2025/26

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and the recommended remedial actions from these assessments will be fed into the future programme.

Tenants of all other properties will be regularly advised of current good practice on the prevention of legionella in the home.

Action Points:

- a. Regularly review and publish advice for tenants on how to minimise the small risk of legionella.
- b. Continue to review the delivery of actions under the programme of remedial works and the inclusion of new recommended actions from WRAs carried out in 2025.

Damp and Mould

Awaab's Law is named after two-year-old Awaab Ishak who died in 2020 after being exposed to mould in his home in Rochdale.

Awaab's Law is being incorporated into Scottish legislation through the *Investigation and Commencement of Repair (Scotland) Regulations 2026*, which are expected to come into force in October 2026.

It ensures that all landlords in Scotland take the health risks attached to damp, condensation and mould growth seriously.

Viewpoint recognise this serious risk and ensures appropriate control measures are in place to adequately manage damp and mould within properties and to ensure we have appropriate, proactive systems to identify and deal with any reported cases of mould and damp timeously and effectively.

These procedures cover handling of reports from tenants or members of staff of damp and mould, escalation procedures and monitoring of reports of damp and mould to ensure the issues are dealt with promptly in accordance with the Housing Repairs and Maintenance Policy (inspection of report within 3 working days).

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Action Points:

- a. Ensure that we maintain accurate records of our responses to reports of damp and mould.
- b. Take early remedial action to remove any immediate risk pending delivery of lasting solution.
- c. Include installation of Mechanical Ventilation Heat Recovery units (MVHR) in all fabric retrofit projects.
- d. Ensure that the integrity of any wall insulation is checked and replaced as required in all fabric retrofit projects.

Lifts

We ensure that all lifts are regularly serviced and, given the age profile of our customers, quickly repaired when out of operation.

Statutory LOLER tests are carried out through our insurers on a prescribed basis.

Action Points:

- a. Continue to review temporary emergency arrangements for customers on upper floors unable to use the stairs when lifts are out of operation to enable them to attend necessary appointments pending the return to service of the main lift.
- b. Keep the programme of modernisation and replacement under review, especially in line with the significant rise in costs seen over the last year.

Trips and Falls

The Association can be subjected to personal injury claims from third parties for injuries allegedly caused by its failure to properly maintain and repair its common paths and steps. In response the Association has completed a risk assessment of known high walls and is taking action to make safe where required.

Budget provision has been made to carry out a programme of remedial work to walls that pose a continued risk. Work to paths and steps is currently done on a reactive basis where defects have been identified by customers or colleagues.

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Action Points:

- a. Regular inspections of paths, stairs and common areas by Maintenance Technicians and Assets Officers and accurate and comprehensive records of condition and works completed to be maintained.
- b. Ensure that provision is made in investment programmes to works to minimise risks of trips and falls identified through the implementation of the footpaths and common areas strategy.

OUTCOME 2: Homes that are accessible and connected

The Association is committed to the principle of enabling service users with mobility issues and disabilities to continue to live in their homes, if they want to. To this end the Association maintains good working relationships with other stakeholders including local authority Occupational Therapy specialists.

We seek funding support through the Scottish Government's Stage 3 adaptations scheme for works to adapt a property to suit the changing needs of the existing tenant, or of a new tenant, where these could not reasonably have been identified when the house was originally provided.

We also have a programme of bathroom upgrades designed to future proof more of our housing stock so that level access showers become more of the norm within our stock. In addition, we will carry out ad-hoc bathroom upgrades during a void period where the bathroom requires upgrade or where there are known needs associated with an incoming tenant.

We will also seek to explore and develop how to improve digital connectivity of our customers' homes and we support the Scottish Government's ambitious plan to ensure that digital connectivity is factored into all planned refurbishments to support technology enabled care and telehealth.

Our emergency call systems are now digitally enabled however; we are aware that some developments will require full re-cabling. The current deadline is now 31 January 2027 and works in relation to the switchover have already commenced.

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Digital Inclusion will become increasingly important as more and more services are delivered digitally. Our tenant base is amongst the more digitally excluded population however, looking ahead this is likely to change as time goes on. For some time, we have provided services to support tenants to 'get online' and this will continue, however, tenants also need access to the appropriate hardware.

Action Points

- a. Include home adaptations within the Void and Lettable Standard Policy, working collaboratively with housing colleagues to review and update it ahead of the June 2027 target.
- b. Record data about adapted properties on relevant systems (QL and Civica Keystone IT systems).
- c. Fully deliver the Analogue to Digital programme by the end of January 2027.
- d. Explore opportunities to improve digital connectivity, including remote sensing and the Internet of Things in existing homes during refurbishment programmes.

OUTCOME 3: Homes that are functional, warm, comfortable and desirable.

Viewpoint is committed to ensuring that all properties perform as well as possible in terms of environmental impact and total cost to customer, but this must be affordable to the organisation.

The drive of UK and Scottish Governments to decarbonise the housing stock was already posing challenges for housing associations like us. There is still little clarity within the sector about what combinations of measures would be most appropriate, how much they would cost, and what government support would be available to support us with making these future investments.

The Ukraine war fuel price shock saw household utility costs increase dramatically which in turn led to a refocusing of government attention of energy security and costs control. There is real tension between the need to urgently tackle fuel poverty and the ambition to decarbonise energy supply.

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Our customer base is at high risk from the fuel price volatility and while many of our customers who are served by communal heating systems are currently insulated from the worst impacts of those dramatic cost increases by a low-cost fixed price from our gas supplier, it will not last.

The immediate challenge we face is in deciding how to replace our existing gas systems that are at or near end of life and in striking the right balance between controlling our customers' costs and advancing towards the decarbonisation of our stock.

We have devised a Net-Zero Roadmap (Appendix 2) to guide our retrofit investment strategy through to 2045. For the duration of this Asset Management Strategy, we will be focusing on ensuring that our existing gas systems are operating as efficiently as possible.

The major net-zero and energy efficiency assessment of our stock funded through the Scottish Government Social Housing Net Zero Heat Development fund has enabled us to model the investment needs and costs involved in retrofitting our stock through to the 2045 target.

We are now assessing the levels of financial support we would need to be able to deliver effective retrofit investment along with our general stock condition-based investment programme.

We have identified two retrofit pilot projects that will help us understand better what package of solutions work best for our business and our customers. Our first fabric retrofit project is about to go in site and a second communal heating infrastructure pilot will be commissioned during year one of this strategy.

Our understanding of the nature and cost to Viewpoint of adding net-zero retrofit costs to stock condition survey costs will be critical to assessing our viability assessments and options appraisals for blocks that may be assessed as not being capable of sustainably achieving the future standards.

There have never been more challenging times for the sector generally and for Viewpoint specifically. It is imperative that we successfully align the needs of our

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customers with the bold ambitions of our governments. That will require serious dialogue about priorities and minds that are open to compromise in the search for deliverable solutions.

Action Points

- a. Carry out audit of all new and currently available funding sources for retrofit energy saving measures.
- b. Continue to evolve our investment grade business plan to support delivery of a decarbonised housing stock.
- c. Develop a new Viewpoint home standard with customers as a basis for future investment programmes.
- d. Review the rolling three-year property investment programme in consultation with customers.

OUTCOME 4: Homes that meet evolving customer needs and aspirations

A Tenant Satisfaction Survey was undertaken in early 2025. Data was collected during February and March 2025 and by the end of the survey period, 630 tenants had completed a survey, representing 48.9% of all tenants.

We know from this that most customers (82.7%), are satisfied with the quality of their homes. However, further analysis shows that fewer of them (70.3%), think their home offers value for money. With regards to Housing quality improvements, 11.4% said they wanted their kitchen upgraded or improved, 11.1% suggested window improvements, 10.1% for bathrooms and 8.4% want improvements to their heating system.

There is a clear current disconnect between customer wants and investment priorities. With an old and aging stock, there is also demand from customers for a range of improvements and maintenance programmes including improving common parts, noise insulation, gutters, downpipes and door entry systems.

However, we know that many of our customers are going to be increasingly challenged by high heating costs and likely to experience fuel poverty. This will

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inevitably refocus the minds of customers on the value and priority of energy efficiency and affordable warmth interventions.

It is essential that the development of future investment programmes reflects customer priorities and that a good balance between the physical demands of the property and the customer demands of tenants and leaseholders can be achieved.

Action Points:

- a. Engage with tenant representatives in consideration of future investment programmes.
- b. Conduct regular surveys of customers seeking views on maintenance and investment priorities.
- c. Focus investment on proactively tackling fuel poverty, decarbonisation and health & safety.
- d. Ensure that regular and transparent information about proposed investment programmes is promoted to customers and stakeholders.

OUTCOME 5: Homes that add strategic, financial and social value to our business

The quality, condition and performance of our homes are critical not only to tenants, but also to funders, regulators and future customers. Properties that are well designed and maintained and well-performing properties support tenant wellbeing, strengthen security for borrowing and improve our capacity to fund future investment and development. Effective integrated asset management therefore contributes directly to both our financial resilience and the social value we deliver.

We recognise the imperative of striking the right balance between sustaining and improving our existing homes, and renewing our asset base through targeted investment, regeneration, disposal, new development and acquisition. Achieving the right balance in this is essential if we are to ensure tenant safety, service quality, affordability and the long-term sustainability of the organisation.

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We recognise the necessity of making positive structural changes in the way we plan the management of our assets to future proof the Viewpoint business over the long term.

Delivering such a step change requires that we make the right strategic decisions based on the best, most relevant, timely, accurate and reliable information available.

We will be guided by the Scottish Housing Regulator's Integrated Asset Management guidance which provides a clear framework for responding to the increasingly complex challenges facing the sector. Viewpoint will ensure that our asset management:

- places tenants and service users at the centre of assessing asset performance and investment priorities
- ensures homes are safe, fit for purpose and suitable for current and future needs
- targets investment to maximise performance and value
- ensures investment decisions are affordable, fundable and deliver demonstrable value for money
- enables informed, evidence-based decisions on investment and disinvestment
- uses transparent and consistent data to develop and appraise options
- adopts a "whole-organisation" approach, drawing insight from across the business
- understands and tests the long-term impacts of investment and disinvestment from both tenant and business perspectives

We have a strong foundation in our recently updated stock condition survey which provides a robust and up-to-date evidence base covering the condition and key attributes of our homes, garages and blocks. This already enables us to forecast future maintenance, lifecycle and component replacement costs across an ageing portfolio and to plan investment accordingly.

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Our whole stock Net-Zero retrofit needs assessment also provides essential baseline planning data on the scope and potential levels of retrofit investment needed to meet the Scottish Government's 2045 Net-Zero target and deliver healthy, energy efficient homes that our tenants can afford to heat.

To strengthen decision-making further, we will develop a robust Asset Performance Tool (APT) and methodology that brings together a defined set of financial and non-financial performance indicators. This will enable consistent, transparent and evidence-led assessments of relative asset performance across the portfolio.

Using the APT, we will be able to categorise our stock into broad risk-based groupings:

- **GREEN** – Above average Net Present Value (NPV). Good condition and in high demand requiring average or below average levels of re-investment. Otherwise described as “Core Stock”.
- **AMBER** – Average NPV. Poorer condition and performance that require further investigation to be reclassified at RED or GREEN. “At Risk”
- **RED** – Negative NPV. Property requiring higher than average levels of re-investment to achieve or maintain them at a lettable standard and/or that are in low demand (i.e. are difficult to let or which have disproportionately high void turnover rates.) Properties no longer meet the Association's objectives. “High Risk”

Where stock is assessed as “High Risk” by not contributing sufficient strategic, financial or social value, we will undertake more detailed appraisal of future options.

Those options may include:

- transfer to another landlord whose objectives better align with the property type or location
- demolition and redevelopment
- remodelling to better meet current and future needs
- open market disposal

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We also recognise the importance of adding value through growth and development by building or acquiring new homes. This will help to future-proof our portfolio in response to changing customer needs and aspirations, improving long-term financial and environmental performance, and making a valuable contribution to Scotland's need for high-quality homes fit for the 21st century.

Within our existing estate, we have identified an initial group of "Growth Hubs" providing opportunities for new development and redevelopment within our existing estate that could complement disinvestment in under-performing stock with the addition of new high-performance investments. This two-pronged approach will help maximise asset returns while transitioning current models of provision towards a stronger, more sustainable offer aligned with future demand.

Action Points

- a. We will develop and employ an Asset Performance Tool (APT) to segment our asset base and identify "At Risk" and "High-Risk" properties.
- b. We will seek appropriate sector-leading advice to support the development of our APT, ensuring that all inputs are clearly understood, reliable and fit for purpose, and that outputs are robust and informative.
- c. Carry out detailed options appraisals on identified "High Risk" stock.
- d. Carry out detailed options appraisals on individual "High-Risk" void properties.
- e. Complete feasibility studies on three pilot Growth Hubs, in addition to the study already completed at South Oswald Road.

OUTCOME 6: Homes that meet all relevant and required standards

The Association's current investment plans focus on programmes that work towards ambitious Net Zero targets whilst ensuring that all properties meet the SHQS, EESSH2 and all applicable landlord health & safety standards.

This is a dynamic situation and is kept under regular review through our stock condition surveys which identify properties where failures exist. We have processes in place that ensure we address any identified failures fully and quickly.

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Action Points:

- a. Carry out regular monitoring of SHQS and other standards for compliance failures and actions to remediate the failures.
- b. Model the impact of investment programmes on achievement of the new standard.

OUTCOME 7: Care Homes that can sustain demand and that add strategic, financial and social value to our business

Viewpoint has long valued its care home provision as a service strongly aligned with its housing with care model. The success and sustainability of our business depend on both business units adding value.

There have been periods when one of those business streams has run at a surplus while the other was in deficit and vice versa. In either case, in recent years, margins have narrowed and prompted the need to look more closely at the financial performance of our care home and landlord business units and their impact on the business overall.

In the care homes we have seen a recent sharp decline in interest in available rooms in both homes. The significant drop in income, despite recent savings in operational costs, has raised concerns about the future viability of the existing care homes and introduced a degree of caution into any consideration of building a new replacement care home.

Our care homes operate in a highly competitive Edinburgh market, and we need to be certain that we can strike a sustainable and profitable balance between the fees we will seek to charge and the operational running costs and capital service costs attached to delivering a high demand offer of excellent value for money services and accommodation.

To ensure that our care homes deliver value and will align with our long-term objectives, we will take the following actions:

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Action Points:

- a. Review market positioning
 - i. Monitor how our care homes are positioned within the Edinburgh market.
 - ii. Benchmark against competitors, sector standards and emerging models of care.
 - iii. Assess demand trends and customer expectations to ensure our offer is and remains attractive.
- b. Evaluate operational performance
 - i. Undertake assessment of financial performance, occupancy, staffing and service quality.
 - ii. Identify areas where operational improvements could strengthen sustainability and value.
 - iii. Ensure that each care home contributes positively to the overall Viewpoint business.
- c. Explore future delivery models
 - i. Consider alternative models of care provision that could enhance service quality and financial resilience.
 - ii. Assess opportunities for partnerships in design, construction and operation where these could add greater value.
 - iii. Ensure any future model aligns with Viewpoint's mission and long-term business strategy.

Some of this work is already in progress but, in common with the housing portfolio, there are big strategic decisions to be made, and they too must be insight led.

Other Supporting Objectives

Balancing Responsive and Planned Repairs

Planned maintenance is acknowledged as the most efficient way in terms of cost, and service delivery, to undertake maintenance work to our stock. Clearly the organising of maintenance work into larger, and hence more cost efficient packages

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of work, is preferable to the more costly alternative of an unplanned, “one-off” repairs.

A good practice benchmark is to spend 70% of maintenance resources on planned maintenance and 30% on responsive maintenance. Achieving this balance in responsive and planned maintenance is an important performance measure for the Association and should be a key performance indicator.

Action Points

- a. Carry out analysis of impact of planned works on response repairs demand.
- b. Develop a modelling tool to interpret repairs intelligence and guide investment programmes.

Efficiency in Procurement

Efficiency in procurement is a significant issue. With an annual investment budget in the excess of £5m the opportunity of delivering greater value for money through effective procurement of works and services is evident.

The Association has a specialist Procurement Officer established to deliver savings through competitive tendering and accessing established framework agreements from which members can draw down relevant contractors or suppliers across a range of maintenance areas. This mixed approach gives access to a range of sizes and types of contractors.

The significant update of data from the latest Stock Condition Study will enhance the Association’s ability to plan maintenance spend with a higher degree of accuracy. This will in turn enable our procurement policies to be further developed to ensure we achieve value for money. Maximising the opportunity to achieve value for money will be greatly aided by ensuring that we clearly identify in sufficient detail the nature and extent of work required. Procurement without this information can result in inefficient contracts and higher costs to the Association.

We also plan to continue discussions about new solutions and initiatives with our main repairs contractor aimed at improving service delivery for responsive repairs.

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The focus will be on increasing customer satisfaction and value for money through improved performance and more productive joint working arrangements.

Action Points

- a. Ensure procurement regime adapts flexibly to improved stock attribute and condition data and opportunities to derive increased value for money from a more defined, longer-term programme.
- b. Consider service model changes and improvements with main contractor.

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7. Conclusions - Sustainable Renewal

As Viewpoint approaches its eightieth year, we face a range of significant challenges. These challenges arise at a time when expectations of social landlords continue to increase, but they also present an important opportunity to strengthen how we plan and ensure the long-term sustainability of the organisation.

Since the approval of the 2021 Asset Management Strategy, the operating and regulatory environment has become more demanding. Expectations around investment have increased, costs have risen, and the range of statutory and regulatory requirements has expanded. Most recently, this includes the requirement to retrofit our existing homes to meet the Scottish Government's Net Zero targets, with all the financial, technical and operational implications this brings.

Taken together, these pressures underline the need for a more strategic, risk-aware and outcomes-focused approach to asset management. We must ensure that our investment decisions are well-informed, affordable and deliver value for money, while continuing to meet regulatory standards and protect tenant safety.

By adopting a more ambitious and creative approach, we can place Viewpoint on a stronger and more sustainable footing and ensure that our assets continue to support our social purpose over the long term.

Our property portfolio was developed in a very different context—built to different standards, for a different market, and supported by a service model that reflected the expectations of its time. As a result, some parts of our stock now face challenges in meeting modern regulatory, environmental and customer expectations.

Today, Viewpoint continues to provide homes to more than 1,300 households, most of whom remain broadly satisfied with their homes and services. While overall demand remains generally healthy, in the context of a declared national Housing Emergency, it is notable that properties in some developments are becoming harder to let. Evidence shows that more offers are required before tenancies are accepted, and feedback about the small size of some homes is increasingly common. These trends have implications for the future performance and viability of parts of our portfolio.

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At the same time, like all Scottish social landlords, Viewpoint has had to respond to a growing range of external pressures. These include increasingly stringent health and safety compliance requirements; the management of RAAC risks; the implementation of Awaab's Law in relation to damp and mould; the transition of emergency alarm systems from analogue to digital; a prolonged period of formal regulatory engagement; increasing demands arising from data protection and Freedom of Information legislation; and an intensified focus on energy efficiency and the delivery of Net Zero outcomes.

These requirements are rightly focused on improving tenant safety, wellbeing and outcomes. However, meeting them now represents a significant and ongoing call on our resources. Collectively, they have reset the baseline against which our performance is measured, such that maintaining compliance and service standards alone is a major challenge and carries increasing financial and operational risk.

We recognise that simply maintaining the status quo is not sufficient. To remain a viable and effective social landlord, Viewpoint must take proactive steps to strengthen its asset base, improve long-term performance, and ensure that its resources are targeted where they deliver the greatest benefit to tenants. This includes being clear-sighted about the future role, suitability and affordability of our homes.

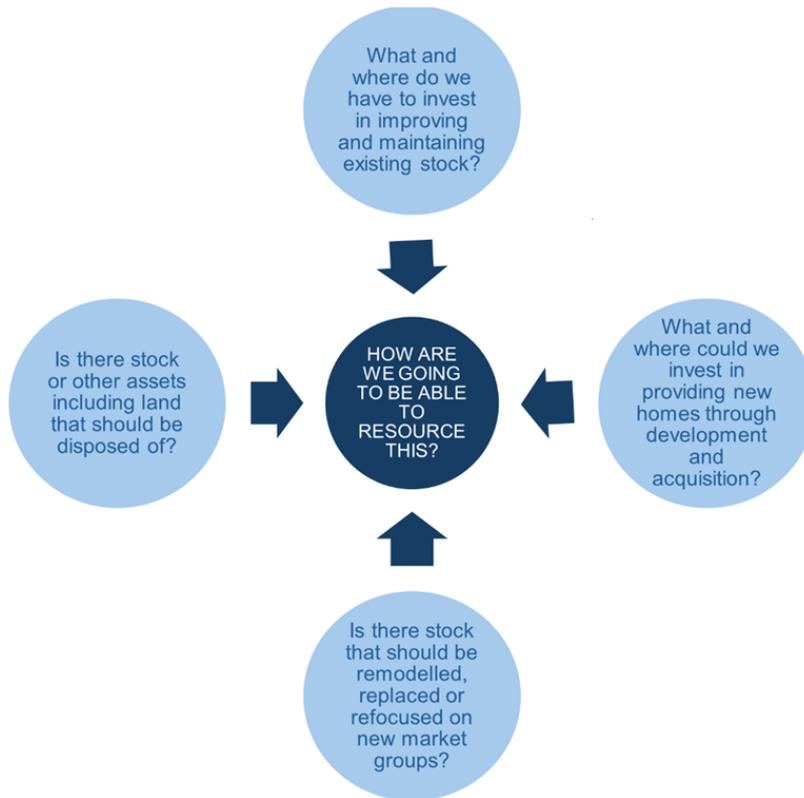
Through this strategy, we commit to breaking the cycle of short-term reactive responses and to taking a more planned, insight-led and forward-looking approach.

We will make the best-informed decisions possible to best serve current and future tenants, manage risk, demonstrate value for money, and to renew and sustain Viewpoint as a leading provider of affordable homes for older people for the next eighty years. We begin by preparing ourselves to answer the critical questions and to take the decisions necessary to change Viewpoint's trajectory.

These pressures highlight the need to think differently about how we manage and invest in our assets. By adopting a bold, more creative approach, we can unlock Viewpoint's full potential and set it on a stronger and more sustainable path for the long term. We will need to answer these fundamentally important questions.

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In preparing this new asset management strategy it has been clear throughout that we are preparing to meet challenges as great or greater than Viewpoint has faced before.

We believe that we have the people, the resources and the energy to take on those challenges in the most positive way and, in so doing, propel Viewpoint into an exciting, successful and sustainable future.

We look forward to positively and constructively engaging with partners, stakeholders, funders and specialist advisers in turning this strategy into reality. It sets out a daunting but exciting agenda for change, and we are committed to its success.

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APPENDIX 1

List of Developments

Scheme_ID	Scheme_Name	Properties
101	St Albans	43
102	Ogilvie Terrace	14
103	Gillespie	112
104	Old Farm Court	103
105	Lynedoch	33
106	Woodthorpe	49
107	Morningside	20
108	Deanery Place	24
109	Balfour House	51
110	Argyle Park Terrace	31
111	Lauder Road	36
113	Inverard	34
115	Haugh Park	39
117	St Stephens Place	38
118	Maidencraig	37
119	Preston Towers	26
120	City Park	26
121	Drummond Place	6
122	Calton Hill	11
123	Salisbury Road	28
124	West Richmond Place	35
125	Chalmers Crescent	15
127	Grange Loan	20
129	Falcon Road	12
132	Cluny Charterhall	34
133	Melgund Place	36
134	Saughton Road North	18
135	Cameron Park	48
136	Woodhall Road	16
137	Mansionhouse Road	7
141	Buchan Gardens	32
143	12 Cameron Crescent	1
144	Dysart Meikle Square	31
145	Lade Court	21
146	Ettrick Road	14
148	Bevelaw Gardens Lennox Tower	22
149	Scoonie (Letham Court)	21
150	Kilrevock	36
151	John Hunter Court	24
152	Harbour House	6
153	Glenesk House	20
154	Railway Cottages	12
155	Croft An Righ	95
Total		1,337

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APPENDIX 2

Net Zero Roadmap

