



**BUSINESS PLAN**

**2022 – 2025**

**IMPROVING STANDARDS INSPIRING CHANGE**

**February 2022**

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## **1. MISSION STATEMENT**

The Association completed its development programme in 2006 and our priority is to deliver a professional, flexible and responsive service which meets the needs, demands and aspirations of our customers.

We will strive to manage and maintain our properties to the highest standards and deliver an efficient customer focussed Housing Management and asset management service while maintaining effective financial control, delivering services within budget and making an annual surplus.

## 2. INTRODUCTION

The purpose of the Business Plan is to outline the Association's objectives during the period 2022 - 2025. The plan will define specific objectives, set out how we will achieve them and will set specific targets against component areas of activity in Housing Management, Maintenance, Finance and Governance.

The plan will also be used as a framework for reviewing and assessing our objectives and priorities in order to facilitate short/medium term financial planning.

The Business Plan is ongoing and open ended and needs to be flexible in order to respond to changing needs, demands and circumstances. The Business Plan is a continual process under constant review. It will be reviewed annually during the plan period.

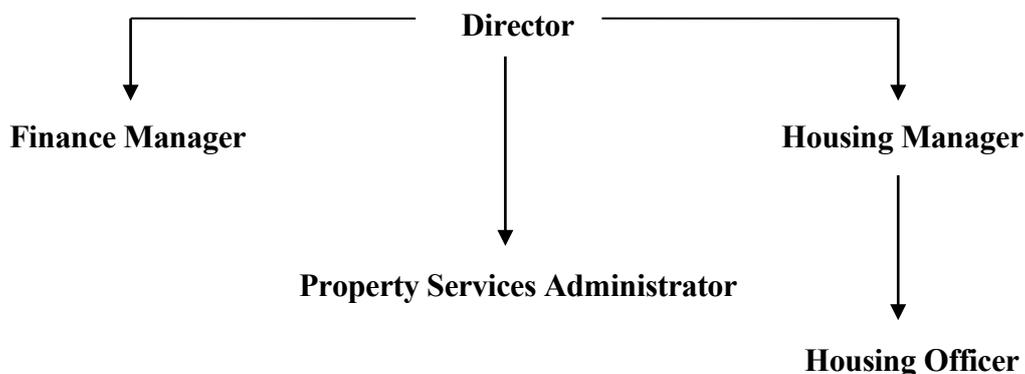
### Housing Stock

At 1st April, 2021 the Association's stock base was as follows.

Newbuild properties	=	265
Improved properties	=	27
		<hr/>
		292
		<hr/>

### Staffing Structure

We have 5 members of staff.



In addition, we buy in financial services from FMD Financial Services, quarterly and at year end. We also buy in a Welfare Benefits advice service from CAB Drumchapel for 0.5 days per week.

### **3. ORGANISATIONAL PHILOSOPHY**

We hold the view that our customers are the most important people in the organisation and this will remain central to our ethos and culture at all times.

We were established to:

- Be a key player in the regeneration of the Kingsridge Cleddans area by implementing a development strategy which delivered a range of good quality affordable homes that would be identified with and aspired to by our tenants and applicants on our housing list.
- To operate as a self-sustaining Registered Social Landlord who will generate sufficient income to cover the cost of delivering an effective management and maintenance service, while keeping our rents affordable
- To provide a professional and responsive service which meets the needs, demands and aspirations of current and future tenants.
- To engage in other activities within the local community which will provide added value and which will complement our traditional landlord activities.

Our staff and Governing body members are our most important assets, and we recognise the importance and value of having knowledgeable, motivated and committed staff/governing body members who are equipped with the necessary skills to move the organisation forward within a framework of constant change and within a climate dominated by performance standards, Regulatory standards of Governance and Financial Management and an excellence culture.

#### 4. BACKGROUND AND OVERVIEW

The Association has operated in the Kingsride Cleddans area of Drumchapel since we became a RSL on 28<sup>th</sup> January 1992. We have a good track record and positive reputation in the area.

- We have operated as a successful RSL and were a key player in the regeneration of the area having spent over £30m of investment to provide good quality homes at affordable rents and prices.
- We have a dedicated management committee with a good mix of new and experienced members.
- We have an experienced and dedicated staff team in place with the necessary knowledge, skills and attitude to effectively conduct the business of the Association. We have a low turnover of staff and have only had 5 vacancies in the past 29 years.
- We have an excellent financial management track record and have generated a financial surplus in every year of operation. Our surplus for 2020 - 2021 was £355,927 and a cash balance of £1,691,568. Our 5 year and 30- year financial projections demonstrate our long- term viability and our financial ratio indicators are comparable with or better than sector medians. We are a debt free RSL after making early repayment of our loan debt in November 2021.
- We have an effective asset management strategy and have maintained our housing stock in accordance with legislative standards. We have comprehensive life cycle costing plans in place to ensure that cyclical maintenance and planned renewals are carried out at regular intervals in order to protect investment. Sufficient funds are set aside on an annual basis to ensure that we can adequately fund annual investment plans. Our housing stock is compliant with SHQS and EESSH and our properties benefit from integrated smoke alarms, CO alarms and heat detectors to comply with fire regulations.
- We have a good approach to risk management and have a strategy which identifies strategic, operational and financial risks, with risks prioritised and action plans and controls in place to manage risk.

Major challenges to be faced over the period of the plan include:

- Meeting the reporting requirements set out in the Scottish Housing Charter
- Meeting Regulatory Standards of Governance and Financial Management
- Managing complaints
- Striving for continual improvement
- Submission of Regulatory Returns to the SHR
- Implementing our strategy to ensure compliance with equalities and human rights legislation
- Succession planning arrangements as the Director will be retiring in 2022
- Implementing appropriate procurement arrangements for planned renewal works which are due to be carried out during the period of the plan
- Attracting new committee members

## **5. STRATEGIC OBJECTIVES**

### **5.1 To promote the opportunity for community empowerment in the area.**

We will work towards this objective by:

- Keeping tenants informed about the Association's activities by issuing 4 newsletters and ad hoc information leaflets during the year.
- Producing a range of information brochures which will be displayed in the reception area of the office.
- Maintaining a tenant consultation register in accordance with the requirements of the Housing Scotland Act.
- Promoting and encouraging increased membership through publication in newsletters, letters and displaying posters in public places.
- Carrying out customer satisfaction surveys every 3 years to assess customer satisfaction with various aspects of our service.
- Make better use of our website to keep stakeholders and residents informed about what we are doing.

### **5.2 To develop and sustain a multi functional Housing Association providing the full range of Housing Management, Property Maintenance and Finance services.**

We will work towards this objective by:

- Providing the full range of functional services delivered by our staff team, supported by limited agency services in respect of finance and welfare benefits advice.
- Ensuring service is delivered in accordance with performance standards, best practice and legislative requirements.
- Ensuring that we generate sufficient income to cover operating costs and generate an annual surplus, while keeping rents affordable.

**5.3 To provide a professional service which is flexible and responsive to customers and can adapt to meet changing needs, demands and circumstances.**

We will work towards this objective by:

- Setting specific targets and objectives in relation to customer service.
- Measuring performance against targets and objectives and reporting our performance to committee on a quarterly basis and publishing outcomes in newsletters and in the Annual Report on the Charter.
- Carrying out tenant satisfaction surveys every 3 years in order to assess customer perception of the services we provide. We will prepare action plans to address any service areas where improvement is identified.

**5.4 To manage, protect and maintain the investment which has been committed to contribute to the regeneration of the area.**

We will work towards this objective by:

- Placing a strong emphasis on estate management through a programme of regular inspections, recording actions and outcomes and adopting a pro active approach to problem identification and resolution.
- By setting and publishing defined minimum standards that we expect to see maintained in relation to estate management in order to ensure that the environment is effectively managed.
- Running an annual garden competition to encourage and promote community pride

**5.5 To operate within the framework of a performance culture and to strive for continuous improvement in the delivery of our services.**

We will work towards this objective by:

- Striving to meet the recognised performance standards for social landlords.
- By monitoring our performance against targets set in areas of operational activity. We will report our performance to the management committee and tenants/members on a quarterly basis.
- We will compare our performance against other social landlords operating in the Drumchapel area and benchmark it against peer group and national medians.

## **5.6 To have an effective asset management strategy which enables the Association to manage and maintain our housing stock to the highest standards.**

We will work towards this objective by:

- Carrying out cyclical maintenance and planned renewals at intervals outlined in our life cycle costing plans.
- Providing a cost effective and responsive reactive maintenance service with clear timescales in place for completing repairs. Performance and outcomes will be reported to committee quarterly.
- Carrying out stock condition surveys every 3 years and using information to update life cycle costing programmes and medium/long term budget projections.
- Meet Health & Safety requirements in respect of gas safety, electrical safety, Legionella and asbestos safety.

## **5.7 Tenancy Sustainment**

We will strive to assist tenants and sharing owners to sustain their tenancies/ownership through the provision of adaptations, advice and support, housing options service and any other initiatives that the Association can reasonably enter into.

## **5.8 Governance**

We will strive to comply with Regulatory Standards of Governance and Financial Management and have an effective governance framework in place which is appropriate for our size, scale and structure and meets the needs of our business.

- We will regularly assess our compliance against standards using an assessment template and ensure that staff and committee are accountable for the work of the Association.

## **5.9 Rent Affordability**

- We will strive to ensure financial efficiency and deliver services while maintaining rents at an affordable level for tenants and service users.
- We will review and consider rent increase proposals on an annual basis with rent consultation information being issued to tenants in December each year. Consultation will be based on a range of options, utilising the September CPI inflation rate as the base indicator. The outcome of the rent consultation process will be presented to the management committee in January each year and a decision will be made on how much rents and service charges are to be increased for the following year. New rent charges will be notified in writing in February each year, with new rent charges applied from 1<sup>st</sup> April.
- Rent consultation will be linked to the budget setting process to ensure that rent increases cover our expenditure, while remaining affordable.

- We will also strive to ensure that our rents are comparable with other Housing Associations and a rent comparability report will be included in the consultation process.
- The table below compares our rent levels for 2020 – 2021 against Drumchapel and National averages.

<b>Property Size</b>	<b>KCHA Average weekly rent for 2020 - 2021</b>	<b>Drumchapel Average weekly for 2020 - 2021</b>	<b>National RSL Average weekly rent for 2020- 2021</b>
2 Apartment	£69.50	£71.17	£85.54
3 Apartment	£75.93	£77.71	£88.15
4 Apartment	£84.38	£91.03	£97.46
5 Apartment +	£93.12	£97.30	£109.51
Total Average weekly rent	£77.37	£80.82	£89.74

## 6. S.W.O.T. ANALYSIS

### STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The identification of strengths, weaknesses, opportunities and threats will help the Association to take stock of where our organisation stands by agreeing priorities, assessing how good we are at what we set out to do and by assessing strengths and weaknesses and by identifying opportunities and threats that are likely to affect our ability to meet our objectives.

#### 6.1 INTERNAL ASSESSMENT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• Enthusiasm and commitment of Management committee members who give up their time voluntarily.</li><li>• Enthusiasm, flexibility and commitment of staff team.</li><li>• Stability and length of service of staff.</li><li>• Good reputation the Association has in the area.</li><li>• High levels of tenant satisfaction demonstrated by results recorded in tenant satisfaction surveys.</li><li>• Quality of housing stock with high demand for and low turnover of properties.</li><li>• Healthy financial position with positive medium/long term financial projections and good financial performance indicators which are comparable with or better than sector medians.</li><li>• No financial covenants in place.</li><li>• Effective asset management strategy with cyclical maintenance and major repairs carried out in accordance with our life cycle maintenance programme.</li><li>• Good performance in relation to meeting targets across a range of performance indicators which are comparable to or are better than sector medians.</li><li>• Pro-active approach to estate management</li><li>• Provision of welfare benefits advice</li></ul>	<ul style="list-style-type: none"><li>• Ability to attract and retain new committee members.</li></ul>

### **Strengths: What we do well**

- We are a debt free financially stable community- based Housing Association who are committed to providing the best possible service to our customers. We strive for continual improvement and monitor our performance against targets and compare our performance with other landlords in the area and against national medians.
- **Customer Satisfaction 2019**

The table below highlights the results of customer satisfaction survey questions contained within the Scottish Social Housing Charter and compares our results with the 2019/20 Scottish averages.

<b>Scottish Social Housing Charter Measure</b>	<b>KCHA % of Tenants Satisfied 2019</b>	<b>2019/2020 Scottish Average</b>
Satisfaction with Housing Association's overall service	96.88%	88.9%
Satisfaction with being kept informed about services and Decisions	96.63%	91.70%
Satisfaction with opportunities to participate in decision Making	100%	86.6%
Satisfaction with quality of home	96.88%	87.10%
Satisfaction with repairs service	98.13%	90.1%
Satisfaction with Housing Association's contribution to the Management of the neighbourhood	96.88%	87.5%
Rating of rent as very good or fairly good value for money	97.5%	83.6%

- The Association is focussed on good performance and continuous improvement. Our KPI's are comparable with or better than Scottish averages.
- The enthusiasm, commitment and dedication of our staff team and management committee members

### **Weaknesses: - what we would like to improve**

The Association strives for continuous improvement and recognises that there are areas where we would like to improve.

- We would like to attract and retain new committee members to help us face the challenges which lie ahead, and we will continue to promote the opportunity to become involved.
- Although we have recorded high satisfaction levels with the services we provide, we would like to increase the number of people who would like to become involved with us.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Implementation of a joint training plan with other DRUMCOG members to ensure that committee members meet requirements of effective Governance.</li> <li>• Continued partnership working to obtain value for money in procurement. e.g. gas maintenance contract.</li> <li>• Making better use of technology as a tool for improving communication and information provision.</li> <li>• Exploring opportunities for Improving the energy efficiency of Our housing stock and working Towards meeting the EESSH 2031 targets</li> <li>• Common allocation Policy in operation.</li> </ul>	<ul style="list-style-type: none"> <li>• Welfare Reform and increased debt levels. vulnerability of tenants due to sanctions and time taken to process new Universal credit claims. Loss of rental income through rent arrears.</li> <li>• Increased public spending cuts imposed by central government, placing additional pressure on scarce resources.</li> <li>• Lack of development opportunities due to land banking for private development and increased risks imposed by the development funding framework where finance is front loaded and risk transferred to the developing landlord</li> <li>• Increase in homeless referrals due to changes in legislation and lack of available properties to meet increased demand.</li> <li>• Increasing fuel costs placing additional pressure on household budgets.</li> <li>• Brexit uncertainty and the implications of The introduction of tariffs will impact on The cost of goods and operational costs</li> </ul>

**Opportunities: - How can we develop them and make them work for our benefit.**

- We work in partnership with other RSL's and agencies and will continue to utilise these relationships to provide good value for money services when planning ahead

**Threats: - What do we need to be aware of and take cognisance of when planning ahead.**

- We will continue to review and assess the environment we operate in, have an understanding of the factors that could affect us in the future, and be prepared to make good business decisions to help mitigate risk to our business and objectives

## 6.2 EXTERNAL ASSESSMENT USING S.T.E.P. ANALYSIS

STEP ANALYSIS	FACTORS AFFECTING CLIENT GROUP	FACTORS AFFECTING HOUSING ASSOCIATION DIRECTLY
<b>SOCIAL</b>	<ul style="list-style-type: none"> <li>• Community facilities</li> <li>• Dissatisfaction with other forms of rented housing</li> <li>• Apathy</li> <li>• Section 5 referrals</li> </ul>	<ul style="list-style-type: none"> <li>• Boredom and increase in youth disorder</li> <li>• Requirement to meet demand and provide suitable housing</li> <li>• Lack of tenant participation and willingness to become involved in the Association</li> <li>• Insufficient voids to meet demand</li> </ul>
<b>TECHNOLOGICAL</b>	<ul style="list-style-type: none"> <li>• Growth and expansion of I.T. services</li> <li>• Dedicated website</li> <li>• Access to PC and Wi Fi for tenants</li> </ul>	<ul style="list-style-type: none"> <li>• Making better use of I.T. updating Software and cyber security</li> <li>• For information and promotional Purposes</li> <li>• Many forms need to be filled out online eg HAF,HB and UC forms</li> </ul>
<b>ECONOMIC</b>	<ul style="list-style-type: none"> <li>• Low pay and difficulty in Managing household budget</li> <li>• Unemployment and low pay</li> <li>• Pension shortfalls and welfare reform</li> </ul>	<ul style="list-style-type: none"> <li>• Rents –v- viability and arrears level and arrears management</li> <li>• High uptake of H.B. UC and other benefits</li> <li>• Affordability, debt and rent arrears vulnerability of tenants due to sanctions. Timescales for new UC claimants. DLA and PIP assessments</li> </ul>
<b>POLITICAL</b>	<ul style="list-style-type: none"> <li>• Procurement Reform</li> <li>• Brexit uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement Policy</li> <li>• Increased supplier costs due to tariffs</li> <li>• Long term economic uncertainty having an impact on growth, inflation and interest rates. Pressure on costs will increase financial pressure on tenants and service users</li> </ul>

### **6.3 PRESSURE POINTS**

- **While many social, political and economic factors may be outwith our control we need to be aware of them and make an assessment of how they could affect the Association and its clients.**
- **We need to take cognisance of the factors that could threaten our business and impact our clients.**
- **We need to take account of these when making key decisions which impact on our business and our clients.**

## 7. OPTION APPRAISAL.

The Association's Director is planning to retire in 2022 and the management committee require to undertake a strategic options appraisal to consider the future direction and structure of the Association, and what the organisation needs to look like moving forward, to ensure that our tenants continue to receive the best possible service.

The future direction of the Association has been considered and discussed by the Management Committee and 3 options were considered:

1. To continue as an independent organisation, providing the full range of services which we currently provide.
2. To continue as an independent organisation but sharing services/buying in services from another organisation.
3. To transfer our business into a larger Housing Association

The Management Committee decided that option 1 was consistent with our objectives and agreed that the preferred option was to continue as an independent organisation, continuing to provide the range of services we currently provide. The reasons underpinning this decision were as follows:

- We have a dedicated management committee and staff team who provide structure and stability to the Association.
- We are a financially viable and self- sustaining organisation who are debt free and have a healthy cash balance.
- Our performance in most areas is either equal to or better than national averages.
- We recorded high levels of customer satisfaction in our last tenant satisfaction survey in September 2019.
- We maintain our housing stock to a high standard and carry out component replacements in accordance with our life cycle costing programme. We have replaced kitchens in 196 properties from 2008 – 2021 and plan to replace an additional 81 kitchens between 2022 – 2025. We replaced windows and external doors in 99 properties from 2018 -2018 and plan to renew doors and windows in 136 properties from 2022 – 2026.
- Our housing stock meets the Scottish Housing Quality Standard and Energy Efficiency Standards. Integrated smoke alarms, heat detectors and carbon monoxide detectors have been installed in all our properties.
- We can fund the services we provide while maintaining rent levels that are among the lowest in Glasgow. Our rent levels are also lower than national averages.
- Our financial ratio indicators are comparable with or better than national averages and prudent financial control is central to our ethos.

The management committee also recognised the importance of consulting with our customers

regarding the future direction of the Association, and it was agreed to appoint a suitably experienced market research consultant to undertake an options appraisal survey to allow our customers to influence and shape our future plans and direction. A copy of the report is appended to the Business Plan.

**8.**

**SERVICE DELIVERY PLAN**

**HOUSING MANAGEMENT**

## **8.1 INTRODUCTION**

The Scottish Government introduced the Scottish Social Housing Charter in April 2012. It contains a broad range of standards and outcomes that Registered Social Landlords should strive to achieve when delivering services to our customers. The Charter aims to improve the quality and standards of service provided by all social landlords operating in Scotland

SSHC standards lie at the heart of the Regulatory Framework, they are a common set of standards which provide a framework for both the Regulator to assess performance and for landlords to the self assess their own performance.

## **8.2 OBJECTIVES**

- To provide a comprehensive, responsive and effective housing management service that is responsive to customer needs, demands and aspirations.
- To provide the opportunity for resident involvement in the planning and delivery of services.
- To assess resident satisfaction with the quality of the Housing Management service we deliver.
- To set specific targets against component areas of Housing Management activities and to monitor outcomes against targets and to report outcomes to the governing body and residents.
- To allocate properties by implementing a clear, impartial system of processing all requests for housing and by giving reasonable preference in accordance with the requirements of legislation.
- To help alleviate homelessness through the operation of a section 5 protocol with Glasgow City Council.

## **8.3 ESTATE MANAGEMENT**

Effective estate management is the key to protecting investment in our housing stock and ensuring that residents have the fundamental right to have an acceptable quality of life by ensuring that estate standards are set and maintained.

The service delivery plan identifies a number of key targets in this respect.

- Monthly estate management reports will be prepared and presented to the Governing Body which will identify problems encountered and action taken. Monthly estate management visits will be undertaken, and inspection sheets completed highlighting problems encountered and action taken.

- We will investigate all complaints relating to anti social behaviour with the following timescales.

Priority (A)	Very serious cases within 24 hours
Priority (B)	Urgent cases within 2 working days
Priority (C)	Nuisance complaints cases within 5 working days
Priority (D)	Racial harassment cases immediately

We will provide a monthly report to the governing body regarding number of complaints received and action taken.

## **8.4 ARREARS MANAGEMENT**

Effective arrears management will be a high priority for the Association during the period of the plan. The focus of our arrears management strategy will be:

- Prevention
- Early intervention
- Control and recovery
- Performance indicators
- Performance monitoring
- Continuous improvement
- Provision of benefits advice

Monthly reports will be provided to the Management Committee detailing:

- Amount of rent collected against amount collectable
- Number of tenants in arrears
- Action taken
- Arrears trends: cases that are increasing/decreasing
- Legal action taken/pending
- Arrears % in terms of current tenant non- technical arrears, technical arrears and former tenant arrears

Our performance for Gross Rent Arrears 2020 – 2021 was 4.09%

Our target for the period of the plan will be to reduce Gross Rent Arrears to 4% in year 1 with further reviews taking place annually.

We will also look at the possibility of changing our rent collection system from payment in arrears to payment in advance.

## **8.5 ALLOCATIONS**

We will allocate our houses by implementing a clear impartial and comprehensive system of processing all applicants for housing and will let houses in accordance with the Housing (Scotland) Act 2014. We will also strive to help alleviate homelessness through the protocol with Glasgow City Council.

## COMMON ALLOCATION POLICY

The Association together with 3 other Drumchapel RSL's have developed a Common allocation Policy. Participating RSL's are KCHA, Cernach HA and Pineview HA. The aim of the Common Allocation Policy is to be more transparent in the way point prioritise applicants, simplifying the process and give greater applicant understanding of their prospects of rehousing. All applicants can be considered for rehousing by any of the participating RSL's.

- Charter outcome 1 Equalities
  - Charter outcome 2 Communication
  - Charter outcome 4 Quality of Housing
  - Charter Outcome 7,8 and 9 Housing Options
  - Charter outcome 10 Access to Social Housing
  - Charter outcome 11 Tenancy sustainment
- 
- We will assess completed application forms within 5 working days from the date all information is received. Applicants will be sent written confirmation of their points award
  - We will provide an equal- opportunities report on applicants on our housing list on an annual basis
  - We will provide reactive reports to the governing body which details:
    - number of applicants on housing list
    - total number of lets made broken down into housing list applicants, internal transfer list applicants, section 5 referrals, aspirational moves and mutual exchanges.
    - number of applicants suspended from housing list

## 8.6 VOID MANAGEMENT

The main focus of our void management strategy will be to minimise the time properties lie vacant in order to reduce void rent loss.

- Pre termination visits will be carried out on all properties where notice of termination of tenancy is given.
- Void inspections will be carried out on all void properties and our relet standards will be used as a guide when instructing void repairs
- Void repair target is to complete all void repairs within 10 working days
- We will strive to restrict void rent loss < 1%

## 8.7 TENANT PARTICIPATION

We have a statutory requirement to promote and encourage resident involvement in service issues and to offer local people the opportunity to have control over component areas of our housing service.

We will strive to encourage and promote opportunities for tenant participation by:

- Keeping tenants informed by issuing regular newsletters (quarterly and ad hoc flyers)
- Reviewing, producing and updating information brochures.
- Promote and encourage increased membership.
- Carrying out tenant satisfaction surveys every 3 years in order to constantly assess satisfaction with the services we provide.
- Maintaining a tenant consultation register.
- Notices and information posted on KCHA website.

## 8.8 HOUSING MANAGEMENT TARGETS AND OBJECTIVES

<b>PERFORMANCE INDICATOR</b>	<b>TARGET</b>
Anti-Social behaviour cases	Respond to within agreed target timescales in each category
% of new tenancies sustained for more than a year	100%
Rent collected as a % of total rent due in the reporting year	100%
Gross Rent Arrears	4% in year 1 of plan and review annually thereafter
Void Rent Loss	Restrict < 1%
Average time to re-let properties	10 Days

**9.**

**SERVICE DELIVERY PLAN**

**MAINTENANCE**

## **9.1 INTRODUCTION**

The Scottish Government introduced the Scottish Social Housing Charter in April 2012. It contains a broad range of standards and outcomes that Registered Social Landlords should strive to achieve when delivering services to our customers. The Charter aims to improve the quality and standards of service by all social landlords operating in Scotland.

SSHC standards lie at the heart of the regulatory framework, there are a common set of standards which provide a framework for both the Regulator to assess performance and for landlords to self - assess their own performance.

## **9.2 OBJECTIVES**

To provide a responsive and cost -effective maintenance service which meets the needs, demands and aspirations of our tenants and ensures adequate maintenance to protect investment and enable us to meet our repair requirements. To ensure resident safety.

- To ensure the maintenance service is delivered within budget
- To assess tenant satisfaction with the maintenance service and involve tenants in planned maintenance proposals
- To set specific response times for emergency and non- emergency repairs and to monitor contractor performance against target timescales
- To ensure accurate stock condition and life cycle costing information is in place and to carry out planned maintenance in accordance with our life cycle programmes
- To carry out stock condition surveys every 3 years and to use this information to update and review the assumptions in our life cycle costing programme.
- We will ensure resident safety by carrying out 5 year periodic inspections of electrical installations in our properties; by carrying out annual legionella inspections in cold water storage tanks in tenement properties; by maintaining an asbestos register and by carrying out annual inspections of roof anchor systems to ensure safety of tradesmen working on roofs. All our properties benefit from integrated smoke alarms, heat detectors and carbon monoxide alarms.

## **9.3 GAS SERVICING**

To ensure that all properties with gas central heating are inspected and boilers serviced within 12 months of the previous landlord certificate being issued. CP12 certificates are issued to confirm compliance and smoke alarms, heat detectors and carbon monoxide alarms are checked and certified as part of this process.

We will strive to achieve this objective by putting all properties on a 10- month service cycle in order to allow time to deal with no access problems.

The gas service contract was procured in partnership with other Drumchapel RSL's in 2020 on a 3 year contract.

## 9.4 PERFORMANCE MONITORING

We will strive to achieve the following performance targets.

- To carry out reactive repairs within the following timescales:

Emergency Repairs: Attend to and complete within 4 hours

Non-Emergency Repairs: Attend to and complete with 3 working days

Qualifying Repairs : Attend to within 1, 3 or 7 days

- Pre inspect any repair where there is uncertainty about the type of required.
- Review cyclical maintenance plan on an annual basis and report to committee on progress in terms of timescales against targets and cost –v- budget
- To ensure all properties with gas central heating systems are inspected within 12 months of the previous landlord certificate being issued. To facilitate this objective, we will place all properties on a 10- month cycle to give us sufficient time to deal with no access problems
- We will also report performance to committee on a quarterly basis detailing number of properties where service completed, number outstanding and action taken
- We will provide quarterly reactive maintenance reports to committee detailing number of repairs, repairs by category, response times against targets, repairs by contractor, repair costs –v- budget

## 9.5 PROCUREMENT

- We will set clear guidelines for procuring maintenance works, services or supplies
- We will demonstrate value for money in the award of contracts
- We will ensure that the business needs of the Association are met
- We will ensure compliance with Public Procurement legislation
- We will ensure that lower value regulated contracts (>£50,000) are advertised on one of the following websites: The Public Contracts Scotland website, Excel Scotland framework or Scottish Procurement Alliance.
- We will have clear lines of delegated authority to instruct work

## 9.6 MAINTENANCE TARGETS AND OBJECTIVES

<b>PERFORMANCE INDICATOR</b>	<b>TARGET</b>
Emergency Repairs	Attend to and complete within 4 hours
Non-Emergency Repairs	Attend to and complete within 3 days
% of Reactive repairs completed right 1 <sup>st</sup> time	Complete 100% of repairs right first time
% of properties which had gas safety check completed by the anniversary date	Complete 100% of gas safety checks within the 12 month anniversary date

**10.**

**FINANCIAL MANAGEMENT**

**SERVICE PLAN**

## **10.1 INTRODUCTION**

The Scottish Government introduced the Scottish Social Housing Charter in April 2012. It contains a broad range of standards and outcomes that Registered Social Landlords should strive to achieve

SSHC standards lie at the heart of the regulatory framework, they are a common set of standards which provide a framework for both the Regulator to assess performance and for landlords to self assess their own performance.

## **10.2 OBJECTIVES**

The Association strives to be a financially sound and viable business. We have a robust financial management framework in place and will retain proper financial control over our finances in accordance with guidance, best practice and legislation.

## **10.3 PERFORMANCE MANAGEMENT TARGETS**

- We will prepare and set an annual budget in advance of the financial year. The budget will be approved by our management committee and will include appropriate analysis/assumptions and a good quality narrative.
- We will prepare appropriate medium/long term financial plans (5 year budgets and 30 year budgets) which will incorporate up to date planned maintenance costs. We will review and update our 30 year projections every 5 years.
- We will carry out internal checks on records and systems to ensure we are acting in accordance with procedure, guidance and best practice.
- We will review our insurance arrangements on a regular basis and ensure that the Association has adequate insurance cover in place to meet our ongoing requirements.
- We will provide quarterly financial reports to the management committee which details performance against budget. The reports will also include quality narratives to explain deficit areas. The reports will also contain information on financial performance indicators which will be compared against national medians.
- We will strive to generate an operating surplus during the period of the plan by exercising tight financial control over our expenditure.
- We will submit annual returns to Regulatory bodies, for example, The Scottish Housing Regulator and The Financial Conduct Authority.
- We will have a robust and effective Treasury Management Policy and procedure in

place to achieve the right balance between costs and outcomes.

- We will invest surplus funds into the Association's investment account and ensure that bank balances are checked regularly to ensure that there are sufficient funds to cover our outgoings
- The Association is debt free, and our pension deficit liability is £47k

## 11. GOVERNANCE ACTION PLAN

### 11.1 INTRODUCTION

The Regulatory Standards of Governance and Financial Management was introduced by the SHR in April 2012. It includes 6 standards and accompanying guidance that RSL's should seek to comply with to demonstrate effective Governance,

- Standard 1 Leadership and direction to achieve good outcomes
- Standard 2 Openness and accountability
- Standard 3 Financial well-being and economic effectiveness
- Standard 4 Information/advice and managing risk
- Standard 5 Conducting affairs with honesty and integrity
- Standard 6 Committee and staff skills and knowledge

The Association will strive to comply with Regulatory Standards of Governance and Financial management in order to demonstrate that the Association delivers effective governance, is fit for purpose and delivers intended outcomes for tenants and service users.

### 11.2 GOVERNANCE FRAMEWORK

The Association has an effective Governance framework in place which is appropriate for our size, scale and structure and meets the needs of our business. A copy of the framework is appended to the plan and details the range, type and frequency of reports that committee will be presented with. Members will be encouraged to ask questions of officers, particularly when performance does not meet agreed targets

#### **STANDARD 1.**

#### **THE COMMITTEE LEADS AND DIRECTS THE ASSOCIATION TO ACHIEVE GOOD OUTCOMES FOR TENANTS AND SERVICE USERS**

We will strive to assure compliance with this standard by.

- Setting out our strategic direction in a business plan which is reviewed regularly
- Having an effective Governance framework in place
- Having standing orders in place setting out roles and responsibilities
- Having job/role descriptions in place which outline roles and responsibilities of the Chairperson and Committee Members
- Having policies in place for payments, benefits and conflicts of interest

## **STANDARD 2**

**THE ASSOCIATION IS OPEN AND ACCOUNTABLE FOR WHAT IT DOES. IT UNDERSTANDS AND TAKES ACCOUNT OF THE NEEDS AND PRIORITIES OF ITS TENANTS AND SERVICE USERS.**

We will strive to ensure compliance with this standard by.

- Issuing 3 – 4 newsletters a year, ad hoc information leaflets, the Annual Report on the Charter and information on key policy reviews. We will also publish an annual assurance statement to confirm that we comply with Regulatory Standards.
- We will update our website to ensure that it contains all relevant information.
- We will carry out tenant satisfaction surveys every 3 years to assess tenant satisfaction with the services we deliver.
- Being aware of the need to notify the Regulator of any notifiable events.

## **STANDARD 3**

**THE ASSOCIATION MANAGES ITS RESOURCES TO ENSURE ITS FINANCIAL WELL BEING AND ECONOMIC EFFECTIVENESS**

We will strive to ensure compliance with this standard by.

- Having a Treasury Management Policy in place and reporting to the Management Committee annually
- Investing surplus funds into an investment account
- Having an annual audit carried out
- Having financial policies and procedures in place
- Having annual and 5 year budgets which incorporate sensitivity analysis

#### **STANDARD 4**

##### **THE COMMITTEE BASES IT'S DECISIONS ON GOOD QUALITY INFORMATION AND ADVICE AND IDENTIFIES AND MITIGATES RISK TO THE ASSOCIATION'S PURPOSE.**

We will strive to ensure compliance with this standard by.

- Reviewing the effectiveness of our reporting framework regularly.
- Having an appropriate risk management strategy in place which is reviewed annually
- Providing performance management reports outlining performance against target
- Reviewing performance against targets on a monthly/quarterly and annual basis
- By keeping accurate minutes of Management Committee meetings
- By holding regular Management Committee meetings appropriate to our size, scale and structure. (11 Management Committee meetings per year).

#### **STANDARD 5**

##### **THE ASSOCIATION CONDUCTS IT'S, AFFAIRS WITH HONESTY & INTEGRITY**

We will strive to ensure compliance with this standard by:

- Having rules and standing orders
- Having appropriate codes of conduct for staff and governing body members
- Having a Payments and Benefits Policy
- Having a Code of Governance Policy
- Having an Equalities and Diversity Policy
- Having a Whistleblowing Policy

## **STANDARD 6**

### **THE MANAGEMENT COMMITTEE AND SENIOR OFFICERS HAVE THE SKILLS AND KNOWLEDGE THEY NEED TO BE EFFECTIVE**

We will strive to ensure compliance with this standard by:

- Electing and re-electing Management committee members at our AGM
- Assessing effectiveness on an annual basis
- Assessing those Management committee members who fall into the 9 -year category
- Having an appropriate training plan in place
- Having an induction pack for new members
- Carrying out the Director's appraisal

## 12. TRAINING AND DEVELOPMENT PLAN

### **Introduction**

The Association's Training and Development Plan will aim to match the requirements of the business against existing skills and competencies, analyse the information and provide appropriate solutions where necessary.

The Management Committee has undergone an assessment of training and development needs. There is a robust training programme in place for Management committee members and a copy of this is appended. Training is held jointly with other RSL's under the DRUMCOG umbrella. Training needs will be assessed annually, and the training needs analysis will be used in the development of the joint training plan.

### **Training**

Training is any planned or structured activity or approach designed to help an individual or a group of people to learn to do things differently or to do different things leading to more effective performance and results.

Training needs can be met from a number of sources.

- External organisations e.g. SHARE, SFHA, CIH
- In house
- By reading publications, books, watching videos etc
- By attending conferences and seminars
- Through discussing problems and current issues with colleagues

### **Evaluation**

Having set objectives and identified training and development needs, the Association will consider the following at least annually:

- Have we carried out the Training and Development actions as planned?
- How will we use the information to improve the development process for next time?
- We will carry out an annual appraisal to identify training needs and review the effectiveness of the training plan.

### 13. SUCCESSION PLANNING

Succession planning is connected to business continuity and risk management processes. As well as ensuring that the process by which decision making is undertaken following the departure of the senior officer is robust, it is crucial that the Management Committee obtains assurance that the Association can continue to function effectively during the interim period. Senior posts should always be externally advertised to demonstrate openness and transparency, promote equality and diversity, ensure that the market is tested and demonstrate that the best candidate has been selected.

The resignation of the senior officer constitutes a notifiable event, and the Chairperson is responsible for ensuring that the required notification is made and for reporting compliance to the management committee. The chair will be given the necessary support and assistance to fulfil this responsibility.

In response to a notifiable event about the senior officer departing, the SHR will ask the Association what actions it plans to take next. They will also seek assurance that the Association has an up to date business plan that it can use to base a decision about its future direction on.

The management committee have decided that the Association should continue as an independent organisation, continuing to provide the full range of services we currently provide. This is consistent with our objectives and is seen to be in the best interests of our tenants and service users.

The management committee have responsibility for ensuring that sound governance is exercised in planning for succession of the senior officer and overseeing the recruitment of a successor. This will necessitate a review of the role description and person specification to ensure that it meets current and longer term needs.

Following the resignation of the senior officer and submission of a notifiable event to the SHR, the management committee will agree the arrangements to fill and cover the vacancy, ensuring appropriate professional support and arrangements are in place to support and service the management committee and office bearers. The management committee will agree the role description, person specification, remuneration package and terms of appointment but a recruitment panel which will be established, and given delegated responsibility to implement the recruitment strategy. The recruitment panel will be supported by professional advisers to oversee the implementation of the recruitment strategy. This will include:

- The preparation of a communication strategy to ensure that staff, tenants, partners and stakeholders are kept informed about the process.
- The recruitment schedule.
- The advert, recruitment pack and recruitment timetable.
- The selection and interview process.
- The shortlist
- The composition of the interview panel.
- The format of the interview.
- Recommendation to the management committee.

**The outgoing senior officer cannot be involved in the interview process.**

It is unlikely that the 3 month notice period required will allow sufficient time to ensure the new senior officer will be in post to coincide with the senior officers departure and it is appropriate to ensure that a protocol is in place to ensure that the key responsibilities of the senior officers role can continue to be fulfilled in the interim period. This will involve clarification on who will be responsible for providing interim cover, the anticipated duration and the level of remuneration required.

The Housing Manager and Finance Manager have the necessary skills and experience to cover the senior officer's duties on an interim basis with additional remuneration awarded in the form of an agreed responsibility payment to both officers.

## 14. PERFORMANCE REVIEW 2020 - 2021

KEY PERFORMANCE INDICATORS	TARGET 2022 - 2023	PERFORMANCE 2020- 2021	NATIONAL AVERAGE 2020 - 2021
<p><b>1. Maintenance</b></p> <ul style="list-style-type: none"> <li>• Average time to complete Emergency Repairs</li> <li>• Average time taken to complete non-emergency repairs</li> <li>• % of reactive repairs completed right first time</li> <li>• Number of times we failed to meet our legal duty to complete a gas safety check</li> </ul>	<p>4 Hours</p> <p>3 Days</p> <p>100%</p> <p>100% compliance</p>	<p>3.07 Hours</p> <p>1.72 Days</p> <p>99.08%</p> <p>15 times Covid-19 related</p>	<p>4.2 Hours</p> <p>6.7 Days</p> <p>91.5%</p> <p>National figure was 17,420</p>
<p><b>2. Arrears Management</b></p> <ul style="list-style-type: none"> <li>• Rent collected as a % of total amount due.</li> <li>• Gross Rent Arrears</li> </ul>	<p>100%</p> <p>4%</p>	<p>103.72%</p> <p>4.07%</p>	<p>99.1%</p> <p>6.1%</p>
<p><b>3. Letting</b></p> <ul style="list-style-type: none"> <li>• Average time taken to re-let void properties</li> <li>• Void Rent loss</li> </ul>	<p>10 Days</p> <p>&lt; 1%</p>	<p>28.2 Days Covid -19 related</p> <p>0.31%</p>	<p>56.3 Days</p> <p>1.4%</p>

<p><b>4. Complaints</b></p> <ul style="list-style-type: none"> <li>Average time taken to respond to stage 1 complaints</li> <li>Average time taken to respond to stage 2 complaints</li> </ul>	<p>5 working days</p> <p>20 working days</p>	<p>6 working days</p> <p>No stage 2 complaints received</p>	<p><b>National Average</b></p> <p>5 Days</p> <p>19 Days</p>
<p><b>5. Absence Management</b></p> <ul style="list-style-type: none"> <li>% of days lost through staff sickness</li> </ul>	<p>Restrict to &lt; 5%</p>	<p>0%</p>	<p>No figure available</p>

## **15. COVID-19 PANDEMIC**

The Covid-19 pandemic presented a major challenge to the Association, and no one could have envisaged the sudden and significant impact it had on the country, bringing unprecedented challenges for RSL's, service users and stakeholders when we were put into lockdown on 23<sup>rd</sup> March 2020.

We had to quickly react to the situation and introduce new and effective ways of working to maintain and provide essential services and manage the major challenges presented by the pandemic. Our early focus was driven by the requirement to:

- Provide emergency repairs and other essential services
- Empower staff to work remotely in order to maintain services and respond to problems
- Introduce appropriate arrangements to ensure effective governance, business continuity and hosting remote management committee meetings and AGM.

### **Staff**

Although the office was closed for a substantial part of 2020- 2021, staff continued to provide support and assistance by telephone and email. A call divert system was put in place to enable staff to respond to issues. Staff had access to all our information systems via remote laptop computers.

Covid-19 information letters were issued to all residents with frequent updates provided. Information was also posted on our website.

### **Maintenance**

During the early weeks of the pandemic, we provided an emergency repairs service including central heating breakdowns and gas servicing. Non-emergency repairs were provided from Quarter 2 2020 – 2021 with appropriate risk assessments in place to ensure resident safety.

Our programme for the installation of integrated smoke alarms, heat detectors and carbon monoxide alarms was completed in Quarter 3 2020 – 2021.

Our kitchen replacement contract at Inchfad phase 4 was completed in September 2021.

Our average response times for completion of emergency and non-emergency repairs were better than the national average but we failed to complete gas safety checks within the statutory timescale in 15 properties in 2020- 2021 due to Covid-19.

### **Governance**

Management committee meetings were held by zoom in order to meet regulatory requirements and ensure business continuity. All regulatory returns were submitted on time and our Annual Audits and AGM were also held remotely. Flexibility from staff and committee was pivotal during difficult and challenging times.

## **Letting Houses**

Void property inspections continued to take place during lockdown with appropriate control measures in place. We re-let 7 void properties during 2020 – 2021 and although our re-let time increased to 28 days we were still well below the national average.

## **Help with Rent**

Arrangements were put in place to enable rent payments to be processed and our housing management staff maintained regular contact with tenants to discuss rent accounts and to offer advice and assistance to anyone experiencing financial difficulties. Telephone consultations with our welfare benefits adviser were available by appointment. Despite the challenges posed our gross rent arrears reduced to 4.07%.

## **Financial Management**

We continued to exercise prudent financial control during the pandemic, generating annual surpluses and clearing our existing loans in November 2021 to become debt free.

## **Internal Audit**

We instructed our Internal Auditor to review our business continuity framework in relation to the pandemic to determine the effectiveness of our business practices in comparison with best practice and regulatory guidance. The audit took place in March 2021 and the report was approved by our management committee at a meeting held on 27<sup>th</sup> April.

The audit report confirmed that the Association evidenced a good working practice in response to the pandemic and the following good practices were noted.

- We demonstrated a well governed approach to the pandemic and the subsequent working arrangements.
- We demonstrated good engagement and a strong level of support for staff and committee in response to adjusted working practices.
- Reasonable steps were taken to mitigate the impact of the pandemic on the business plan which included financial planning

We learned valuable lessons from the pandemic and our business continuity policy and procedures enable us to ensure continuity of service following a disaster or set of unforeseen circumstances that prevents staff working from the office.

**16. KEY POLICY REVIEW PROGRAMME SCHEDULE 2022 – 2025**

<b>POLICY</b>	<b>DATE APPROVED/REVIEWED</b>	<b>REVIEW DATE</b>
<b>Policy on disclosure of interest</b>	<b>April 2019</b>	<b>April 2022</b>
<b>Equality and Diversity Policy</b>	<b>September 2019</b>	<b>September 2022</b>
<b>Legionella Policy</b>	<b>November 2019</b>	<b>November 2022</b>
<b>Management of Gas Safety Policy</b>	<b>March 2020</b>	<b>March 2023</b>
<b>Complaints Policy</b>	<b>May 2019</b>	<b>May 2022</b>
<b>Membership Policy</b>	<b>October 2017</b>	<b>October 2022</b>
<b>Procurement Policy</b>	<b>October 2020</b>	<b>October 2023</b>
<b>Right to Repair Policy</b>	<b>October 2019</b>	<b>October 2022</b>
<b>Maintenance Policy</b>	<b>February 2021</b>	<b>February 2024</b>
<b>Risk Management Policy</b>	<b>November 2021</b>	<b>November 2022</b>
<b>Code of Conduct for Governing Body Members</b>	<b>August 2020</b>	<b>August 2023</b>
<b>Standing Orders</b>	<b>October 2019</b>	<b>October 2022</b>
<b>Whistleblowing Policy</b>	<b>August 2020</b>	<b>August 2023</b>
<b>Code of Governance Policy</b>	<b>August 2020</b>	<b>August 2023</b>
<b>GDPR Policy</b>	<b>April 2021</b>	<b>April 2024</b>
<b>Model Entitlements and Benefits Policy</b>	<b>November 2019</b>	<b>November 2022</b>
<b>Rent Policy</b>	<b>January 2022</b>	<b>January 2023</b>
<b>Estate Management Policy</b>	<b>January 2020</b>	<b>January 2023</b>
<b>Arrears Management Policy</b>	<b>November 2020</b>	<b>November 2023</b>
<b>Succession to Tenancy, Assignment and Sub - Let Policies</b>	<b>March 2022</b>	<b>March 2025</b>
<b>Financial Regulations</b>	<b>March 2021</b>	<b>March 2024</b>

<b>POLICY</b>	<b>DATE APPROVED/REVIEWED</b>	<b>REVIEW DATE</b>
<b>Financial Procedures</b>	<b>March 2021</b>	<b>March 2024</b>
<b>Expenses Policy</b>	<b>March 2021</b>	<b>March 2024</b>
<b>Governance Framework Policy</b>	<b>August 2020</b>	<b>August 2023</b>
<b>Allocations Policy</b>	<b>February 2020</b>	<b>February 2023</b>
<b>Policy on Alterations and Improvements</b>	<b>June 2021</b>	<b>June 2026</b>
<b>Adaptations Policy and Procedure</b>	<b>June 2021</b>	<b>June 2026</b>
<b>Re-let Standards</b>	<b>July 2021</b>	<b>July 2026</b>
<b>Code of Conduct for Maintenance Contractors</b>	<b>July 2021</b>	<b>July 2026</b>
<b>Fraud Policy</b>	<b>March 2021</b>	<b>March 2024</b>
<b>Right to Compensation Policy</b>	<b>April 2021</b>	<b>April 2026</b>
<b>Business Continuity Policy and Disaster Recovery Policy and Procedures</b>	<b>July 2021</b>	<b>July 2024</b>
<b>Business Plan</b>	<b>February 2022</b>	<b>February 2023</b>
<b>Health and Safety Policy</b>	<b>September 2021</b>	<b>September 2022</b>
<b>Asbestos Management Policy</b>	<b>January 2022</b>	<b>January 2025</b>

## **17. OVERVIEW AND SUMMARY**

The Business Plan will be used as a working document that will be used to reassess and reconfirm the strategic direction of the Association. The plan is considered appropriate to our size, scale and structure and to reflect our operational and strategic objectives.

The plan covers a 3 -year period but our KPI's and performance will be reviewed annually, and appendices and financial plans will be reviewed as part of this process.

Our Risk Management strategy will link into the review process in order that risks and controls are considered and reviewed as an integral part of the business plan.

The Business Plan is an important working document which will allow the Management Committee to consider reports, recommendations and decisions in the context of strategic and operational objectives and will empower them to assess the quality and effectiveness of the advice they are receiving in relation to their strategic role.