

## HILLHEAD HOUSING ASSOCIATION 2000

**Management Committee Meeting Wednesday 4 March 2020 at  
6.30 pm in the Association's Office at 2 Meiklehill Road Hillhead  
Kirkintilloch G66 2LA**

### AGENDA

Item	Details	Timing	Action required
1	Apologies	6.30PM	
2	Declarations of Interest and Deferred Items Policy Meeting 19 February 2020	6.35PM	For approval
3	Minutes and Matters Arising from previous meetings: <ul style="list-style-type: none"><li>• Special Management Committee Meeting held on 29 January 2020</li><li>• Management Committee Meeting held on 4 February 2020</li></ul>	7.35 PM	For approval
4	Directors Report (report attached) <ul style="list-style-type: none"><li>i) Director's Report</li><li>ii) Benchmarking Club Report</li><li>iii) Committee Succession Plan</li><li>iv) Reactive Maintenance Procurement Report</li></ul>	7.40PM	For information, decision and approval
5	Finance Reports (report attached) <ul style="list-style-type: none"><li>i) Revised Final Budget 20/21</li></ul>	7.45PM	For approval
6	Housing Manager's Report <ul style="list-style-type: none"><li>i.) Write-Offs</li></ul>	8.00PM	For information
7	Any Other Business		
8	Date of Next Meeting: Wednesday 1 April 2020		

## HILLHEAD HOUSING ASSOCIATION 2000

### Minutes of the Special Management Committee Meeting held on Wednesday 29 January 2020 at 5.30 pm in the Association's offices at 2 Meiklehill Road

**Present:** C Taylor (Chairperson) L Scott  
S Niven G Jackson  
M Docherty Cllr S Murray  
R Smith D Wilson  
W Hassan

**In Attendance:** S Macintyre, Director  
C McKiernan, Depute Director/Housing Manager  
M White, Head of Corporate Services  
S Tait, Head of Development & Property Services  
A Smith, Housing Consultant

C Smith introduced Alison Smith to the meeting and it was noted she would be presenting a summary of the Strategy Planning Workshop she had facilitated in November 2019. Introductions were made accordingly.

#### 1. APOLOGIES

Apologies were received from Councillors MacDonald and Jamieson. It was noted that C McKay McCann was on continued leave of absence.

#### 2. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 3. RENT REVIEW 2020/21

C McKiernan presented the previously distributed report, referring to the previous agreement by Committee in December 2019 as to how the consultation would be conducted this year. Committee noted the variety of methods used, including pop up events at the Community Centre. C McKiernan gave thanks to R Smith for his assistance in facilitating this.

Committee noted the consultation had resulted in 57 responses which they agreed was a significant improvement from previous years. The breakdown of responders in relation to self payers etc. was also noted.

C McKiernan highlighted the comments received from respondents and advised that where concerns or queries had been raised in relation to specific areas, these would be followed up by the relevant department.

C McKiernan referred to the rent harmonisation process and advised that, assuming a rent increase of 3.1% then the addition of the rent harmonisation process as it is currently structured, an overall rent increase of 3.4% would be applied. She highlighted the importance of the overall average increase being no more than the headline figure on the consultation, and confirmed the simplest way to do this would



be to cap the rent increase at 3.1% for each individual property. She also highlighted that the Business Plan is modelled on a rent increase of inflation plus 1%.

D Wilson referred to the fact that a lot of Registered Social Landlords were using CPI as opposed to RPI, and that the rate of CPI was 1.5% in October 2019.

There followed some discussion on the proposed rent increase and S Macintyre also highlighted areas of expenditure which rent increases allow the Association to deliver on, such as planned improvements, environmental works and self-funding of welfare rights and tenancy support services.

Following some further discussion, Committee agreed that it would not be prudent to deviate from the agreed Business Plan at this time, however some consideration should be given to how to apply rental increases in the future at the next review of the Business Plan (June 2020).

The rent increase of 3.1% was subsequently approved.

#### **4. STRATEGY PLANNING WORKSHOP FEEDBACK REPORT**

A Smith referred to the workshop in November 2019 which was attended by the Management Team and some members of the Committee. She highlighted the strategic framework and explained how this would feed into the Association's Business Plan. Committee noted the Vision, Strategic Direction and Strategic Objectives discussed by participants on the day and agreed with the priorities established.

A Smith explained that the strategic planning document could consist of a strategic plan for external publication, and a business plan which would be an internal document only.

Committee noted the details within the report regarding the strategic objectives and there followed some discussion on what these entailed.

A Smith referred Committee to the discussion questions following the workshop and there followed some discussion on the draft vision for the future: "an ambitious community with a strong sense of belonging". Members discussed current issues within the community, and there were proposals to include references to safety and community engagement. There was also some discussion on the term "ambitious" and how this could be interpreted.

Following further discussion, A Smith suggested that any change to the vision statement be delayed until the Business Plan is seen in its entirety, as this would identify if the sub levels correlated with what the vision promoted. This was agreed by Committee, as was the suggestion to share the finished product with a selection of customers for their views. It was noted that this need not be the full document, but the vision, strategic direction and strategic objectives.

A Smith proceeded to facilitate a session concentrating on values and confirmed that the Association's core values would guide behaviour on how to deliver on the vision etc.

Following the session, A Smith advised she would write up the results and from there would be able to produce a structure of what the strategic element would look like. It was noted that this would allow the Management Team to consider the content in advance of the Business Plan being drafted.

C Taylor thanked A Smith for her presentation.

#### **4. ANY OTHER BUSINESS**

S Macintyre highlighted to Committee that a portal had now been set up on the Association's website, on which agendas and papers would be available from now on.

#### **5. DATE OF NEXT MEETING**

Wednesday 5 February 2020 at 6.30 pm (Property Services plus Management Accounts and Draft Budget.

Minutes taken by: Mandy White, Head of Corporate Services  
4 February 2020

Chairpersons Signature: .....

Date:

Copies of the above reports are available on request.



## ACTIONS/DECISIONS FROM COMMITTEE MEETINGS

<b>MEETING:</b>	Special Management Committee
<b>DATE OF MEETING:</b>	29 January 2020

<b>Details</b>	<b>Decision</b>	<b>Action by</b>
Rent increase	At time of next Business Plan review, give consideration to how rent increases are applied in future (CPI vs RPI)	S Macintyre/ C McKiernan

## APPROVALS

- Rent Increase of 3.1%

## HILLHEAD HOUSING ASSOCIATION 2000

### Minutes of the Management Committee Meeting held on Wednesday 5 February 2020 at 6.30 pm in the Association's offices at 2 Meiklehill Road

**Present:**

C Taylor	L Scott
M Docherty	S Niven
Cllr J Jamieson	W Hassan
G Jackson	Cllr S McDonald
Cllr S Murray	

**In Attendance:**

- S Macintyre, Director
- C McKiernan, Housing Manager / Depute Director
- S Tait, Head of Development & Property Services
- L Tait Finance Assistant
- K Tait, Corporate Services Assistant
- P Long, FMD Financial Services
- M Fernandez, Stirling University Student Placement
- Paul Broadwith, Abronhill HA

C Taylor begun the meeting by introducing Committee to Margarita Fernandez who will be attending the Association for a student placement later in the year from Stirling University, and Paul Broadwith the Chairperson of Abronhill Housing Association's Management Committee who was attending to experience how our Association's Management Committee conducts its meetings.

#### 1. APOLOGIES

Apologies were received from R Smith and D Wilson. It was noted that C McKay-McCann was on continued leave of absence.

#### 2. DECLARATIONS OF INTEREST AND DEFERRED ITEMS AND ELECTION OF OFFICE BEARERS

There were no declarations or deferred items.

#### 3. MINUTES AND MATTERS ARISING FROM PREVIOUS MEETINGS

##### Management Committee Meeting – 3 December 2019

##### Page 3, item 4.8 Succession plan

S Macintyre advised committee that a draft succession plan is currently being drawn up and will be presented to Committee at the March Management Committee Meeting.

S Macintyre informed Committee that he will be meeting with someone from SFHA alongside C McKiernan, C Taylor and L Scott to discuss the Association re-joining SFHA.

S Macintyre informed Committee that a report regarding the Association's Nominations commitment with EDC will be presented at the April Management Committee Meeting. This report will include results from a survey conducted by the Association asking other RSL's about their Nominations commitments with other local authorities.

The minutes were subsequently approved by L Scott and seconded by S Niven

**Wider Role and Community Regeneration Sub Committee Meeting – 15 January 2019**

After reading over these minutes they were approved by L Scott and seconded by C Taylor.

**4(i) DIRECTOR'S REPORT**

**1. Scottish Housing Regulator – Regulatory Framework – Assurance Statement Action Plan**

Committee were presented with an updated action plan and asked to take note of its findings. It was noted that point 3.1 Stock Condition Survey – consultants had been appointed and surveys were due to start 10 February, point 4.2 Performance Management Policy Review – will be presented to Committee in February for approval, point 5.3 Equality Impact Assessment for Key Service Policies – is currently being drafted, point 6.4 Ensure Committee broadly reflects the community it serves – is currently being assessed and a report will be presented to Committee once completed.

**2. Strategy Planning**

S Macintyre explained to Committee that a follow up workshop run by a Alison Smith, Housing Consultant, had taken place between Committee and members of the Management Team on Wednesday 29 January 2020.

S Macintyre added that a report is currently being drafted following the results of this workshop, and this report will be presented at the March meeting.

**3. Cala Homes – Update**

S Macintyre informed Committee that there was no updates on this development but added that S Tait would be able to give some information in the Development Report.

#### **4. Cycle Path**

Committee noted that following discussion at the Wider Role and Regeneration Sub Committee it is recommended that the Management Committee give approval to fund the submission for a revised planning application. S Macintyre informed Committee that the cost for this revised application would be £1000, he added that Committee may wish to consider funding for legal fees to seek extensions for the legal agreements the Association has with landowners. Following some discussion Committee agreed to provide funding for a revised planning application to be submitted for the cycle path.

#### **5. SFHA Membership**

S Macintyre confirmed that he will be meeting with someone from SFHA alongside C McKiernan, C Taylor and L Scott to discuss the association re-joining SFHA. This meeting is scheduled for Friday 14 February 2020. S Macintyre added that should any other Committee members wish to attend this meeting they are welcome to.

#### **6. Stirling University – Student Placement**

As previously stated Margarita Fernandez was in attendance at the meeting. S Macintyre explained that Margarita would be attending the association on a student placement which will be starting at some point in March and will last 50 days over the coming months. Margarita will be working and gaining experience within all aspects of how the Association works, as well as compiling a report on tenant engagement.

#### **7. Annual Report Tenant Feedback – 2 Stars and a Wish**

S Macintyre informed Committee that each year the Association asks tenants for feedback following the publishing of our annual report. S Macintyre explained that the association had received 10 responses and he had attached these responses to the back of the report, S Macintyre added that these responses would be included in our upcoming newsletter and will be published to our website.

#### **8. Scottish Social Security Benefits Take Up Fund**

Committee noted that the Association is currently submitting an application for funding to the Scottish Government to promote the take up of the benefits carried out by the Scottish Social Security Fund. This will mean tenants can access benefits which include Funeral Payments, Child Top Up and more. The Association is applying for a grant of up to £15,000 which will be available to spend during the year to March 2021. The take up campaign will be conducted by the Associations Welfare Rights Staff.

#### **9. Tenancy Support Service**

S Macintyre praised the Tenancy Support Service as it Continues to provide an excellent service to our tenants and to date has supported almost 100 tenants for the year 2019/20.

## **10. Housing to 2040 – Scottish Government Consultation**

S Macintyre informed Committee that he attended an SFHA briefing on the Scottish Government's vision for 2040 and provided Committee with some points that had been made. S Macintyre highlighted the main points from the Scottish Governments plans for housing by 2040 which is, to have all homes up to energy efficiency targets, tackling child poverty and tackling the stigma of the term Social Housing.

### **4(ii) Internal Management Plan Business objectives 2019/20**

S Macintyre presented this report to Committee highlighting the progress of the business objectives up to the period for 31 December 2019.

S Macintyre added that progress had been made on the majority of the business objectives excluding; item no.6 this is due to committee agreeing to postpone development of the Canal Cycle Path at the December 2019 meeting.

Item no.7 Rent Arrears still sit higher than the Associations 4% target although they had reduced since the last quarter.

Item no.11 Re-let times still sit above the Associations target of 21 days although the figure has also reduced since last quarter.

Committee noted the contents of this report.

## **5. FINANCE REPORTS**

### Management Accounts TO 31 December 2019

P Long presented the previously distributed management accounts for the period to 31 December 2019.

Committee noted the statement of comprehensive income and P Long highlighted an operating surplus of £982,280.

P Long referred to the rental income and advised this was lower than budgeted due to the delays in relation to Braes O'Yetts and the rent off the shelf units. He advised this variance should continue for the remainder of the year.

Committee noted the void expenditure was higher than budgeted due to current tenants transferring into the new Braes O'Yetts development.

P Long referred to the Income & Expenditure and advised of an underspend in Major Repairs which is due to the Association's own staff fitting new smoke and carbon monoxide detectors in house; the underspend should continue for the rest of the year.

P Long highlighted an overspend in subscriptions and explained this was due to additional subscriptions being taken out, as well as some being paid earlier than budgeted.

P Long referred Committee to the covenant analysis details and confirmed that the Association is comfortably satisfying all covenants.

Committee subsequently approved the Management Accounts to 31 December 2019.

#### Draft Budget 2020/21

P Long of FMD Financial Services was in attendance to present the draft budget for 2020/21.

Committee noted the general increase in salaries of 1.6% and a rent increase of 3.1% which equates to the RPI at October 2019 +1%.

It was noted that the total turnover will be just over £4.3m for the year to 31 March 2021.

Committee noted that maintenance costs for the year will amount to £785,100. Overheads will amount to £382,600 and other costs will total £48,700

P Long informed the Committee that total operating costs will be just over £3.188m

It was noted that there will be an operating surplus of £1,113m. P Long advised that there will be a net surplus for the year of £392,000

Committee subsequently approved the Association's Draft Budget for 2020/21

#### Financial Regulations Policy Review

P Long presented the Committee with the reviewed Financial Regulations Policy for approval.

After reading over the policy Committee subsequently approved the revised Financial Regulations Policy.

#### Financial Procedures Policy Review

P Long presented the Committee with the reviewed Financial Procedures Policy for approval. After reading over the policy Committee subsequently approved the revised Financial Procedures Policy.

## **6. Property Services Report**

### **6(i) Development Report**

#### 1.1 Grant Planning Target (GPT)

S Tait informed Committee that the GPT 2019/20 is £0.433 which includes a grant for the CALA Homes development site and stage 3 adaptations.

To date there has been no spend or draw down relating to the CALA homes development.

Stage 3 Adaptations will be covered in the Maintenance Report.



## Braes O'Yetts

S Tait confirmed that the handover of phase 3 units had taken place in September 2019 which included the shared equity properties. S Tait confirmed that the final sale of the shared equity properties concluded on 25 October 2019.

S Tait confirmed that the total sales figure for equity stakes purchased was £844,600.00 with 5 properties being purchased at 60%, 1 at 61%, 1 at 65% and the remaining property at 67%. The agreed Scottish Government grant at tender stage based on all sales being 60% was £319,552.00. With the final equity stakes coming in higher the final approved grant has been reduced to £296,952.54

S Tait added that the Scottish Government has approved a claim for stage 2 adaptations to be carried out at both wheelchair units. A payment of £6952.10 has been received.

S Tait also added that the property services team continue to monitor defects and issue these for action to Barratt.

## Cala Homes – Fauldhead & Chryston Road

As mentioned in the Director's report there is still no update on this development. S Tait reminded the Committee of the issues with a neighbouring social club to the Fauldhead Road site would reduce the amount of units it is developing from 60 to 23. At a meeting on 30 October 2019 Ian Conway of Cala Homes agreed to provide the Association with copies of the new proposed site layout along with information on affordable housing costs. S Tait confirmed that none of this information has been received.

Ian also indicated that the earliest a planning application could be submitted would be January 2020. After multiple attempts to contact Ian no further updates have been received. S Tait added he assumed that the planning application had not been submitted and has also checked the EDC Planning Application Portal which shows this to be the case.

S Tait also added that due to these circumstances it would appear that the Association will not achieve any spend in 19/20.

## Estate Based Regeneration Strategy

S Tait updated Committee on the progress of the Environmental works which are being carried out by the contractor, P1 Solutions. To date the phase one works have been completed within time scale and under budget which has allowed for some of the next phase of fencing to be brought forward. The standard of work has been excellent and only some minor issues have had to be addressed. Malcolm MacDonald, Property Services Officer has been on site most days and has measured and agreed payments totalling £195,157 to date.

S Tait asked Committee to note that some changes have been made to the original works detailed in the architect's drawings. This is down to some fences deteriorating or tenants/owners upgrading the fencing themselves. These changes are being monitored.

## Wider Role Projects

S Tait reminded Committee of the new Wider Role and Community Regeneration Sub Committee which will now oversee wider role projects such as the Community Garden Steering Group, the Canal Cycle Path, Cycling Scotland and the Antonine Wall Mural Project.

S Tait added that it was suggested at the Wider Role and Community Regeneration Sub Committee that the Association hosts a Spring event which will focus on littering issues in the Hillhead area and another for a Gala day. Committee were asked to discuss this.

After discussion Committee were happy to go ahead and look at organising these events for the future with Cllr S Murray suggesting the Association working with the Kirkintilloch action group for these events,

### **6(ii) Maintenance Report**

#### Reactive Repairs Contract – Rodgers & Johnston

S Tait updated Committee on the performance of the reactive maintenance contract for Quarter's 2 and 3. It was noted that in Q2 that the Association had received 44 emergency repairs with 42 completed on time. S Tait explained that the 2 Emergency Repairs not completed on time were due to some repairs just running over the 2 hour target to be completed.

S Tait added that there were 92 Urgent Repairs and 170 Routine Repairs reported in Q2 with 91 Urgent jobs being completed on time and 169 Routine jobs being completed on time.

Committee then noted the performance statistics for reactive repairs in quarter 3. It was noted that the Association received 70 Emergency repairs in Q3 with 68 being completed on time. The Association also received 90 Urgent repairs and 161 Routine repairs in the quarter 3 with 89 Urgent repairs being completed on time and 160 Routine jobs being completed on time.

Committee also noted that the time taken for Emergency and Non-Emergency Repairs in Q2 & Q3. In Q2 the Association's average time for Emergency Repairs was 1 Hour and 15 Minutes, and in Q3 the average time for Emergency repairs was 1 Hour and 14 Minutes. The Association's target time for Emergency Repairs is 2 Hours. It was also noted that the average time taken for Non-Emergency Repairs to be completed in Q2 Q3 was 3 Days.

S Tait added that the Association is performing well compared to the Scottish Average for reactive repairs. The Scottish average for Emergency repairs is 3.6 Hours while for Non-Emergency repairs the average is 6.6 days.

S Tait informed Committee that actual spend to 31 December 2019 had been budgeted for this contract.

Committee noted that to the end of Q3 there had been 873 repairs reported for the year 2019/20 a 13% decrease from the same point in the year 2018/19. Committee also noted that the total number of properties that became void as of 31 December 2019 was 47 a rise from 41 at the same stage last year. S Tait explained that total

spend on voids up to 31 December for the year 2019/20 was £80,883 compared to a budgeted figure of £100,994 for the same period.

S Tait informed Committee that the current contract with Rodgers & Johnston is due to end on 31 March 2020. The Association is currently advertising the new contract with submissions due by 13 February 2020. The procurement team will then meet on 19 February 2020 to assess all submissions. The procurement exercise will be a joint one with Abronhill H.A and will mean that members of staff and committee from each Association will be on the panel; however the contracts for each Association will be separate. L Scott confirmed that she will attend this panel with S Tait.

#### Gas Services Maintenance Contract – James Frew

S Tait gave Committee a breakdown of James Frew's Performance for Q2 and Q3. Committee noted that in Q2 the Association received 1 Emergency repair, 92 Urgent repairs and 27 Routine repairs with all of these repairs being completed on time. It was also noted that for Q3 the Association received 3 Emergency Repairs, 138 Urgent repairs and 41 Routine repairs, all Emergency and Urgent repairs were completed on time however there were 3 Routine repairs not completed on time.

S Tait confirmed that the average time taken for repairs in Q2 was 1 Hour and 19 Minutes for Emergency repairs and 2 days for Non-emergency repairs. S Tait also confirmed the average time for repair completions in Q3 was 1 Hour and 13 Minutes and 2 days for Non-emergency repairs. As with Rodgers and Johnston, James Frew are also performing well comparing their completion times with the Scottish Average.

S Tait confirmed that spend for this contract up to the end of Quarter 3 was over budget. However he did add that this is down to a varying amount of services conducted in different months and that the spending should even itself out.

S Tait informed Committee that all of the 823 units that the Association owns has gas appliances and that all 823 have been issued with a valid CP-12 certificate. Committee noted that of the 823 properties with a valid CP-12 10 properties have their gas supply capped. S Tait confirmed that supplies are capped if a gas service is not carried out in a property within a year of its last service. S Tait added that the Association has tried contacting tenants to arrange for gas services to be completed however some properties have gone months even years with their supply capped. It was also noted that capped supplies are checked quarterly to ensure they are not tampered with.

S Tait confirmed that there were no issues raised in the Q2 gas audit reports and added that the Association is still to receive the report for Q3. Committee noted that although access for Q3 visits was limited the Association is still meeting its 10% audit target overall.

#### Repairs Right First Time – indicator 13

S Tait notified Committee that the number of repairs completed first time is collected for the ARC and will be reported at a later date.

#### Average Number of Reactive Repairs completed per occupied property – Indicator 13

S Tait confirmed that the average number of reactive repairs completed per occupied properties will be confirmed after the year end as reported in previous years.

### Pre and Post Inspections

S Tait confirmed that up until 31 December 2019 the Association carried out a total of 1025 repairs with 291 having pre inspections being carried out. The percentage of repairs pre inspected to date is 28% compared to the Association's target of 15%. It was noted that pre inspections are not carried to emergency and out of office hours repairs.

S Tait also confirmed that as of 31 December 2019 the Association carried out a total of 1442 repairs with 294 having post inspections carried out. The percentage of repairs post inspected to date is 20% compared to a target of 15%. It was noted that that post inspections are carried out on emergency and out of office repairs.

### Landscape Maintenance Contract

S Tait informed Committee that the current contract holder McDermott Contracts Ltd have recently been taken over by Nurture Landscapes Ltd. S Tait explained that this is a similar situation to a previous contract where JMK Groundcare were taken over by Nurture. The terms of the takeover agreement between McDermotts and Nurture means that many of McDermotts' staff will be transferred to Nurture and stay on the Association's contract should it be kept on.

Committee noted that the contract is due to run for another 2 years (pending a review at the end of each growing season) with the terms of the contract remaining the same including the fee.

S Tait recommended that although McDermotts' performance through the year had been variable this was similar to the case when Nurture took over previously, and that the contract is extended for another year. S Tait added that staff would engage early with Nurture detailing the standards the Association expects and staff would monitor their performance over the growing season to ensure standards are being met.

Committee were asked to approve this recommendation and approve a 1 year contract extension. Cllr S McDonald suggested if it would be worthwhile for the Association to develop its own in house landscape maintenance team. S Tait advised that this is something that was looked at in the past however many factors such as hiring staff, buying equipment and housing the staff meant it was not a viable option. Following some discussion the Committee agreed to extend the landscape maintenance contract by 1 year.

### Electrical Testing

S Tait confirmed that the number of properties due to be tested for the year 2019/20 is 263 with 154 properties being tested to date. The contractor has informed the Association that access to properties is proving to be difficult to arrange. S Tait added that in an attempt to complete as many tests as possible if the contractor is unable to gain access it may be in the best possible interest to arrange these tests on the same day as the properties gas service.

### Carbon Monoxide Detector and Smoke Alarm Checks

Smoke Alarms and CO Detectors continue to be tested by James Frew at the time of gas servicing.

### Stage 3 Medical Adaptations

S Tait confirmed that the grant received by the Scottish Government for adaptations in 2019/20 was £47,000. To date the number of adaptations requested was 19 with 12 being completed, 2 jobs have been issued with another 3 awaiting a quote, 2 have been cancelled. S Tait added that the Association expects to spend all of its grant allocation.

### Insurance Claims

S Tait confirmed that there are currently no active claims with the insurers.

### Tenants Satisfaction Survey

Committee noted that as of October 2018 tenant satisfaction surveys have been issued to all tenants who have indicated via the Associations text system. Although this has reduced the total amount of questionnaires issued the percentage return has increased with 65% of surveys being returned in Q2 and 75% in Q3. The results of the returned questionnaires showed that 99% of tenants surveyed were satisfied with the repairs service. This compares very favourably with the Scottish average of 91.7%.

### Repairs Appointments Kept

S Tait confirmed that a total of 136 appointments had been made by the contractor with tenants for repairs with 133 of those appointments being kept. The Association's average of 97.79% compares favourably with the Scottish average of 95.6%.

### Remedial Works – Phase 6 Windows

S Tait informed Committee that following a recent report received from Janex Windows a total of 84 windows have been replaced in 47 addresses. Janex have still to access 3 properties where 5 windows are to be replaced. Committee were asked to note that additional windows may be required following a full survey of properties that are outstanding.

### Scottish Housing Quality Standards – Indicators C24 – 29 inclusive and 7 and 8

S Tait confirmed that there remained only one property that does not meet the SHQS due to the tenant of the property refusing the works. The Regulator has confirmed that the Scottish average for compliance during the year 18/19 was 94.2%. S Tait confirmed the Associations compliance to date is 99.9%.

### EESSH

Committee noted that to date the number of properties known to comply with EESSH is 85.9% with work ongoing to ensure more properties are complying.

### New Fire & Carbon Monoxide Detection Regulations

S Tait confirmed that the Association's estates team continues to upgrade the Fire & Carbon Monoxide detectors in properties for the Association. To date 330 properties have been upgraded which includes the new houses at Braes O'Yetts.

The total cost for one property varies from £166 to £205 depending on the type of house and the current installations. Staff are aiming to have all properties up to standard by February 2021.

**7. A.O.C.B**

There was no other business.

**8. DATE OF NEXT MEETING**

Policy review meeting Wednesday 19 February 2020

Minutes prepared by; K. Tait, Corporate Services Assistant  
11 February 2020

Chairperson's Signature: .....

Date: .....

Copies of the above reports are available on request.



## **ACTIONS/DECISIONS FROM COMMITTEE MEETINGS**

<b>MEETING:</b>	Management Committee
<b>DATE OF MEETING:</b>	5 February 2020

<b>Details</b>	<b>Decision</b>	<b>Action by</b>
Cycle Path	Provide funding for a revised planning application to be submitted.	S Macintyre

## **APPROVALS**

- Management Accounts to 31 December 2019
- Draft Budget for 2020/21
- Financial Regulations Policy
- Financial Procedures Policy
- Appointment of Nurture for Landscape Maintenance Contract (Initial 1 Year)



## Agenda Item 4i

# Report

<b>Classification:</b>	Open
<b>To:</b>	Management Committee
<b>From:</b>	Stephen Macintyre
<b>Meeting Date:</b>	4 March 2020
<b>Subject:</b>	Director's Report

### 1.0 Scottish Housing Regulator

The Regulator is currently reviewing the Association's risk assessment and we have had a request for an update on our current and future development activity. It is expected that all housing associations and council landlords will receive their respective Annual Engagement Plans by the end of March.

The Regulator will also be publishing its report into the first year of annual assurance statements. It is likely that there will be a number of events surrounding this. SHARE have a Bite Size Briefing session planned for 2 April 2020. Details are attached if any Members are interested in attending.

### 2.0 Strategy Planning

Staff are now working on the draft for our new strategic plan. I have attached the template that we propose to follow based on guidance from Alison Smith, Housing Consultant. Members will noted that Plan is split into 2 documents – one for external readers and the Financial Plan which is an internal document.

A first draft will be presented at the next meeting in April.

### 3.0 SFHA Membership

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Lorna Wilson Head (Interim) of Membership, Policy & Innovation attended a meeting held on 14 February. Claire and Lisa also attended along with me and Catherine.

Following discussion and after having considered the reduced affiliation fee I am recommending that Committee agree to affiliate for one year until March 2021. This will allow staff and committee members to experience and evaluate the benefits of membership before deciding on any longer term commitment.

The fee for an association of our size is £8,690. Provision for this has already been included in the revised budget for 20/21.

In response to some questions we asked Lorna, she has responded with the following:-

### **Hillhead HA Group in SFHA**

The SFHA Board comprised 12 Directors elected through four electoral constituencies: City of Glasgow, Other Cities, Other Urban Areas, and Rural and Islands. Hillhead HA falls under the Other Urban Constituency. The current Board members who represent the Other Urban Areas constituency are

- Lynn Wassell, Clyde Valley HA
- Julia Mulloy, Scottish Borders HA
- Alana Durnin, Oak Tree HA.

Should Hillhead HA choose to become a member, there would be an opportunity to stand for election onto the Board in 2022. You can see more information about the SFHA board here <https://www.sfha.co.uk/who-we-are/board-directors>

Outwith the Board, Hillhead HA would have the opportunity to attend any events, forums, meetings of interest and SFHA is open to hosting events in member offices, and would be happy to arrange visits to you to discuss any areas of interest with your board, leadership and staff.

### **SFHA Fee Increases**

The recent SFHA fee increases are as follows

- 2018/19 - 1.9%
- 2019/20 saw the introduction of the new transparent, fair fee structure – some fees increased; others decreased
- 2020/21 - the average increase was 2.9%.

### **Equalities Guidance**

Our target is to publish the written element of this work by the end of May 2020.

## **4.0 Scottish Social Security Benefits Take Up Fund**

The outcome of our application will be known on Wednesday 26 February 2020. I will update the Committee at the meeting.

## 5.0 Glasgow & West of Scotland Forum

The monthly report is attached for Member's information.

The annual affiliation fee is due for payment and an invite from the Forum to continue our membership is also attached. It includes a summary of the Forum's work over the last year and outline's the Forum's objectives for the new year.

The cost for membership would be £1,216. This cost is included with the draft budget for 20/21.

## 6.0 Recommendations

It is recommended that the Committee notes the contents of the Report and any recommendations contained therein.

<b>Regulatory Compliance</b>	Standard 1 The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users. Standard 4 The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
<b>Financial Impact</b>	None
<b>Risk Assessment</b>	Low

# Lessons learned from the Annual Assurance Statement



**Date:** 2<sup>nd</sup> April 2020

**Venue:** Bob Allan Conference Centre, Saracen House

**Cost:** Member £140 Non-member £190

In October 2019 RSLs were required to submit their first Assurance Statement to the Scottish Housing Regulator (SHR). The introduction of the Assurance Statement was met with mixed reception across the sector but has opinion changed? Is this a useful tool for ensuring good governance?



The SHR also completed a programme of visits to ten landlords – 7 RSLs and 3 local authorities speaking to senior staff and Committee/Board members - to look at how they got the assurance they required in order to make their Annual Assurance Statement. The SHR will launch their **Lessons learned from the Assurance Statement** report at the end of March. This event will give you the opportunity to hear what the report tells us and the experiences of others in the sector.

## Programme

Time	Details
9.30	Registration & Coffee
10.00	Welcome & opening remarks - <b>Alan Ferguson, Director, SHARE</b>
10.05	<b>Lessons learned from the Annual Assurance Statement</b> The SHR will launch their <b>Lessons learned from the Annual Assurance Statement</b> report in March. The report will set out the lessons learned from the first round of Annual Assurance Statements, focusing on the things that landlords told them worked well for them. This will include the outcomes of 10 visits to landlords which took place after the submission date. <b>John Jellema, Regulation Manager, Scottish Housing Regulator</b>
10.30	<b>A reaction from the sector</b> Loreburn Housing Association was one of the ten RSLs visited by the SHR after the submission date. Rebecca shares Loreburn's approach to producing their own Annual Assurance Statement and the outcome of their SHR visit <b>Rebecca Wilson, Head of Governance and Assurance, Loreburn Housing Association</b>
10.55	<b>The road to Assurance</b> The Annual Assurance Statement is the change to the Regulatory Framework that caused most concern. During this session you will hear about the steps one housing association took, how this worked in practice and what, if any, changes they will make in the coming year. <b>Speaker TBC</b>
11.20	Tea and coffee
11.40	<b>The impact on your Committee/Board</b> A year ago we talked about what the impact might be on Committee/Board members. Were they now being asked too much? Will this new requirement hinder the recruitment of new Committee/Board members, a task that many already find difficult? This session will reflect on the experiences of some organisations and format of the Statements. <b>Speaker TBC</b>
12.05	<b>A Committee/Board perspective</b> One Committee/Board member tells us about their own and their organisations experience in reaching assurance. What were their initial thoughts when the requirement was announced and has this perspective changed one year on? <b>Speaker TBC</b>
12.30	Q&A panel discussion
12.45	Lunch & Networking

You can book your place at [www.share.org.uk](http://www.share.org.uk) or by emailing [info@share.org.uk](mailto:info@share.org.uk)

# **Hillhead Housing Association Strategic Plan 2020-2025**

(Draft template Feb 2020  
External document)

## Purpose of this Plan

- Provides an over-arching framework for our work.
- Steers our course
- Maintain our pace
- Ensures that we deliver the performance standards set by our Committee
- Articulate our ambitions in a clear and consistent way.

## Our Vision

Our vision is of

***“an ambitious community with a strong sense of belonging”***

This encapsulates the importance we give to:

- **serving our community**.....
- supporting the community's **aspirations** ....;
- fostering a sense of **ownership**; and
- **pride** in the local area.....

## Strategic Direction

- different phases over our history – transition, growth, etc...
- this next 5 year phase is about ...improving quality & developing services
- the reason for this is .....

## Our values

- why are these important – they guide our behaviours, etc
- recently reviewed these
- they are ( provide short explanation for each)
  - *Going the extra mile...*
  - *Thinking positively....*
  - *Showing appreciation....*
  - *Empowering others....*
  - *Not forgetting the important things....*
  - *Spending wisely....*

## **Strategic Objectives**

- Recently reviewed our strategic objectives to ensure that we stay focused on working towards our vision over the next 5 years.
- All activities will be aligned to delivering these specific objectives
- Outcomes and targets will help us measure our performance.

- 1. To enhance our customer services.*
- 2. To improve quality of life locally.*
- 3. To strengthen local decision-making.*
- 4. To encourage wider community engagement.*
- 5. To maximise our use of digital technologies.*
- 6. To safeguard our financial position.*
- 7. To become a leader in combatting climate change.*
- 8. To explore opportunities for growth.*

## **Strategic Priorities**

- Take each objective in turn and set out key priorities, or explain the key priorities in turn and use a system ( eg a diagram, some symbols? ) to show how they link to one or more objectives.
- Make sure text about the priorities is upbeat, convincing and for the next 5 years. Eg “we will focus on ....”

## **Measuring our success**

- Short overview of how Committee will measure your strategic performance
- And how this differs from your operation performance
- You may wish to include 2-3 key outcomes for each objective here (or above)

## **Managing Risks**

- Refer to your comprehensive risk register and risk management process
- Refer to assurance reporting

## **Resourcing our Plan**

- Headline information only
- Include money and people
- Summarise investment plans “ we plan to spend £x...”
- Any additional borrowing requirement?

### **Any questions?**

- Invite feedback
- Provide Contact details

# **Hillhead Housing Association Business Plan 2020-2025**

(Draft template Feb 2020  
Internal document)



# 1. Introduction - 1 page

- This business plan is core planning document
- Sets out our business priorities for the next 5 years.
- It should be read in conjunction with our Strategic Plan.
- We review and update this plan annually
- This version was approved by our Management Committee in March/April 2020.

## **Purpose of the Business Plan**

- internal document
- sets out how we will achieve our strategic objectives
- demonstrates we have the resources
- helps us to identify risks
- provides a framework for monitoring our success
- links the strategic plan down to team plans

## **Business Plan process**

In developing this business plan, we have taken account of

- our own business planning policy? ;
- business planning guidance published by the Scottish Housing Regulator (December 2015)
- a review of the published plans of our key stakeholders;
- our most recent tenant satisfaction survey;
- our strategic plan;
- business planning workshops with Management Committee members and staff
- any thing else?.

## 2. About Us - max 2 pages

### Our History

- establish when and why?
- Area of operation
- Growth or diversification over the years
- Current position today

### Our Structure

- RSL regulated by ...
- Charity regulated by...
- Overseen by a Management committee/board
- With various Sub-committees
- Staffing structure

Any details you think useful should be in an appendix – eg staffing structure

Personally, I think listing individuals is rather old fashioned and if some of your Board wish to see this, I suggest just providing a link to your website should be sufficient)

### Our Track Record

This is where you can show off your

- achievements
- awards
- securing key funding/investment
- securing key partnership
- level of investment since you began
- recognition for individuals or the business

### Our strengths/ where we perform well

Taken from the SWOT

List these with some short explanation

### Our weakness/where we want to perform better

Taken from the SWOT

List these with some short explanation



### 3. Context max 2 pages

- in developing this business plan, we assessed our operating environment
- wish to ensure we remain responsive to the needs of all our stakeholders and the ever-changing context.
- we have identified the key external influences which have helped to shape our strategy going forward.
- These are summarised below. Eg
  - Demographic changes
  - Economic environment
  - Welfare reform
  - Regulatory changes
  - Climate change
  - Etc etc

Again try to keep this concise.

#### **Potential Opportunities**

- When we look at our operating environment, these external influences reveal some potential opportunities for us.
- These include ( take from the SWOT exercise):

#### **Potential Challenges**

- We recognise that there are also a number of known challenges, or external threats, that we will need to prepare for:
- These include( take from previous SWOT exercise:

## 4. Strategy -2 pages

- This will repeat much of what is in the strategic plan
- But will provide a bit more detail, especially in the priorities section.

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- 10. To improve quality of life locally.*
- 11. To strengthen local decision-making.*
- 12. To encourage wider community engagement.*
- 13. To maximise our use of digital technologies.*
- 14. To safeguard our financial position.*
- 15. To become a leader in combatting climate change.*
- 16. To explore opportunities for growth.*

## 5: Priorities prob 4-5 pages

- Set out top 10-12 say strategic priorities for the 5 years of this plan ( use tables from workshop as a starting point – eg asset management, community engagement, succession planning, mobile working, procurement, partnership working etc)
- Most will contribute to more than one of your strategic objectives. Think about how you can show the linkages.
- Set out how you will deliver on these priorities
- Refer to your annual targets in a 5-year strategic delivery plan (Appendix).
- This will flow down into operational workplans and personal responsibilities and targets.
- Each priority may need a half page, some maybe a whole page, so more detail than in the strategic plan.
- For example – asset management may refer to developing new strategy, stock condition surveys, major improvement programmes, EESSH, any land bank, any particular challenges, procurement issues, etc.
- Make sure text about the priorities is upbeat, convincing and for the next 5 years ( it's not a description about today). Eg “we will focus on ....”

## **6: Resources** - max 2 pages

- We are fully committed to making the best use of our resources - money, people and systems –
- Ensure we remain a strong, successful and sustainable organisation.

### **Financial Health**

- Refer to 5 year position
- Refer to 30 year position
- Highlight key points.

### **Financial Planning**

- Explain how you currently management your finances
- Set out our intentions to improve your processes
- Any new borrowing requirements?

### **Key Financial Assumptions**

- Provide text/details and refer to appendices

### **Our people**

- How you will invest in your people
- Any plans to restructure?
- Succession planning?

### **Our Systems**

- Current infrastructure
- Plans to strengthen?



## **7: Risk** - 1 page

- Effective risk management is core in any successful business.
- It is important to reduce the number of unwanted surprises.
- We understand the importance and value of managing risk
- Risk management policy and framework as an essential element of good governance, improving our decision-making and enhancing our outcomes and accountability.

### **Approach**

- Explain approach, eg
- flexible and responsive to new internal and external demands;
- are able to make informed decisions;
- provide assurance to our Board/Committee;
- reduce incidents and control failures; and
- are able to achieve our key targets and priorities.

### **Risk Management Framework**

- explain framework
- explain its purpose

### **Assurance reporting**

- explain new requirements
- explain how this works

### **Audit Sub-Committee**

- explain its role
- explain how it reports to Committee

## 8: Monitoring & Review - 1 page

- How we will measure our strategic performance as well as our operational performance.
- strategic objectives and priorities will be cascaded down through the strategic delivery plan into workplans and individual responsibilities.
- We will report our performance against our business plan strategic objectives to our Committee on a quarterly basis
- For first time? we have set out our intended outcomes together with our key performance indicators and targets in the strategic delivery plan attached as an appendix to this business plan.
- Evidence base – as part of our process to support the production of an annual assurance statement, we have already started to strengthen our evidence base and assurance levels.

# Appendix A: Our Delivery Plan

Outcome	Actions	Performance Targets	Timescales					
			20/21	21/22	22/23	23/24	24/25	
Strategic Objective 1:								
1								
2								
3								
Strategic Objective 2:								
4								
5								
6								
Strategic Objective 3:								
7								
8								
9								
Strategic Objective 4:								

10								
11								
12								
Strategic Objective 5:								
13								
14								
15								

## Appendix B: Our Projected Cash Flow

A 5 year cashflow to be inserted here



Glasgow and West of Scotland  
Forum of Housing Associations

## **GWSF Update – January/February 2020 (issued 7 February)**

### **1 Forum news**

#### **Diary dates**

##### *GWSF Annual Conference – Friday 4 December, Radisson Hotel*

Please try to keep this date free when arranging future strategy days etc. It is slightly later than normal due to the climate change summit in Glasgow in November.

##### *GWSF Summer Regeneration Conference – Friday 19 June 2020*

Our summer regeneration conference will once again take place at Cadder Community Centre. The theme this year is CCHAs' contribution to place-making alongside local people in their communities. If your association would like to feature in one of the café-sessions on the day please contact [colleen.rowan@gwsf.org.uk](mailto:colleen.rowan@gwsf.org.uk)

##### *GWSF open meetings*

- Thursday 19 March, 7pm, Govanhill HA
- Thursday 21 May, 7pm, Govanhill HA
- Thursday 20 August, 7pm (AGM at 6.30), Govanhill HA

##### *Place Standard Masterclass – Weds 11 March, Glasgow*

This session, being held in conjunction with NHS Health Scotland, is aimed at housing associations and will focus on the **Place Standard Tool (PST)**. The Masterclass will consider how the PST has been/and can be used in new-build and non-development situations to help housing associations, other agencies and local communities, to work together to design places and spaces that improve health and reduce health inequalities. You can book a place here -

<https://www.eventbrite.co.uk/e/place-standard-masterclass-for-housing-associations-tickets-92721345039>

#### **Reaffiliation to GWSF in 2020/21**

In January the GWSF Board agreed a 2% rise in GWSF membership affiliation fees for the coming year 2020/21. We will shortly be sending out our annual letter summarising our achievements over the past year and inviting reaffiliation, with a deadline for payment of 30 April. Any association wishing to discuss any aspect of its affiliation shouldn't hesitate to contact David Bookbinder in the first instance.

### Forum contacts:

- David Bookbinder, Director, [david.bookbinder@gwsf.org.uk](mailto:david.bookbinder@gwsf.org.uk) 0141 946 0645 and 07936 152193
- Colleen Rowan, Policy and Research Lead, [colleen.rowan@gwsf.org.uk](mailto:colleen.rowan@gwsf.org.uk) 0141 946 0645 and 07788 312644
- Eleanor McCormack, Administrative Officer (part-time), [eleanor.mccormack@gwsf.org.uk](mailto:eleanor.mccormack@gwsf.org.uk) 0141 946 0645
- Paul Tonner, Housing Association Liaison Manager, Glasgow Homelessness Service, [paul.tonner@drs.glasgow.gov.uk](mailto:paul.tonner@drs.glasgow.gov.uk) 0141 287 0397

## 2 National policy

### Scottish Government consultation on Housing to 2040

Last week we sent out to all members a draft response to this consultation, which was launched by the Scottish Government late last year.

A key theme of our response is that whilst we understand why Ministers want to see innovative ideas, there are some basic 'rules' which cannot be ignored, particularly in relation to investment in social and affordable housing, such as that high quality, genuinely affordable housing requires good levels of subsidy.

We say we warmly welcome the intention (as signalled in the July 2020 vision document) to address the fact that housing is seen primarily as a means of building up and storing wealth. But we note that in order for a radical approach to be taken to this, the interventionist actions needed would be likely to be unpopular among many, especially if current assets were affected. So Ministers would need to be fully committed to using the available powers to make the necessary changes.

Members will have until Friday 21 February to get comments to us on our draft response.

### GWSF meeting with Housing Minister, 5 February 2020

GWSF representatives met with Housing Minister Kevin Stewart on 5 February. The topics we discussed were as below.

#### *Housing investment after March 2021*

The Minister said it was definitely not the case that any local authority had been advised not to progress developments which would be likely to complete after March 2021. He said that the next round of Strategic Housing Investment Plans would, as usual, be expected to cover councils' plans over a five year period. It is, though, the

case that councils do not have any minimum Resource Planning Assumptions (i.e. a minimum guarantee of available spend) for 2021/22 or beyond.

Mr Stewart did note that the current focus was very much on derailing with the 2020/21 Scottish budget – a process made much more difficult because of the UK Government not holding its budget until March.

We did ask the Minister if (the then) Finance Secretary Derek Mackay was in any way sceptical about the value of the current housing investment programme, but we got the impression he was keen to side-step this question. [Given the events since 5 February, we might hope that the next Finance Secretary has a greater appreciation of the value of investment in housing.]

### *Housing to 2040 consultation*

We were keen to explore how interventionist the Scottish Government might be willing to be if it was serious about achieving some of the ambitions in its July 2019 vision and principles document – for example on changing the way housing is seen primarily as a means of building private wealth.

The Minister said that challenges such as the climate change agenda were already likely to see a greater level of intervention in the affairs of home owners. This appeared to be a reference to the future imposition of minimum energy efficiency standards on home owners (which have been continually shelved in recent years).

He also pointed to the likelihood of a greater range of standards being applied across all tenures, citing the new standards on smoke and heat alarms as one example (this is indeed a cross-tenure standard but not with cross-tenure regulation and enforcement).

On the issue of how land is treated he said he wanted to see greater intervention powers, and regretted that legislation on Compulsory Sale Orders hadn't been possible within the current Parliament. He felt that with CSOs, a modernised approach to CPOs and a new approach to land value capture there were a range of measures which could see a more interventionist approach in the future.

On funding innovation he mentioned the success of the Building Scotland Fund (which was largely for private companies) and saw a greater role for the Scottish National Investment Bank. He felt that off-site construction could save money, as could joint/bulk procurement of new build. On this last point we said there was a distinct lack of evidence that savings could be made through this route.

He said he looked forward to seeing Audit Scotland's evaluation of the current programme, which was ongoing.



### *GWSF concerns about how SHR exercises its powers*

We wanted simply to let the Minister know that we had some concerns about the nature of some lower level engagement a few members had been having with SHR, and that we were in the process of gathering further feedback from members on this.

Our next meeting with the Minister takes place in early June.

### **Regulation**

The Forum issued a Regulation Update to all members in early January. It included updates on a range of issues, following two meetings GWSF had with SHR staff and with the Chair in December.

### *GWSF seeking feedback on members' engagement with SHR*

We noted in the Update that GWSF is currently seeking feedback from members, by Friday 14 February, about their recent experiences – positive or negative – of engaging with SHR. We're looking to build up a rounded picture of members' views, after having been contacted by some members about how they feel they have been treated by SHR during (non-statutory) engagement involving a range of issues.

Our thanks to those associations which have already been in touch with feedback.

### *Toolkit guidance on equalities*

GWSF, SFHA, ALACHO (local authority chief housing officers) and SHR are about to issue invitations for bids to produce guidance for councils and housing associations on collecting data on the nine protected characteristics groups. This data collection is a regulatory requirement – one which goes beyond the legislative requirement which does not apply to all none groups.

Our aim is to see guidance which supports the realistic, sensible collection of data in such a way as to inform how policies are developed and services provided. We are hoping the guidance will be ready around May/June 2020.

As a second phase of the equalities guidance, our four organisations hope at a later date to commission specific guidance on housing and human rights, and have been in touch with the Scottish Human Rights Commission about our plans.

### **November 2019 GWSF report on investing in tenements**

We received a fair amount of coverage, not least on social media, for our new report highlighting the need for investment in private tenements, focusing on traditional pre-

1919 blocks (see it at <http://gwsf.org.uk/wp-content/uploads/Tenements-report-2019-final.pdf>).

Daniel Johnson, Labour MSP for Edinburgh Southern, one of the members of the Parliamentary Working Group on Tenements, was in touch after the report was published and, as a result, we are meeting with him on 7 February.

GWSF will continue to raise the tenements issue in the coming months, including in its response to the forthcoming Scottish Government Housing to 2040 consultation.

### **New GWSF publication on members' use of social media**

Following research carried out with members last year on their use of social media our new report will be published imminently. The report captures how many GWSF members use social media, what types of platforms they use, and what they use them for.

One of the key themes to emerge from the research was members' eagerness to share knowledge and experience around all aspects of social media. And we are looking at potential opportunities which will allow members to do so, including the establishment of a new network group for media and comms staff. We will be in touch with you soon to follow up on this.

### **Rent affordability**

GWSF and other housing bodies have met with Scottish Government officials on two recent occasions on the issue of rent affordability in social housing. We understand that Cabinet Secretary Aileen Campbell, with child poverty being within her remit, wishes to be assured that all appropriate steps are being taken by social landlords to keep rents down as much as possible.

The meetings began after (successful) efforts by GWSF in particular to prevent the Scottish Government from sending out a long survey on the issue to members during 2019. We felt that the reasons behind the survey had not been explained, and that the survey itself, on which no housing body had been consulted, was deeply flawed.

Perhaps rather oddly, the work is being led by the 'More Homes' part of the Scottish Government, rather than by the Social Housing Division. A further meeting took place on 3 February, when the Scottish Government suggested it would look into the scope for commissioning guidance on a range of rent issues. GWSF and other bodies stressed the importance of any such work needing the input of practitioners.

## **GWSF – annual rent increase survey for April 2020**

We will shortly end our annual rent survey, with information now in from more than 40 members. Even before final decisions have been made post-consultation with tenants, it seems clear that average increases are down on last year's figure. Many thanks to all members who input information on their plans.

## **Freedom of Information**

Still at this early stage, following the go-live date on 11 November, it appears that there has not been a large volume of FOI requests made to members. The Forum remains keen to monitor the position, and would be keen to hear from members what type of requests are being received currently and into the future.

## **HA procurement practices – pressure from the Scottish Government**

We continue to have discussions with the Scottish Government about its wish to roll out a programme of procurement assessment for all housing associations. We are also meeting with SFHA to compare notes about this in early February. We expect to be contacting members later this month about how this is being taken forward.

## **Investing in Communities Fund**

Member feedback suggests a significant number of members were unsuccessful in their applications to this Scottish Government fund. We have been in contact with members to get a better sense of the proportion of successful and unsuccessful applications. We will be producing a summary of our findings and writing to Cabinet Secretary Aileen Campbell expressing our concern at the proportion of unsuccessful applications from members.

## **Homelessness prevention**

### *New £1.5m Homelessness Prevention Fund*

In September Ministers announced a £1.5m 'Homelessness Prevention Fund' for social landlords to help low income families avoid homelessness. The Fund is for three years from April 2020 (i.e. £500,000 per year).

GWSF and SFHA have met to discuss how we can best propose ideas about what services the Fund could support, bearing in mind that it will probably cover around 15-20 posts nationally if it were used to pay for staff directly. We will be in touch further with members about this in the coming weeks.

### *Potential new duty on homelessness prevention*

In December 2019 GWSF attended an initial consultation session on how a likely new duty to prevent homelessness would be placed on public bodies. It appears that whilst a key focus will obviously be local authorities, other bodies such as health boards and housing associations seem likely to be included in a new duty. Generally we do not see this as problematic as long as any new duty is to be sensible and proportionate.

Any legislation would be developed during the next Parliament, i.e. after the 2021 Scottish Election.

## **3 Glasgow-specific issues**

### **GWSF/GCC Tenements Working Group**

There have now been two meetings of a joint GWSF/Glasgow City Council working group on pre-1919 tenements. The aim of the group is to cover a range of issues, including providing a clearer picture of tenement stock condition across the City. Other issues include developing a policy on SHQS/ESSH block exemptions and reviewing the City's acquisitions strategy.

A further focus of the group is to encourage associations to talk to GCC if they are experiencing particularly acute challenges in any one block, even if it is fully-HA owned.

### **Asylum seeker accommodation issues**

In December 2019 we received a request from the Asylum Seekers Housing Project for member associations to directly rehouse asylum seekers being evicted from property leased to SERCO, at least for a limited period until around mid-2020. We made an initial response, and subsequently at least two member associations with substantial numbers of leased property made their own joint response.

The Forum's response sympathised with the plight of people likely to lose their accommodation but said that whilst there was, technically, no bar on providing a Scottish Secure Tenancy to 'failed' asylum seekers, the question of providing a rent-free tenancy was more complex.

But our overriding concern was that if members did provide accommodation, when the time eventually came for people to leave their accommodation, associations would come under the same pressure and receive the same bad press as SERCO had received. This was a significant reputational risk which we did not imagine members would want to take.

We still await a likely meeting between the Home Office and the five largest providers of asylum accommodation (four are GWSF members). These associations have been asked by the Home Office to sign a 'material sub-contractor agreement' which is intended to give comfort to the Home Office that housing will remain available in the event of the main contractor (currently Mears) being dismissed or, for example, going into liquidation. GWSF believes it is unlikely any association would sign an agreement which allows a third party to veto the proposed ending of a lease agreement. The Home Office is seeking to meet with HA reps on this.

### **Homelessness referrals**

Following the autumn 2019 meetings of all the Local Lettings Communities across the City, a first meeting of the re-established LLC Monitoring Group was held in December. This brings together representatives from each LLC to look at operational and strategic issues around the homelessness referral system. A number of sub-groups were set up to focus on some specific issues and we will be in touch with members to update on progress with these.

In the meantime, we know 2020/21 will be an important year, as the number of households referred to associations will need to continue rising if notionally agreed lettings targets are to have any chance of being reached.

### **GCC refuse and bulk uplift service**

On 6 February there was a constructive meeting between GWSF, around 12 member associations and GCC's Cleansing Service, to discuss concerns raised in the Forum's October 2019 report. We will be in touch with Glasgow members shortly with feedback and action points from the meeting.

### **Potential initiative to tackle under-occupation of larger property**

With significant input from associations, Glasgow City Council is preparing to commence (in April) a pilot initiative to offer practical assistance and a financial incentive to housing association tenants who are under-occupying larger property and may be willing to consider downsizing. Council tax funding will be used to offer incentives to people in larger property.

GCC received an excellent response to their survey of associations, and are now in the process of collating the feedback and having some initial meetings with a few associations which have expressed particular interest in this. The plan is to progress things before the end of the financial year and then set up a workshop/engagement event to discuss the findings and explore the solutions with associations City-wide.



Glasgow and West of Scotland  
Forum of Housing Associations

*Keep it Local!*

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GWSF is a company registered in Scotland (Company Number SC307677)  
Registered Office: Merchants House, 7 West George Street, Glasgow G2 1BA

13 February 2020

Dear Colleague

### **GWSF Affiliation 2020/21**

The aim of this letter is to:

- Invite your association to renew its membership of GWSF for 20/21
- Inform you of the GWSF affiliation fee structure for 20/21
- Highlight some of the last year's key achievements
- Summarise how your money is spent
- Look ahead to GWSF's plans for the coming year

### **Renewing your GWSF membership**

On behalf of the GWSF Board we very much hope you feel your membership of the Forum has been fully worthwhile and that your association will want to renew its membership for 20/21.

Our invoice for your fee is attached with this letter, with payment due by 30 April. You will also find a table showing the overall fee structure in place. In agreeing a 2% increase in fees, the GWSF Board believes that this is a reasonable increase, falling as it does between the current CPI and RPI figures (currently 1.3% and 2.2% respectively).

### **The value of GWSF membership**

- GWSF is unique in championing the work of local community-controlled housing associations (CCHAs). There's still a belief in some parts of the sector, and among some politicians and civil servants, that 'big is better', and so a strong CCHA movement, with an effective, collective voice, has never been more important
- Whilst the demise of a few independent associations (as they merge with larger associations) does mean we occasionally lose members, we were delighted to

welcome West Whitlawburn Housing Co-operative back into membership, and overall Forum membership is now at 65. The larger our membership, the more powerful our voice as a movement.

- Because GWSF focuses mainly on issues of concern to local, community-controlled housing associations, this means that we can speak clearly on behalf of our members, without having to dilute our message. Our role in doing this is recognised by elected politicians at all levels of decision-making, by the Scottish Government and by the Scottish Housing Regulator.
- GWSF is a member-led body, and we encourage all of our members to participate actively in our work. We keep committee/staff members up to date with the major changes that affect their organisations and enable networking and information sharing between CCHAs through our conferences, Open Meetings, staff forums and our Community Regeneration Learning Network.
- Members receive regular information from the GWSF office: some of this is not put on our website as it remains an exclusive member benefit. Additionally, though, members have full access to our website for all of their staff and committee members, as well as newsletters and clear and concise policy briefings.
- In Glasgow, GWSF provides the City's CCHAs with collective input to a wide range of strategic and service delivery issues. We've built stronger partnerships between the City Council, Health and Social Care Partnership and CCHAs.

## **Successes in 2019/20**

Our achievements in the past year have included:

- **Keeping you up to date** – As well as frequent emails to members on current issues, our GWSF Update goes out six times a year and summarises the main areas of our policy work.
- Our **annual rent increase survey**, which we are just completing, remains informative and very well supported by members
- We have met regularly with the **Housing Minister** Kevin Stewart, and on one occasion in 2019 had a successful joint meeting with both Mr Stewart and Aileen Campbell, **Cabinet Secretary** for Communities and Local Government
- In November 2019 we produced a new report **The case for investment in tenements**, which urges the Scottish Government to introduce specific, ring-fenced support for local authorities which come forward with plans to work in partnership with local housing associations to tackle poor private and mixed

tenure tenements. We're keen to help maintain a real momentum on this issue, helped by the 2019 report from a Parliamentary cross party group

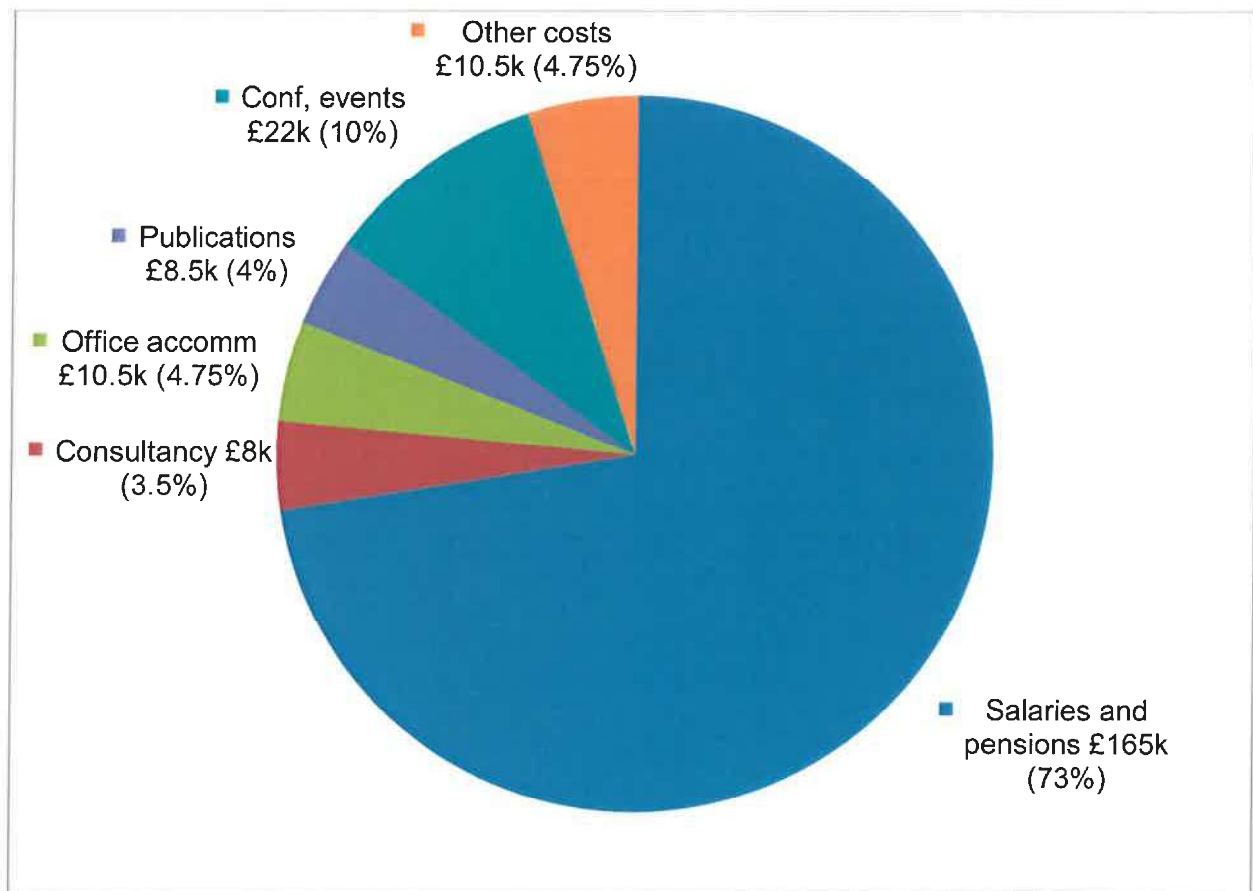
- Also in November 2019 we produced our annual **Charter Report**, which once again showed GWSF members to have more responsive and efficient services for tenants than other types of housing association and local councils
- In partnership with other housing bodies we have played a proactive role in highlighting the pressing need for commitments to be made in relation to **housing investment** after the end of March 2021
- Immediately after the October 2019 submission of **annual assurance statements** to the Regulator, we produced a **briefing** summarising the content of all 160 housing association statements
- In conjunction with EVH we have fully launched a **mentoring service** for HA staff and committee members, after a successful pilot stage
- **Regulation** – We have liaised closely with some members about engagement they're having with the Scottish Housing Regulator, and have met with SHR on a regular basis to discuss how the current regulatory approach is working and where issues may need addressing; and, jointly with SFHA and SHR, we produced Toolkit **guidance on self-assessment** against regulatory standards
- **Freedom of Information** – Again jointly with SFHA, and in conjunction with the Information Commissioner, we produced guidance for members in mid-2019 on their model publication scheme and how they can best meet the Commissioner's expectations on this
- Before the end of 2019/20 we will publish a report into the use CCHAs are making of different **social media** platforms, following in-depth interviews with several members who have provided us with great case study examples
- **Community regeneration** – Our ongoing Community Regeneration Learning Network has regularly brought together members and third sector bodies to help them develop their role as community anchors, including highlighting new funding opportunities
- **Bringing members together** – As well as five well-attended Open Meetings and our staff forums, we have brought different groups of members together to discuss specific issues such as regulation and tenements
- **Support and a listening ear** – We've tried to make sure we're available to members who are facing particular issues, for example from those facing regulatory intervention – we are always ready to provide informal advice and support from experienced CCHA people where this is requested



- **Conferences** – We ran a highly successful **Regeneration Conference** in June, and an equally well received **Annual Conference** in November, attended by over 200 delegates
- **In Glasgow** – We've supported and represented members on various fronts, including the **cleansing service** and the **SERCO evictions** issue. As part of our ongoing efforts to improve the **homelessness referral system** we have been able to take advantage of funding support to employ a full-time **HA Liaison Manager** within the Homelessness Service. Also we've continued to make sure **housing's contribution to health** has a strong profile within the Glasgow Health and Social Care Partnership, and we've maintained close links with Glasgow Council for the Voluntary Sector and Glasgow Social Enterprise Network to further partnership working with the third sector

### How your money is spent

Our core income, mostly from affiliation fees and our Annual Conference, will be around £225,000 this year (2019/20), and the chart below shows the main areas of expenditure.



## Looking ahead to 2020/21

Not surprisingly, we expect to be continuing to work on many of the same important issues as we have this year, no doubt with new issues and challenges as yet unforeseen.

We expect to play a proactive role in helping shape the Scottish Government's action plan on **Housing to 2040**, and in particular we'll be keen to see some radical steps taken in line with the summer 2019 vision document. We will continue to stress the importance of a new approach to supporting **tenemental repair** and improvement.

We will be working with partner housing bodies to influence the Scottish Government's **spending review for 2021/22** and beyond, as it is crucial that we avoid a cliff edge in terms of housing investment after the end of the current 50,000 new supply programme.

We will take a close look at what has happened to **'wider role' funding** for housing associations in the years since bespoke funding was introduced, in light of the recent failure of so many of our members to secure funding from the Investing in Communities Fund.

We will continue to work closely with members to monitor how the **Scottish Housing Regulator** exercises its powers. This will relate to all and any kind of engagement members may have with SHR, and certainly not only to associations under statutory measures. We all want to see credible regulation, but it must be proportionate too.

Newer topics we'll be discussing in detail with the Regulator include tenant safety issues including **fire safety and electrical safety**, and how SHR intends to regulate the new **EESH 2** (Energy Efficiency Standard for Social Housing).

Jointly with SFHA and SHR, we will be producing Toolkit guidance on how best to meet legislative and regulatory requirements on **equalities data collection**.

After the publication of our report on members' use of **social media**, we'll be continuing to develop our own social media profile, with support from our media and communications adviser who now works two days a month with us.

We'll be producing another **Charter Report**, which has traditionally demonstrated how responsive and efficient members' repairs and other services to tenants are in comparison with other social landlords.

We'll be further developing our **mentoring service** for HA staff and committee members, which has been very successful in its pilot stages and was fully launched recently.

As well as our usual summer **Regeneration Conference** and **Annual Conference** in November, we'll continue to bring members together through our various events and forums, as we know that networking opportunities are very much valued. On top of the ongoing **Community Regeneration Learning Network**, our more recently established staff forums - the **Community Development Network** and a **Media and Communications Network** will be going strong.

In **Glasgow** we'll continue to work with, and keep up the pressure on, those responsible for **homelessness** services in the City as long-expected improvements hopefully start to be seen. We'll seek to influence the new **Alliance** as this will have a big say in how homelessness support services are provided long into the future.

We'll be keeping a close eye on the quality of the City's **refuse services** after this issue was raised by members in 2019 and we facilitated meetings with the Council to explore the scope for improvements.

And we'll work with the Council and **Health and Social Care** Partnership across a range of delivery issues and opportunities for our members, including around support for older people.

#### **To conclude...**

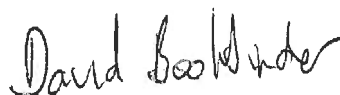
By re-affiliating to the Forum, your association can help maintain the unity and strength of Scotland's community controlled housing movement, as well as benefit directly from the information and support we offer to all of our members.

Finally do please note - we don't take your membership of GWSF for granted. If there is any aspect of this letter, or of GWSF membership more generally, which you or colleagues would like to discuss, please don't hesitate to get in touch with David Bookbinder, GWSF Director, on 0141 946 0645 or [david.bookbinder@gwsf.org.uk](mailto:david.bookbinder@gwsf.org.uk)

Many thanks and with very best wishes,



Helen Moore  
Chair, GWSF



David Bookbinder  
Director, GWSF



Glasgow and West of Scotland  
Forum of Housing Associations

## GWSF Fee Structure 19/20 and 20/21

HA category	Fee 19/20	Fee 20/21	Uplift @ 2%
<b>Glasgow</b>	£		£
More than 2,000 units	6,262	6,387	125
1,250-2,000 units	4,891	4,989	98
750-1,250 units	3,670	3,743	73
350-750 units	2,416	2,464	48
Less than 350 units	1,790	1,826	36
<b>Outside Glasgow</b>	£		£
More than 400 units	1,192	1,216	24
Less than 400 units	805	821	16

## Agenda Item 4ii

# Report

<b>Classification:</b>	Open
<b>To:</b>	Management Committee
<b>From:</b>	Stephen Macintyre
<b>Meeting Date:</b>	4 March 2020
<b>Subject:</b>	Benchmarking Report 1 September to 31 December 2019

### 1.0 PURPOSE

To provide the Committee with performance information for the period 1 September to 31 December 2019 and to show comparisons with other members of the Millennium Benchmarking Group. A spreadsheet is attached for Committee's information. We publish key Performance Information within our quarterly newsletter for Tenants.

### 2.0 DISCUSSION POINTS

#### 1. Governing Body membership and attendance

Attendance rate for the period stood at 66%, down from 70% recorded at the end of September. The Club Average for the period to 31 December 2019 65.78%

#### 2. Average Re-let Times

Our average re-let time for the third quarter was 16 days compared to the Club average of 16.33 days.

#### 3. Staff Attendance

Staff Absence at the end of December has risen from 2.6% to 4.7% at the end of December. The Club average at the of December was however 2.7%

#### 4. Rent Arrears

Gross Rent Arrears as a % of the rent due has reduced from 4.93% at the end of September to 4.17% at the end of December. This compares to the Club Average of 3.52% at the end of December.

#### 5. Voids

The proportion of rent loss due to voids stood at .79% at the end of December 2019. The corresponding figure for the Club average was 1%

## 6. Turnover

The % of lettable houses that became available for let stood at 1.93% at the end of December against a corresponding figure of 2.35% for the Club.

## 7. Repairs Performance

Repairs Category	Hillhead 31 December 2019	Benchmarking Club Average 31 December 2019
Average length of time taken to complete emergency repairs	1.19hrs	2.15 hrs
average length of time taken to complete non-emergency repairs	2.54days	2.4 days
% repairs appointments kept	100%	100%
% of gas safety checks completed within 12 months	100%	100%

### 2.1 Quarter 3 meeting

The meeting took place on Tuesday 25 February 2020 and was attended by S Macintyre, Director. I will present a further verbal update at the Committee meeting.

### 2.2 Scotland Housing Network

Staff continue to attend the Good Practice, Scrutiny & Value for Money sessions which are free to Members.

Value For Money - Our annual Value for Money return was submitted to the Network in August and a follow up session took place in December. A final report has now been received and I will include information for the Committee at a future meeting and discuss how the contents of this report can be included in consultations with tenants about rents and value for money.

## 3.0 RECOMMENDATIONS

It is recommended that the Committee note the contents of the Report.

<b>Regulatory Compliance</b>	<b>Standard 1</b> The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users. <b>Standard 2</b> The RSL is open and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.
<b>Financial Impact</b>	None
<b>Risk Assessment</b>	Low

## Agenda Item 4.iii

### Draft Committee Succession Plan Policy

<b>Classification:</b>	Open
<b>To:</b>	Management Committee
<b>From:</b>	Stephen Macintyre
<b>Meeting Date:</b>	4 March 2020
<b>Subject:</b>	Governance Draft Committee Succession Policy

#### 1. Purpose

- 1.1 To consider and approve a draft committee succession policy which ensures continued compliance with current regulatory governance standards.

#### 5. Recommendation

- 5.1 Committee are invited to approve the Committee Succession Policy.

<b>Regulatory Compliance</b>	<p><b>Standard 6</b> <b>The governing body and senior officers have the skills and knowledge they need to be effective.</b></p> <p><b>Guidance</b></p> <p>6.1 The RSL has a formal, rigorous and transparent process for the election, appointment and recruitment of governing body members. The RSL formally and actively plans to ensure orderly succession to governing body places to maintain an appropriate and effective composition of governing body members and to ensure sustainability of the governing body.</p> <p>6.2 The governing body annually assesses the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve the RSL's purpose, deliver good tenant outcomes, and manage its affairs. It assesses the contribution of continuing governing body members, and what gaps there are that need to be filled.</p> <p>6.3 The RSL ensures that all governing body members are subject to annual performance reviews to assess their contribution and effectiveness. The governing</p>
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	<p>body takes account of these annual performance reviews and its skills needs in its succession planning and learning and development plans. The governing body ensures that any non-executive member seeking re-election after nine years' continuous service demonstrates continued effectiveness.</p> <p>6.4 The RSL encourages as diverse a membership as is compatible with its constitution and actively engages its membership in the process for filling vacancies on the governing body.</p> <p>6.5 The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness.</p>
<b>Financial Impact</b>	Low
<b>Risk Assessment</b>	Medium



## **Committee Succession Plan**

## **And Training Plan**

**2020/21**

## 1.0 Introduction

**Hillhead** Housing Association recognizes the need for a Succession Strategy and Training Plan which will continue to embody sound governance and business practices.

Hillhead's Succession Strategy and Training Plan will act as the guiding document to ensure the Association has the appropriate skills, experience and attributes whilst being mindful of the Scottish Housing Regulator's (SHR) expectations around tenure of committee membership and the principles of refreshing membership of boards to encourage fresh thinking and challenge.

Endorsement of this strategy and plan is a clear indication of commitment to good governance practices which will support the continuing growth and success of the Association.

## 2.0 Guiding principles

An approach to succession planning relies upon a number of principles being adhered to:

- a. Regular, constructively critical evaluation of the needs of the business to meet current and known future challenges.
- b. An open and honest dialogue about whether these business needs are being met by the current skills, experience and knowledge of committee members.
- c. Receptiveness to the idea that for the good of the business, existing skills, experience or knowledge may need to be replaced.
- d. Valuing the contribution of individuals and dealing sensitively with any required changes.
- e. Participation of all committee members in reviews of board effectiveness and willingness to be open about future plans which may impact on the work of the board.

## 3.0 Scope

It is the responsibility of the Chairperson and the Director to implement this Strategy and the associated annual training plan.

## 4.0 Approach

- 4.1 On an annual basis, all the management committee will review the range of skills, experience and knowledge against the business plan requirements. This assessment will be concluded by June of each year.
- 4.2 All committee members will be asked to complete a self-assessment on an annual basis, which will identify any intentions to leave the committee as well as any training or development needs to enable committee members to fully and effectively participate in committee activities. The suggested timetable for completion of the annual assessments is April. For the period 2020 to 2022 this process will be supported by SHARE as part of our agreement with SHARE which started in 2019.
- 4.3 All committee members will have had an individual meeting with the relevant committee Chair and/or Vice Chair or supporting organisation to discuss performance, strengths, development areas and tenure. The suggested timetable for conclusion of these meetings will be March.
- 4.4 The expected outcomes from these annual assessments are:
- Clear information relating to current skills, knowledge and experience.
  - Committee members being aware of any gaps in existing versus required skills, knowledge and experience.
  - Clarity of intentions regarding committee tenure, bearing in mind the Scottish Housing Regulator's expectations that board members normally serve no more than nine years on a board.
  - A clear and documented rationale where a committee member exceeds the nine year service expectation of the SHR.
  - An updated annual training and development plan.
  - An appropriate recruitment plan to address any gap areas or committee member turnover.
  - An indication of members who have an interest in becoming chair, vice chair or chair of a sub-committee.

## 5.0 Hillhead Housing Association Methods of Evaluating Committee Effectiveness

- 5.1 Every three years, a full review of the Association's Management Committee effectiveness will take place. As part of our current arrangement with SHARE this process is supported by them and will therefore involve some form of external and/or peer review and evaluation.
- 5.2 Topics likely to be evaluated include:
- Governance practice against recognised good practice and the SHR's expectations
  - Understanding of the business context in which Hillhead HA operates

- Level of scrutiny of business critical information
- Level of challenge amongst members and senior staff
- Relevance of reports and information to members
- Effectiveness of meetings
- Contribution of members to discussions at meetings/online discussions and other committee activities.

### 5.3 Methods of evaluation

There are various methods of evaluation which may be used. Thorough evaluation will require at least:

- Observation of a minimum of one full committee meeting [this may be supplemented by attendance at additional full committee or sub-committee meetings]
- Review of committee members self-assessment data and meetings with all individual committee members
- Review of committee papers to include coverage of at least one quarterly key performance indicator report
- Feedback from the Senior Management Team members who can comment on the operation of the Committee.

### 5.4 The expected outcomes of these evaluation reviews are:

- A full report on the committee identifying good practice
- Recommendations for consideration where these could improve committee effectiveness
- A sharing of good practice across the Association and shared commitment to improving governance where possible
- Peer and/or externally drawn feedback for individual committee members
- Confidence in our governance practices and reportable evidence to provide to the SHR and other interested parties.

## 6.0 Hillhead Housing Association Committee Succession Plan

As part of the discussions with SHARE (as the currently appointed Committee Development Consultants), the Chair and individual Committee members, a number of development areas are identified and these will be included in Section 8.0 as an organisational training and development plan. Committee have also been issued with Individual Learning Reports. Needs will be addressed over the course of each financial year.

At December 2019, three vacancies exist on the Association's Management Committee. Looking ahead to the AGM, ? number of members are due to stand down, albeit ? of them can be re-elected without the need for nomination.

The profile of Hillhead's Committee members currently is summarised in the table below.

Sunny House Committee Member	Years of Service	Date due for Re-election	Professional/Tenant Background
Claire Taylor	December 2000		Local Resident. Claire has been a committee member since 2002 when she joined the steering group that was later to become Hillhead Housing Association. She has been Chair since 2016 and prior to then she served as Vice Chair. She was previously chair between 2009 and 2012. Claire is a retired psychiatric nurse, Member of Kirkintilloch Community Council, Treasurer of Strathkelvin Credit Union, Board Member of Glasgow & West of Scotland Forum of Housing Associations, and Board Member of a local Recovery Group called GRACE. Claire is participating in SHARE'S governance qualification programme for Committee Members. Claire owns her home and lives in Hillhead.
Lisa Scott	June 2015		Tenant Member. Lisa is the Association's Vice Chair and has fulfilled this role since 2017. Lisa is participating in SHARE'S governance qualification programme for Committee Members along with Claire. Lisa is currently chair of SHARE.
Mary Docherty	February 2014		Mary is a tenant of the Association and has been a committee member since 2014. She is retired.
Stuart Niven	June 2017		Stuart joined the Committee in 2017. He is the Business Development Manager with the Charities Aid Foundation Bank. He lives in Kirkintilloch and brings a breadth of financial management knowledge and skills to the Committee.
Cllr John Jamieson	October 2017		Prior to May 20107 John was an appointed councillor for two terms. Since 2017 he has been an ordinary committee member. He continues to serve as one of the local councillors for Hillhead. He lives in Bishopbriggs.
Cllr Stuart MacDonald	July 2007		Stewart is one of our 2 appointed councillors and has sat on our committee for 2 terms. In 2017 he was reappointed for a third term. In the last term he held

			the position of Convener of Housing Services and he is a Board Member of the local East Dunbartonshire Leisure Trust. In his day time employment he works as a Kinship Care Coordinator with Citizens Advice Scotland. Prior to that role he worked as an advisor in the Airdrie CAB in Lanarkshire. He lives in Harestanes in Kirkintilloch.
CLlr Susan Murray	June 2017		Susan is our second appointed local councillor and is currently serving her first term. She is presently the Convenor of the Housing Committee. She lives in Hillhead.
Robert Smith	May 2014		Robert works for the local charity GRACE which supports people recovering from drug and alcohol addictions. He is a tenant of the Association and has been a committee member since 2014.
Gary Jackson	April 2019		Gary is the Managing Director of a company in the private house building sector and brings a wealth of construction and technical knowledge and experience to the Association. He lives in Chryston. He joined the Committee in 2019.
David Wilson	September 2015		David lives in Bishopbriggs and is the Housing Manager at Parkhead Housing Association. He has been a member of the Association's Committee since 2015.
Walid Hassan	July 2019		Walid joined the Committee in 2019 and is currently working through his induction. He lives in Glasgow and works for East Dunbartonshire CAB. He also supports a number of Syrian Refugee families in the local area.
Catherine MacKay-McCann	Feb 2018		Catherine lives in Hillhead and until 2018 was Head of the Customer Services team of a large Glasgow based housing association. She is currently on an extended leave of absence.

In summary the Committee as a whole has knowledge, skills and experience in the following areas:-

- Housing Management
- Finance
- Property development and construction
- Customer Service
- Governance of other charities, not for profit organisations and social enterprises
- Social care and health services

## 7.0 Hillhead Housing Association Recruitment plan

- 7.1 There is a very broad range of skills within the management committee at Hillhead and there are currently we have 3 vacancies for co-option. However, this can change at any time and

often does so around the AGM in September. Therefore, where change occurs and vacancies arise, an assessment of skills gaps will be carried out, the results of which will form the focus of a recruitment campaign.

## 7.2 Recruitment process

Open recruitment should take place to fill vacancies as they arise. An advertisement will be drafted to cover the agreed skills and experience areas identified. Wide circulation of the advert will include bodies which represent sectors of the community which are currently under-represented on the committee. This will include educational, financial and legal institutions.

In addition to publication of the advert, committee members and staff will be asked to bring the opportunities to the attention of people in their networks who may be interested in applying for committee membership.

### Timescales:

Publication of the advert	When required
Closing date for applications	At the relevant time
Shortlisting of applications	At the relevant time
Interviews	When required At the relevant time
Offers issued	At the relevant time

## 8.0 Hillhead Housing Association Organisation Training and Development Plan 2019/2020

A number of general themes were identified in discussions about development needs. These are identified below together with suggested events to address these requirements.

Report Item	Regulatory Standard	Learning & development area	Key outcomes	How learning & development to be met (examples)	Date to be achieved
1	The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.	What more committee could do to stay up to date with the profile, needs and priorities of tenants and other customers	<p>Committee members should be informed on the demographic of the population in their area, including information on age and household size.</p> <p>This information should form the basis of discussion on current issues facing the housing sector and bring the discussion round to the ways that particular issues and challenges will affect HHA's particular demographic.</p> <p>The knowledge should also be a key consideration when the committee discusses future planning and direction for the association.</p>	<p>Session on Area Demographic Overview (delivered by HHA staff) and followed by discussion relating demographics to current housing issues e.g. Brexit/Universal Credit.</p> <p>Association carries out more in depth survey of tenants and other customers</p> <p>In-house training course for all Committee members</p> <p>Signposting to relevant reading</p>	<p><b>February 2020</b></p> <p>This topic will be covered in 2020. Current housing issues such as Brexit and Universal Credit will be incorporated into Committee reports and training/briefing sessions throughout the year</p>



Report Item	Regulatory Standard	Learning & development area	Key outcomes	How learning & development to be met (examples)	Date to be achieved
2	The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.	Committee discusses and agrees how the priorities, needs and aspirations of tenants and others influence the plans, strategies and decisions of the Association.	Committee decide and implement a strategy for gathering information from tenants on their needs and aspirations.  Once this information is gathered, it should be a key consideration for any plans, strategies and decisions of the organisation.	In-house training on tenant participation and review of tenant participation strategy  Network with other housing associations on how they are gathering/using such info	<b>June 2020</b> By reviewing the information collated from the Tenant Survey and by involving tenants in a review of our TP strategy.
3	The governing body bases its decisions on good quality information and advice and mitigates risks to the organisation's purpose	Committee discussion and agreement on a succession planning process for the governing body, including how to further involve tenants.	Committee plan and implement and succession planning strategy.  Committee considers ways to involve tenants in the future of the governing body.	Succession planning training  Regular reviews of intentions and aspirations of committee regarding office bearers roles  Training offered to those interested in becoming an office bearer  Campaign to highlight the work of committee in the area	<b>April/May 2020</b>  <b>May to June 2020</b>  <b>From April 2020</b>



Where committee members have identified individual needs, these will be addressed with them directly through individual training plans and one off exercises.

## 9.0 Conclusion

Governance structures and practices are fundamental to future success. The Committee Succession Plan and Training Plan will support overall objectives and, in particular, the Mission Statement. By implementing this Strategy and Training Plan, the Association continues to be supported by committee members with the right mix of skills, experience, knowledge and commitment to the aims of the Association.

## Agenda Item 5

# Report

<b>Classification:</b>	Open
<b>To:</b>	Management Committee
<b>From:</b>	Stephen Macintyre
<b>Meeting Date:</b>	4 March 2020
<b>Subject:</b>	Revised Draft Budget to 31 March 2021

### 1. Revised Draft Budget 20/21

A revised draft Budget for the year to 31 March 2021 and an accompanying narrative report are attached to this Report.

### 2. Recommendations

It is recommended that the Management Committee consider and approve the attached revised draft budget.

<b>Regulatory Compliance</b>	<p><b>Standard 3 The RSL manages its resources to ensure its financial well being, while maintaining rents at a level that tenants can afford to pay.</b></p> <p>3.1 The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes, and control costs effectively. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times</p> <p>3.5 The RSL monitors, reports on and complies any covenants it has agreed with funders. The governing body assesses the risks of these not being complied with and takes appropriate action to mitigate and manage them.</p>
<b>Financial Impact</b>	High
<b>Risk Assessment</b>	High. As a debt funded organisation we have robust financial monitoring systems in place to ensure our ongoing financial status is managed effectively to minimise any financial risk.

# **HILLHEAD HOUSING ASSOCIATION**

## **REVISED BUDGET 2020/21**

### **Introduction**

A budget for the year 2020/21 was presented to the management committee earlier this year. This revised budget has taken account of other items that will occur in the year 2020/21. These changes and their effects are shown below;

- Changes in staff structure – cost £7,700
- Additional Major Repairs – cost £52,000
- Additional Overheads – Cost £3,000
- Additional Depreciation – Cost £4,000
- Additional Grant Income – Saving £26,000
- Additional Fixed Assets – Cost £12,000
- Reduction in costs of heat detectors – Saving - £69,600

### **Statement of Comprehensive Income (SOCl)**

- Turnover will increase by £26,000 to £4,326,919.
- Operating Costs will increase by £66,700 to £3,254,600.
- The net surplus will decrease by £40,700 to £352,219.

### **Statement of Financial Position (SOFP)**

- The net value of Other Fixed Assets will increase by £8,000 to £1,031,611.
- Cash balances will increase by £20,900 to £1,754,197.
- Reserves will decrease by £40,700 to £888,913.

### **Covenants**

The Association will continue to be able to comply with the financial covenants in the loan agreement with the Royal Bank of Scotland.

### **Other**

The details of this revised budget will be included in an updated long term cash flow forecast that will be presented to the Management Committee later this year.

**Patrick Long**  
**FMD Financial Services**  
**March 2020**

# HILLHEAD HOUSING ASSOCIATION 2000

## BUDGETED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR TO 31st MARCH 2021

	Budget	Budget
	2021	2020
	£	£
Turnover	4,326,919	4,861,169
Less Operating Costs	<u>-3,254,600</u>	<u>-3,674,540</u>
Operating Surplus/Deficit	1,072,319	1,186,629
Gain on RTB Sales	0	0
Interest Receivable	3,400	2,200
Interest Payable	-723,500	-740,007
Other Finance Charges	0	0
<b>Net Surplus</b>	<u><b>352,219</b></u>	<u><b>448,822</b></u>
Other Comprehensive Income	0	0
<b>Net Surplus</b>	<u><b>352,219</b></u>	<u><b>448,822</b></u>

## HILLHEAD HOUSING ASSOCIATION 2000

### BUDGETED INCOME & EXPENDITURE FROM LETTINGS

	Budget	Budget
INCOME	2021	2020
	£	£
Rental Income - Houses	3,798,800	3,668,700
Rental Income - Garages	3,600	4,000
	<u>3,802,400</u>	<u>3,672,700</u>
Voids	-38,000	-36,700
Net Rental Income	<u>3,764,400</u>	<u>3,636,000</u>
Grant Income	71,000	47,000
Grant Released From Deferred Income	439,819	439,819
<b>Total Income From Lettings</b>	<b><u>4,275,219</u></b>	<b><u>4,122,819</u></b>
<b>EXPENDITURE</b>		
Management & Maintenance Admin	1,210,383	1,122,703
Resident Participation	0	2,500
	<u>1,210,383</u>	<u>1,125,203</u>
Reactive Repairs	410,000	396,800
Cyclical Maintenance	278,900	232,200
Major Repairs	148,200	91,200
Bad Debts	56,400	54,540
Depreciation	1,004,400	965,000
	<u>3,108,283</u>	<u>2,864,943</u>
<b>Surplus from Lettings</b>	<b><u>1,166,937</u></b>	<b><u>1,257,876</u></b>

### BUDGETED INCOME & EXPENDITURE FROM OTHER ACTIVITIES

			Budget	Budget
	INC	EXP	2020/21 SURPLUS	2019/20 SURPLUS
Welfare Rights	12,000	86,618	-74,618	-49,948
Wider Action	0	20,000	-20,000	-21,300
Services to Other RSLs	39,700	39,700	0	0
<b>TOTAL</b>	<b>51,700</b>	<b>146,318</b>	<b>-94,618</b>	<b>-71,248</b>
<b>INCOME &amp; EXP FROM LETTINGS</b>	<b>4,275,219</b>	<b>3,108,283</b>	<b>1,166,937</b>	<b>1,257,876</b>
<b>TOTAL INCOME &amp; EXP</b>	<b><u>4,326,919</u></b>	<b><u>3,254,600</u></b>	<b><u>1,072,319</u></b>	<b><u>1,186,628</u></b>

# HILLHEAD HOUSING ASSOCIATION 2000

## BUDGET ASSUMPTIONS

2020/21

## LETTINGS

## INCOME

- 1 The rent increase for the year is 3.1%.  
RPI at Oct 2019 was 2.1%.  
Every 1% rent increase will generate an additional £36,800 in rental income.
- 2 Void levels are estimated to be 1.00% of rental income.
- 3 Revenue grant income consists of grants for Stage 3 Adaptations - £45,000.
- 4 Deferred income amortised in the year amounts to £439,819

## EXPENDITURE - STAFF COSTS

- 1 Salaries are based on an increase of 1.6%.
- 2 Staff Costs are based on the existing staff structure being in place from 1st April 2020.
- 3 Pensions- The Association is now offering a defined contribution scheme only to all staff,  
Staff who choose not to join this scheme will join the auto enrolment scheme from which they can opt out if they wish.  
Hillhead HA scheme - employer's rate - 8.45% - 18 members.  
Auto enrolment scheme - employer's rate - 3% - 3 members.  
No pension scheme - 3 members  
Pension costs, excluding the deficit contribution will be £61,200.
- 4 Indirect staff costs include the external provision of development and finance services.

## EXPENDITURE - ESTATE COSTS

Reactive Maint.	£	Cyclical Maint.	£
Direct Costs	262,200	Gas Servicing	118,800
Voids	127,300	Landscaping	49,500
Void Security	3,000	Electrical Testing	34,800
Void Clearances	8,200	Painting	58,000
Landlords Electric Supply	6,100	Gas Audit	6,300
Playpark Maintenance	2,000	Gutter Cleaning	10,000
Community Gardens	1,200	Close Cleaning	1,500
	<u>410,000</u>		<u>278,900</u>

Major Repairs	REVENUE	CAPITAL	TOTAL
	£	£	£
Environmental Works	0	500,000	500,000
Stage 3 Adaptations	43,000	0	43,000
Additional Adaptation Works	52,000	0	52,000
Heat Detection Upgrades	0	68,000	68,000
Central Heating Systems	0	10,000	10,000
168 Hillhead Road	50,000	0	50,000
Ventilation	3,200	0	3,200
	<u>148,200</u>	<u>578,000</u>	<u>726,200</u>



## HILLHEAD HOUSING ASSOCIATION 2000

### BUDGET ASSUMPTIONS

2020/21

### LETTINGS (continued)

### EXPENDITURE - OVERHEADS

- 1 Advertising includes the cost the cost of four newsletters in the year, an annual report and other other miscellaneous promotional events.
- 2 Audit Fees:- Internal Audit (£4,000), External Audit (£10,500).
- 3 Bank charges include charges from Allpay, Bankline and new automated payment system.
- 4 General expenses include; a Tenants Loyalty Scheme, catering, tenants prizes, communities fund, donations, Health at Work schemes and general sundries.
- 5 Van costs include fuel and insurance costs as well as general maintenance costs for two vans.
- 6 Insurance costs will increase in line with recent renewals.
- 7 Equipment maintenance includes hardware & software maintenance, web site development, and the maintenance of various alarms and items of equipment eg phones, photocopier, franking machine etc.
- 8 Subscriptions include; SFHA (£10,700), SHARE (£4,300) EVH (£4,800), Advice UK (£1,500), Benchmarking club (£2,000), GWSHF (£1,300) as well as several other minor costs.
- 9 Staff and committee training allow for the cost of courses and seminars throughout the year and the attendance at conferences.
- 10 Professional fees relate to GDPR/FOI regulations, procurement advice, Life Cycle Costings review, stock condition surveys, employment law.

### OTHER ACTIVITIES

- 1 Two Welfare Rights Officers will be employed throughout 2019/20. This service will no longer attract Big lottery Funding although Caledonia (formerly Anonine HA) will continue to contribute (£12,000) to these costs.

- 2 Wider action projects will consist of:

	Staff Costs £	Other Costs £	Income £	Net Cost £
Tenancy Support Service	0	20,000	0	20,000
	0	20,000	0	20,000

- 3 The Association will also provide Director services to Abrohill HA, generating income of £39,700.

### OTHER ASSUMPTIONS - INCOME & EXPENDITURE ACCOUNT

- 1 Interest receipts in the year will amount to £3,400.
- 2 Interest costs will be incurred as a result of drawing down funds from the Royal Bank of Scotland. In addition, non utilisation fees will be incurred in respect of the amount of loans not drawn down. Interest costs - £710,100. Non Utilistation Fees - £13,400. Interest charges are based on LIBOR which is assumed to be at a rate of 1%.
- 3 Actual payments towards the SHAPS pension deficit will amount to £54,346.

# HILLHEAD HOUSING ASSOCIATION 2000

## BUDGETED STATEMENT OF FINANCIAL POSITION

	Budget		Budget	
	31.03.21		31.03.20	
	£		£	
<b>Fixed Assets</b>				
Housing Properties - Cost	33,644,648		33,066,648	
less Depreciation	<u>-8,244,357</u>	25,400,291	<u>-7,239,957</u>	25,826,691
Other Non Current Assets		1,031,611		1,045,011
Total Non Current Assets		<u><b>26,431,902</b></u>		<u><b>26,871,702</b></u>
<b>Current Assets</b>				
Receivables	193,219		193,219	
Cash	<u>1,754,197</u>	1,947,416	<u>1,631,343</u>	1,824,562
<b>Liabilities &lt; One Year</b>				
Miscellaneous	-224,472		-224,472	
Loans	-175,000		-175,000	
Pension Deficit	<u>0</u>	-399,472	<u>0</u>	-399,472
<b>Net Current Assets</b>		<u><b>1,547,944</b></u>		<u><b>1,425,090</b></u>
<b>Total Assets Less Current Liabilities</b>		<b>27,979,846</b>		<b>28,296,792</b>
<b>Liabilities &gt; One Year</b>				
Loans	-13,584,000		-13,759,000	
Repayable Grant	-680,000		-680,000	
Pension Liability	<u>0</u>	-14,264,000	<u>0</u>	-14,439,000
SHAPS Pension Liability		-286,837		-341,183
<b>Deferred Income</b>				
HAG	-12,142,549		-12,569,649	
Other Housing Assets	-397,547		-410,266	
Other Non Housing Grants	<u>0</u>	-12,540,096	<u>0</u>	-12,979,915
<b>Total Net Assets</b>		<u><b>888,913</b></u>		<u><b>536,694</b></u>
<b>Capital &amp; Reserves</b>				
Share Capital		60		60
Revenue Reserves		1,175,690		877,817
SHAPS Pension		-286,837		-341,183
Total Capital & Reserves		<u><b>888,913</b></u>		<u><b>536,694</b></u>

## HILLHEAD HOUSING ASSOCIATION 2000

### BALANCE SHEET ASSUMPTIONS

- 1 The Braes o' Yetts developmet will have been completed by March 2021 and no further expenditure will be incurred on this development in this year.

Although further new build developments are being considered, no costs are included inthis budget for any additional capital expenditure this year.

Other capital expenditure	£
Environmental Works	500,000
Heat detection upgrades	137,600
Misc components	10,000
	<u>647,600</u>

- 2 Accumulated depreciation will be £8.244, including the charge of £1.004m for the year.
- 3 The cost of other fixed assets purchased in the year will be £10,000. This will include the purchase of new furniture & equipment.
- 4 By the end of March 2021 the Association will own 830 properties.
- 5 Debtors balances are base on the balance at March 2019 adjusted for movements in 2019/20 and 2020/21.
- 5 The Association's cash balances will fluctuate during the year and will eventually settle at £1.733m at March 2021, an overall increase of just over £100,000.
- 6 There should be no need to draw down any additional funds from RBS in the year.  
A furrther £175,000 will be repaid towards Facility A in accordance with the repayment schedule.  
The net balance of RBS loans outstanding at March 2021 will be £13.759m
- 7 Liabilities due within one year will consist of loans due within one year and miscellaneous creditors.
- 8 Liabilities due after one year will consist of the balance of loans and the grant repayable to the Scottish Government,
- 9 It has been assumed that there will be no movement in the SHAPS pension liabiity apart from the pension deficit payment. The balance of this liability at March 2021 is therefore assumed to be £286,837
- 10 Deferred Income is in respect of capital grants received that have yet to be written back to reserves.
- 11 The Association's total net assets at March 2021 will be £888,913

**HILLHEAD HOUSING ASSOCIATION 2000**  
**ANNUAL CASHFLOW STATEMENT FOR THE YEAR TO 31 MARCH 2021**

	<b>Budget</b>	<b>Budget</b>
	<b>2020/21</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>
<b>Net Cashflow From Operating Activities</b>		
Operating Surplus	1,072,319	1,186,629
Depreciation - Housing	1,004,400	965,000
Depreciation - Other	35,400	29,700
Amortisation of Capital Grants	-439,819	-439,819
Change in Debtors	0	-24,000
Change in Creditors	0	-1,222,402
Change in Pension Deficit Creditor	-54,346	-47,817
Other Pension Costs	0	0
	<u>1,617,954</u>	<u>447,291</u>
<b>Investing Activities</b>		
Cost of New Housing	0	-529,266
Cost of New Components	-578,000	-647,600
Cost of Other Fixed Assets	-22,000	-35,000
Capital Grants Received	0	0
Sales Income	0	0
	<u>-600,000</u>	<u>-1,211,866</u>
<b>Financing Activities</b>		
Interest Received	3,400	2,200
Interest Paid	-723,500	-740,007
Loans Drawn Down	0	1,000,000
Loans Repaid	-175,000	-175,000
	<u>-895,100</u>	<u>87,193</u>
<b>Increase in Cash</b>	<u><b>122,854</b></u>	<u><b>-677,382</b></u>
Closing Cash	1,754,197	1,631,343
Opening Cash	<u>1,631,343</u>	<u>2,308,725</u>
	<u><b>122,854</b></u>	<u><b>-677,382</b></u>

# **HILLHEAD HOUSING ASSOCIATION 2000 MANAGEMENT EXPENSES ANALYSIS**

	<b>Budget</b>	<b>Budget</b>
	<b>2020/21</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>
<b>Staff Costs</b>		
Gross Pay	755,700	716,300
NIC	66,000	68,900
Pension	62,500	56,100
Expenses	3,000	1,700
	<u>887,200</u>	<u>843,000</u>
Finance Services	30,000	30,000
Maintenance Services	0	0
Development Services	1,200	29,000
	<u>918,400</u>	<u>902,000</u>
<b>Estate Costs</b>		
Reactive Repairs	410,000	396,800
Cyclical maintenance	278,900	232,200
Major Repairs	148,200	91,200
Bad Debts	56,400	54,540
Depreciation - Housing	1,004,400	965,000
	<u>1,897,900</u>	<u>1,739,740</u>
<b>Overheads</b>		
Advertising	8,000	9,000
Audit Fees	14,500	14,500
Bank Charges	15,000	15,000
Committee Expenses	2,000	2,300
Depreciation - Other	35,400	29,700
General Expenses	11,500	10,200
Van Costs	10,000	10,000
Heating, Lighting, Cleaning	12,500	12,500
Insurance - Housing	81,400	66,000
Insurance - Other	22,400	16,000
Legal Fees - Housing	25,000	25,000
Legal Fees - Other	5,000	5,000
Office Equipment - Maintenance	46,400	41,000
Office Maintenance	4,500	500
Printing & Stationery	5,000	5,000
Postage	7,000	7,000
Rent & Rates etc	2,000	2,000
Subscriptions	31,600	16,200
Staff Recruitment	6,000	10,000
Telephones	10,500	11,600
Training - Committee	16,600	13,000
Training - Staff	17,300	11,500
	<u>389,600</u>	<u>333,000</u>
<b>Other</b>		
Professional Fees	28,700	18,500
Resident Participation	0	2,500
Wider Action	20,000	678,800
	<u>48,700</u>	<u>699,800</u>
<b>TOTAL</b>	<u><u>3,254,600</u></u>	<u><u>3,674,540</u></u>

HILLHEAD HOUSING ASSOCIATION 2000

MANAGEMENT EXPENSES ANALYSIS 2020/21

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	ADJ	TOTAL
<b>Staff Costs</b>														
Gross Pay	62,000	62,000	62,000	62,000	62,000	62,000	64,100	63,500	63,600	65,000	63,900	63,600	0	755,700
NIC	3,200	6,200	6,200	6,200	6,200	4,400	5,000	5,700	5,700	5,700	5,700	5,800	0	66,000
Pension	5,100	5,100	5,100	5,100	5,100	5,100	5,300	5,200	5,200	5,200	5,500	5,300	0	62,500
Expenses	250	250	250	250	250	250	250	250	250	250	250	250	0	3,000
	70,550	73,550	73,550	73,550	73,550	71,750	74,650	74,650	74,750	76,450	75,250	74,950	0	887,200
<b>Finance Services</b>														
Maintenance Services	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	0	30,000
Development Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100	100	100	100	100	100	100	100	100	100	100	100	0	1,200
	73,150	76,150	76,150	76,150	76,150	74,350	77,250	77,250	77,350	79,050	77,850	77,550	0	918,400
<b>Estate Costs</b>														
Reactive Repairs	27,200	32,700	35,000	32,100	32,600	37,000	33,100	33,700	36,100	37,200	36,700	36,600	0	410,000
Cyclical maintenance	18,300	16,700	25,400	43,300	16,700	25,400	43,300	15,500	32,200	12,100	10,500	19,500	0	278,900
Major Repairs	0	0	52,000	50,000	0	13,000	0	0	15,600	0	0	17,600	0	148,200
Bad Debts	0	0	0	0	0	28,200	0	0	0	0	0	28,200	0	56,400
Depreciation - Housing	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	45,500	49,400	112,400	125,400	49,300	103,600	76,400	49,200	83,900	49,300	47,200	101,900	0	1,004,400
														1,897,900
<b>Overheads</b>														
Advertising	0	0	1,300	0	0	1,700	2,000	0	1,300	0	0	1,700	0	8,000
Audit Fees	0	0	2,000	0	0	1,000	0	0	1,000	0	0	10,500	0	14,500
Bank Charges	0	0	3,750	0	0	3,750	0	0	3,750	0	0	3,750	0	15,000
Committee Expenses	0	0	500	0	0	500	0	0	500	0	0	500	0	2,000
Depreciation - Other	0	0	0	0	0	0	0	0	0	0	0	0	35,400	35,400
General Expenses	400	400	1,350	400	400	2,450	400	400	2,050	400	400	2,450	0	11,500
Van Costs	0	0	5,150	0	400	1,100	0	0	1,425	0	825	1,100	0	10,000
Heating, Lighting, Cleaning	19,400	0	3,125	0	0	3,125	0	0	3,125	0	0	3,125	0	12,500
Insurance - Housing	5,100	0	17,300	0	0	0	0	0	0	0	0	0	0	81,400
Insurance - Other	0	0	6,250	0	0	6,250	0	0	6,250	0	0	6,250	0	25,000
Legal Fees - Housing	0	0	1,250	0	0	1,250	0	0	1,250	0	0	1,250	0	5,000
Legal Fees - Other	0	0	21,850	0	0	3,550	2,110	0	2,850	0	0	2,890	0	46,400
Office Equipment - Maintenance	13,150	0	0	0	0	2,250	0	0	0	0	0	2,250	0	4,500
Office Maintenance	0	0	0	0	0	1,250	0	0	1,250	0	0	1,250	0	5,000
Printing & Stationery	0	0	1,250	0	0	1,750	0	0	1,750	0	0	1,750	0	7,000
Postage	0	0	1,750	0	0	500	0	0	500	0	0	500	0	2,000
Rent & Rates etc	25,360	0	1,845	750	0	800	870	0	1,975	0	0	0	0	31,600
Subscriptions	3,000	0	0	0	0	1,500	0	0	1,500	0	0	0	0	6,000
Staff Recruitment	0	0	2,600	0	0	2,600	0	0	2,600	0	0	2,700	0	10,500
Telephones	600	600	1,500	3,400	600	1,200	1,200	600	2,300	600	600	3,100	0	16,600
Training - Committee	5,850	250	250	250	250	5,250	3,750	250	250	250	250	450	0	17,300
Training - Staff	72,860	1,250	135,520	4,800	1,650	42,075	10,330	1,250	33,650	3,225	2,075	45,515	35,400	389,600
<b>Other</b>														
Professional Fees	13,900	1,100	3,600	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,300	0	28,700
Resident Participation	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wider Action	0	0	5,000	0	0	5,000	0	0	5,000	0	0	5,000	0	20,000
	13,900	1,100	8,600	1,100	1,100	6,100	1,100	1,100	6,100	1,100	1,100	6,300	0	48,700
<b>TOTAL</b>	205,410	127,900	332,670	207,450	128,200	226,125	165,080	128,800	201,000	132,675	128,225	231,265	1,039,800	3,254,600

# HILL HEAD HOUSING ASSOCIATION 2000

## MANAGEMENT EXPENSES ANALYSIS

2020/21

Staff Costs	H&M ADMIN	RES PART	SERVICE CHARGES	REACT	CYC	MR	BAD DEBTS	DEPN	WFARE	WIDER ACTION	FACTOR	RTB	ABRON HILL	EDC
Gross Pay	755,700	768,000	0	0	0	0	0	0	0	79,500	0	0	39,700	0
NIC	66,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Pension	62,500	0	0	0	0	0	0	0	0	0	0	0	0	0
Expenses	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0
	887,200	768,000	0	0	0	0	0	0	79,500	0	0	0	39,700	0
Finance Services	30,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Services	1,200	0	0	0	0	0	0	0	0	0	0	0	0	0
	918,400	799,200	0	0	0	0	0	0	79,500	0	0	0	39,700	0
<b>Estate Costs</b>														
Reactive Repairs	410,000	0	0	410,000	0	0	0	0	0	0	0	0	0	0
Cyclical maintenance	278,900	0	0	0	278,900	0	0	0	0	0	0	0	0	0
Major Repairs	148,200	0	0	0	0	148,200	0	0	0	0	0	0	0	0
Bad Debts	56,400	0	0	0	0	0	56,400	0	0	0	0	0	0	0
Depreciation - Housing	1,004,400	0	0	0	0	0	0	1,004,400	0	0	0	0	0	0
	1,897,900	0	0	410,000	278,900	148,200	56,400	1,004,400	0	0	0	0	0	0
<b>Overheads</b>														
Advertising	8,000	8,000	0	0	0	0	0	0	0	0	0	0	0	0
Audit Fees	14,500	14,500	0	0	0	0	0	0	0	0	0	0	0	0
Bank Charges	15,000	15,000	0	0	0	0	0	0	0	0	0	0	0	0
Committee Expenses	2,000	2,000	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation - Other	35,400	35,400	0	0	0	0	0	0	0	0	0	0	0	0
General Expenses	11,500	10,638	0	0	0	0	0	0	863	0	0	0	0	0
Van Costs	10,000	10,000	0	0	0	0	0	0	0	0	0	0	0	0
Heating, Lighting, Cleaning	12,500	11,563	0	0	0	0	0	0	938	0	0	0	0	0
Insurance - Housing	81,400	81,400	0	0	0	0	0	0	0	0	0	0	0	0
Insurance - Other	22,400	22,400	0	0	0	0	0	0	0	0	0	0	0	0
Legal Fees - Housing	25,000	25,000	0	0	0	0	0	0	0	0	0	0	0	0
Legal Fees - Other	5,000	5,000	0	0	0	0	0	0	0	0	0	0	0	0
Office Equipment - Maintenance	46,400	42,920	0	0	0	0	0	0	3,480	0	0	0	0	0
Office Maintenance	4,500	4,500	0	0	0	0	0	0	0	0	0	0	0	0
Printing & Stationery	5,000	4,625	0	0	0	0	0	0	375	0	0	0	0	0
Postage	7,000	6,475	0	0	0	0	0	0	525	0	0	0	0	0
Rent & Rates etc	2,000	1,850	0	0	0	0	0	0	150	0	0	0	0	0
Subscriptions	31,600	31,600	0	0	0	0	0	0	0	0	0	0	0	0
Staff Recruitment	6,000	6,000	0	0	0	0	0	0	0	0	0	0	0	0
Telephones	10,500	9,713	0	0	0	0	0	0	788	0	0	0	0	0
Training - Committee	16,600	16,600	0	0	0	0	0	0	0	0	0	0	0	0
Training - Staff	17,300	17,300	0	0	0	0	0	0	0	0	0	0	0	0
	389,600	382,483	0	0	0	0	0	0	7,118	0	0	0	0	0
<b>Other</b>														
Professional Fees	28,700	28,700	0	0	0	0	0	0	0	0	0	0	0	0
Resident Participation	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Wider Action	20,000	0	0	0	0	0	0	0	0	20,000	0	0	0	0
	48,700	28,700	0	0	0	0	0	0	0	20,000	0	0	0	0
	3,254,600	1,210,383	0	0	410,000	278,900	148,200	56,400	1,004,400	86,618	20,000	0	39,700	0
TOTAL														

# HILLHEAD HOUSING ASSOCIATION 2000

## REVENUE INCOME ANALYSIS

2020/21

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
<b>Rental Income</b>													
Houses	316,600	316,600	316,500	316,600	316,600	316,500	316,600	316,600	316,600	316,500	316,600	316,500	0 3,798,800
Garages	300	300	300	300	300	300	300	300	300	300	300	300	0 3,600
	316,900	316,900	316,800	316,900	316,900	316,800	316,900	316,900	316,900	316,800	316,900	316,800	0 3,802,400
<b>Voids</b>													
Houses	-3,100	-3,200	-3,200	-3,100	-3,200	-3,200	-3,100	-3,200	-3,200	-3,100	-3,200	-3,200	0 -38,000
Garages	0	0	0	0	0	0	0	0	0	0	0	0	0 0
	313,800	313,700	313,600	313,800	313,700	313,600	313,800	313,700	313,600	313,800	313,700	313,600	0 3,764,400
<b>Grants etc - Lettings</b>													
Grants - Stage 3 Adaptations	0	0	11,000	0	0	11,000	0	0	11,000	0	0	12,000	0 45,000
Grants - S3 Additional works	0	0	26,000	0	0	0	0	0	0	0	0	0	0 26,000
	0	0	0	0	0	0	0	0	0	0	0	0	0 0
	0	0	37,000	0	0	11,000	0	0	11,000	0	0	12,000	0 71,000
<b>Grants etc - Other Income</b>													
Grants - Welfare Rights	0	0	0	0	0	0	0	0	0	0	0	0	0 0
Income From Antonline HA	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0 12,000
Income From Arklet HA	0	0	0	0	0	0	0	0	0	0	0	0	0 0
Grants - Wider Action	0	0	0	0	0	0	0	0	0	0	0	0	0 0
Grants - Community Growing Project	0	0	0	0	0	0	0	0	0	0	0	0	0 0
Income From Other RSLs	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,400	0 39,700
	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,400	0 51,700
<b>Capital Grants Amortised</b>													
HAG	0	0	0	0	0	0	0	0	0	0	0	0	0 427,100
Other Housing Grants	0	0	0	0	0	0	0	0	0	0	0	0	0 12,719
Other Non Housing Grants	0	0	0	0	0	0	0	0	0	0	0	0	0 0
	0	0	0	0	0	0	0	0	0	0	0	0	0 439,819
	318,100	318,000	354,900	318,100	318,000	328,900	318,100	318,000	328,900	318,100	318,000	330,000	439,819 4,326,919
<b>Turnover</b>													
	318,100	318,000	354,900	318,100	318,000	328,900	318,100	318,000	328,900	318,100	318,000	330,000	439,819 4,326,919
<b>Income From Lettings</b>													
Income From Other Activities	313,800	313,700	350,600	313,800	313,700	324,600	313,800	313,700	324,600	313,800	313,700	325,600	439,819 4,275,219
	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,400	0 51,700
	318,100	318,000	354,900	318,100	318,000	328,900	318,100	318,000	328,900	318,100	318,000	330,000	439,819 4,326,919
<b>Other Income</b>													
Right to Buy - Income Repaid to EDC	0	0	0	0	0	0	0	0	0	0	0	0	0 0
Transaction Costs	0	0	0	0	0	0	0	0	0	0	0	0	0 0
Staff Costs	0	0	0	0	0	0	0	0	0	0	0	0	0 0
Net gain on RTB	0	0	0	0	0	0	0	0	0	0	0	0	0 0
<b>Interest Receipts</b>													
Interest Payments	0	0	900	0	0	700	0	0	800	0	0	1,000	0 3,400
	0	0	180,900	0	0	180,900	0	0	180,900	0	0	180,800	723,500



# HILLHEAD HOUSING ASSOCIATION 2000

## CAPITAL WORKS - INCOME AND EXPENDITURE 2020/21

EXPENDITURE	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
New Boilers	0	0	2,000	0	0	2,000	0	0	0	4,000	0	0	10,000
Environmental Works	0	0	0	0	250,000	0	0	0	0	250,000	0	0	500,000
Smoke Alarms	0	0	0	23,000	0	0	0	23,000	0	0	0	0	68,000
Braes O' Yetts	0	0	0	0	0	0	0	0	0	0	0	0	0
Development Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	2,000	23,000	250,000	2,000	0	23,000	254,000	0	0	24,000	578,000
	0	0	5,500	0	0	5,500	0	0	5,500	0	0	5,500	22,000
	0	0	7,500	23,000	250,000	7,500	0	23,000	259,500	0	0	29,500	600,000

### Capital Income

HAG Braes O' Yetts - Grants	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales	0	0	0	0	0	0	0	0	0	0	0	0	0

### Loans Drawn Down

	0	0	0	0	0	0	0	0	0	0	0	0	0
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**HILLHEAD HOUSING ASSOCIATION 2000**

**MONTHLY CASHFLOW STATEMENT 2020/21**

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	ANNUAL SUMMARY
<b>Opening Balance</b>	1,631,343	1,739,504	1,925,075	1,580,276	1,663,397	1,598,668	1,509,214	1,657,705	1,819,376	1,503,147	1,684,043	1,869,289	1,631,343
<b>Income</b>													
Rental Income	313,800	313,700	313,600	313,800	313,700	313,600	313,800	313,700	313,600	313,800	313,700	313,600	3,764,400
Grant Income - Lettings	0	0	37,000	0	0	11,000	0	0	11,000	0	0	12,000	71,000
Other Income	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,400	51,700
RTB Income - Net	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Received	0	0	900	0	0	700	0	0	800	0	0	1,000	3,400
Grant Income - Capital	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Loans Drawn Down	0	0	0	0	0	0	0	0	0	0	0	0	0
	318,100	318,000	355,800	318,100	318,000	329,600	318,100	318,000	329,700	318,100	318,000	331,000	3,890,500
<b>Expenditure</b>													
Staff Costs	73,150	76,150	76,150	76,150	76,150	74,350	77,250	77,250	77,350	79,050	77,850	77,550	918,400
Estate Costs	45,500	49,400	112,400	125,400	49,300	75,400	76,400	49,200	83,900	49,300	47,200	73,700	837,100
Bad Debts	0	0	0	0	0	28,200	0	0	0	0	0	28,200	56,400
Overheads	72,860	1,250	135,520	4,800	1,650	42,075	10,330	1,250	33,650	3,225	2,075	45,515	354,200
Other	13,900	1,100	8,600	1,100	1,100	6,100	1,100	1,100	6,100	1,100	1,100	6,300	48,700
Interest payable	0	0	180,900	0	0	180,900	0	0	180,900	0	0	180,800	723,500
Loan Capital Repayable	0	0	175,000	0	0	0	0	0	0	0	0	0	175,000
Capital Expenditure - Housing	0	0	2,000	23,000	250,000	2,000	0	23,000	254,000	0	0	24,000	578,000
Capital Expenditure - Other	0	0	5,500	0	0	5,500	0	0	5,500	0	0	5,500	22,000
Pension Deficit Costs	4,529	4,529	4,529	4,529	4,529	4,529	4,529	4,529	4,529	4,529	4,529	4,527	54,346
Change in Creditors	0	0	0	0	0	0	0	0	0	0	0	0	0
Increase in Debtors	0	0	0	0	0	0	0	0	0	0	0	0	0
	209,939	132,429	700,599	234,979	382,729	419,054	169,609	156,329	645,929	137,204	132,754	446,092	3,767,646
<b>Closing Balance</b>	1,739,504	1,925,075	1,580,276	1,663,397	1,598,668	1,509,214	1,657,705	1,819,376	1,503,147	1,684,043	1,869,289	1,754,197	1,754,197

# HILLHEAD HOUSING ASSOCIATION 2000

## RATIO ANALYSIS

	Budget 2020/21	Budget 2019/20	Actual 2018/19	SHR Average 2018/19
<b>Costs</b>				
Management Costs per Unit (£)	1,458	1,356	1,273	1,491
Reactive Maintenance per Unit (£)	494	478	429	568
Planned Maintenance per Unit (£)	515	390	375	490
<b>Primary Ratios</b>				
Interest Cover (%)	52.7%	60.7%	434.0%	1540.6%
Gearing (%)	1427.0%	2419.0%	13060.6%	220.3%
<b>Efficiency</b>				
Voids (%)	1.0%	1.0%	0.6%	1.1%
Gross Rent Arrears - exc EDC (%)	4.4%	4.7%	4.8%	n/a
Net Rent Arrears - exc EDC (%)	2.0%	2.0%	2.2%	3.1%
Bad Debts (%)	1.5%	1.5%	0.6%	0.8%
Staff Costs/Turnover (%)	21.8%	18.3%	19.3%	23.0%
Overheads etc/Turnover (%)	9.0%	6.9%	8.1%	n/a
Key Mgmnt Costs/Staff Costs (%)	7.7%	8.1%	9.1%	16.4%
Turnover per unit (£)	5,213	5,857	4,984	6,629
<b>Liquidity</b>				
Current Ratio	2.3	2.2	1.2	2.3
<b>Profitability</b>				
Gross Surplus (%)	24.8%	24.4%	32.7%	14.8%
Net Surplus (%)	8.1%	9.2%	6.7%	8.1%
EBITDA (%)	33.0%	30.9%	51.3%	23.4%
(Earnings Before Interest, Tax, Depreciation, Amortisation)				
<b>Financing</b>				
Debt Burden (yrs)	3.3	3.0	3.4	2.0
Debt per Unit (£)	17,396	17,607	17,066	11,044
Net Debt per Unit (£)	15,283	15,642	14,208	7,235
<b>Diversification</b>				
Income From Non Rental Activities (%)	13.0%	24.1%	14.6%	20.2%
Other Activities Surplus/Operating Surplus (%)	-8.8%	-7.5%	-2.7%	38.4%

# **HILLHEAD HOUSING ASSOCIATION 2000 BUDGET 2020/21**

## **COVENANTS**

The updated business plan has been submitted to the Royal Bank of Scotland and has been approved by them. A revised loan agreement has also been agreed and this contains a new set of financial covenants.

The covenants and the Association's budgeted performance are shown below.

	<b>COVENANT</b>	<b>BUDGET 2020/21</b>	<b>Comply</b>
<b>Asset Cover - Max</b>			
	£ 25,891,966	£ 13,759,000	YES
The most recent stock valuation was provided by Jones Lang Lasalle (JLL) in April 2019 for 802 properties. This valuation does not include the Braes o' Yetts development (22 units) or the ROTS development (6 units).			
<b>Interest Cover - Min</b>			
	110%	140%	YES
This covenant will be tested annually at each financial year end and monitored (but not tested) quarterly in line with the quarterly management accounts.			
<b>Gearing - Max</b>			
	60.00%	40.90%	YES
This covenant may be tested at any time by reference to the latest applicable information.			
<b>Net Assets - Min</b>			
	£0	£888,913	YES
This is an agreed waiver to a condition in the revised loan agreement that states that the value of the Association's assets must not be less than its liabilities.			

**HILLHEAD HOUSING ASSOCIATION 2000  
CASHFLOW ANALYSIS WITH BUSINESS PLAN**

	<b>BUSINESS PLAN - YR 2</b>	<b>BUDGET 2020/21</b>	<b>VARIANCE</b>	
<b>Opening Balance</b>	<b>1,631,343</b>	<b>1,631,343</b>	<b>0</b>	Same starting point assumed.
<b>Income</b>				
Rental Income	3,804,548	3,798,800	-5,748	
Other Rents	4,100	3,600	-500	Lower rent increase applied
Voids	-38,045	-38,000	45	
Bad Debts	-57,068	-56,400	668	
Loans Drawn Down	0	0	0	
Interest Receivable	8,688	3,400	-5,288	Less cash invested and lower interest rates assume
Capital Grants	0	0	0	
RTB Income	0	0	0	
Shared Equity Sales	0	0	0	
Other Income	97,426	122,700	25,274	
<b>Total Income</b>	<b>3,819,649</b>	<b>3,834,100</b>	<b>14,451</b>	Additional Stage 3 Grant Income Receivable.
<b>Expenditure</b>				
Capital Costs	715,142	578,000	137,142	Difference in split between capital and revenue item
Major Repairs	59,493	148,200	-88,707	Difference in split between capital and revenue item
Cyclical Maintenance	222,236	278,900	-56,664	Increase in cyclical programme.
Reactive maintenance	367,652	410,000	-42,348	Increase in reactive maintenance costs assumed.
Property Insurance	71,750	81,400	-9,650	Increase in insurance premiums assumed.
Mgmt/Maint Admin Costs	1,102,539	1,093,583	8,957	Lower staff costs/overheads in budget.
Other Costs	159,209	146,318	12,892	Less costs being recharged and lower WRO Costs.
Other Fixed Assets	5,125	22,000	-16,875	Higher estimated costs included in budgeted.
Interest Payable	751,343	723,500	27,843	Lower interest rates assumed in budget.
Loan Capital Repaid	175,000	175,000	0	
Pension Deficit Payment	54,346	54,346	0	
Drs/Crs Movement	-85,290	0	-85,290	Change in assumed movement of debtors & creditors
	<b>3,598,545</b>	<b>3,711,246</b>	<b>-112,701</b>	
<b>Closing Balance</b>	<b>1,852,447</b>	<b>1,754,197</b>	<b>-98,250</b>	

## Agenda Item 6

# Report

<b>Classification:</b>	Open
<b>To:</b>	Management Committee
<b>From:</b>	Catherine McKiernan
<b>Meeting Date:</b>	4 March 2020
<b>Subject:</b>	Write Offs

### 1. Purpose

The purpose of the report is to recommend balances for write-off approval.

### 2. Former Tenant Arrears & Recharges

The Rent Arrears Policy, approved by Committee in December 2019, details when it is appropriate to consider balances for write-off. The cases appended to this report all meet the criteria. Endeavours have been made to trace former tenants and recover debts where this is appropriate.

Committee should note that where a former tenant is subsequently traced after a debt is written off, they would still be expected to make an arrangement to repay the debt and this can be written back on.

The first table in the appendix is ongoing operational write-offs and is commensurate with previous arrears write-offs. The second and third tables are a one-off tidy-up of our recharges, this is an overdue exercise to write-off unrecoverable debts covering a substantial period of time which should have been picked up at the same time as rent arrears write-offs for these tenancies. Committee should note that this will not affect our ARC performance in any way as the Indicator relates to tenant **arrears** only.

Former tenant arrears accounts are reviewed monthly by staff and action is taken regularly to pursue debts. We have a number of former tenants with active arrangements to repay debts.

### 3. Former Tenant Credits

On this occasion, this is largely a tidy up exercise to write off small balances on historic

accounts. There are also a few cases where no refund is due to the tenant as the credit relates to Housing Benefit or Universal Credit. These balances have been notified to the DWP & East Dunbartonshire Council but they are of the view that the payments are correct. Lastly there are a number of cases where the properties were sold under Right to Buy and we have been unable to trace the creditor, engaging BTO to carry out further searches would cost more than the credits are worth.

#### 4. Current Tenant Arrears & Recharges

Where a current tenant is sequestrated or enters into a trust deed we cannot pursue the debts owed at that date. Obviously the tenant remains responsible for the ongoing rent charge and any recharges incurred after the date of sequestration or trust deed. It is possible that we will receive a small dividend towards the debt when the bankruptcy process concludes, and a corresponding balance can be written back on at that date. In the three cases undernoted we have submitted the relevant claims to the administrator of the Trust Deed.

#### 5. Summary

Former tenant arrears	£ 4,893.56
Former tenant recharges	£24,483.94
Current tenant arrears	£ 3,989.46
Current tenant recharges	<u>£ 0.00</u>
Total	£33,366.96

**The total arrears write-off in this report is £8883.02.**

Former tenant credits(rent)	-£ 1182.21
Former tenant credits(recharge)	-£ 342.84

#### 5. Recommendation

Committee are invited to approve the attached balances for write-off.

<b>Regulatory Compliance</b>	Standard 3.1  The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes, and control costs effectively. The RSL ensures security of assets, the proper use of public and private funds, and access to sufficient liquidity at all times.
<b>Financial Impact</b>	Low
<b>Risk Assessment</b>	Low

Report Prepared by: Catherine McKiernan, Depute Director / Housing Manager  
24 February 2020

### Former Tenant Debt Write Offs

#### Hillhead Tenancies

Ref	TOT Date	Rent Arrears	Recharges	Comment
320 - 2	11/01/2013	764.64	383.02	No Forwarding Address. Trace Unsuccessful
320 - 3	07/02/2014	720.74		Historic - no trace
320 - 4	11/11/2019	290.40		Deceased
320 - 8	20/12/2019	27.96		Uneconomic to Pursue
320 - 9	17/11/2018	23.08		Uneconomic to Pursue
320 - 10	30/08/2019	4.71		Uneconomic to Pursue
320 - 20	29/12/2019	309.82	1499.95	Deceased
320 - 21	25/07/2019	2752.21	934.87	Evicted. No forwarding Address. Trace Unsuccessful
320 - 22	29/12/2019		274.45	Deceased
<b>Total</b>		<b>4893.56</b>	<b>3092.29</b>	

#### Former Tenant Historic Recharges Write Offs

Ref	TOT Date	Recharges	Comment
320S - 1	08/11/2012	1924.15	No Forwarding Address. Abandoned. Arrears write off 2016
320S - 2	26/06/2019	1714.96	Deceased
320S - 3	28/08/2014	1657.66	Tidy Up - Rent Balance Write Off 2017
320S - 5	22/10/2014	938.55	Admitted in to Care 2014. Rent balance write off 2016
320S - 6	17/12/2016	833.26	No Forwarding Address. Evicted. Arrears write off 2016
320S - 7	26/06/2013	818.28	No Forwarding Address. Arrears write off 2016
320S - 8	21/02/2018	803.28	No Forwarding Address. Evicted. Arrears write off Jan 2019
320S - 9	08/09/2015	772.68	Tidy Up - Rent Balance Write Off 2018
320S - 10	27/08/2014	763.50	No Forwarding Address. Evicted. Arrears write off 2015



320S - 11	19/12/2014	754.81	Tidy Up - Rent Balance Write Off 2016
320S - 12	06/09/2016	695.97	Deceased
320S - 13	19/04/2013	687.65	No Forwarding Address. Arrears write off 2015
320S - 15	24/12/2013	624.22	Tidy Up - Rent Balance Write Off 2015
320S - 17	23/11/2013	571.39	No Forwarding Address. Rent balance write off 2014
320S - 18	04/10/2013	555.27	Tidy Up - Rent Balance Write Off 2015
320S - 19	28/03/2014	550.48	Tidy Up - Rent Balance Write Off 2016
320S - 20	08/07/2015	548.88	No Forwarding Address. Arrears write off 2018
320S - 21	25/09/2013	466.58	Deceased. Arrears write off 2014
320S - 22	21/02/2014	416.54	Tidy Up - Rent Balance Write Off 2018
320S - 23	23/08/2013	406.72	Tidy Up - Rent Balance Write Off 2016
320S - 24	29/04/2016	406.70	No Forwarding Address. Evicted. Arrears write off Jan 2019
320S - 26	17/06/2014	382.24	No Forwarding Address. Evicted. Arrears write off 2015
320S - 27	10/03/2012	372.47	Tidy Up - Rent Balance Write Off 2015
320S - 28	27/02/2012	367.40	Admitted in to Care 2012. Rent balance write off 2013
320S - 29	13/12/2017	350.56	No Forwarding Address. Evicted. Arrears write-off March 2019
320S - 30	23/06/2016	330.15	No Forwarding Address. Evicted. Arrears write off 2018
320S - 31	03/12/2013	328.35	Tidy Up - Rent Balance Write Off 2015
320S - 32	03/10/2013	323.55	No Forwarding Address. Evicted. Arrears write off 2016
320S - 33	18/02/2014	318.43	Tidy Up - Rent Balance Write Off 2015
320S - 36	27/03/2013	272.60	Tidy Up - Rent Balance Write Off 2015
320S - 37	19/07/2013	232.94	No Forwarding Address. Abandoned
320S - 38	30/06/2016	230.40	No Forwarding Address. Abandoned. Arrears write off Jan 2019
320S - 39	16/10/2017	204.04	Tidy Up - Rent Balance Write Off 2019
320S - 40	20/11/2018	197.91	Tidy Up - Rent Balance Write Off 2019
320S - 41	16/05/2018	133.48	Deceased. Arrears write off Jan 2019
320S - 42	25/04/2017	96.00	Deceased
320S - 43	02/05/2017	74.66	Deceased
320S - 44	08/07/2015	60.00	No Forwarding Address

320S - 45	13/07/2017	59.26	Deceased
320S - 46	22/02/2012	58.70	Uneconomic to Pursue
320S - 47	20/03/2019	37.42	Deceased
320S - 48	04/12/2018	35.33	Uneconomic to Pursue
320S - 49	30/11/2016	14.23	Uneconomic to Pursue
<b>Total</b>		<b>21391.65</b>	

#### Former Tenant Historic Recharge Credit Write Offs

Ref	TOT Date	Recharges	Comment
320S - 50	unknown	-0.02	Small Amount Overpaid
320S - 52	22/01/2018	-0.13	Small Amount Overpaid
320S - 53	Sold 2008	-0.88	Small Amount Overpaid
320S - 55	21/10/2011	-10.00	Deceased
320S - 56	03/03/2014	-132.00	Deceased
320S - 57	12/06/2017	-199.81	Deceased
<b>Total</b>		<b>-342.84</b>	

#### Former Tenant Credit Write Offs

Ref	TOT Date	Credit	Comment
320 - 11	19/08/2019	-0.69	Small Amount
320 - 12	17/07/2018	-9.38	HB Credit 2018
320 - 13	26/09/2013	-9.96	Small Amount
320 - 14	24/12/2019	-11.51	Small Amount
320 - 15	25/09/2018	-16.89	HB Credit 2018
320 - 16	Sold 2005	-150.78	Property Sold Through RTB 2005. Property since sold on. Unable to trace.
320 - 17	Sold 2006	-186.31	Property Sold Through RTB 2006. Property since sold on. Unable to trace.
320 - 18	Sold 2004	-213.71	Property Sold Through RTB 2004. Property since sold on. Unable to trace.

320 - 19	10/07/2017	-582.98	UC Overpayment from 2017
<b>Total</b>		<b>-1182.21</b>	

**Current Tenant Debt Write Offs**

<b>Ref</b>	<b>Rent Arrears</b>	<b>Recharges</b>	<b>Comment</b>
320 - 23	1745.00		Trust Deed - 30 Sept 2019
320 - 24	1730.29		Trust Deed - 8 August 2019
320 - 25	514.17		Trust Deed - 21 Sept 2015
<b>Total</b>	<b>3989.46</b>	<b>0.00</b>	