



Business Plan

Year 1

2024/2025 to 2026/2027

Approved 26th March 2024

Contents

Page No.

1.	Introduction	3
2.	Mission, Vision and Values	4
3.	Executive Summary.....	6
4.	Who We Are and Achievements to Dates	9
4.1	Our History.....	9
4.2	Our Committee Structure	9
4.3	Our Staff.....	14
4.4	Area Profile	23
4.5	Our Customers and Welfare Reform	24
4.6	Our Stock.....	28
4.7	Our Rents	28
4.8	Asset Management.....	29
4.9	Our Partners.....	32
4.10	Our Performance - Benchmarking.....	32
5.	Analysis of Our Operating Environment.....	35
5.1	PEST Analysis	35
5.2	SWOT Analysis.....	40
5.3	Risk Analysis	43
6.	Strategic Objectives and TOWS Matrix (What We Want to Do).....	44
7.	Delivery Plan 2024-2027 (How We Will Do It)	49
8.	Financial Analysis (How We Will Pay for It)	50

APPENDICES

Appendix 1	Risk Assessment and Key	56
Appendix 2	TOWS Matrix	61
Appendix 3	Key Performance Targets for 2024/2025	62
Appendix 4	Summary Delivery Plan 2024/2025.....	63
Appendix 5	30 Year Cash flows	66
Appendix 6	Sensitivity Analysis & Scenario Modelling	67

1. INTRODUCTION

1.1 This Business Plan is the Year 1 position of our 3-year Business Plan. It provides a comprehensive overview of Spire View Housing Association Limited (SVHA) and the environment in which we operate. This has been prepared by the Management Committee, leadership and staff team and informed by the views of key stakeholders, having reviewed and agreed the strategic direction of the organisation over the medium term to achieve our long-term mission.

1.2 Our business plan is a key strategic document which communicates our vision and objectives, and how we will achieve those objectives. The plan articulates the strategic direction and ambition of the Committee as the governing body of the organisation. It provides a framework for action which communicates to customers, staff, and key stakeholders what the organisation aims to achieve over the 3 years of the Plan. It also provides an overview of where we want to get to and how we will get there via our annual Delivery Plan for 2024/25.

1.3 We have prepared this Plan cognisant of the Scottish Housing Regulator's Recommended Practice for Business Planning of December 2015 and the Regulatory Standards of Governance and Financial Management.

1.4 A key principle for the Association is to remain compliant with the Scottish Housing Regulator's (SHR) regulatory framework and ensuring that we meet all aspects of the housing and asset management frameworks. As part of this the association will continue to meet Scottish Government requirements and laws. On an annual basis the Association will self-assess against the SHR Regulatory Standards with the Director and an external consultant carrying out the self-assessment.

1.4 The Business Plan Process

1.4.1 We reviewed and strengthened our business planning process in 2017 and agreed the key steps we will take to prepare our business plan.

- Business Planning timetable agreed.
- Data is collected and strategic analysis undertaken.
- Vision, strategic direction, and objectives reviewed.
- Action plan for years ahead developed.
- Financial and resource plans are prepared.
- Risks are assessed.
- Business plan and budgets are approved.
- Objectives and targets are communicated to staff.
- Monitoring and review are embedded.

1.4.2 All of this has allowed us to produce Business Plans that are owned by the Management Committee and staff team and reflect the needs and aspirations of our customers and key stakeholders.

1.4.3 It is anticipated the Business Plan will be refreshed annually and rolled forward every year. This will ensure we always have a current Business Plan which sets out:

- Our strategic ambitions for the remaining term of the plan.
- The updated 30-year financial projections to establish and test our long-term financial health and future viability.
- The 1-year Summary Delivery Plan of the headline activity for the coming year.

1.4.4 Every three years, we will conduct a comprehensive review of the strategic plan with the next due in 2026/27 or earlier if deemed appropriate.

2. MISSION, VISION AND VALUES

2.1 Mission Statement

Our mission is to provide locally based high quality, affordable housing and services which will contribute to the well-being of the community we serve.

2.2 Vision

We will be the landlord of choice in our neighbourhood, working with our customers, community, and local stakeholders to create an area where people choose and are happy to live. Great service and value for money will be at our core and we will strive relentlessly to balance both.

2.3 Values

The following values will shape how we do business to achieve our mission, vision and the strategic objectives set out in this plan. They underpin all the work that we do.

- **Excellence** - We are committed to providing a quality, customer focused service that demonstrates value for money, delivered by professional and caring staff. We will publicise information on how we are performing, welcoming challenge and feedback to continuously improve the effectiveness and relevance of the service we provide.
- **Accountability** - Our Committee as the governing body and our leadership team will provide strong strategic leadership and oversight, ensuring tenant and other service user interests are protected and at the forefront of all that we do. We will ensure that our actions are transparent.
- **Partnership Working** - We will work collaboratively with all sections of the local community. This includes working collectively and individually with our customers and with other housing associations, statutory, public and voluntary sector

partners to improve the lives of our residents. We will be a proactive member of our local communities, seeking out new, innovative ways to address issues that impact our residents.

3. EXECUTIVE SUMMARY

- 3.1 Since our formation in 1989, we have built a solid tradition of driving positive change in the community through housing led regeneration and good service provision. Our stock is comprised of 852 self-contained properties. We acquired funding from the Scottish Government and Big lottery, as well as a number of other smaller funders to build a community facility in Royston (Roystonhill Community Hub) which opened in the Summer of 2019 and through this we continue to build strong and positive bonds with key stakeholders in the area where possible.
- 3.2 This Business Plan aims to ensure that we focus on providing an excellent housing management service, repairing and maintaining our properties to a high standard in line with the targets set by the Scottish Housing Regulator. We will ensure the long term financial health and viability of the organisation and will drive a greater focus on efficiency and value for money.
- 3.3 This Plan aims to ensure and support excellent and sustainable services to our tenants. To achieve this, an updated set of interlinked strategic objectives have been set, underpinned by clear delivery plans for the coming year. These fully reflect the opportunities and threats in the evolving external environment in which we operate and the current internal strengths and weaknesses of the Association.
- 3.4 This plan flows directly from a joint strategy day held in November 2023 where the Management Committee agreed strategic objectives for the period 2024/25 – 2026/27. Our strategic objectives can be summarised as follows;

Objective 1: We will maintain and enhance strong strategic governance

Objective 2: We will ensure that customers receive the highest possible standard of service at all times

Objective 3: Provide Quality Homes in an Attractive Environment

Objective 4: Seek to Improve our Financial Strength and Deliver Value for Money

Objective 5: Develop our Leadership and Staff

Objective 6: Continue our Role as a Community Anchor by providing services and improving our communities to grow and thrive.

- 3.5 We recognise that we need to keep challenging ourselves by regularly questioning whether we can continue to best serve the interests of our current and future tenants by remaining an independent RSL, or whether it would be better for our customers if we joined up with another registered social landlord. We therefore focus on this issue not only at the annual business review day but also in the course of business on a daily basis. There will be occasions when events arise, within our control or otherwise, which need full consideration and review before decisions can be achieved. These

could relate to staffing, finance or other key areas of our business. On these occasions we will consider the most recent guidance produced for the GWSF by Linda Ewart.

The Association aims to ensure that our approach to business planning is sufficiently comprehensive and robust to provide a sound strategic framework for effective decision-making *throughout the life of the plan*.

“During the life of the BP, decisions about potential changes should be considered against the strategic objectives and priorities set out in the BP. These changes could include:

- New initiative(s) – how does the proposed initiative / activity / opportunity support the achievement of the agreed strategy / objectives? Does it help to manage / reduce risk or costs – or might they increase? Are there resource requirements / implications? What adjustments are needed to ensure these are managed effectively, without impacting core activities adversely? What are the benefits / costs / disadvantages? Are they worth it?
- Change in policy &/or operating climate(s) – e.g. new legislation / regulatory / funding requirement(s); failure of key supplier; political change; changed economic climate. Do assumptions have to change? Can the BP sustain the impact of the changes (e.g. external rent control; increased loan cover requirement)? What adjustments are needed e.g. re-scheduling improvement programmes; re-prioritising work (e.g. affordable warmth instead of new bathrooms)? Are they acceptable? Will standards and compliance be maintained?
- Emergence of additional risk – how might the delivery of the BP objectives be affected? Are there implications for related strategies e.g. asset management, development, succession planning?
- Resource challenges (e.g. staff turnover; GB recruitment / retention) – does the departure of one or more experienced GBMs require the recruitment of specific skills / knowledge / experience? Do any departures require a review of the staff or GB succession plan? Do assumptions or intentions about housing quality need to be revised? How should resources be prioritised?
- Proposed organisational change (e.g. establishment of subsidiary; potential partnership; service sharing) – how will the proposal support the delivery of the BP?”

After considering fully our aims and objectives, viability and governance strength we remain confident that the interests of our tenants are best served by us remaining independent. The association will address any change whether those listed above or other new emerging issues in line with our business planning objectives and priorities.

- 3.6 The Association has a sustainability policy and is committed to improving its sustainability in its widest sense. We are committed to operating according to

strategies for sustainability providing environmental, social, economic and organisational benefits. Please see below some examples:

- Minimise use of paper and office consumables, for example by double siding all paper use where practical and identifying ways to reduce waste;
- Reuse or recycle office waste;
- Purchase energy efficient office equipment and good housekeeping;
- Purchase electricity from a supplier committed to renewable energy. Seek to increase use of renewable energy such as wind turbines, geo thermal systems;
- Ensure all timber furniture and other items are produced from recycled or well managed sustainable sources;
- Purchase where possible, fair trade or organic beverages;
- Increase awareness of recycling - as the norm for all households
- Educate the community in sustainability issues.
- Offer Cycle to Work and Electric Vehicle Car Leasing Schemes to staff.

4. WHO WE ARE AND ACHIEVEMENTS TO DATE

4.1 Our History

- 4.1.1 Spire View Housing Association Limited (SVHA) is registered under the Co-operative and Community Benefit Societies Act 2014, a Scottish Registered Charity and registered with the Financial Conduct Authority (FCA). We are a Registered Social Landlord (RSL) registered with the Scottish Housing Regulator since 1988. We hold charitable status and employ 22 people. Our turnover for the year ended 31 March 2023 was £2.9m.
- 4.1.2 SVHA was formed as a result of a merger between James Nisbet Housing Co-operative and Garngad Housing Association in 2002. A further merger via a Transfer of Engagements from Copperworks Housing Association concluded on 1st August 2023. This followed a 12 year period of positive partnership working which included sharing of services and office space. As a result, SVHA owns and manages 852 homes providing all core landlord services to our tenants (rent collection, allocating homes, repairs and investment to our properties and environment, resolving neighbour disputes as well as tenancy support, financial capability, and money advice).
- 4.1.3 We also provide factoring services to 93 owners within our area of operation. This involves looking after property maintenance and landscaping, where we arrange works and services in areas of common ownership and issue invoices and recover costs for these activities.
- 4.1.4 We have a strong track record in delivering a diverse range of wider role and community engagement projects, in response to the needs of our local community. This has included environmental and financial inclusion projects such as tenancy support, financial capability, money advice and energy advice. The most significant project to date has been the creation of a new state of the art community facility, which completed in the Summer of 2019.

4.2 Our Committee

- 4.2.1 We are controlled and led by a voluntary and unpaid Management Committee, comprising 15 members, duly elected at the Association's AGM of shareholders. This governing body is made up of tenants and other individuals.
- 4.2.2 Our Committee make the key decisions about the Association and provide challenge and oversight over our staff team to ensure that all decisions and activity are in the best interests of our tenants.

Name:	Charlie Lunn (Chairperson)
Committee member	<p>Charlie was a founding member of James Nisbet Steering Group in 1987, which later became registered as James Nisbet Housing Co-operative in 1988. During 2002, the Co-op became known as Spire View Housing Association. Cumulatively, Charlie has held the position of Chair for over 30 years and has a vast knowledge of the Association’s business.</p> <p>Charlie worked in the building trade and the tobacco industry during his younger years. This was followed by a lengthy career in the Housing Concierge Service. Charlie is a Spire View Housing Association tenant and very well respected member of the local community.</p> <p>Charlie is committed to attending training events in relation to the business of the Housing Association and undertook a nationally recognised qualification ‘Governance of Scottish Housing Associations’ which he passed in 2010.</p> <p>Charlie also attends training and conferences which he finds useful for networking and finding out about RSL business elsewhere.</p>

Name:	Maureen Flynn (Vice Chairperson)
Committee member	<p>Maureen was a founding member and former tenant of Copperworks and has been a committee member since its inception as a Housing Co-operative in 1991. During her tenure Maureen has often held an office bearer position and was elected as the Copperworks Chairperson in October 2022. Following Copperworks Transfer of Engagements to Spire View in August 2023 Maureen was co-opted onto Spire View’s Management Committee and following the AGM in September 2023 Maureen was elected as Vice Chairperson.</p> <p>Maureen is the Managing Director at the Rosemount Development Trust Ltd (RDT) and its 2 subsidiary companies. As well as being an experienced property manager, Maureen has strong expertise in Governance and Finance and holds the position of Company Secretary for RDT and its 2 subsidiary Companies; Rosemount (Workspace) Ltd and Roystonhill Spire and Park Ltd. Maureen also holds the position of Chief Executive/Trustee on the board of Rosemount (Workspace) Ltd.</p>

Name:	Clare O’Donnell(Secretary)
Committee member	<p>Clare joined the management committee in 2012 and brought with her experience in customer focused roles within St Roch’s Secondary and Strathclyde University. She is a local tenant with a desire to make peoples’ lives better.</p> <p>In her 12 years as a Committee member Clare has attended a wide variety of training sessions and attended meetings on a regular basis. Clare has developed her governance and leadership skills significantly</p>

during this time. She is also part of a local 'crafts for laffs' group and is a board member of the Rosemount Development Trust and uses her many skills and experience to fulfil these roles.

Name: Alan Brown (Treasurer)

Committee member Alan became involved in social housing in 1999 when he joined the Management Committee of Garngad Housing Association. His commitment continued throughout and beyond the merger to become Spire View.

Alan achieved the 'Governance of Scottish Housing Association's' qualification in April 2011. He is committed to all training provided and attends many events and conferences and is very active when representing the Association. As a member of the local community, Alan has a keen interest in local matters. Alan is also a board member at Rosemount Development Trust and uses his many skills and extensive experience to fulfil these roles.

Name: Rachel Cooper

Committee member Rachel was co-opted to the management committee in March 2019 and was then elected at the AGM in 2019. Rachel brings experience and knowledge from working in a housing management environment. Currently Rachel is employed as Housing Manager at Elderpark Housing Association and is responsible for the operational running of the housing management team. Rachel has achieved Chartered status from the Chartered Institute of Housing by graduating with a MSc Housing studies in June 2021. Rachel has completed a comprehensive training programme and is committed to develop and expand on her leadership and governance skills through attending meetings and training regularly and recently completed a chartered institute of management diploma in leadership and management.

Name: Allan Stewart

Committee member Allan Stewart joined the Management Committee in 2017 as a co-optee and in March 2019 filled a casual vacancy. Allan was then elected at the AGM in 2019. Allan was the local Councillor for the Royston area for a number of years and a great support to the Association. Until his retirement in 2017 from Glasgow City Council, Allan was one of the longest serving members of the authority and a previous Deputy Lord Provost. Allan was also a board member at NG Homes where he gained extensive governance experience that now assists him in his role as a Committee member at Spire View. Allan is always keen to attend training and other events regularly. He is also interested in attending conferences and networking with others.

Name: Alan Shute

Committee member

Alan joined Copperworks Management Committee in May 2019. He is retired from full time employment but was previously employed as a Customer Complaints Officer and then a Performance Management Officer at Falkirk Council Housing Services and has gained a wealth of training and knowledge in housing related matters. Alan was elected to Spire View Committee in August 2023 following the Transfer of Engagements.

He is also a member of 2 boards at The Link Group (Housing Services and Commercial Services) which has kept him up to date with relevant changes in legislation and good practice in relation to all aspects of Social Housing.

On joining Copperworks Committee in 2019 Alan undertook a comprehensive induction programme with the Association. Alan has a strong desire to develop and enhance his governance and leadership skills through regular attendance at meetings and training sessions.

Name: Angela Heaney

Committee member

Angela is a tenant of the Association who was co-opted to the Management Committee in October 2021. On joining the Committee in 2021 Angela completed a robust committee induction. Angela is keen to attend training events and develop her skills. During her time on Committee Angela has regularly attended meetings and training sessions. Angela is currently employed as a Learning Support Worker at Ashton Secondary School for Glasgow City Council. Angela recently completed an honours degree in Community Education at University of West of Scotland (UWS).

Name: Rosemary Gallagher

Committee member

Rosemary has been a Copperworks Committee member since 2012 and served as an office bearer throughout most of this voluntary tenure. Following the Transfer of Engagements in August 2023 Rosemary was co-opted onto Spire View's Management Committee and took up a full board member position at the AGM in September 2023. Rosemary is an active member who contributes and engages well, she attends all meetings and training sessions to enhance her skills and knowledge. Rosemary is also part of a local Young & Heart 50+ Lunch Club and is also a board member of this group, Rosemary uses her many skills and experience to fulfil this role.

Name: Craig Allan

Committee member

Craig was co-opted to the Management Committee in May 2020 and later elected as a full member at the AGM in September 2021. He brought with him, very valuable skills, particularly in relation to his current position as a Community Development Officer. Craig has 6 years' experience of working in the housing profession and has gained a degree

in Community Education which he feels will help contribute to his post as a Committee Member. Craig currently attends University part time where he is working towards BA (Hons) in Business Management. Craig completed a comprehensive induction programme with the Association and has a strong desire to develop and enhance his governance and leadership skills through regular attendance at meetings and training sessions.

Name: **Drew Collier**

Committee member Drew was co-opted to the management committee in April 2022 and later elected as a full member at the associations AGM in September 2022. Drew brought with him a wealth experience as an executive management team member, with wide sectoral experience. He is currently Director of Development at a family support charity. He also previously had experience of a commercial organisation and was a Trustee of a small charity. Drew has managerial and board level training. Drew has recently completed a comprehensive induction programme with the Association and has a strong desire to develop and enhance his governance and leadership skills. He is committed to all training provided and attends many events.

Name: **Geraldine McLaughlin**

Committee member Geraldine joined Copperworks Management Committee in 2008 and served as an office bearer throughout most of this voluntary tenure, including several years as Chairperson. Geraldine was elected to Spire View Committee in August 2023 following the Transfer of Engagements. Geraldine is an active and well-respected member of the local community.

Geraldine has excellent knowledge of the local area and is committed to enhancing her knowledge and skills where possible.

Name: **Florence Dioka**

Committee member Florence was a Copperworks Committee member since 2009 and has attended a wide variety of training sessions and conferences over the years. She attends meetings on a regular basis and has developed her governance and leadership skills significantly during this time. Florence was elected to Spire View Committee in August 2023 following the Transfer of Engagements.

Florence holds a BA and MA in History and has obtained a post graduate diploma in education. She has undertaken a number of roles within voluntary organisations since 1997 including YMCA, Scottish Refugee Council and BME Women's organisations. Florence was formerly a board member of Royston Youth Action and the Darnley Street Family Centre.

Florence is currently employed as a development worker and is a Trustee of the Dear Green Flower Farm. Overall, Florence brings significant skills to the Management Committee.

Name: Osman Lamin Sidique

Committee member Osman joined Copperworks Management Committee in January 2021 as a co-optee and was formally elected to Committee at the AGM in September 2021. Osman was later elected to Spire View Committee in August 2023 following the Transfer of Engagements. Osman is currently undertaking a role as an Activity Assistant with Glasgow Life and is also an interpreter for the Govan Agency for Asylum Seekers from Sierra Leone. Osman is a keen activist and manages a charity fund called African Relief Support. He brings with him extensive experience of working in with the United Nations in Social Culture affairs as well as finance and budget administration. During his time on the Committee Osman has attended regular Committee meetings and completed a robust Committee Induction process.

Name: Mary Gibson

Committee member Mary is a tenant of the Association who was elected to the management committee in September 2023. Mary is currently undertaking a robust committee induction and is keen to attend training events and develop her skills. During her time on Committee Mary has regularly attended meetings. Mary is an active and well-respected member of the local community. She has excellent knowledge of the local area and is committed to enhancing her knowledge and skills where possible.

4.3 Our Staff

4.3.1 We directly employ a team of 22 staff whose role is to ensure that our tenants and other service users receive a friendly, efficient and responsive service. The team provide housing, repairs, factoring, finance, governance and back-office support. All staff are experienced in their different areas of expertise with appropriate professional qualifications. In addition to our staff team, we engage a number of third parties to deliver specialist elements of our service, e.g. technical support, welfare/money advice, energy advice, development, IT, internal/external audit services.

4.3.2 A profile of the staff team is as follows: -

Name: **Fiona Murphy (Director)**

Staff Member

Fiona started her career in social housing in 1993 and held a variety of posts with James Nisbet Housing Co-operative and Spire View Housing Association including Clerical Officer, Housing Assistant, Housing Officer, Housing Manager and Depute Director. Fiona has held the position of Spire View Director since November 2006 and provided Director services to Copperworks Housing Association from 2011 until the Transfer of Engagements concluded in August 2023. She gained an MPhil in Housing Studies from the University of Glasgow in 2001. Fiona is highly experienced in governance matters and served as a co-opted member on the board of Dunbritton Housing Association from 2012 – 2014. She was a member of the Board of Directors at Royston Youth Action from 2012 – 2018. Fiona was a statutory appointee at Ferguslie Park Housing Association from 2016 - 2018 and served as a board member at Kendoon Housing Association from 2019-2021, latterly holding the position of Vice Chairperson. Fiona is currently Treasurer of the Stepps Community Development Trust and was a member of the Governing Body at Pineview Housing Association in Drumchapel for a brief period during 2021. Fiona is a member of the Chartered Institute of Housing.

Name: **Mags Brownlie (Depute Director)**

Staff Member

Mags started her career in social housing in 1995 and held a variety of posts within West Whitlawburn Housing Co-operative including Receptionist/Repairs Assistant, Development Assistant, Development Officer and Assistant Director of Operations. She took up her post as Depute Director of Copperworks Housing Association and Spire View Housing Association in November 2014. Mags continued in the role with Spire View Housing Association following the Transfer of Engagement that took place in August 2023. All of the posts listed have allowed Mags to gain valuable experience and knowledge in the areas of Development and Maintenance as well as an overall generic understanding of all operational activity. She gained a Diploma in Housing Studies from the University of Glasgow in 2001.

Name: **Donna Richardson (Housing Manager)**

Staff Member

Donna has worked in social housing since 2000 where she started her career as an Admin Assistant. Donna joined Copperworks Housing Association in 2002 where she held various posts including Secretary / Receptionist, Housing Assistant and Housing Officer. Donna started service sharing with Spire View Housing in 2012 as Housing Officer which has continued through to her current role. Donna has been in her current role as Housing Services Manager at Spire View Housing Association since January 2017. In 2008 Donna gained her Level 4 Diploma in Housing and in 2011 a PGDip in Housing Studies. In 2018,

	<p>Donna completed a City & Guilds Certificate in “Understanding Buildings and Managing Repairs”.</p> <p>Donna was a member of the Management Committee at Kendoon Housing Association from 2019 – 2021.</p>
Name:	Jordan Henderson (Finance Manager)
Staff Member	<p>Jordan started his career in social housing in 2015 as a Financial Analyst with one of Scotland’s leading housing consultancy firms, Arneil Johnston. From there, he began his training toward the Association of Certified Chartered Accountants accreditation that then led to him becoming a Financial Consultant for the firm in 2019. He has extensive experience of the Scottish social housing sector and has led on the delivery of a variety of financial management and service commissions for numerous RSLs and Local Authorities across Scotland. Jordan joined Spire View in March 2022 and has brought this wealth of experience to the Association that assisted with the Transfer of Engagements from Copperworks, in particular, the financial offer that formed the transfer promise in addition to overseeing day to day finance functions. Jordan is also the past Chairperson for Dalmuir Park Housing Association having been elected to the position in 2022, he has sat as a board member on the Association since 2019; and also Chaired the Association’s Audit & Risk Sub Committee from 2020 to 2022.</p>
Name:	Margaret Clowes (p/t Housing Officer)
Staff Member	<p>Margaret began her career in social housing with Glasgow City Council in 1995 and held a number of posts which included Housing Officer and Housing Manager. Throughout this time Margaret gained Housing Services Certificates level II and III as well as attending many relevant training courses. Margaret joined Spire View Housing Association in September 2010 as part-time Housing Officer and has since successfully completed her Housing Services Diploma along with other relevant training certificates. Margaret has a wealth of experience in dealing with a diverse client group and has developed excellent working relationships with staff, committee and tenants throughout her time here. Margaret is also very enthusiastic about being involved in wider role activities, such as gala days, clean-up events and tea dances. Margaret has assisted in achieving performance targets in the Housing Management team and continually strives to deliver an excellent customer service to all tenants, residents and customers.</p>
Name:	Adele McGarth (Housing Officer)
Staff Member	<p>Adele started her career in housing in 2004 working for both Tollcross and Parkhead Housing Associations on a temporary basis in reception/clerical work roles. Adele moved to West of Scotland Housing Association in 2005 moving between Housing Assistant/Housing Officer roles and has built up a considerable amount of social housing knowledge in the East end of Glasgow. Adele was</p>

	appointed to the Housing Officer position at Spire View Housing Association in September 2017. She gained her Housing Diploma in June 2016.
Name:	Sharon Mearns (Housing Officer)
Staff Member	Sharon started her career in social housing with Scottish Special Housing Association in 1984 and held a variety of posts including cash assistant, maintenance assistant, housing benefit assistant, housing benefit supervisor and finally settling in a Housing Officer position. Sharon joined Copperworks in 1998, undertaking a housing officer's role, and gained an HNC in housing Studies. She subsequently joined Spire View as part of the Transfer of Engagements in August 2023. All of the posts listed have allowed Sharon to gain valuable experience and knowledge in the area of housing management as well as an overall generic understanding of all daily activity.
Name:	Stephen Hughes (Housing Assistant)
Staff Member	Stephen began his career in housing with Williamsburgh Housing Association in Paisley as a receptionist and then as Housing Assistant. He returned to Spire View in 2015 as a Housing Assistant having previously worked with Spire View on a voluntary basis. Stephen has an MA in Economics from Glasgow University which he was awarded in 2013.
Name:	Jacqueline Paterson (Maintenance Officer)
	Jacqueline started her career in social housing in 1993 with Garngad Housing Association as Office Administrator however, being a small organisation, the role became fairly generic. After a couple of years Jacqueline moved into housing management and completed an HNC in Housing Studies between 1996/97. Following the merger of Garngad Housing and James Nisbet Co-op, Jacqueline took up position of Maintenance Assistant and carried out these duties for many years. During 2007 Jacqueline took up the position of Maintenance Officer with Spire View Housing and has continued successfully in this role gaining a wide variety of technical knowledge and experience within the maintenance field. She has very good communication skills with tenants, contractors and other outside agencies involved within her role.
Name:	Billy Cassidy (Maintenance Officer)
Staff Member	Billy started working with Spire View in September 2022. He is a Joiner to trade and has a vast knowledge of building procedures. Billy also has a wealth of Maintenance/Property Officer experience which included being part of a team delivering the "South West Acquisition and Refurbishment Programme". Billy has in previous roles worked

	<p>closely with various City Council departments including Environmental Services, Private Housing Grants and related services.</p>
<p>Name:</p>	<p>Paul Rocks (Maintenance Officer)</p>
<p>Staff Member</p>	<p>Paul started working in social housing with Copperworks in 1994 after working for 6 years as a building surveyor and previously gaining a diploma in Building Surveying at college. Paul started service sharing with Spire View in 2011 which has successfully continued until the Transfer of Engagements in August 2023. Paul has an extensive technical knowledge and experience of managing and procuring planned and cyclical maintenance contracts as well as overseeing the running of the organisation’s reactive maintenance service.</p>
<p>Name:</p>	<p>Mary Dunsmore (Maintenance Admin Assistant)</p>
<p>Staff Member</p>	<p>Mary started her career in social housing as part of her time working towards achieving her Post-Graduate Diploma in Housing Studies at Stirling University, which she achieved in 2009. During this time Mary was employed at Shire Housing Association, completing projects in development and housing management as well as taking on the role of Housing Officer for a short time. She also gained experience at North Ayrshire Council, within the strategy and development department, where she completed a research document on older peoples housing needs, which was used as part of the councils housing strategy document. Since this time, she has been employed as a receptionist at Tollcross Housing Association and was employed at Copperworks Housing Association from 2009 initially on a temporary basis, and then permanently as a Receptionist/Admin Assistant, and more recently as a maintenance admin assistant for Spire View Housing Association. She also served as a board member at Shire Housing Association between 2009 and 2014.</p>
<p>Name:</p>	<p>Gillian Spence (Corporate Governance Officer)</p>
<p>Staff Member</p>	<p>Gillian started her career in social housing in 2012 with West of Scotland Housing Association undertaking a corporate services role. Prior to this Gillian served as a Committee Member at Hawthorn Housing Co-operative which provided 20 years of good governance experience. While undertaking this role Gillian completed a ‘Governance of Scottish Housing Associations’ qualification. Gillian has worked at Spire View since 2013 undertaking both a housing assistant role and more recently, Corporate Governance Officer. This post was shared between Spire View and Copperworks until the Transfer of Engagements in 2023. Gillian has a HND level 4 in housing practice and most recently completed an SVQ in Tenant Participation and Community Development level 2 along with a British Sign Language SVQ Level 3. Gillian has undertaken extensive training since joining the</p>

	<p>Association in 2013 and is dedicated to continued growth and personal development.</p>
<p>Name:</p>	<p>Margaret Gillespie (Finance Assistant)</p>
<p>Staff Member</p>	<p>Margaret joined Spire View in June 2021. Margaret began her career in social housing in 1984 with Yorkhill HA as a bookkeeper. During her time there she progressed to Deputy Director, having also taken temporary positions as Co-ordinator with duties including Finance and Management of Maintenance Section. Margaret took early retirement in 2009 but after a short period of time returned to take up part-time position as Finance Manager which she continued to do until retiring in 2017. After retiring Margaret took up temporary postings working in Finance for Calvary Housing Association, Thistle Housing Association and Sanctuary Housing after the transfer of Thistle HA to Sanctuary. In June 2021 Margaret left her post with Sanctuary and began working with Spire View HA in temporary post of Finance Assistant.</p>
<p>Name:</p>	<p>Emily Muir (Corporate Services Assistant)</p>
<p>Staff Member</p>	<p>Emily’s career in social housing began in September 2023, when she joined Spire View Housing Association as Corporate Services Assistant. Prior to this Emily worked in various hospitality jobs gaining lots of customer service experience whilst travelling the world. Before this, Emily ran her own business, where she learned to organise finances, build client relations, and use social media for marketing. These are all skills she intends to bring into her new role in social housing. Emily has undertaken a lot of training and intends to keep learning new skills throughout her time with Spire View.</p>
<p>Name:</p>	<p>Angela Fraser (Volunteer Co-ordinator)</p>
<p>Staff Member</p>	<p>Angie started her career in the voluntary sector in 1994. She worked for a local charitable organisation for 25 years mainly in a Finance capacity. She gained both her HNC and AAT qualification in accounting whilst working there. During the initial Covid -19 lockdown Angie volunteered at Roystonhill Community Hub, helping the team with the delivery of food parcels and hot meals to local people in the community. She has lots of previous voluntary experience with other local organisations. Angie has been employed by Spire View as Volunteer Co-ordinator since September 2020. During her time here Angie has completed an SVQ in Community Development level 4 and is looking forward to continuing to work and help people in the community.</p>
<p>Name:</p>	<p>Jolanta Dolewska (Energy Advice Officer)</p>

Staff Member	Jola joined Spire View in November 2022 to set up and run Royston Community Energy Project. The project now consists of four staff members and five volunteers supporting Royston community with energy related issues and tackling fuel poverty. Prior to this, Jola worked in the energy sector for South Seeds and Extra Help Unit as well as for homelessness prevention and community organisations which gave her over 20 years of experience in different advice, advocacy and support roles. Alongside her work in the third sector, Jola pursues a career as a visual artist and has exhibited her work locally and internationally.
---------------------	---

Name: Kathryn Clark (Energy Assistant)

Staff Member	Katie has been a dedicated Energy Support worker with Royston Community Energy Project since it began in 2022. In addition to being a Sociology graduate of Glasgow University, she has previous experience of working in other outreach community projects. Katie is a passionate advocate for energy equity and the eradication of fuel poverty in our community.
---------------------	---

Name: David Manners (Estate Caretaker)

Staff Member	David started work with Copperworks Housing Association in 2005 and latterly Spire View Housing Association. David came from a building background. David has experience in landscaping / paving and general building work. He is a local resident with a passion for improving the local community.
---------------------	--

Name: Yvonne Maworera (Housing Assistant)

Staff Member	Yvonne began her career Social Housing in September 2018 as a housing trainee with PATH SCOTLAND at ng homes. During her 1 year traineeship she spent most of her time in Housing Services, Regeneration, and Finance. Yvonne completed a CIH Level 3 qualification through SHARE as part of her Traineeship and did an Activate Course through the University of Glasgow. She undertook various in-house staff Training Courses during her time working in the sector. Yvonne joined Copperworks initially on a temporary basis and was successful in securing a full time post in June 2021. Yvonne was part of TUPE from Copperworks to Spire View Housing Association in August 2023. She is currently working towards attaining a Diploma in Housing Studies at the University of Glasgow.
---------------------	---

Name: Philippa Vennall (Energy Assistant)

Staff Member	Philippa studied Geography at Glasgow University and graduated in 2013. Philippa then went on to work at British Gas in the boiler repair department for six years. After lockdown, Philippa changed career and worked for Money Advice Scotland doing digital debt triage. After funding for the position was not renewed, Philippa moved to Spire View to work as an Energy Support Assistant where they can put their
---------------------	--

knowledge from British Gas and the advice sector into practice. Since joining Spire View in 2023, Philippa has attended numerous training sessions and the Energy Action Scotland conference and is dedicated to personal evolution and development.

Name: **Steven Myles (Energy Assistant)**

Staff Member

Steven joined the Royston Community Energy Project in August 2023 after graduating from the University of Glasgow with a MSc in Sound Design. He has since gained the City and Guilds Energy Awareness Level 3 Award—using this knowledge to deliver energy advice to the residents of Royston. Steven’s experience in the voluntary sector has emphasised the critical role that accessible, community-embedded support services play in ensuring the wellbeing of those most vulnerable. Steven also volunteers at Roystonhill Community Hub providing hearing aid support and maintenance as part of the RNID’s monthly drop-in.

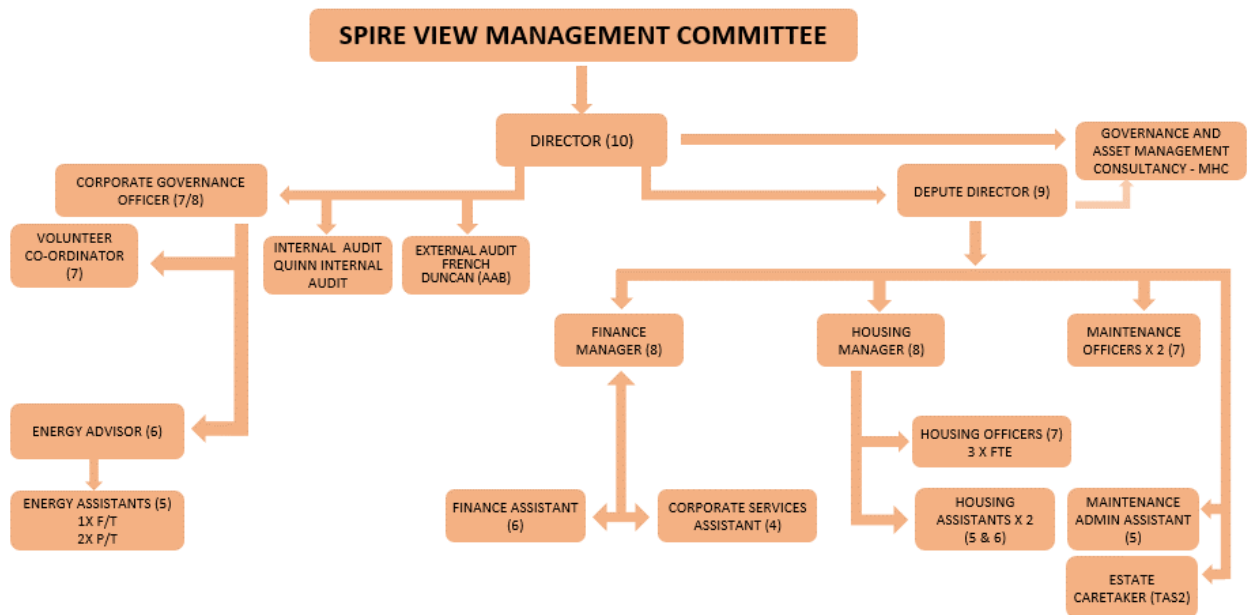
The staff team is supplemented by external agents, as follows:

Agent	Organisation	Service
Alex Cameron	Quinn Internal Audit Services	Internal Audit Service
Tony Sinclair	AAB	External Audit Service
John Mulholland	Mulholland Housing Services	Development / Asset Management / Transfer of Engagements

Following the Transfer of Engagements in 2023, Spire View is currently reviewing our staffing structure and this process will conclude during March 2024. Once in place we would hope the revised structure will ensure effective service delivery whilst developing our current staff team.

4.3.3 Chart 1 below shows our current structure of governance, staffing and external service providers.

Chart 1



4.3.4 Succession planning for senior staff in an organisation is essentially about planning ahead. It involves an element of contingency planning as the absence of a senior officer can have significant implications.

“ Succession planning is about supporting the development of an organisation’s most valuable resource – its people – and preparing for change. Succession planning for staff, as for Management Committee members, is a critical component of risk management and is an essential aspect of business planning. Just as it is vital that consideration is given to the governance requirements of the business plan, equal consideration is required of the organisational priorities. This means that succession planning should be a key component of good business planning: ensuring that the organisation understands the range of skills, knowledge and experience required to lead and deliver the achievement of the organisation’s objectives.” (SFHA guidance 2018). This SFHA guidance document is actually very helpful in terms of setting out the context and then the specific steps which will need to be taken by organisations in recruiting a new senior officer.

The Scottish Housing Regulator has an expectation that a RSL will undertake a strategic options appraisal as part of finalising or updating its business plan and this has formed a key part of the discussions held every year at our business planning event.

Having an up to date business plan which has taken account of the SHR's guidance, and which concludes that the RSLs' current models are fit for purpose, links into the SFHA guidance on planning for senior staff succession planning.

4.4 Area Profile

4.4.1 The Association currently owns and manages 852 properties and factors a further 93 properties. All properties are located in the Royston area of Glasgow, Council Ward 22 Dennistoun.

4.4.2 The Scottish Index of Multiple Deprivation (SIMD) is the Scottish Government's official tool for identifying those places in Scotland suffering from deprivation. It incorporates several different aspects of deprivation, combining them into a single index. It divides Scotland into 6,976 small areas, called datazones, each containing around 500 – 1000 residents. The Index provides a relative ranking for each datazone, from 1 (most deprived) to 6,976 (least deprived).

The most recent SIMD information released in 2020, shows that Spire View stock is located within 5 data zones, 3 of which can be described as 'very deprived' as they are within the top (worst) 5%, ranging from 1.53% to 4.62%. The figures in these 3 data zones are less favourable than those published in 2016. One data zone sits at 16.04% and remaining one sits at 20.57%, which is a considerable improvement (from 7.9% in 2016 to 20.57% in 2020 as a result of the demolition of the multi-storey flats and their replacement with low rise housing.

4.4.3 Royston has a population of just over 5,000 with some significant differences in population structure compared to Glasgow and Scotland. 22% of residents are children compared to 17% in Glasgow and 18% in Scotland. Almost 70% of residents are of working age, a rate that is similar to Glasgow but 4.6% more than the national figure. Around 9% of residents are of pension age and above, a rate which is 4% less than the rate across Glasgow and 9% less than nationally.

4.4.4 According to the National Records of Scotland, males in Royston can expect to live for 69.9 years, over three years less than the figure for Glasgow and over seven years less than the Scottish average. Females can expect to live for 74.2 years, over four years less than Glasgow and more than 6 years less than Scotland as a whole.

4.4.5 This all means that in looking to the future, we must be mindful of both the housing and wider needs of our demographic profile. We must also be acutely aware of issues of affordability given the deprivation levels experienced in our area of operation.

4.4.6 Welfare reform has a significant impact upon our tenants and in particular the bedroom tax and the introduction of universal credit. We contacted all those affected by the bedroom tax and successfully applied for Discretionary Housing Payment from Glasgow City Council. Letters and information contained within the welfare benefit newsletter articles also helped tenants understand the changes and the likely impact.

4.4.7 We assisted a small number of tenants who were under occupying their properties to move to properties which met their needs and also had the effect of freeing up some larger properties for families needing bigger accommodation.

4.4.8 We currently provide a Money Advice service 3 days a week through a service level agreement with Greater Easterhouse Money Advice Project (GEMAP). Through this, we have access to a Money Advisor who works alongside our own housing management team to help to maximise income, process housing benefit and universal credit claims and to refer on to other agencies to assist with debt issues.

We also provide a Tenancy Support Service in partnership with Blochairn Housing Association and Cadder Housing Association. This service provides valuable support to our most vulnerable customers to help ensure high levels of tenancy sustainment. The service is provided by Simon Community Scotland through a service level agreement.

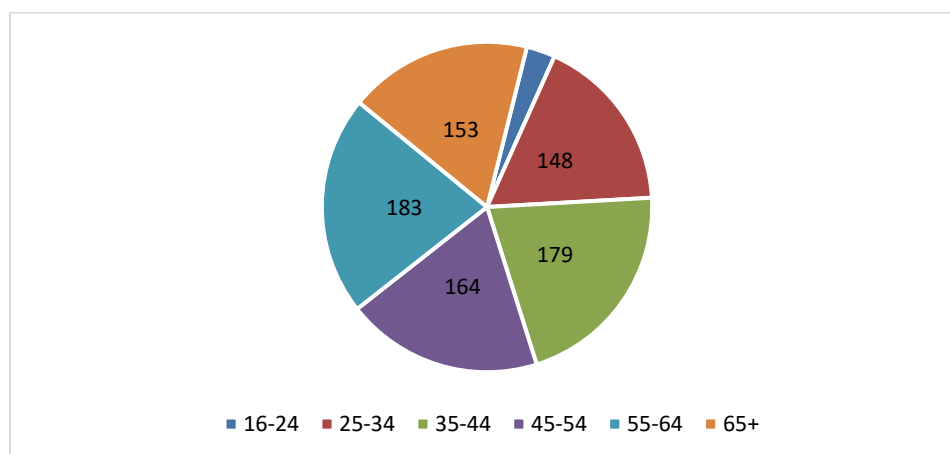
In order to complement both these posts, we also provide a Financial Capability Service in partnership with Blochairn Housing Association and Hawthorn Housing Co-operative. This is also provided through a service level agreement with GEMAP and assists our customers and the wider community to tackle issues relating to financial management, budgeting and bank accounts.

In addition, since August 2022, we have also been providing an Energy Advice and Support service across the local community. The project employs 4 staff members and aims to reduce fuel poverty through embedding energy efficiency advice, support and advocacy into the Roystonhill Community Hub. This service ensures that support is available to those in our community most vulnerable to the growing impact of energy consumption and fuel prices, whilst complementing wider strategic support services.

The personnel within these posts work together, along with our staff team to provide a comprehensive and much valued service to our community. This in turn helps the tenants to pay the rent, tackle many other issues and sustain their tenancies.

4.5 Our Customers

4.5.1 Looking at our current tenant base of sole and joint tenants there are 542 females (63.62%) and 310 males (36.38%). A breakdown of the age bands of all tenants are as follows:



4.5.2 Table 1 below shows that 60.6% of our tenants are under the age of 55. At the other end of the age spectrum 39.4% of tenants are 55 and over. This data is important for asset management and housing management purposes as with a growing aged tenant profile comes the need for adaptation work and additional support required to help customer live independently at home.

Table 1-Tenant Age profile

Age	16-24	25-34	35-44	45-54	55-64	65+	Total
Male	5	51	66	57	70	61	310
Female	20	97	113	107	113	92	542
Total	25	148	179	164	183	153	852
Percentage	2.93%	17.37%	21.01%	19.25%	21.48%	17.96%	100%

Source: SDM January 2024

4.5.3 During the year 2022--2023, Spire View and Copperworks Housing Associations had a combined total of 56 properties (6.57%) become available for re-let. Tenant satisfaction is down slightly with 89.95% of tenants satisfied with the service when surveyed in 2021.

4.5.4 The way in which we collect Equalities Data has changed in recent times and as a result, the Association undertook an anonymous survey of all tenants during February 2023. A response rate of approximately 30% was achieved and the results are outlined in Table 2 below. Survey results from 2023 do not vary significantly from the data held previously for every tenant. The picture remains where the vast majority of respondents identify as 'White Scottish / White other' (78.11%). This reflects the picture across Glasgow and in particular the North East of the City.

Table 2 –Tenant Ethnic Origin

Ethnicity	% of Tenants
White Scottish	68.3%
White other	9.81%
Other British	2.64%
Black, Black Scottish or Black British	0.76%
Chinese, Chinese Scottish or Chinese British	0.38%
African, African Scottish or African British	9.43%
Mixed or Multiple Ethnic Groups	1.13%
Prefer not to say	3.40%
Other	4.15%

Source: SVHA / CHA Equalities Data Collection Results Feb 2023

Our Customers and Welfare Reform

4.5.5 A significant proportion of our customer base currently rely on help to pay their rent. A snapshot of benefit dependence as at January 2024 is shown in Table 3.

Table 3 – Benefit levels

Entitlement	Number of tenancies
Full housing benefit	194 (22.8%)
Partial housing benefit	31 (3.6%)
Universal Credit	124 (14.6%)
No benefit entitlement	503 (59%)
TOTALS	852

Source: Glasgow City Council Financial Services, figures as at January 2024

- 4.5.6 As more customers begin the migration to universal credit, clearly not all this income is at risk. The following tables try to quantify the scale of the potential loss to the Association and the risks associated with welfare reform. Table 4 below estimates the potential impact on tenants and consequently upon Spire View of under occupation. It identifies the number of working age tenants that we know since April 2013 who have been under occupying by one or two bedrooms. The biggest potential threat to the Association is now the roll out of universal credit which commenced on 31st October 2018. The full extent of how this is going to affect tenants and the level of potential increase in arrears remains difficult to quantify. As of January 2024, 124 tenants have moved onto universal credit. This has proven manageable for the Association thus far.

Table 4 – Impact of Under Occupation on Tenants

YEAR	1 bed 14%	2 bed 25%	Total
2017	45	9	54
2018	43	8	51
2019	34	9	43
2020	33	12	45
2021	51	10	61
2022	51	10	61
2023	70	12	82

Source: SDM January 2024

- 4.5.7 The figure in relation to both Universal credit and under occupation is constantly changing as people move in and out of our homes. The most significant exposure is in relation to 1 bedroom under occupation where Housing Benefit under occupation charge of 14% of the eligible rent applies. This problem has not materialised to date because of the policy of comprehensive discretionary payments adopted by the Scottish Government. This could of course stop at any point.
- 4.5.8 Another issue which arises as people move to Universal Credit (UC) is that tenants have to claim through separate routes - UC from the Department of Work and Pensions (online), grants from the local authority Scottish Welfare Fund and/or Discretionary Housing Payments from Glasgow City Council. This has been a learning curve for our own staff, financial capability officer, money advisor, tenants and the DWP.

4.5.9 Moving on to the impact of the withdrawal of direct payments to landlords, Table 5 below sets out the number of our tenants that are on Housing Benefit and of working age. Clearly, this is a lower number than the total of those on full or partial housing benefit set out in Table 3 above. Table 5 shows the potential rent at risk of £1,092,330.98 for the year.

Table 5 – Impact of Universal Credit on Withdrawal of Direct Payments

Working Age	Working Age on HB	Income 4 weekly (as at 31/12/2023)	Income per annum
16-67	297	£84,025.46	£1,092,330.98

Source: SDM 2024

4.5.10 The potential rent loss in Table 5 is a clear threat to the viability of the Association. However, this adopts the most pessimistic assumption, i.e. that none of the tenants will pay the rent that is now due direct from them.

4.5.11 Experience to date of the impact of UC is steadily increasing. Whilst the full roll out of Universal Credit in the Springburn area of Glasgow started in October 2018, the impact of COVID-19 restrictions during 2021 saw many more new claims being made and processed. As the 31st December 2023, 124 of our tenants were in receipt of UC.

4.5.12 Newsletters and personal contact with tenants have helped tenants understand the impact of UC. The Association’s Welfare Reform Strategy / Action Plan ensures continued awareness, monitoring and mitigation of the impact of Universal Credit. This is complemented by the services available from the Money Advisor, Tenancy Sustainment Officer and Financial Capability Officer. Furthermore, the Association revised and updated its Universal Credit Policy in November 2021.

4.6 Our Stock

4.6.1 James Nisbet Housing Co-operative originally took transfer of 264 properties from Glasgow City Council on 1st April 1989. Garngad Housing Association also took ownership of over 200 Glasgow City Council tenement flats during 1991. The two neighbouring organisations merged in 2002 to form Spire View Housing Association.

4.6.2 Following a comprehensive programme of re-development, including the demolition of almost 300 inter-war tenement flats and a substantial new build programme, Spire View owned and managed 582 properties.

4.6.3 On 1st August 2023 Spire View merged with Copperworks Housing Association via a Transfer of Engagements and now owns and manages a total of 852 properties, which are a mixture of refurbished tenements and new build houses and flats.

Table 6 - Stock by Apartment size and type

Apartment Size	House	Tenement	4 in a Block	Total
2 apartment	0	184	34	218
3 apartment	73	339	31	443
4 apartment	74	96	0	170
5 apartment+	7	14	0	21
Total	154	633	65	852
% of all stock	18.07%	74.3%	7.63%	100%

Source: Spire View Asset Management Strategy

4.7 Our Rents

- 4.7.1 Affordability of our housing stock is crucial if we are to remain an attractive choice of landlord and to help our tenants deal with the continuing difficult economy, the challenges of the welfare reform and the impact of the cost of living crisis.
- 4.7.2 In 2021, we (Spire View and Copperworks) appointed an independent consultant Research Resource to carry out our tenant and resident satisfaction surveys. A total of 373 tenants (43.8%) were interviewed via telephone between the 6th July 2021 – 16th August 2021. On the question on rent affordability and value for money, almost 89.5% of tenants were of the opinion that their rent represents very or fairly good value for money, 6.5% felt it was neither good nor poor value and 4% felt it was fairly / very poor value for money. The proportion of tenants who were of the opinion that their rent represents very or fairly good value for money has decreased since the 2018 survey from 96% to 92%.
- 4.7.3 Table 7 sets out our current rent levels in comparison with a sample of other Housing Associations and the local authority along with the Scottish average rents.

Table 7 - 2022/2023 Rent Level Comparisons

	Spire View HA	Former Copperworks HA	Cadder HA	Wheatley Homes	NG Homes	Scottish Average 2022/23
Average Weekly Rent 2apt	£63.00	£65.93	£66.45	£85.22	£87.73	£83.46
Average Weekly Rent 3apt	£72.09	£80.43	£81.81	£91.28	£95.08	£86.28
Average Weekly Rent 4apt	£85.64	£87.46	£91.06	£105.90	£101.04	£93.96
Average Weekly Rent 5apt	£86.85	£92.08	£119.13	£115.99	£115.40	£103.72

Source: SHR Portal

4.7.4 As can be seen, our rent charges (outlined separately above for Spire View and former Copperworks) remain significantly lower than comparable organisations and the Scottish average. We are acutely aware that scope exists to review our rent structure / charges to bring rents more in line with our peers / sector averages whilst still ensuring that we remain financially sound and viable in the long term and able to deliver on our commitments.

4.8 Asset Management

4.8.1 The Association’s physical assets along with our people are our key resources. Maintaining and investing in our properties is what we will spend most on. With this, key building blocks for effective business planning are:

- up to date and accurate information on the condition of the housing stock and other assets
- intelligence on how the stock is performing (i.e. current and future demand, repairs and maintenance information)
- future investment needs to help keep the stock attractive and popular and the component parts in a good condition

4.8.2 Our most recent stock condition survey was completed in 2022 which comprised of internal surveys of a 20% sample across 852 properties and 100% of all external areas. Following this exercise and the Transfer of Engagements process, the Association has produced a combined Investment Plan and Asset Management Strategy which have assisted us in preparing robust financial projections.

Following the completion of the Transfer of Engagements on 1st August 2023, the Association's compliance with the Scottish Housing Quality Standard was as detailed below:

- 842 (98.83%) properties fully compliant
- 8 (0.94%) properties recorded as exemptions (due to kitchen storage issues)
- 2 (0.23%) properties recorded as abeyances due to tenant not engaging in the kitchen renewal programme.

We will continue to pursue the 2 properties recorded as in abeyance.

4.8.3 The information currently held in relation to compliance with the Energy Efficiency Standard for Social Housing (ESSH²) which required to be met by 2020 is being reviewed on an ongoing basis. The information in our database has been obtained by either actual survey (Energy Performance Certificate – EPC) or by cloning information (this can be done for properties of similar size, type, age etc. where appropriate).

EPCs are valid for a period of 10 years and must be updated either on expiry or when any energy improvements are carried out. We have an ongoing programme of resurveys to ensure all expired EPCs are updated.

4.8.4 Of our houses, the heating systems are as follows:

- | | | |
|--------------------------------|-----|----------|
| • Gas Heating | 847 | (99.41%) |
| • Upgraded Electrical Heating | 4 | (0.47%) |
| • Wet Electric Central Heating | 1 | (0.12%) |

4.8.5 Compliance with ESSH was required by 31st December 2020. However, due to issues out with our control, this was not fully achieved. However, by March 2023, all properties owned by the Association were fully compliant with the standard.

4.8.6 Social landlords across Scotland are working together with the Scottish Government to achieve net zero carbon emissions. The Zero Emission Social Housing Taskforce (ZEST) was set up to examine and make recommendations on what is required of the social housing sector to maximise its contribution to the Scottish Government's climate change targets. By 2045, over two million homes will need to transition from fossil fuel-based systems to low and zero-emissions systems such as heat pumps, heat networks and other technologies. Social landlords will help the Scottish Government to achieve these ambitious targets. With over a third of social housing tenants living in fuel poverty, it's critical that achieving net-zero emissions in social housing doesn't exacerbate this; no tenant should be left with costs they can't afford or heating systems that don't work for them. This will require a 'Fabric First' approach and a clear commitment to a just transition.

Sally Thomas, SFHA Chief Executive and Co-chair of ZEST, said: "Tackling climate change is one of the most pressing global issues, and social landlords have a key role to play by helping the Scottish Government to achieve its ambitious targets for improving homes. However, the challenge is ensuring that we can deliver a fair and

² The Energy Efficiency Standard for Social Housing (ESSH) aims to improve the energy efficiency of social housing in Scotland.

just transition to zero-emissions homes that allows our sector to continue to reduce fuel poverty and keep rents affordable.

“Social landlords can work together with government to attract investment, create jobs in the green economy, and improve the warmth and comfort of homes to tackle both climate change and fuel poverty together. Achieving this will also require sufficient investment in order to realise the opportunities and ensure the costs and risks don't fall disproportionately on social housing providers, their tenants and communities.”

The Association is ready to work with the Scottish Government, and other partners, to deliver a fair and just transition to net-zero and play our part in tackling the climate emergency. We will take on board and consider the Scottish Governments recommendations to address the dual challenge of achieving net-zero emissions in the Association properties while keeping energy bills affordable and reducing fuel poverty.

4.8.7 The Association's planned investment for the period April 2024 – March 2027 focusses on the following:

- Kitchen & Boiler Replacements
- Bathroom Replacements
- Window Replacements

The total planned investment in the above is estimated at £3.208m.

4.8.8 We conduct a stock condition survey every 3 years using a 20% sample of stock and building on the information from previous surveys. Stock Condition Surveys carried out in 2011, 2016, 2019 and 2022 have resulted in data being available on approximately 80% of our stock covering the following:

- 100% external survey data for all tenement block incorporating 95 closes and 647 dwellings
- 80% internal survey coverage of all dwellings

4.8.9 The Association retains comprehensive and robust planned maintenance information in a bespoke Asset Management Module, within our housing software programme. This will continue to be used in tandem with the updated stock condition information to ensure that our investment decisions are robust.

4.8.10 The SHR are looking for a clear statement in the Annual Assurance Statement on the Association's compliance with relevant obligations in relation to tenant and resident safety.

In the Annual Assurance Statement, we are being asked to confirm whether we meet all duties in relation to tenant and resident safety, and in particular that we have obtained appropriate assurance about our compliance with all relevant safety requirements including;

- Gas safety
- Electrical safety
- Water safety
- Fire safety
- Asbestos
- Damp and Mould
- Lift safety

We will do this by carrying out an audit on this function annually both internally and by an external consultant.

4.9 Our Partners

4.9.1 We recognise the support of our tenants, especially those who are longstanding residents. We actively encourage tenants to engage with us and help shape the services we deliver in terms of quality and range. As a result of this we publish 4 newsletters a year as tenants have indicated that this is their preferred way of keeping them informed.

4.9.2 The Association also work very closely with numerous organisations and agencies including the local council, other RSL's, the Rosemount Development Trust, Royston Youth Action, Rosemount Lifelong Learning, Glasgow Life, local schools, North Glasgow Community Food Initiative, North Glasgow Healthy Living Community, Greater Easterhouse Money Advice Project (GEMAP) and the Simon Community. Our participation in the Royston Strategy Group and joint wider role projects helps to consolidate these partnerships for the benefit of the local community in which we operate.

4.10 Our Performance – Benchmarking

4.10.1 We monitor our performance using the Scottish Housing Regulator's published statistics as well as locally with other RSL's. The Association is conscious that it could benefit from wider examination of benchmark statistics and will continue to explore potential benchmark clubs during the term of this plan.

Table 8 shows our historic benchmarked performance from 2021-2023.

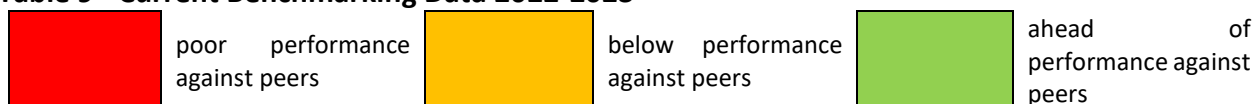
Table 8 – Historic Benchmarked Performance of Spire View HA 2021-2023

	2023	2022	2021
Void Loss	0.18%	0.17%	0.24%
Turnover of voids	8.8 Days	10.24 Days	12.55 Days
Gross Rent Arrears	2.20%	2.05%	2.33%

Source: SHR Annual Return on the Charter 2020-21, 2021-22, 2022-23

- 4.10.2 **Void property turnaround times and rental loss** - Our management of voids has been excellent with average turnaround times of around 10.5 calendar days over the last 3 reporting years, compared with the Scottish average figure of 54.5 days over the same period.
- 4.10.3 The gross rent arrears (total current and former arrears owed) compare well against Scottish averages. In 3 reporting years the Association’s gross rent arrears have averaged 2.19% with the Scottish average over the same period reported at 6.9%. The overall position has been fairly steady over the 3 year period, with an overall decrease between 2021 and 2023. We work well with partner advice agencies during welfare reforms to bring the best advice and information possible to our tenants.
- 4.10.4 Turning to current performance, Table 9 below compares the performance of the association in 2022-23 against the Scottish landlord average (at 31/03/2023) and that of our own performance in the previous reporting year.
- 4.10.5 The performance of the Association is colour coded with red indicating poor performance against the Scottish average; amber indicating below the performance of the Scottish average and green is where performance is ahead of the Scottish average.

Table 9 - Current Benchmarking Data 2022-2023



Indicator	No.	2022/23	Previous performance 2021/22	Scottish Average 2022/23
Satisfied with overall service	1	89.43%	89.43%	86.7%
Satisfied with keeping tenants informed	2	95.15%	95.15%	89.68%
1st stage complaints responded to in full	3&4	95.24%	100%	95.34%
2nd stage complaints responded to in full	3&4	85.71%	85.71%	92.53%
Average time for full response at Stage 1	3&4	3.15days	2.95days	5.75days
Average time for full response at Stage 2	3&4	11.67days	21.5days	19.34days
Satisfied with opportunity to participate	5	94.71%	94.71%	85.86%
Meeting SHQS	6	98.45%	78.49%	78.98%
Satisfied with quality of home	7	87.67%	87.67%	84.16%
Emergency repair time (average hours)	8	2.93hrs	2.51hrs	4.17hrs
Non-emergency repairs time (average days)	9	3.13days	3.12days	8.68days
Repairs right 1st time	10	97.60%	98.76%	87.8%
Number of Failures (Gas Safety)	11	1	0	1032
Satisfied with repairs service	12	100%	97.73%	88.02%
Satisfied with neighbourhood management	13	92.95%	92.95%	84.3%
Tenancy offers refused	14	8.51%	11.11%	30.87%
ASB Cases reported which were resolved	15	100%	100%	94.21%
Tenancies sustained - Existing tenants	16	100%	91.67%	94.45%
Tenancies sustained - Homeless	16	100%	100%	90.33%
Tenancies sustained - Housing List	16	94.12%	80%	90.98%
Tenancies sustained - Nominations	16	N/A	N/A	89.77%
Tenancies sustained – Others	16	N/A	N/A	86.3%
Stock became vacant	17	6.88%	6.20%	7.42%
Rent Lost through voids	18	0.18%	0.17%	1.4%
Average time to complete adaptations	21	29.88days	28.18days	46.83days
Court actions resulting in eviction	22	0	0	13.75%
Rent represents value for money	25	92.07%	92.07%	81.79%
Rent collected as % of rent due	26	100.41%	100.54%	99.03%
Gross rent arrears as % of rent due	27	2.20%	2.05%	6.86%
Factored owners satisfied with service	29	100%	100%	61.79%
Average time to relet property	30	10.63days	10.24days	55.61days

4.10.6 Measuring the 31 applicable standards above, we have scored green in 30 of these with the remaining 1 just slightly below the Scottish Average. This is an excellent outcome for the Association. However, we are not complacent about this result and remain committed to promoting a culture and ethos of continuous improvement across the organisation.

5. ANALYSIS OF OUR OPERATING ENVIRONMENT

The following sections of the plan were developed through discussion at our annual strategy events, facilitated by the senior management team along with an independent advisor.

In this section of the Plan, we consider current or future issues in our external operating environment and what implications they might have for the organisation. We also look internally at our strengths and weaknesses and consider how these can, as appropriate, be built upon and/or improved. Finally, we review the risks we face and consider how best to address these in terms of being able to avoid, mitigate or manage each key risk. The aim is to align the organisation to the changing environment so that we manage threats and take advantage of opportunities that further our Strategic Objectives.

5.1 Political, Economic, Social and Technical (PEST) Analysis

Table 10 - PEST Analysis

Political/Legal	Social
<ul style="list-style-type: none"> • Conflict in Europe & Middle East • General Election • Housing to 2040 • Social Housing Net Zero Standard (SHNZS) • Affordable homes target & changes to subsidy framework • Procurement regulations • Welfare Reform • SHQS • SHR Regulatory Framework • BREXIT/Scottish Referendum 2 • Relationship with GCC • Cost of Living Crisis • Freedom of Information / GDPR 	<ul style="list-style-type: none"> • Growth of older & very old population • Rising consumer expectations & online shift • Environment in some areas • Need for greater partnership working (cuts will drive the need for joint working, consolidation) • Growth in local competition • Demand for social and affordable housing • Development opportunities • Availability of land to buy • Social deprivation and poverty
Economic	Technological
<ul style="list-style-type: none"> • Inflationary and interest rate risks • Rent affordability • Austerity cuts (UK, Scottish Government and impact on Council funding) • Unemployment • Inequality and poverty • SHAPS pension performance • Interest Rates (potential to continue to rise) • House price inflation • Access to mortgages / pressure on renting • Climate change • Rising Energy Prices/fuel poverty 	<ul style="list-style-type: none"> • Digital by default • Digital exclusion • Home/mobile working for staff • ICT requirements for on-line service • Innovations in energy efficiency • Improved performance management systems • Increased use of mobile technology & social media • Cyber Security risks / requirements

Political

- 5.1.1 The biggest driver to economic instability at this period specifically relates to the conflicts in Europe and the Middle East. The effects of these have already seen gas and oil prices dramatically rise over the past 2 years. In addition to this, tension in these regions will in turn have an impact on international trade costs increasing. This means these increased costs will be passed on to the average consumer in the UK and ultimately trickle down to our tenants and local residents.
- 5.1.2 The next UK General Election will almost certainly take place before the end of 2024 and it is highly likely that this will result in a change in Government. With this change comes uncertainty as well as potential opportunity. The current Conservative Government has, for many years, been pushing through the welfare reform agenda and this is an area where we may see a change of focus under a Labour Government. In the meantime, however, the Scottish Government remains committed to mitigating the impact of welfare reform for those most in need in Scotland. We must therefore ensure that we continue to fully understand our tenant base and their changing needs and help them prepare for the future including how they will pay for their rent. We must also proactively counsel prospective tenants in the same way and work to keep rents affordable. This will continue to be a priority going forward.

A change in Government has the potential to impact significantly on many areas of our business and we must therefore keep abreast of political developments and what these mean for Spire View.

- 5.1.3 In terms of our physical assets, we have seen the welcome commitment of the Scottish Government to secure the delivery of 100,000 new affordable homes by 2032. However, this target is now at risk since the introduction of significant budget cuts to the Affordable Housing Supply Programme. Glasgow City Council has their own Housing Strategy and Strategic Housing Investment Plan to contribute to this target and Housing Associations are being expected to step up to the mark and play their part to support delivery. With this and in considering our local environment, opportunities exist for SVHA to become involved directly or indirectly and this is an area where we are already making progress with ongoing discussions in relation to the Millburn Street site that could see the creation of around 60 new build units for social rent. New build development brings particular risk considerations and also requires a skill set that we are able to provide through our current staff team, supported by a specialist development consultant.
- 5.1.4 The deadline for the Energy Efficiency Standard for Social Housing (EESH) which aimed to improve the energy efficiency of social housing in Scotland, was reached in December 2020. Compliance for the Association currently sits at 100%. Attention is now turning towards the ongoing consultation in relation to the Scottish Net Zero Housing Standard and the measures that may be required to be achieved by 2045.
- 5.1.6 On 31st January 2020, the UK left its membership of the European Union and entered a transition period which ended on 31st December 2020. This was despite quite a different outcome in Scotland and other UK jurisdictions. As a result, the Scottish

Government continues to request permission to conduct a second referendum ballot on Scotland leaving the UK. This request has so far been refused but continues to be a prominent feature on the political agenda. Whilst the Brexit transition concluded in 2020, there will be continued clear impacts for housing associations from both BREXIT and if Scotland were to leave the UK, e.g. outlook for the economy, migration levels, impacts on demand and services and procurement arrangements to name a few. We will keep all of this on our strategic agenda and map the impacts and plan responses accordingly as this debate unfolds.

- 5.1.7 A number of the issues outlined above have contributed to the current cost of living crisis being experienced across the UK. This situation has impacted significantly on our customers through rising fuel costs, high inflation, increasing interest rates etc. In recent times, wage increases have failed to keep pace with inflation and this in turn has potential to make it more difficult for tenants to meet their rent payment obligations. We must be mindful of this situation and ensure we have measures in place to appropriately mitigate the impact of this crisis and support our community as much as possible.

Economic

- 5.1.8 The economic outlook has been shaped by the austerity agenda but more so, by the outcome of the BREXIT vote. Whilst the UK has not suffered the economic disaster that some commentators predicted after the BREXIT vote, there are global forces which could undermine the progress to date.
- 5.1.9 House prices, fluctuating inflation and the ability of low income families to access a mortgage mean the demand for social housing will remain strong.
- 5.1.10 In 2023, we received the publication of the last triennial actuarial pension valuation carried out in 2021. Performance of the SHAPS pension scheme is a key risk factor for housing association members and will remain an area that we must continue to closely monitor particularly if deficit contributions arise in the future.
- 5.1.11 Pension deficit contributions ceased in September 2022 and whilst there are currently no plans to reintroduce deficit contributions - this will be reassessed as part of the 2024 valuation consultation. RSLs have therefore been told to prepare for the possibility that deficit contributions may be reintroduced should a deficit be identified at the 2025 or future valuations.
- 5.1.12 Spending cuts will continue to place pressure on public and voluntary services creating increasing pressure on local projects and their future sustainability. This puts SVHA and other housing providers under added pressure to support services no longer funded by the state. However, it does create the opportunity to work with Glasgow City Council, local RSL partners and the host of local voluntary projects to create complementary services that we can share to best effect.
- 5.1.13 Shifts in energy usage and costing are inevitable. These will continue to increase demands for improvements to energy efficiency and fuel poverty advice.

5.1.14 Rising interest rates and fuel costs along with high inflation will undoubtedly result in financial difficulties across the country. The extent to which this will impact directly on the association has been assessed and will continue to be monitored through financial scenario analysis and we will put in place any necessary control measures.

Social

5.1.15 The big social challenge going forward for SVHA in common with the whole of society is the changing demographic landscape. This has a number of implications. Firstly, the customer base will get older and generate new demands as the NHS changes its models of care with a greater emphasis on keeping people at home. We will need to consider developing new relationships with health and voluntary agencies and what new services are required to support people to stay in their homes.

5.1.16 Another massive social challenge that emerged is the impact of the COVID-19 pandemic on our organisation and the local community in which we operate. Existing issues such as social isolation, poor health (including mental health) and wellbeing, poor educational attainment and digital exclusion / poverty were further exacerbated due to lockdown and associated covid restrictions. The association has continued to deliver a comprehensive wider role programme aimed at supporting the wider community and overcoming these challenges.

5.1.17 We operate in an area with one other local RSL (Blochairn), but with two more RSLs of varying sizes with an operating presence (Wheatley Homes and West of Scotland). This landscape creates opportunity to partner and share resources with our small RSL neighbour where appropriate and currently we work jointly on wider role projects e.g. financial capability, money advice and energy advice. Furthermore, we are currently holding informal discussions with Blochairn with regards the possibility of a Transfer of Engagements which could further enhance local service to our community.

Technological

5.1.18 Customer behaviour in engaging with service provision has changed dramatically over the past decade, and even more so since 2020 when the COVID-19 pandemic emerged. More and more simple transactions (paying rent etc.) are being handled online with people of all ages using an array of IT devices and happy to do business in this way. Accessible phone contact can handle more complex issues, but there is still a place and a need for face to face contact on complex queries/needs. This shift in the channels by which modern consumers engage means that we must adapt our approach.

5.1.17 We need to continue and where possible, widen our online offering, but still provide the means to speak to us directly in a cost-effective and accessible way, either on the phone or in person. The technology needed to offer and extend our services online will be important to meet consumer needs but can also be a cost reduction driver. As we continue to develop our services, we need to ensure our staff team are comfortable and adept at using modern technology to help consumers, but also to do

their own business e.g. home working, handheld devices to take the service into the customers' home.

5.1.18 As well as continuing to rethink how we offer services; we are aware that social tenants are still the most digitally excluded in society⁴. Despite this, more and more public and commercial services are being designed as “digital by default” including the Universal Credit system on which so many of our tenants will rely on going forward. There are also the proven benefits of being able to access services online to get cheaper products and service, to learn and to access jobs and training.

5.1.19 We therefore must make sure we play our part to make it easier for tenants to get online confidently to engage and carry out business with us and others by reviewing and delivering on our Digital Engagement Statement.

5.1.20 We must also ensure that when developing and evolving our digital / online offerings that we take account of the potential risks associated with this and in particular the requirement for robust cyber security arrangements.

4. Spreading the Benefits of Digital Participation Final Report April 2014- Royal Society of Edinburgh

5.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Table 11 - SWOT Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Rent levels affordable (all are under sector average) 2. Excellence ambitions (committed to continual improvement) 3. Partnership working (GCC, RSLs, RDT, RYA, GEMAP.) 4. Customer satisfaction levels 5. Staff (efficient, experienced, committed, professional and approachable) 6. Size (Community based with local knowledge) 7. Office location (ease of access) 8. Reputation/relationships (GCC and other partners) 9. IT systems 10. Demand & stock location 11. Strong management, governance and leadership 12. Strong / successful Community engagement 13. Good performance and low risk with SHR. 14. Sound financial position 15. Good knowledge of our tenants 16. Commitment to asset management 17. Good quality housing stock and condition information 18. Roystonhill Community Hub 19. Good communication with tenants 	<ol style="list-style-type: none"> 1. Small size (few economies of scale, reliance on small team) 2. Staff – small team, little turnover 3. Impact of welfare reform 4. Succession planning for staff 5. Benefit dependency
THREATS	OPPORTUNITIES
<ol style="list-style-type: none"> 1. Cost of Living Crisis 2. Political change/BREXIT/legislation/regulation/FOI issues 3. Rent Affordability/Comparability 4. Stock deteriorates 5. Committee & Staff - morale/burnout/leaving 6. Ageing Population 7. Welfare reform 8. Fuel poverty/Rising Energy Costs 9. Digital by default 10. IT failure/hacking 11. Regulatory expectations 12. Demand for older properties when new build in area 13. Rising Inflation and Interest Rates 14. Reduction in Council Services 15. Reduction in Wider Role Subsidy/Funding 	<ol style="list-style-type: none"> 1. Collaboration both ways (RSLs/other – share/partner / merge) 2. Reduce costs / improve efficiency /performance / business process 3. Tenant/community involvement 4. Wider role (digital access/jobs/apprenticeships) 5. Improve governance/attract new management committee 6. Tap into external funding (energy efficiency / wider role) 7. Development opportunities – increase stock 8. To borrow more to support investment 9. New technologies, ICT, Social Media 10. Roystonhill Community Hub 11. Transfer of Engagements opportunity

5.2.1 Strengths

In essence, our biggest strength is our local focus. The stock is within a very limited geographical area. Our staff know our customers very well and have built up good, trusted relationships with high levels of customer satisfaction and excellent performance on most key indicators.

In addition to this, the basic economics of the business are sound with cash flows that allow us to do what is needed over the 30 year financial projections.

Following the Transfer of Engagements from Copperworks, we now have a very strong Management Committee at full capacity with a broad range of local and professional knowledge and experience. We have a robust process in place to ensure that we can progress recruitment campaigns aimed at further bolstering both numbers and the

range of skills on our Committee as and when required. This is also an important part of succession planning to make sure the governing body is shaped for the future.

We will continue to deliver a training programme to develop our Management Committee and staff to ensure that individually and collectively, they demonstrate high levels of effective governance over the organisation. This includes a comprehensive programme of induction and development for new Committee Members.

We will continue the review of our governance, finance, corporate and service policy suite to ensure all policies and related procedures are up to date, reflect law and regulatory requirements and good practice and are embedded in our operations.

The stock condition information we currently hold is very robust and has been used to inform our financial projections. We understand the importance of reviewing the information held on a regular basis to ensure we have sound and updated information to allow future investment needs to be prioritised. The Association completed the most recent Stock Condition Survey in 2022, and a further survey is planned for 2025.

5.2.2 Weaknesses

We have developed a strategy aimed at mitigating and managing the impact of welfare reform and will continue to ensure our work in this area is a priority.

We also are aware that we need to continue to monitor and review succession planning for the future for both Committee and staff. We last reviewed our Committee Succession Planning Strategy in May 2023 and future reviews will be carried out on an annual basis. During the course of this Business Plan, we will further develop our approach to succession planning, particularly in relation to senior staff.

5.2.3 Opportunities

The Association has a strong track record in collaboration as demonstrated by the merger between James Nisbet Housing Co-operative and Garngad Housing Association, to form Spire View in 2002 and the recent Transfer of Engagements from Copperworks Housing Association. We will continue to investigate any further opportunities for transfer that arise that would be potentially beneficial to the Association and would not impact negatively on our growth strategy.

We continue to engage fully with our local community both through our day to day and wider role activities, as detailed in our Tenant Participation Strategy. This approach will also allow us to continue to access funding to support activities provided by the Association and other organisations in the local community. The development of the Roystonhill Community Hub has provided an excellent opportunity for the Association to engage with the community on a whole new level. This was particularly evident during the COVID-19 pandemic when the building became a hub of support for local people and continues to do so during the current cost of living crisis.

Furthermore, the Hub continues to support local employment, with the appointment of local residents in key roles.

The Association has always been committed to exploring development opportunities and is currently investigating the possibility of a partnership project to develop the vacant sites around Millburn Street. This could see the creation of approximately 60 new build / converted properties for social rent. We will continue to investigate any further development opportunities that arise that would be potentially beneficial to the Association and would not impact on our growth strategy.

5.2.4 Threats

During and beyond the COVID-19 pandemic we have had to respond and react quickly and flexibly to the challenges presented. For a significant period of time, restrictions associated with the pandemic affected our ability to deliver services that our customers expect and deserve as well as impacting on our staff, how they do their job and how to support our customers in a whole new variety of ways. The association responded to these challenges admirably, ensuring service delivery continued where possible, whilst supporting our community in many other practical ways

Whilst the Association has reverted to very much 'business as usual' this has not been the case with other partners and agencies that we require to engage with. The impact of this has been a slow down in various areas of operation within partner organisations and agencies which can impact negatively on the Association's ability to deliver services.

Whilst the low level of rent charged by the Association is a strength, it is also a clear potential threat. It is vitally important that a workable and acceptable balance is struck which ensures the long term financial wellbeing of the association, whilst ensuring rents remain affordable and comparable.

We are also aware of the threat to stock condition and demand if we do not invest appropriately in our stock. In addition, the ongoing cost of living crisis and rising energy costs have the potential to impact on tenants' ability to sustain their housing conditions properly.

There are other issues that we must not take our eyes off around welfare reform impacts and performance of our pension scheme.

We, like every other modern business have a huge reliance on IT for effective operations but are at risk of service interruptions/failure and must protect the data we hold and manage. We therefore have in place a comprehensive and robust IT Systems Security Policy and Communication Tools Policy. An internal audit of our ICT Management Controls during 2018/2019, resulted in 'full assurance' being given. In 2022, a further Internal Audit of our Business Continuity and Disaster Recovery processes and procedures, which were implemented during the Covid-19 pandemic, also received 'full assurance'.

Changes in Data Protection Legislation which came into force during 2018, proved challenging for the Association, as did the requirement to comply with Freedom of Information (FOI) Legislation in 2019. We took a methodical approach towards compliance with the Guidelines on General Data Protection Regulations (GDPR) through training and auditing all of the data collecting and processing we carry out in our business. A similarly methodical approach was taken with regards to FOI compliance again through policy implementation, updating of procedures, training and the appointment of a Data Protection Officer.

5.3 Risk Analysis

- 5.3.1 Risk is present throughout SVHA - in our buildings, equipment, policies, systems, processes, staff, tenants and visitors. We recognise that the management of risk is vital to our success and resilience. It must be an integral part of all the functions and activities of the organisation.
- 5.3.2 We updated our Risk Management Policy during 2021/2022 to ensure a consistent approach towards risk across the organisation. This outlines the processes for recognising, analysing and dealing with risks as well as assuring the effectiveness of the identified processes. In addition, risk management actively supports the achievement of our agreed objectives and not simply to avoid risk. A further review of this Strategy is due by May 2024.
- 5.3.3 Our approach to risk management is designed to enable us to minimise the frequency and effect of adverse incidents arising from risks and to identify improvements in procedures and service delivery in order to ensure the efficient and effective use of funds.
- 5.3.4 Risk management extends to the culture, processes and organisational structures, which contribute to the effective management of potential opportunities, threats and adverse incidents.
- 5.3.5 Risk consideration and management are an integral part of our strategic planning and decision-making processes. For new initiatives and projects, risk analysis shall also be used to inform our decision-making process.
- 5.3.6 Our Risk Register is overseen quarterly by our Management Committee through the Business Plan reporting process. We promote the integration of risk management in the governance and management of our business so that it naturally flows through our business.
- 5.3.7 **Appendix 1** shows the Key Risk Analysis capturing the major risks presently facing SVHA and the action we have taken or plan to take to mitigate/manage/avoid them.

6. STRATEGIC OBJECTIVES

6.1 Strategic Analysis

6.1.1 This Business Plan aims to ensure the programme of change and improvement is implemented effectively to support sustainable, excellent services to our tenants.

6.1.2 Having reflected on our mission, vision and values, and reviewed our customers, physical assets, performance, stakeholder expectations, and scanned our external/internal environment and the key risks we face, we have brought all these elements together to update our strategic objectives.

6.2 Strategic Mapping

6.2.1 By using the strategic analysis tool of a **TOWS Matrix** (shown in **Appendix 2**), the Management Committee was able to clearly map the key threats, opportunities, weaknesses and strengths and as a result, form 6 interlinked strategic objectives for the coming year. These reflect the opportunities and threats in the evolving external environment in which we operate and the current internal strengths and weaknesses of the organisation.

6.3 Our Strategic Objectives

6.3.1 Objective 1 – We will maintain and enhance strong strategic governance.

In summary we will;

- **Strengthen our Committee** through an ongoing recruitment campaign to bolster both numbers and the range of skills on our Committee as and when required. This will also be an important part of succession planning to make sure the governing body is shaped for the future.
- **Continue to deliver a training programme to develop our Management Committee** to ensure that individually and collectively, they demonstrate high levels of effective governance over the organisation. This will include a comprehensive programme of induction and development for new Committee members. Where sensible, we will develop our approach to delivery along with other local RSLs to share costs and learning.
- **Continue to review our governance, finance, corporate and service policy suite.** All staff and tenants will be encouraged to actively participate in the development of key policies to ensure all policies and related procedures are up to date, reflect law and regulatory requirements and good practice and are embedded in our operations. Regular in-house training will be carried out on new policies and procedures as they are introduced for staff and the committee.

- **Complete required actions on recent internal audits** and agree and **deliver our annual Internal Audit Programme** to test the resilience of key areas of our business against policy and best practice.
- **Conduct a Self-Assessment review** to continue to test our compliance with SHR Regulatory Standards of Governance and Financial Management.
- **Review our Risk Management Policy** to ensure the continued active consideration of risk management in our strategic and operational activity. We will continue to run regular refresher training session and workshops on risk for Committee and staff team to understand our operating environment, key financial assumptions and to test our ability to respond if risks materialise.

6.3.2 Objective 2 – We will ensure that customers receive the highest possible standard of service at all times.

- We always seek to improve the performance that we currently achieve against the performance indicators of the Annual Return of the Charter (ARC). We are currently in low engagement with the Scottish Housing Regulator and our aim is to continue to be a well performing RSL. We aim to **achieve our Key Performance Targets in 2024/25** set out in **Appendix 3** to drive this level of high performance, continuous improvement and excellent customer service.
- Our firm focus will always be on finding and delivering the right solutions, at the right time and in the right manner to suit the needs of individual customers.
- Our tenants are at the heart of the service. We enjoy high levels of tenant satisfaction with our service, however we cannot be complacent and will continue to conduct our **3 yearly Tenant Satisfaction Survey** which is next due during **2024/2025**. We will also continue to conduct our repairs service satisfaction surveys on a daily basis. This will allow us to review our strategic and operational plans and adjust them where appropriate to reflect tenant feedback.
- We will review our **Tenant Participation Strategy** at least every 3 years to reflect current sector best practice.
- In this computer age, we will continue to play our part in supporting digital engagement in the community. In 2024/25, we will continue to support digital engagement in the community by **reviewing and updating our Digital Engagement Statement** informed by our customer surveys and other data to help improve access and opportunity for tenants to do business with us and others online, as well as access jobs, training and to help build social networks via the internet.

- We will focus on **continuing to deliver on the Transfer Promises made to Copperworks tenants** as part of the Transfer of Engagements process that concluded on 1st August 2023. An action plan is currently in place and progress is monitored via quarterly updates to the Management Committee.

6.3.3 Objective 3 - Provide Quality Homes in an Attractive Environment

Effective management of our physical assets will always be a top strategic objective and part of our core business. In 2024/25, we will:

- Continue to build on the **Stock Condition Survey** information obtained in 2022, supplemented by operational knowledge to create a full and accurate picture of investment needs and stock performance.
- **Review and update our 30 year investment plan and Investment Strategy** so that we can identify any financial risks to the Association when preparing budgets.
- **Commence and progress the combined investment programme** as agreed as part of the Transfer of Engagements process. In particular, we will be seeking assurance that all Transfer Promises made to former Copperworks tenants are delivered.
- **Complete Phase 2 works to the Triangle Site** which will contribute positively to the local physical environment by enhancing the local greenspace and making this area of land usable and accessible to all members of the local community.
- We will seek to **agree the Roystonhill Masterplan for the Millburn Street site and decide on the next steps**. This will potentially result in achieving our objective of increasing our stock and the provision of additional homes where possible through **New Build Development**.
- Continue to investigate and improve the environmental surroundings within our area of operation, including **exploring the possibility of introducing an in-house Estates Team**.

6.3.4 Objective 4 – Seek to Improve our Financial Strength and Deliver Value for Money

Section 8 sets out our financial position over the short, medium and long term. We have run a host of sensitivities to stress test our financial plans against the key risks that could affect us. The results indicate a business capable of withstanding challenges.

- We will maintain the solid financial base of the organisation now and in the future. We have updated our budgets and long term financial assumptions to ensure they fully reflect our long term stock investment needs and will ensure that we **manage our service in line with or better than budget assumptions**.

- We remain conscious that we want to keep our management costs as low as possible yet ensure that we maintain and improve the standards of service to customers. We can do this by seeking to share services with other local RSLs/ partners where possible. We will also **continue to explore the possibility of Transfer of Engagements from Blochairn Housing Association** whilst seeking tenant views and considering the best way forward in the interest of tenants.
- Our Rent Policy demonstrates that we fully understand the need to consider affordability and comparability of rent charges whilst supporting the financial well being of the Association and our investment requirements. Following a review of our rent charges we applied a 5.0% increase on our rents for 2023/24 and 3.6%/4.6% in 2024/2025 to reflect our current and future costs and to ensure we will continue to meet all tenant and business requirements. The differing rent increases in 2024/2025 are as a result of the Transfer promises made to former Copperworks tenants that rents would not increase above inflation.

In the coming year we will **commence a review of rent charges with a view to converging in future**. The aim would be to address the disparity in rent charges between former Copperworks properties and Spire View properties.

6.3.5 Objective 5 - Develop our Leadership and Staff

We recognise the vital importance of strong and visionary leadership from the Committee and senior team to developing our staff to be the best they can be.

In 2024/25, we will help achieve this by:-

- **Conducting annual Committee and staff performance evaluations** to ensure all parties understand the vision, values, strategic direction and delivery commitments of the organisation and their part in achieving same.
- From this, we will **create learning and development plans** to ensure Committee and staff members are trained and developed to deliver on expectations and to reach their full potential.
- We will ensure **new members undergo comprehensive induction and future development and training**.
- We will ensure **Succession Planning** is discussed and reviewed at regular intervals for both staff and committee.

6.3.6 Objective 6 – Continue our Role as a Community Anchor by providing services and improving our communities to grow and thrive.

In 2024/25 we will help achieve this by:

- Safeguarding our culture of innovation, customer/business and excellence
- Leading on delivery of the **Digital Services**, in partnership with various providers to enable the local community to get online, improve digital skills and confidence, access economic benefits and improve employability.
- Leading on the delivery of **Financial Capability, Money Advice, Tenancy Support and Energy Advice Services**, in partnership with various agencies to enable the local community to be fully supported to maximise their income and mitigate the impacts of the cost of living crisis, fuel poverty and food poverty.
- Continued development of the **services provided from the new Roystonhill Community Hub** to ensure it reaches its full potential.
- Continuing to support **wider role activities** including activities which benefit the local community through our partnerships with numerous agencies including Royston Youth Action, Rosemount Lifelong Learning, Rosemount Development Trust, North Glasgow Community Food Initiative, North Glasgow Healthy Living Community, GEMAP and the Simon Community.

6.4 Delivery Plan

All of the above needs to be translated into practical tasks with timescales and targets and named individuals taking ownership of delivery.

A Summary Delivery Plan is set out in **Section 7**.

This will be developed to a more granular level with staff to ensure everyone is clear about who is responsible for what and the contribution each officer will make in taking the organisation forward.

7. DELIVERY PLAN 2024/2025

7.1 Summary Delivery Plan

7.1.1 Our 6 Strategic Objectives above all need to be translated into practical tasks with timescales and targets with named individuals taking ownership of delivery. **Appendix 4** sets out the Summary Delivery Plan along with lead officers for each task and timescales for delivery.

7.1.2 An operational Delivery Plan will be developed with all staff to ensure everyone is clear about responsibilities and the part each officer will play in taking the organisation forward once the Plan is approved by the Committee.

7.2 Monitoring Progress

7.2.1 Progress against the Summary Delivery Plan will be reported to Committee on a quarterly basis.

7.2.2 The annual business planning process will commence again in October 2024 to create the annual budget, review the 3 year strategic objectives and the next annual plan for 2025/26 to be fully considered and approved for March 2025.

8. FINANCIAL ANALYSIS (HOW WE WILL PAY FOR IT)

8.1 Resources

- 8.1.1 The achievement of our strategic objectives requires the ability to understand and control costs. This is important to maintain an affordable rent structure, invest in the development of the business and have the strength and flexibility to adapt to external challenge. Achieving this is vital if we are to achieve our purpose and make a difference in the community.
- 8.1.2 Our long-term financial forecasts include comprehensive scenario planning and stress testing, assessing the impact of different assumptions and identifying alternative strategies.
- 8.1.3 Key priorities are the continued investment in our housing stock, maintaining affordable rents as well as adapting to the challenges of welfare reform. The potential for an increase in bad debt continues to present a significant financial challenge.
- 8.1.4 We will ensure that our financial forecasts have the headroom to meet external challenges, achieve loan covenant compliance and deliver the services to support tenants and sustain tenancies.
- 8.1.5 A key priority is to maintain affordable rents. Accordingly, we will consider the need to preserve value for money and maintain existing services in any growth/innovation plans that we develop for the Association.

8.2 The Long Term View

- 8.2.1 As a property business with 852 houses to maintain over the long term and a significant portfolio of long-term borrowing SVHA needs a robust business plan underpinned by a 30-year financial model. In addition to this, the Association provides management services to 93 factored owners. This provides reassurance to the Committee, SHR and lenders that we can meet our long-term maintenance and debt repayment obligations. **At Appendix 5** is a summary of the output from the Association's 30 year financial forecasts.
- 8.2.2 Whilst we cannot expect to be precise over such a period of time, it is sensible to project forward based on realistic assumptions of likely trends and expectations. The bottom line cash position of the Association provides an indication of the level of comfort available to manage risk and changes in circumstances.
- 8.2.3 A key element to the foundations of such a model is a set of realistic cost assumptions. The annual budget provides a starting point for this based on current experience of actual costs across the organisation.
- 8.2.4 A second key element is the assumptions on how costs are likely to increase over the lifetime of the plan. Inflation obviously needs to be taken into account, but also differential real cost increases need to be considered. The following table sets out the

key assumptions used in this business plan followed by some commentary on the rationale for their use.

Table 12 - Business Plan Assumptions

	24/25	25/26	26/27	2027/2054
CPI	4.6%	2.00%	2.00%	2.00%
Rent inflation - Spire View	4.6%	3.00%	3.00%	CPI+1% for 8 years then CPI only
Rent inflation – Copperworks	3.6%	2.00%	2.00%	
Voids	0.50%	0.50%	0.50%	0.50%
Bad Debts	0.50%	0.50%	0.50%	0.50%
Staffing & Overhead Increase	5.00%	2.00%	2.00%	2.00%
Response & Voids Increases	4.6%	2.00%	2.00%	2.00%
Planned Investment (Capital & Revenue)	5.1%	2.50%	2.50%	2.50%
Interest Rates	5.00%	4.00%	4.00%	4.00%

- 8.2.5 Clearly, any predictions about the future have to be treated with care. However, our belief is the above assumptions are prudently realistic. The figure for inflation will clearly have an impact on the plan but from the analysis undertaken, any significant increase has a positive impact on the business plan.
- 8.2.6 The assumption on voids starts from a figure much higher than that which we currently experience. With continued investment in the properties, we anticipate that voids will remain low.
- 8.2.7 Historic performance on bad debt has been very good and with careful management we do not expect a significant increase in the level of debt. We therefore consider that the assumption remains valid.
- 8.2.8 The rent increase assumption for Spire View has been assumed at inflation only for 2024/25 and inflation +1% for 10 years from 2025/26 in order to bring rental income more into line with the sector. Former Copperworks tenants have been assumed at inflation -1% for 2024/25, inflation only increases for 2025/26 and 2026/27 and then aligns with Spire View rental strategy as per the Transfer of Engagement promise. Given the volatility of inflation over the past two years, the Association continue to monitor inflation projections and will revisit this periodically to assess the likelihood of this assumption changing.
- 8.2.9 The most significant of the above assumptions have been subject to stress testing to see where the greatest exposure to risk exists. The results of this can be seen in **Appendix 6** on Sensitivity Analysis.
- 8.2.10 Finally, given the nature of the assets of the business (physical stock), a long-term investment plan needs to be factored in to take account of the cyclical nature of maintenance costs. The stock was surveyed in 2021/22 and the plans arising from that

survey have been reflected in this Business Plan. A further stock condition survey will be undertaken in 2025 and the Asset Strategy will be updated accordingly afterwards.

8.2.11 The full 30-year accounts show a relatively healthy business. Net surpluses are stable at an average figure of just over £366k per annum in the first 5 years of the plan, then move to an average figure of over £605k per annum in the following 5 years. They then move to £420k per annum for the subsequent 10 years and finally, £171k per annum average for the last 10 years of the plan.

8.2.12 The Peak borrowing in the plan at 2024 is an opening balance of £3m or £3,475 per unit. This should allow the Association the ability to raise further finance should the need arise. The positive net profits mentioned above translate into an increasing reserves position moving on from an opening balance of £17m to £28m by Year 30.

8.2.13 These are as realistic as possible figures based upon a set of what we consider to be prudent assumptions. They indicate that the organisation has a substantial degree of financial resilience and whilst this might well be tested over the coming 30 years, we start from a financially sound base.

8.3 Medium Term View

8.3.1 Table 13 below sets out the position over the next three years in relation to income and expenditure. This shows that even with the prudent assumptions on voids, bad debts and interest rates, the average net surplus over the 3 years is planned to be £334k. The operating and net margins are satisfactory and continue to strengthen over time.

Table 13 – Statement of Comprehensive Income 2025 to 2027

	2025	2026	2027
Turnover	£3,963,121	£4,058,100	£4,170,429
Amortisation of Grant	£83,505	£83,505	£83,505
Operating Costs	£2,997,391	£2,869,259	£2,897,023
Depreciation	£706,905	£744,849	£783,742
Operating Surplus	£342,330	£527,497	£573,169
Interest Receivable	£4,000	£4,279	£4,029
Interest Payable	£180,929	£149,080	£122,551
Surplus/(Deficit) for year	£165,401	£382,695	£454,647

8.3.2 The Statement of Financial Position as set out in Table 14 below, shows an increase in property assets driven by investment of £1.7m in SVHA housing properties. Grant decreases throughout the 3 years due to amortisation charges from the historic grants received by the Association. Cash remains reasonable throughout the period and the average cash holding over the 30-year period is £2.9m. The current loan balance is 100% variable interest rate loans and again this will be reviewed periodically to ensure that we have the most favourable terms. Reserves remain steady at an average £23m over the 30 years.

Table 14 – Statement of Financial Position

<i>Non-Current Assets</i>	2025	2026	2027
Housing Properties	25,795,786	26,633,488	27,492,132
Less: Depreciation	4,304,960	4,993,434	5,720,800
NBV	21,490,825	21,640,054	21,771,332
Other Fixed Assets	2,507,210	2,450,834	2,394,458
Total Fixed Assets	23,998,035	24,090,888	24,165,790
<i>Current Assets</i>			
Trade Receivables	338,291	338,291	338,291
Cash at Bank	855,736	805,741	836,403
Total Assets	1,194,027	1,144,032	1,174,694
<i>Current Liabilities</i>			
Sundry Creditors & Accrued Charges	281,164	281,164	281,164
Loans	256,333	265,577	275,356
Net Current Assets/Liabilities	656,530	597,291	618,174
<i>Non-Current Liabilities</i>			
Creditors: >1 year (Loans)	2,456,750	2,191,173	1,915,817
Deferred Capital Grant	5,156,382	5,072,877	4,989,372
Net Assets	17,041,434	17,424,129	17,878,776
<i>Equity</i>			
Share Capital	290	290	290
Revenue Reserve	17,041,144	17,423,839	17,878,486
Total	17,041,434	17,424,129	17,878,776

8.3.3 Table 15 below provides projected cash flow figures for the three years to 31 March 2027. It shows that the balance of cash never falls below £350k through cash flow in each of the three years presented.

Table 15 – Statement of Cash Flows

	2025	2026	2027
Cash Receipts	3,967,121	4,062,378	4,174,458
Cash Payments	4,361,385	4,112,374	4,143,796
Net Cash Flow in / (Out)	-394,264	-49,995	30,662
Opening Cash Balance	1,250,000	855,736	805,741
Closing Cash Balance	855,736	805,741	836,403
Minimum Working Balance	350,000	350,000	350,000

8.3.4 There are at present two covenants over the Association’s borrowings; they are interest cover and the gearing ratio. Table 16 below summarises the covenant position over the next 3 years. The calculations indicate that the Association should not breach its covenant position over the next 3 years.

8.3.5 In relation to interest cover the position is much stronger with a minimum covenant requirement of 150% whilst the minimum projected cover is 546% in Year 2025.

8.3.6 Gearing has been calculated as the amount of borrowings as a percentage of the Historic Cost of the properties and below 35% of cost, the maximum for this covenant is 13% in Year 2025.

Table 16 - Loan Covenants

Key Loan Covenant	2025	2026	2027
Interest cover	546%	821%	1074%
Minimum	150%	150%	150%

Key Loan Covenant	2025	2026	2027
Gearing	13%	11%	10%
Minimum	35%	35%	35%

8.3.7 In considering the organisation's performance the staff cost ratio is also worth monitoring.

8.3.8 The staff cost ratio is calculated as the total staff costs, including all employment costs as a proportion of total income.

8.3.9 The ratios as set out below, as compared to sector benchmarks, performs well.

Table 17 - Other Ratios

	2025	2026	2027
Staff Cost Ratio	24%	23%	23%
Maximum	30%	30%	30%

APPENDIX 1 – Risk Assessment & Key

Risk ID	Name	Risk	Pre Control Measures				Control Measure	Post Control Measures				Action Plan	Category	Risk Owner	Action Owner
			Likelihood	Impact	Total Risk Score	Risk Level		Likelihood	Impact	Total Risk Score	Risk Level				
1.	Welfare Reform	Uncertainty around pending changes in welfare reform results in loss of income	5	3	15	HIGH	A) Money Advice, Financial Capability and Tenancy Support service expertise B) Ongoing training of staff on changes to ensure understanding C) Detailed analysis of tenant circumstances to identify those at risk D) Information programme to make tenants aware of risks, options and support available	4	3	12	SIGNIFICANT	ongoing monitoring	Housing Management	Donna	Donna
2.	Welfare Reform	Under occupation charge impacting on tenants results in income loss of b/plan assumptions and greater need for tenancy support services	5	3	15	HIGH	A) Deficit is being made up by the Scottish Government at present but this may be withdrawn at some point in the future B) Welfare Reform Strategy has been put in place to ensure all know that the responsibility for payment is with the tenant C) Additional benefits advice is being made available; tenants have been assisted to move to more appropriately sized properties	3	4	12	SIGNIFICANT	ongoing monitoring	Housing Management	Donna	Donna
3.	Welfare Reform	Shift to direct payment of benefit to tenants results in loss of income through non-payment of rent	4	4	16	HIGH	A) Welfare Reform Strategy has been put in place to ensure all know that the responsibility for payment is with the tenant B) Additional benefits advice is being made available through partnership with GEMAP / Simon Community – TSO/FCO/MA	3	4	12	SIGNIFICANT	ongoing monitoring	Housing Management	Donna	Donna
4.	IT Systems Failure	Failure of IT systems or a critical element of them results in disruption to delivery of services	3	5	15	HIGH	A) Comprehensive ICT Security Policy and IT support in place B) IT system back-ups taken and held off site. Further back up conducted remotely by IT Support C) Business Continuity and Disaster Recovery Plan in place D) Cyber Essentials Accreditation gained and held since April 2020 E) Continuously raising awareness amongst staff of risks and dangers, along with regular information flow and training.	2	3	6	MODERATE	Ongoing monitoring and staff training, as well as awareness raising.	Corporate	Fiona	Fiona
5.	Tenant Expectation	Tenants' expectations of service and housing stock quality increasing results in reducing satisfaction and potential income effect	4	3	12	SIGNIFICANT	A) Comprehensive BP in place to articulate vision/objectives with a strong focus on VFM. B) Regular full Tenant Satisfaction Surveys carried out to monitor tenant views / perceptions.	2	3	6	MODERATE	Ongoing monitoring and tenant surveys	Housing Management	Fiona	Donna
6.	ESSH2 Compliance	Failure to appropriately and	5	5	25	HIGH	A) Ongoing 3 yearly stock condition surveys.	3	5	15	SIGNIFICANT	stock condition survey / repairs	Maintenance	Mags	Mags

Risk ID	Name	Risk	Pre Control Measures				Control Measure	Post Control Measures				Action Plan	Category	Risk Owner	Action Owner
			Likelihood	Impact	Total Risk Score	Risk Level		Likelihood	Impact	Total Risk Score	Risk Level				
		deliver EESSH2 compliance results in regulatory engagement					B) Need to ensure timely update and integration of information on repairs into SCS to keep it up to date. C) Programme of additional EPC surveys undertaken to ensure adequate data to measure EESSH2 compliance D) Ongoing review and updating of Investment Strategy.					info to be input to system on an ongoing basis			
7.	Interest Rate Risk	Bank interest rates increase results in higher costs of borrowing	4	3	12	SIGNIFICANT	A) Treasury Management Policy will support effective treasury management of loans and savings. B) Prudent and realistic assumptions used in financial planning / modelling.	3	3	9	SIGNIFICANT	Ongoing treasury and covenant management and robust financial planning	Finance	Jordan	Jordan
8.	Changing Regulatory Landscape	SHR develops and matures its role resulting in increased expectations of contributions from RSLs to work it undertakes e.g. Thematic Reviews	3	3	9	SIGNIFICANT	A) Keep abreast of developments and take action if necessary	3	2	6	MODERATE	Where requirements are not proportionate, campaign with others to achieve a more proportionate model	Governance	Committee	Fiona / Chair
9.	Rent Levels	Failure to generate sufficient income to support Investment Strategy	3	4	12	SIGNIFICANT	A) Adequate Rent Policy in place B) Stock Condition Survey to support investment assumptions C) Comprehensive ongoing review of rent charges.	1	4	4	MODERATE	Annual review of rent charges including comparability and affordability	Corporate	Fiona	Fiona
10.	Effective Governance	The size of the management committee decreases and / or committee fails to develop knowledge and skills	3	4	12	SIGNIFICANT	A) Recruitment drive ongoing when required to attract new members with appropriate skills and expertise B) Succession plan in place and to be reviewed annually C) Comprehensive Committee Training & Development plan in place D) Robust Committee Recruitment and Induction policies and procedures in place.	2	3	6	MODERATE	Ongoing monitoring and implementation of control measures	Governance	Committee	Fiona / Chair
11.	New Build Development at Millburn Street	Costs associated with New Build impact on the financial viability of the Association	3	5	15	HIGH	A) Comprehensive masterplan devised to allow for consideration of most appropriate future development option. B) An Options Appraisal will consider the financial impact of proposals and SVHA will carry out a robust exercise to ensure development can stack up on its own. C) Committee training on Development will be repeated looking at impact and risks and to consider the SHR Thematic enquiry.	2	5	10	SIGNIFICANT		Development / Finance	Mags	Mags / Jordan

Risk ID	Name	Risk	Pre Control Measures				Control Measure	Post Control Measures				Action Plan	Category	Risk Owner	Action Owner	
			Likelihood	Impact	Total Risk Score	Risk Level		Likelihood	Impact	Total Risk Score	Risk Level					
							D) Advice and support from various professional including legal, development and insurance.									
12.	COVID-19	Failure to deliver our full range of services to customers due to potential contractors / staff sickness / isolation.	2	5	10	SIGNIFICANT	A) All staff set up with IT ability to work from home with appropriate safeguards. B) Staff health and welfare closely monitored and relevant support measures in place C) Vast majority of staff and contractors now fully vaccinated.	1	4	4	MODERATE	Ongoing monitoring and implementation of control measures.	Corporate	Fiona	Fiona	
13.	Cost of Living Crisis	Reduced income due to impact of Cost of Living Crisis as customers unable to meet rent payment obligations and potential impact on financial position.	4	5	20	HIGH	A) Money Advice, Tenancy Support and Financial Capability services continue to operate and referrals made by staff. B) Energy advice service introduced and will run until at least August 2024. C) HM staff contacting tenants frequently to discuss rent account position, prompt payment and offer any support necessary. D) HM increased focus on arrears whilst unable to focus on other task e.g. Home visits / inspections etc. E) Additional funding sought and secured to support customers during this crisis	3	4	12	SIGNIFICANT	Continue with control measures and monitor impact closely and consider additional measure if necessary.	Corporate / Finance	Fiona	Fiona / Jordan	
14.	Damp, Mould and Condensation	Deterioration in property conditions due to either defects or cost of living crisis and impact on tenant ability to adequately heat the property. This could in turn impact on tenants' health and subsequent insurance claims.	4	4	16	HIGH	A) Procedures developed outlining how to respond to reports of damp, mould or condensation. Issued to all staff for signing. B) Royston Energy Project currently running and various funding streams available to provide advice on energy and financial / practical support to tenants. C) Keep abreast of all guidance and advice issued by SHR, SFHA and other relevant agencies. D) Damp and Mould policy	4	3	12	SIGNIFICANT	Continue to implement and monitor control measures.	Maintenance	Mags	Mags	
15.	Transfer of Engagements	Failure to deliver Transfer Promises to former Copperworks tenants, resulting in tenant dissatisfaction, increased complaints, reputation damage and / or regulatory concern.	3	5	15		A. Robust Committee now in place and at full capacity with a good mix of local / professional knowledge and experience. B. Robust Financial Analysis and proper due diligence conducted prior and during transfer process to ensure transfer promises on investment and rent could be delivered. C. Ongoing financial analysis conducted by the Finance Manager in relation to financial projections/interest rate fluctuations and potential impact etc.	2	5	10	SIGNIFICANT	Continue with control measures in place and continue to review transfer promises action plan regularly. Keep tenants and SHR advised of ongoing progress.	Governance	Fiona	Fiona / Mags	

Risk ID	Name	Risk	Pre Control Measures				Control Measure	Post Control Measures				Action Plan	Category	Risk Owner	Action Owner
			Likelihood	Impact	Total Risk Score	Risk Level		Likelihood	Impact	Total Risk Score	Risk Level				
							<p>D. Ongoing review by the Depute Director/Finance Manager in relation to Investment programme financial requirements.</p> <p>E. Funding in place for ongoing provision of additional services until 2026 at least</p> <p>F. Continuation of partnership working with all local agencies and groups</p> <p>G. Progress against Quarterly Transfer Promises Action Plan reported to Management Committee and closely monitored.</p> <p>H. Ongoing communication and dialogue with SHR.</p>								

RISK KEY

Business Impact		
5	Extreme	Reputation - Sustained widespread media critical coverage. SHR statutory intervention & potential transfer of assets.
		Financial Loss in excess of £1m
		Service Delivery - Significant disruption of the whole organisation
		Legislative - legislation has significant impact on the whole operation
4	Major	Reputation - Prolonged National Media Exposure. SHR statutory intervention.
		Financial Loss between £250k and £1m
		Service Delivery - Significant disruption of large parts of the organisation
		Legislative - legislation has significant impact on a key area
3	Moderate	Reputation - One-off National Media Exposure. SHR engagement - Regulation Plan
		Financial Loss between £50k and £250k
		Service Delivery - Significant disruption of one part of the organisation
		Legislative - legislation has moderate impact on a number of functions.
2	Minor	Reputation - Prolonged Local Media Exposure. SHR engagement
		Financial Loss less than £50k
		Service Delivery - Minimal disruption of the whole organisation
		Legislative - legislative impact affects small number of procedures.
1	Insignificant	Reputation - One-off Local Media Exposure.
		Financial Loss - Negligible financial impact
		Service Delivery - Minimal disruption of one part of the organisation
		Legislative - minimal Legislative Implications
Likelihood (of risk manifesting)		
5	Almost Certain	The risk is almost certain to occur (greater than 80% chance)
4	Likely	The risk is more likely to occur than not (between 51% and 80% chance)
3	Possible	The risk is fairly likely to occur (between 21% and 50% chance)
2	Unlikely	The risk is unlikely but not impossible to occur (between 6% and 20% chance)
1	Rare	The risk is unlikely to occur (<5% chance)
Risk Score = Business Impact x Likelihood		
15 or more		Risk Score is High
8-12		Risk Score is Significant
4-6		Risk Score is Moderate
3 or less		Risk Score is Low

Impact	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Likelihood				

APPENDIX 2 - TOWS MATRIX - 2024-2027

TOWS MATRIX	THREATS	OPPORTUNITIES
<p>PURPOSE to map main SWOT - Strengths, Weaknesses, Opportunities and Threats analysis findings and develop appropriate strategies to best respond to same</p>	<ol style="list-style-type: none"> 1. Cost of Living Crisis 2. Political change/BREXIT/legislation/regulation/FOI issues 3. Rent Affordability/Comparability 4. Stock deteriorates 5 Committee & Staff - morale/burnout/leaving 6. Ageing Population 7. Welfare reform 8. Fuel poverty / Rising Energy Costs 9. Digital by default 10. IT failure/hacking 11. Regulatory expectations 12. Demand for older properties when new build in area 5 new entries at section 5???? 	<ol style="list-style-type: none"> 1. Collaboration both ways (RSLs/other – share/partner / merge) 2. Reduce costs / improve efficiency /performance / business process 3. Tenant/community involvement 4. Wider role (digital access/jobs/apprenticeships) 5. Improve governance/attract new management committee 6. Tap into external funding (energy efficiency / wider role) 7. Development opportunities – increase stock 8. To borrow more to support investment 9. New technologies, ICT, social media 10. Roystonhill Community Hub 11. Potential ToE with Blochairn HA
WEAKNESSES	STRATEGIC RESPONSES	
<ol style="list-style-type: none"> 1. Small size (few economies of scale, reliance on small team) 2. Staff – small team, little turnover 3. Impact of welfare reform 4. Succession planning for staff 5. Benefit dependency 	<p>OBJECTIVE 1 –MAINTAIN AND ENHANCE STRONG STRATEGIC GOVERNANCE</p> <p>OBJECTIVE 2 –ENSURE THAT CUSTOMERS RECEIVE THE HIGHEST POSSIBLE STANARD OF SERVICE AT ALL TIMES</p>	
STRENGTHS	<p>OBJECTIVE 3 – PROVIDE QUALITY HOMES IN AN ATTRACTIVE ENVIRONMENT</p>	
<ol style="list-style-type: none"> 1. Rent levels affordable (all are under sector average) 2. Excellence ambitions (committed to continual improvement) 3. Partnership working (GCC, RSLs, RDT, RYA, GEMAP.) 4. Customer satisfaction levels 5. Staff (efficient, experienced, committed, professional and approachable) 6. Size (Community based with local knowledge) 7. Office location (ease of access) 8. Reputation/relationships (GCC and other partners) 9. IT systems 10. Demand & stock location 11. Strong management, governance and leadership 12. Strong / successful Community engagement 13. Good performance and low risk with SHR. 14. Sound financial position 15. Good knowledge of our tenants 16. Commitment to asset management 17. Good quality housing stock and condition information 18. Roystonhill Community Hub 19. Good communication with tenants 	<p>OBJECTIVE 4 – IMPROVE OUR FINANCIAL STRENGTH AND DELIVER VALUE FOR MONEY</p> <p>OBJECTIVE 5 – DEVELOP OUR LEADERSHIP AND PEOPLE</p> <p>OBJECTIVE 6 – CONTINUE OUR ROLE AS A COMMUNITY ANCHOR BY PROVIDING SERVICES AND IMPROVING OUR COMMUNITY TO GROW AND THRIVE</p>	

Appendix 3

Key Performance Targets 2024/2025

KPI	2022/2023 ARC Average (all RSLs)	2022/2023 ARC	Actual 2023/2024 (Dec 2023)	Proposed Targets 2024/2025	Comments
Average days to relet	55.61days	10.63days	8.8days	9 days	
% Rental income lost from empty properties	1.4%	0.18%	0.07%	0.15%	
% Rent Collected	99.03%	100.41%	N/A	100.3%	Annual Figure
% Non-technical rent arrears	N/A	1.8%	2.99%	2.5%	
% Gross rent arrears (current + former)	6.86%	2.20%	3.32%	2.8%	
% Former tenant arrears	N/A	0.43%	0.33%	0.3%	
Average time to respond to Stage 1 complaints	5.75days	3.15days	3 days	<5 days	
Average time to respond to Stage 2 complaints	19.34days	11.67days	11 days	<20 days	
% of complaints upheld	N/A	N/A	65.5%	<40%	
% Tenant Satisfaction with landlord (from 2021 TSS)	86.7%	89.43%	89.95%	90%	*2021 TSS Figures
% Tenants satisfied with repairs carried out in last 12 months	88.02%	100%	87.5%	90%	
% Tenants satisfied with home when moving in	N/A	100%	100%	100%	
Average length of time to complete emergency repairs	4.17hrs	2.93hrs	2.4hrs	2.5hrs	
Average length of time to complete non-emergency repairs	8.68days	3.13days	3.1 days	3 days	
% of repairs right first time	87.8%	97.6%	96.8%	98%	
Number of failures (gas safety) (TOTAL NUMBER)	1032	1	0	0	
% Stock meeting Scottish housing quality standard (SHQS)	78.98%	98.45%	100%	100%	
% Stock meeting Energy Efficiency Standard (EESH)	N/A	100%	100%	100%	
% Anti-social behaviour complaints resolved	94.21%	100%	100%	100%	
Staff absence rates (%)	N/A	6.5%	6.7%	<4%	

Appendix 4

Summary Delivery Plan 2024/2025

Activity	Lead Officer	Timescale
Objective 1 – Maintain and Enhance Strong Strategic Governance		
Continue our ongoing recruitment campaign to strengthen our Committee as required	Director	March 2025
Devise and deliver a training programme to develop our Committee	Director	March 2025
Continue review of our governance/finance/service policies	Director	March 2025
Complete Year 3 Internal Audit actions and agree Year 1 of the next 3 Year Internal Audit Programme	Director	June 2024
Conduct a self-assessment review to continue to test our compliance with SHR Regulatory Standards of Governance and Financial Management	Director	September 2024
Review Risk Management Policy and conduct risk workshop as part of annual planning / training days	Director	March 2025
Objective 2 – Ensure that Customers Receive the Highest Possible Standard of Service at All Times		
Achieve our operational performance targets in 2024/2025	All Staff	March 2025
Undertake a comprehensive Tenant Satisfaction Survey	Housing Manager	August 2024
Continue to support digital engagement in the community through review of the Digital Engagement Statement	Finance Manager	June 2024
Continue to deliver on Transfer Promises to former Copperworks tenants	Director	March 2025
Objective 3 - Provide Quality Homes in an Attractive Environment		
Continue to develop a full and accurate picture of stock condition and performance	Depute Director	March 2025
Review and update our 30 year Investment Plan and Investment Strategy	Depute Director	September 2024
Commence and progress combined investment programme with attention to ToE promises	Depute Director	March 2025
Complete Phase 2 works to Triangle Site	Depute Director	September 2024
Agree Roystonhill masterplan for Millburn Street site and decide next steps	Depute Director	September 2024
Explore the possibility of introducing an in-house Estates Team	Depute Director	December 2024
Objective 4 – Improve Financial Strength and Deliver Value for Money		
Manage our service in line with or better than budget assumptions	Finance Manager	March 2025
Continue to explore potential ToE with Blochairn HA	Director	March 2025
Commence review of rent charges with a view to converging in future	Finance Manager	December 2024
Objective 5 - Develop our Leadership and People		
Conduct annual committee performance evaluation, create learning and development plans	Chair / SMT	May 2024
Ensure new Committee members undergo comprehensive induction and future development	Chair	Ongoing
Conduct annual staff appraisals, creating learning and development plans	Chair / Senior Management Team	May 2024
Ensure Succession Planning is discussed at regular intervals for both Committee and Staff	Chair / Director	March 2025
Objective 6 – Continue our Role as a Community Anchor by Providing Services and Improving our Community to Grow and Thrive		
Safeguard culture of innovation customer / business excellence	All Staff	Ongoing
Lead on delivery of Digital Projects in partnership with various providers	Director	March 2025

Activity	Lead Officer	Timescale
Lead on delivery of financial capability, money advice, tenancy support and energy advice services	Director	March 2025
Further develop the services provided from Roystonhill Community Hub	Director	March 2025
Continue to support wider role activities which benefit the local community through partnerships with various agencies and stakeholders	Director	March 2025

Appendix 5 - 30 Year Business Plan Extract

Statement of Financial Position

Non Current Assets	2025	2026	2027	2028	2029	2034	2044	2054
Housing Properties	25,795,786	26,633,488	27,492,132	28,459,857	28,514,517	34,553,453	47,631,782	68,050,485
Less : Depreciation	4,304,960	4,993,434	5,720,800	6,491,006	7,263,670	11,921,060	24,568,858	41,025,273
NBV	21,490,825	21,640,054	21,771,332	21,968,851	21,250,847	22,632,393	23,062,924	27,025,212
Other Fixed Assets	2,507,210	2,450,834	2,394,458	2,348,630	2,290,840	2,028,526	1,489,302	950,911
Total Fixed Assets	23,998,035	24,090,888	24,165,790	24,317,480	23,541,687	24,660,919	24,552,225	27,976,123

Current Assets								
Trade Receivables	338,291	338,291	338,291	338,291	338,291	338,291	338,291	338,291
Cash at Bank	855,736	805,741	836,403	646,978	1,562,771	1,425,855	4,895,780	2,346,722
Total Assets	1,194,027	1,144,032	1,174,694	985,269	1,901,062	1,764,146	5,234,071	2,685,013

Current Liabilities								
Sundry Creditors & Accrued Charges	281,164	281,164	281,164	281,164	281,164	281,164	281,164	281,164
Loans	256,333	265,577	275,356	285,702	707,501	-	-	-
Net Current Assets	656,530	597,291	618,174	418,403	912,397	1,482,982	4,952,907	2,403,849

Non Current Liabilities								
Creditors: >1 year (Loans)	2,456,750	2,191,173	1,915,817	1,630,115	922,614	-	-	-
Deferred Capital Grant	5,156,382	5,072,877	4,989,372	4,905,867	4,822,362	4,404,837	3,569,787	2,734,737
Net Assets	17,041,434	17,424,129	17,878,776	18,199,901	18,709,108	21,739,064	25,935,345	27,645,236

Equity								
Share Capital	290	290	290	290	290	290	290	290
Revenue Reserve	17,041,144	17,423,839	17,878,486	18,199,612	18,708,819	21,738,774	25,935,055	27,644,946
Total	17,041,434	17,424,129	17,878,776	18,199,902	18,709,109	21,739,064	25,935,345	27,645,236

Appendix 5 - 30 Year Business Plan Extract

Cashflow Forecast

Income								
	2025	2026	2027	2028	2029	2034	2044	2054
Gross Rental Income	3,677,904	3,812,984	3,914,976	4,032,425	4,153,398	4,814,927	5,926,911	7,224,872
Total Void Rent Loss	18,390	19,065	19,575	20,162	20,767	24,075	29,635	36,124
Total Bad Debt	18,390	19,065	19,575	20,162	20,767	24,075	29,635	36,124
Total Net Rental Income	3,641,125	3,774,854	3,875,826	3,992,101	4,111,864	4,766,777	5,867,642	7,152,623
Total Other Income	321,996	283,246	294,603	300,495	306,505	338,407	412,516	502,854
Total Income	3,963,121	4,058,100	4,170,429	4,292,596	4,418,369	5,105,184	6,280,158	7,655,478

Expenditure								
	2025	2026	2027	2028	2029	2034	2044	2054
Total Management Costs	1,620,780	1,530,272	1,525,927	1,562,620	1,587,970	1,761,292	2,141,356	2,613,893
Total Maintenance Spend	1,075,124	1,066,050	1,092,701	1,120,018	1,148,019	1,191,689	1,525,463	1,952,721
Total Investment Spend	935,470	837,702	858,645	1,146,058	109,029	1,421,679	2,074,871	3,157,024
Total Other Initiatives Spend	301,487	272,937	278,395	283,963	289,642	319,789	389,821	475,189
Total Expenditure	3,932,861	3,706,961	3,755,668	4,112,659	3,134,660	4,694,449	6,131,510	8,198,828

Debt Repayment & Interest								
	2025	2026	2027	2028	2029	2034	2044	2054
Drawdowns	0	0	0	0	0	0	0	0
Repayment	-247,595	-256,333	-265,577	-275,356	-285,702	-250,476	0	0
Interest	-180,929	-149,080	-122,551	-98,189	-85,449	-10,745	0	0
Total Repayments	-428,524	-405,413	-388,128	-373,545	-371,150	-261,221	0	0
Net Cash Balance	-398,264	-54,274	26,633	-193,607	912,559	149,514	148,648	-543,351
Interest Received	4,000	4,279	4,029	4,182	3,235	6,350	23,618	14,378

Net Cash Balance	-394,264	-49,995	30,662	-189,425	915,793	155,864	172,265	-528,972
-------------------------	-----------------	----------------	---------------	-----------------	----------------	----------------	----------------	-----------------

Opening Cash Balance	1,250,000	855,736	805,741	836,403	646,978	1,269,991	4,723,515	2,875,694
Cumulative Closing Cash balance (Incl Int Rec'd)	855,736	805,741	836,403	646,978	1,562,771	1,425,855	4,895,780	2,346,722
Minimum working Balance	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000

Appendix 6 - Sensitivity Analysis (include all covenants)

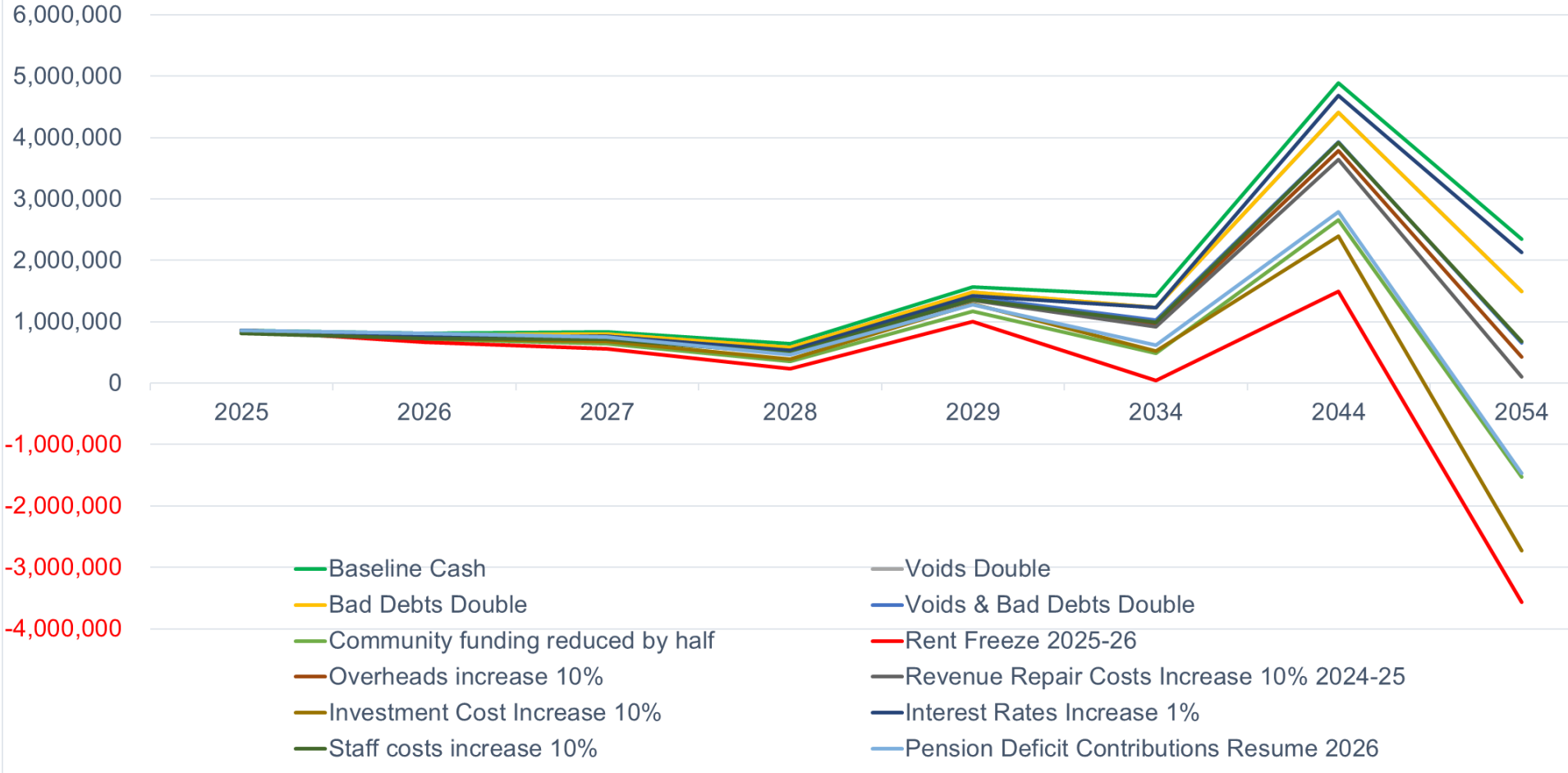
1.0 Sensitivity Analysis

1.1 The following sensitivity analysis considers the impact on income, % surplus, cumulative reserves and therefore on total cash and total reserves. The sensitivities run were:

- 1) Base Line Projections
- 2) Sensitivity 1: Voids Doubled
- 3) Sensitivity 2: Bad Debts Doubled
- 4) Sensitivity 3: Voids & Bad Debts Doubled
- 5) Sensitivity 4: Community funding reduced by half.
- 6) Sensitivity 5: Rent Freeze 2025-26
- 7) Sensitivity 6: Staff costs increase 10%
- 8) Sensitivity 7: Overheads increase 10%
- 9) Sensitivity 8: Revenue Repair Costs Increase 10%
- 10) Sensitivity 9: Investment Cost Increase 10%
- 11) Sensitivity 10: Interest Rates Increase 1%
- 12) Sensitivity 11: Pension Deficit Contributions Resume 2026

There are numerous sensitivity scenarios that could be run on the projections, but it is felt that these are the most appropriate to the Association at this time.

SVHA Risks & Scenarios



In Conclusion

30 year cashflow projects a maximum cash balance of £2.4m by 2053/54 and a minimum cash balance of £647K by 2027/28.

Risk Analysis suggests the plan is most susceptible to a rent freeze, 10% increases for investment costs, Community funding being cut by half, and a recent realistic risk of pension deficit contributions reinstated from 2026. Out with the rent freeze (which will be highly unlikely going forward), the plan falls into a cash deficit in the longer term (years 20 – 30), therefore this allows us adequate time to assess and implement an efficiency programme of our controllable costs in the short to medium term to negate future viability issues if any of these risks do materialise.

Overall, the plan is financially viable in the short, medium, and long term. However, ongoing scenario and risk analysis is essential to monitor increased costs and the effect of this longer term to ensure the Association is robust to the environment but also correctly accounts for the future of the Association.

It is not anticipated that additional borrowings will be required but Spire View has borrowing power if this were to come to fruition. Yet, with all things being equal it is a viable organisation in the long term provided it continues to adopt prudent management and careful monitoring of its income and costs.