

15 February 2023

Dear Member,

The next Management Committee will be held on **Wednesday 22 February 2023 at 6PM via Teams/in house**

| | AGENDA ITEM | LEAD | TIME | DECISION |
|-----|--|--------------------------------|-------------|-----------------|
| 1 | Welcome, Sederunt & Apologies | Chair | 1min | Verbal |
| 2 | Jargon Buster | | | For information |
| 3 | Declarations of interest | Chair | 1min | Verbal |
| 4 | Minutes Committee Meeting of 25 January 2023 | Chair | 2min | Approval |
| 5 | Matters arising and actions from the minutes report | Director | 3min | Note |
| 6 | Draft 3 – 23/24 budget – final draft | Finance Manager | 15min | Approval |
| 7 | Rent arrears update report | Housing Manager | 10min | Note |
| 8 | KPI's 3 rd Qtr 22/23 | Housing & Maintenance Manager | 10min | Note |
| 9 | Complaints & Compliments update report | Housing Manager | 5min | Note |
| 10 | Void Refusal Report | Housing Manager | 5min | Note |
| 11 | Policy Reports: <ul style="list-style-type: none"> • Dignity at Work Policy • Repairs and Maintenance Policy | Director & Maintenance Manager | 10min | Approval |
| 12. | Operational update | Management Team | 10min | Note |
| 13. | AOCB | Chair | 2min | |

Close of Meeting: 8PM – Next Meeting 26 April 2023 at 6PM

| JARGON BUSTER February 2023 | |
|---|---|
| Terminology | Definition |
| CPI | The Consumer Price Index (CPI) is the official measure of inflation of consumer prices of the United Kingdom |
| Covenant Compliance | A loan covenant is a condition in a commercial loan that requires the borrower to fulfill certain conditions or which forbids the borrower from undertaking certain actions, or which possibly restricts certain activities. Compliance means conditions are met in full. |
| Cyclical Maintenance | Cyclical maintenance is work to maintain the general condition of the property and some communal fittings |
| Housing Property Depreciation | Housing Property Depreciation is an accounting method of allocating the cost of the property over its useful life and is used to account for reduction in value of the property. |
| LIBOR | LIBOR is a benchmark interest rate at which major global banks lend to one another in the international interbank market for short-term loans. LIBOR , which stands for London Interbank Offered Rate , serves as a globally accepted key benchmark interest rate that indicates borrowing costs between banks |
| Major repairs/planned renewals | Major Repairs (Investment works) – Kitchen & bathroom renewals, central heating replacements, door entry systems etc. |
| Reactive Maintenance | Reactive Repairs. Reactive repairs or day to day repairs are funded from rental income and are defined as those repairs which are carried out on a responsive basis as the need arises and are not deferred for inclusion in planned maintenance programmes |
| RSL | Registered social landlord. The vast majority of Registered Social Landlords are also known as Housing associations. Housing associations are independent, not-for-profit organisations that provide homes for people in housing need. |
| SHAPS | Scottish Housing Association Pension Scheme |
| SHIP | The purpose of the Strategic Housing Investment Plan (SHIP) is to set out the priorities for investment in housing in Glasgow over the 5-year period 2019/20 to 2023/24, and outline how the Council and its partners will deliver these priorities |
| SHR Regulatory Framework | This Framework is the Scottish Housing Regulators Statement on Performance of Functions and sets out how they regulate both Registered Social Landlords (RSLs) and the housing and homelessness services provided by local authorities. |
| Statement of Comprehensive Income (SOCi) | A statement of comprehensive income contains two main things: the net income and other comprehensive income (OCI) . The net income is the result obtained by preparing an income statement. On |

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|---|---|
| | the other hand, OCI consists of all the other items that are excluded from the income statement. This was previously known as the Income & Expenditure Statement |
| Statement of Financial Position (SOFP) | The statement of financial position. The statement lists the assets, liabilities, and equity of an organization as of the report date. This was previously known as the Balance Sheet. |
| Technical arrears | ' technical arrears ' – arrears relating to outstanding housing benefit that a landlord has not received |
| KPI | Key performance Indicator |
| MiHS | M I Housing Services Ltd |
| DRS | Development & Regeneration Development Services |
| SDFP | Strategy & Development Funding Plan – we submit this to the council with our development ambitions |

**WELLHOUSE HOUSING ASSOCIATION
MINUTES OF THE COMMITTEE MEETING HELD
ON 25 January 2023 AT 6PM – via Teams and in house**

1. Welcome, Sederunt & Apologies

Present:

| | |
|------------------|------------------|
| Maureen Morris | Chair |
| Gordon Kerr | Committee Member |
| Helen Lafferty | Committee Member |
| Graeme Wetherill | Co-opted Member |
| Jane Heppenstall | Committee Member |
| Michelle Harrow | Committee Member |

In Attendance:

| | |
|-------------------------|-------------------------------------|
| Martin Wilkie-McFarlane | Director |
| Bill Black | Assets & Maintenance Manager |
| James Wilson | Housing & Customer Services Manager |
| Linda Logan | Minutes |

Apologies:

| | |
|------------------|------------------|
| Darron Brown | Committee Member |
| Leeann Brown | Co-opted Member |
| Graeme Wetherill | Co-opted Member |

The Chair welcomed James Wilson to his first committee meeting. Introductions were made. She asked that our condolences be recorded to Shona McKenna's family. We are unaware of funeral arrangements at this time.

2. Jargon Buster

Noted for information.

3. Declarations of Interest

There were no declarations of Interest.

4. Minutes of the Committee Meeting of 30 November 2022

The minutes of the committee meeting of 30 November 2022 were proposed by Helen Lafferty and seconded by Gordon Kerr as an accurate record of the proceedings.

5. Matters arising from the minutes report.

There were no matters other arising that were not covered by subsequent agenda items.

Action: The Director sought confirmation that the Finance Manager had emailed committee with details on the financial implication on lenders covenants if a 0% rent increase was applied. It was agreed that he would email details before the end of the month.

6. Rent Consultation update and decision.

The Housing Manager presented the report to highlight methods of consultation undertaken to offer residents opportunities to respond and to make recommendations in relation to the proposed rent increase.

He advised that the proposed 3% rental increase was lower than any of our peer groups within the local area. 110 tenants had responded to the consultation with 88 of those who responded indicating that they felt their rent did not represent value for money and 85 of those not in support of either a 3 or 5% rent increase. However, the MIH independent survey had suggested a much higher percentage of tenants feeling that their rent did represent value for money.

Michelle Harrow sought confirmation that if a 3% increase was approved would it allow us to continue with proposed works as stated within the business plan, if we were aware of the number of our tenants that would have their rent covered via housing benefit and given the cost of living crisis if there was scope for a hardship fund. The Housing Manager confirmed that a 3% increase had been assumed in preparation of the proposed 23/24 budget and noted that approximately one third of our tenants were in receipt of housing benefits.

Action: The Director discussed and it was agreed that a report be brought to committee in the future to explore a hardship fund and completion of a benchmarking exercise, with other organisations that have a hardship fund in place.

Jane Heppenstall suggested that consideration be given to future consultations, to allow a forum where our tenants who work could contribute more during the consultation events. The Housing Manager concurred that different methods and flexible times would be applied next year to target our tenants during consultation. The Director suggested that before the next rent consultation that an independent consultant be retained to engage with tenants during evening and weekend survey sessions.

There were no further questions.

Resolution:

Committee

Noted the contents of the report and the responses received from tenants during consultation.

Approved the recommendation of progressing with a flat rate 3% rental increase.

The flat rate rental increase of 3% was proposed by Michelle Harrow and seconded by Jane Heppenstall.

7. Draft 2 – 23/24 budget assumptions

The Director presented in the absence of the Finance Manager.

He noted the budget was drafted on the recommended 3% rent increase following consultation.

He asked committee to note an error on page 23 – point 4.1 which reflects last years recommendation of an alternative level of a 3.8% rental increase and the incorrect financial year of 22/23. The report will be amended to reflect the correct levels agreed for 23/24.

The Director advised that our main area of cost was the maintenance expenditure. He noted detailed discussion between the Finance and Maintenance Manager to ensure the costs were a realistic reflection of anticipated costs in the forthcoming year. He sought clarification and the Maintenance Manager confirmed the budget reflects the most up to date information and accurately reflects estimates received from our contractors and providers and was based on our income with a 3% increase.

He advised that estate services currently had an external contractor provide a weekly bulk uplift service and it is not envisaged that this service would be removed. An extra provision was made for charges applied at the local recycling centres as GCC no longer provide a free service. Void rates continue to be high and will be monitored by the Housing and Maintenance Manager.

Page 25 of the report references remodeling of the Hub in error and should refer to essential repair work and reinvestment.

He discussed loss of income to the Association in applying a 3% increase and requested that the Finance Manager bring a further stress testing report to committee. He reflected that we need to build a culture of focusing on cost savings.

He discussed payroll costs and considered that the current staffing compliment was adequate. He suggested that any requests, for additional staff should be critically questioned by the committee. He discussed the terms and conditions of being a full member of EVH and consideration being given to becoming an associated member. Discussion ensued with regards joint procurement with colleagues in EHRA.

He drew members attention to point 6.7 on page 29 which highlighted budget results in relation to surpluses being at £183,701 and cash being expected to increase by £57.3K. Lenders covenants are being achieved.

Michelle Harrow advised and the Director confirmed that an announcement had been made by the Scottish Government that funding would be made available to rehome families from the Ukraine. Void losses were discussed and the rehoming of families to mitigate homelessness.

The Chair considered the committee training budget to be low given the increase on committee member numbers. The Director agreed a formal review of the budget would be carried out later in the year.

Actions:

- **A formal re-forecasting budget will be brought to committee later in the year.**
- **The Finance Manager will bring a further report to committee to stress test lost income**
- **The Business Plan approved last year will be reviewed and a different model and scenario planning will be considered.**
- **A comparison will be carried out against last years budget to provide a clear picture of increased costs.**

Resolution:

Committee noted that the current levels of CPI, RPI and CPIH were higher than the recommended rental increase of 3% and that this may present challenges in with future with regards meeting the

requirement of the budget that services housing stock and leaves sufficient surpluses to meet the loan commitments and components.

Committee instructed the Finance Manager to finalise the budget on the basis of the 3% increase and have final meetings with the budget holders to ensure all known costs had been considered and to present the final version at the February committee meeting.

Committee approved the 2023/24 draft budget (version 2 – includes 3% rent increase)

The 2023/24 draft budget – version 2 was approved by Michelle Harrow and seconded by Gordon Kerr.

8. Rent arrears update report.

The Housing Manager asked committee to note that the arrears position stats were for November 2022 in the main due to timings between the last Housing Manager retiring and him taking up post in January. He reported that the position had now been updated to reflect stats until the end of December. Gross rent arrears had increased to £302,523.66 with 389 current tenant arrears cases. Former tenant arrears were £59,000.

He reflected on the positives since starting with the Association. He noted a good working relationship and knowledge within the housing team. He considered that being out in the estate was fundamental to bringing down rent arrears and improving estate management.

The Chair asked if there were any questions. There were none.

Committee noted the update on the arrears position.

9. Policy Report

The Housing Manager presented the following Policies: It was noted that all policies have been updated to reflect our Equalities and Diversity Policy and action plan requirements.

Action: The Chair requested that front cover policies of the policies be amended to reflect if it was a new policy/or a revised policy and that the date of the next review be clearly stated.

Succession Policy:

The policy had been reviewed with no amendments.

Jane Heppenstall noted page 8 of the policy – Adapted properties – which states that a tenancy can only be inherited twice under the provision. She suggested that the paragraph be moved to page 6 – point 7 of the policy to provide a clearer explanation of succession.

Customer Engagement Policy:

The policy had been reviewed and changed to reflect priorities arising from the approved Tenant Participation policy and action plan and to managing dampness.

Neighbourhood Management Policy:

The policy had been reviewed and reference to the garden assistance scheme removed as this service is no longer provided by Glasgow City Council. There were no further amendments.

Action: Jane Heppenstall asked if policies had been checked against the November version of the Scottish Social Housing Charter to reflect where some emphasis and wording that had changed.

Rent Setting Policy:

The policy was amended to reflect the rent setting approach used by the Association to emphasize the difference between rent setting and the process for the annual rent increase.

Vulnerable Tenants – Domestic Abuse Policy

The policy had been reviewed. There were no amendments.

Action: The Chair requested that that the word victims be amended to victims/survivor in both the Tenant and Staff Domestic Abuse Policy..

Vulnerable Staff – Domestic Abuse Policy

The policy had been reviewed. There were no amendments.

Managing dampness, mould and condensation policy and procedures

The Maintenance Manager informed committee that this was new policy and procedure. He noted that it is anticipated that cases of damp and mould will require to be reported to the Regulator at some point. The policy and procedure will be kept under review and developed to take account of legislative requirements.

Michelle Harrow sought clarification on whether we were waiting for an outcome of a national review that had taken place earlier this year. She sought clarification if the policy would require further amendments at that time. The Director advised of a recent meeting with various regulatory bodies to discuss the issues and he was confident that the policy would cover legislation requirements.

Resolution:

Committee approved all of the aforementioned policies subject to policies being checked to take account of the relevant legislation changes to the revised Scottish Social Housing Charter which was published on 1 November 2022.

The policies were approved by Michelle Harrow and seconded by Jane Heppenstall.

10. Asset Management Strategy and action plan

The Maintenance Manager presented the revised and updated Asset Management Strategy and action plan for approval. He advised that the previous strategy had been a bulky document and had been amended to be more concise and user friendly. It had also been reviewed to take on board the outcomes and key recommendations of the SHR's Strategic Asset recommended practice review and the SFHA's revised Asset Management Manual

Resolution:

Committee noted and approved the new Asset Management Strategy and action and consultation to proceed with tenants.

Michelle Harrow proposed and Gordon Kerr seconded the revised Asset Management Strategy and action plan and to progressing to consultation with tenants.

11. Operational update

Director:

EHRA

The Director advised that an EHRA planning day had been scheduled for 8 February 2023 to refocus and refresh the committee and its future direction. An invite was extended to all committee members to attend.

Housing Manager:

The Housing Manager advised that the full staff team had completed its Equality and Diversity training on Tuesday 17 January 2023.

The Housing Manager and Service Improvement Office had attended Rent Increase webinar provided by HomeMaster on 17th January 2023.

The collection of rent arrears and site visits remain a priority.

The Income and Advice officer continues to support tenants. The SFHA 15K fuel insecurity fund has now been closed. 152 households were awarded fuel payment between October 2022 and January 2023.

Maintenance Manager:

The Maintenance Manager Advised estates management recruitment had been unsuccessful. Of the 4 applicants invited only one had attended interview. We will readvertise in February.

He noted a consultation event carried out today in the Hub with Queenslie Recycling. He noted new legislation being implemented for the disposal of beds, curtains etc. and he foresees GCC implementing further charges.

Finance Manager:

The Director reported in the absence of the Finance Manager.

He noted that we had retained a licence with SDM who were our previous providers and mainly for archive information. He advised that we were focused on moving all archive information over to HomeMaster, which would allow us to close down the licence.

Gordon Kerr sought clarification from the Housing Manager on the content of the HomeMaster rent increase webinar and the usefulness thereof. The Housing Manager advised that the process seemed straight forward, provided a brief explanation of the processes and offered to send the information to Gordon.

12. AOCB

There was no other business. Meeting closed 8:00PM

Next Meeting 22 February 2023 at 6PM via Teams and in house

ACTIONS ARISING FROM PREVIOUS MANAGEMENT COMMITTEE MEETINGS February 2023

| MINUTE REFERENCE | ACTION | OWNER | DUE BY | STATUS OPEN/ CLOSED | PROGRESS |
|----------------------------|---|-------------------------|--------------------------|---------------------|---|
| 24 October 2019 | | | | | |
| 11. Management Team Report | Site at the former Wellhouse Primary School; The Director will report on the feasibility of progressing a development and a bid for this site. | Martin Wilkie-McFarlane | March 2020 | Ongoing | Curb will attend the February committee meeting to meet the committee and to deliver a presentation of previous works undertaken by them. |
| November 2019 | | | | | |
| 11. Management Team Report | The Finance Manager will email proposed dates for fraud training to interested members | Finance Manager | January 2020 | Open | Azets agreed in the recent meeting to deliver the training. The Finance Manager to agree a date and cost before the next committee meeting in April 2023. |
| August 2021 | | | | | |
| Factoring Policy | Review of Factoring Policy and Factoring Process | Management Team | October 2021 | Open | The Factoring policy was approved at the January 2021 meeting. The Factoring Process is still on-going at the moment. The Finance and Maintenance Manager are required to finalise charges. The Factoring Debt Recovery and Factoring Policy will then be updated to reflect any changes. Once completed the Housing Manager will write the Factoring Process and report to a future committee meeting. |
| Budget 22/23 | Committee discussed employee terms and conditions of employment | Director | Future Committee Meeting | Open | Committee agreed to remit to the Staffing Committee and this matter will be discussed in 2023, although we are aware that there is no appreciable price difference in associate vs full EVH membership: committee would need to ask staff to find and entirely new HR provider. |

| March 2022 | | | | | |
|---|--|-----------------------------|---------|-------------|--|
| Budget | To provide further assurance and to take account of cost instability and the rapidly changing market, the Director proposed that at the October committee meeting a formal budget reforecast be presented for consideration every year | Management Team | October | Open | The third draft of the 23/24 budget assumptions will be presented to the February committee meeting. A formal reforecast will be presented in October. |
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| April 2022 | | | | | |
| There were no matters or actions arising from the April 2022 Committee meeting | | | | | |
| | | | | | |
| June 2022 | | | | | |
| Rent Arrears | | Housing Manager | | Open | The Housing Manager will provide an update on the arrears position at the February committee meeting. |
| | | | | | |
| August 2022 | | | | | |
| There were no matters or actions arising from the August 2022 Committee meeting | | | | | |
| October 2022 | | | | | |
| Performance Analysis | The Service Improvement Officer will forward the full report to committee for information and report to committee at a later date in relation to refusals data, the reasons thereof and investigate in combination with the Housing Manager, the grant funding being | Service Improvement Officer | October | Open | The Housing Manager will report at the February committee meeting in relation to refusals data. |

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| | made available by the Scottish Government for improvements to properties if let for humanitarian reasons | | | | |
| November 2022 | | | | | |
| There were no matters or actions arising from the November 2022 Committee meeting. | | | | | |
| January 2023 | | | | | |
| Matters Arising | The Director sought confirmation that the Finance Manager had emailed committee with details of the financial implication on lenders covenants if a 0% rent increase was applied | Finance Manager | January | Open | The Finance Manager emailed information on lenders covenants in February 2023. |
| Rent Consultation update | The Director discussed and it was agreed that a report be brought to committee in the future to explore a hardship fund and a benchmarking exercise completed | Housing Manager | Future Committee meeting | Open | The Housing Manager will discuss with the Income & Advice Officer and a report brought to a future committee meeting. |
| 23/24 budget assumptions | | Finance Manager and Management Team | Future Committee meeting | Open | <p>Actions required:</p> <ul style="list-style-type: none"> • A formal re-forecasting budget will be brought to committee later in the year. • The Finance Manager will bring a further report to committee to stress test lost income • The Business Plan approved last year will be reviewed and a different model and scenario planning will be considered. • A comparison will be carried out against last years budget to provide a clear picture of increased costs. |

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|---------------------------------------|---|-----------------|----------|-------------|--|
| | | | | | <ul style="list-style-type: none"> A formal budget reforecast will be brought to the October Committee meeting. |
| Neighbourhood Management Policy | Request that policies had been checked against the November version of the Scottish Social Housing Charter to reflect changes | Housing Manager | February | Open | The policy has been checked and the Housing Manager will confirm at the February committee meeting. |
| Vulnerable Tenants/Staff Abuse Policy | Request that policies be amended to reflect victim/survivor rather than just victim | Housing Manager | February | Open | The policies have been amended to reflect victim/survivor. The Housing Manager will confirm at the February committee meeting. |
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|-----------------------------|---|
| Management Committee | 22 February 2023 |
| Agenda Item | 6 |
| Title of Paper | 2023/24 Draft Budget (Version 3) |
| Author | Robert Murray, Finance & Corporate services Manager |
| Attachment(s) | 1) Draft budget statement of comprehensive income, statement of financial position and cashflow statement and loan covenant 2) Maintenance Budget 3) Management Expenses- overheads |

FOR INFORMATION AND APPROVAL

1 PURPOSE

- 1.1 To present the budget as a final version to be discussed for the 2023/24 year.

2 RECOMMENDATIONS

- 2.1 That the Committee notes the current levels of Consumer Price Index (CPI), Retail Price Index (RPI) and Consumer Price Index with Housing costs (CPIH) are higher than the current rental increase of 3.0% and that this may present challenges in the future with regards to meeting the requirements of having a budget that services the housing stock to a satisfactory level and leaves sufficient surplus to meet the loan commitments and component replacements.
- 2.2 To instruct the Finance Manager to adopt the budget as the final version to be used for budget setting and reporting to the regulator in the 30-year business plans

3 BUSINESS PLAN, VISION AND VALUES

- 3.1 This Report is consistent with Wellhouse's Strategic Objectives:-
- Objective 1: Deliver excellent services.
 - Objective 5: To maintain good governance and financial management.
- 3.2 This Report is relevant in respect of the following Core Values:-
- Accountability
 - Excellence
 - Sustainability
- 3.3 This Report also meets 2023/24 Operational Plan – “Monitor the external financial environment and economy closely”.
- 3.4 This Report also meets 2022/23 Operational Plan – “Draft a Final budget for following year”.

Trust Honesty Integrity Excellence Accountability Sustainability

- 3.5 This Report should ultimately contribute towards our overarching Aim and Vision of making Wellhouse "the Place to Be"

4 BACKGROUND

- 4.1 All Registered Social Landlords (RSLs) are expected to carry out a review and consultation exercise on an annual basis to gauge the level of rent increase to be applied to tenant's rents on the following 1 April. This exercise has been carried out and reported upon at the January Committee meeting. At the meeting, the recommendation of the Housing manager of 3% was proposed and agreed by committee. The level of increase in rental income gives clarity of income and in determining how much funding we have available to manage the operational expenditure of the Association in the financial year 2023/24.
- 4.2 The Senior Management team have held regular meetings to consider the contents of the budget and are satisfied that the budget setting process has been followed during the course of the budget preparation.
- 4.3 Following the January committee meeting the Senior Management Team and the Finance officer met to review the contents of the budget in detail and the following changes were made to the version 2 (January 2023 version)

5 MAIN ISSUES

- 5.1 Overall the budget is showing a projected surplus of £182,965 in comparison to £183,701 from Version 2 presented at the January 2023 meeting
- 5.2 The rental income has been reviewed and confirmed by the Housing team as £3,591,824.
- 5.3 With £1.32m expenditure the Maintenance budget represents the highest percentage of the expenditure. A line-by-line review of the expenses has taken place and the details are unchanged from the budget presented in version 2 and for clarity the main budget headings are shown below

Cyclical Maintenance (£353,532 total cost)

Reactive Maintenance (£713,875 total cost)

- Facilities costs covers the statutory testing and servicing of equipment within the Hub building . An additional cost has also been provided to service the ventilation system

Major Repairs Non-Capitalised (£248,336)

In addition to the detailed maintenance budget above the Association plans to spend £390.5k on Major repairs/Upgrades that are considered to be of a capital nature.

5.4 Payroll Costs (£927,273)

- The budget has been prepared on the basis of the agreed EVH 5.25% annual increase.
- The staffing structure will remain unchanged for the 2023/24 year.

5.5 Management Expenses- Overheads £514,842

This section of the budget is over several distinct expenditure groups and the detail is provided below.

Housing Management (£106,890)

Commercial lettings (£1000)

The Hub Services (£9,500)

Corporate Services (£392,820)

Following discussions between the Senior management team a few additional expenses have been included and they are as noted below

- Increase External Audit charge of £3k provided.
- Staff training increased from £15k to £18k.
- Committee training increased from £2k to £4k.
- Professional fees increased from £25k to £27.4k to cover increase in cost of Payroll Bureau for monthly payroll processing.

5.6 Bad Debts (£10,000) unchanged from version 2

6. DISCUSSION

- 6.1 The budget has been prepared based on the agreed rate of increase at 3.0%.
- 6.2 It is assumed that the commercial properties will all have tenants during the 2023/24 year.
- 6.3 The current Business Plan assumed an inflationary rise plus 1% for each of the first five years. By adopting a rate of 3.0% rental increase this has been a departure from this assumption and will need to be considered carefully for future years to ensure that regulatory responsibilities are met.
- 6.4 We also must ensure that any proposed increase, should not be too far removed from the rest of the RSLs in the sector. Particularly other RSLs in Wellhouse Peer Group or neighbouring RSLs.
- 6.5 Remaining financially viable is not only determined by increasing income but by also cutting costs or operating more efficiently. This should help cap the level of rent increase. An increased focus on Value for Money (VFM) should identify areas where costs can be controlled.

6.6 Other Financial Assumptions

- No provisions have been made for development costs during the 2022/23 year. Professional fees for the Development consultants of £10k has been made in the budget as part of the £27.4k professional fee.
- No budget has been provided for remodelling the Hub to make use of the IT suite. Easthall Residents Association have indicated that they hope to start classes in the IT suite in partnership with local colleges but it has been assumed the current layout will be appropriate.

6.7 Draft Budget Results

- Results highlighted below are achieved based on the assumption that rent increase at 3.0% is applied.
- Surplus for 2023/24 will be £182,965.
- Cash is expected to increase by £57k to leave a balance at March 2023 of £3.13m. This increase is mainly due to the capital spend being less in 2023/24 compared to previous years.
- Lenders' covenants are being achieved. The level required is 110% and 185.15% is being achieved
- The conclusion of the Pension review will not be concluded until September 2023. Given the current financial conditions the value of the pension investments may be impaired and therefore it was considered appropriate to keep the level of provision at £100k for the 2023/24 year.

7. **REGULATORY, LEGAL AND CONSTITUTIONAL ISSUES**

- 7.1 There is a regulatory requirement for Wellhouse to consult with tenants prior to applying any rental increase and this has taken place and was discussed at the January 2022 meeting. This was conducted and it was agreed a 3.0% increase be applied
- 7.2 It is also considered Good Practice for Wellhouse to regularly carry out financial viability exercises.
- 7.3 This also complies with SHR Regulatory Standard 3: The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay. Specific Guidance noted below:-
- 3.1 – The RSL has effective financial and treasury management controls and procedures, to achieve the right balance between costs and outcomes, and control costs effectively.
 - 3.3 – The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively.

- 3.4 – The Governing Body ensures financial forecasts are based on appropriate and reasonable assumptions and information, including information about what tenants can afford to pay and feedback from consultation with tenants on rent increases.

8. FINANCIAL IMPLICATIONS

8.1 Outlined in main body of the report.

9. KEY RISKS

| (a) Strategic Risks | (b) Operational Risks | (c) Project Level Risks |
|---|--|-------------------------|
| <ul style="list-style-type: none"> - The budget must aim to recognise all costs and balance expenditure in line with the level of income. Damage to Wellhouse reputation as well as financial implications - not providing for investment in housing stock or staff will go against that of our business plan assumptions and will in future years impact on our ability to deliver that plan | Failure to control costs will lead to upgrade projects being delayed or abandoned, debts not being serviced and staff not being adequately paid or supported | |
| Mitigation | Mitigation | Mitigation |
| <ul style="list-style-type: none"> - Continually monitor costs and contracts to ensure expenditure is maintained at or below budget | Through regular robust forecasting and good financial viability practice, expenditure should be matched to income | |

10. EQUALITY AND DIVERSITY IMPLICATIONS

10.1 None apparent.

11. SUSTAINABILITY

- 11.1 The budget must include all costs to maintain the housing stock, provide the services as required by the Housing Regulator and ensure staff with sufficient skills and competences continue to be employed and trained as appropriate.
- 11.2 The budget must provide sufficient surplus each year to ensure that sufficient reserves are maintained to meet future funding requirements of lenders.
- 11.3 The budget must provide sufficient surplus to ensure that Component upgrades in future years are able to be funded.

12. SWOT ANALYSIS

12.1

| Strengths | Weaknesses |
|---|--|
| We have prepared a detailed budget in line with previous years | The budget is prepared several months in advance of the financial year and costs may change significantly after the process has concluded |
| The budget process satisfies the SHR recommendations | |
| Opportunities | Threats |
| There is an opportunity to discuss the budget and affordability before the commencement of the new financial year | Potential reduction in investment in upgrading housing stock in the short term may result in more significant investment being required in later years |
| | Possible increase in rent arrears if tenants are unable to pay rent increases |

13. CONCLUSION

- 13.1 This is a key decision for Wellhouse and impacts the business plan and financial viability.
- 13.2 This is the third draft budget is showing moderate surplus of around £0.18 million and a cash inflow in excess of £57K.

WELLHOUSE HOUSING ASSOCIATION

2023/24 Budget

STATEMENT OF COMPREHENSIVE INCOME



| | Social Lettings Rental Income | Social Lettings Service Charges | Commercial Lettings | Factoring | Development | The Hub Services | Corporate Services | Total |
|---|----------------------------------|------------------------------------|------------------------|-----------|-------------|---------------------|-----------------------|--------------|
| Rental Income & Service Charges | 3,591,824.85 | | | | | | | 3,591,824.85 |
| Less: Voids losses | (43,101.90) | | | | | | | (43,101.90) |
| Commercial Rental Income | | | 35,206.15 | | | 22,265.61 | | 57,471.76 |
| Factoring Income | | | | 19,971.51 | | | | 19,971.51 |
| Grants released from Deferred Income | 498,781.00 | | | | | | | 498,781.00 |
| Other Revenue Grants | 56,937.00 | | | | | | | 56,937.00 |
| Other Income | | | | | | | 0.00 | 0.00 |
| | 4,104,440.95 | | 35,206.15 | 19,971.51 | 0.00 | 22,265.61 | 0.00 | 4,181,884.22 |
| | | | | | | | | 4,181,884.22 |
| Management Expenses - Staff Costs | 307,877.03 | 290,682.74 | | 11,187.50 | | | 317,525.66 | 927,272.93 |
| Management Expenses - Overheads | 106,890.08 | 0.00 | 1,000.00 | 4,632.68 | 0.00 | 9,500.00 | 392,820.00 | 514,842.76 |
| Reactive Maintenance | 635,584.00 | 76,291.20 | | 2,000.00 | | | | 713,875.20 |
| Cyclical Maintenance | 353,532.24 | | | | | | | 353,532.24 |
| Planned Renewals/Major Repairs | 248,336.94 | | | | | | | 248,336.94 |
| Depreciation on Housing Properties | 913,176.79 | | | | | | | 913,176.79 |
| Bad Debts | 20,000.00 | | | | | | | 20,000.00 |
| | 2,585,397.08 | 366,973.94 | 1,000.00 | 17,820.18 | 0.00 | 9,500.00 | 710,345.66 | 3,691,036.86 |
| | | | | | | | | 3,691,036.86 |
| Operating Surplus | 1,519,043.87 | (366,973.94) | 34,206.15 | 2,151.33 | 0.00 | 12,765.61 | (710,345.66) | 490,847.36 |
| | | | | | | | | 490,847.36 |
| Release of Negative Goodwill | 38,134.00 | | | | | | | 38,134.00 |
| Gain/Loss on Disposal of Fixed Assets | 0.00 | | | | | | | 0.00 |
| Interest Receivable | | | | | | | 3,750.00 | 3,750.00 |
| Interest Payable/Other Finance Costs | (249,766.06) | | | | | | | (249,766.06) |
| | | | | | | | | |
| Surplus for the Year | 1,307,411.81 | (366,973.94) | 34,206.15 | 2,151.33 | 0.00 | 12,765.61 | (706,595.66) | 282,965.30 |
| | | | | | | | | |
| Actuarial Gain/(Loss) in Pension Scheme | | | | | | | (100,000.00) | (100,000.00) |
| | | | | | | | | |
| | 1,307,411.81 | (366,973.94) | 34,206.15 | 2,151.33 | 0.00 | 12,765.61 | (806,595.66) | 182,965.30 |
| | | | | | | | | |

SOCI 2023-24 Draft Budget presented February 2023 3% Increase

2023/24 Budget

STATEMENT OF FINANCIAL POSITION

| STATEMENT OF FINANCIAL POSITION | Nov'22 £ | Movement between Dec '22 and Mar'23 | | | | | | Mar'23 | 2023/24 Movement | | | | | | Mar'24 | Mar'23 |
|---------------------------------------|--------------|-------------------------------------|-------------------------------|-------------------------|--------------------------|------------------------------|----------------------------|--------------|--------------------------------|------------------------------|-------------------------------|--------------------------|-------------------------|--------------------------|--------------|--------------|
| | | 1 Operating Activities | 2 Non-cash Transactions | 3 Loan Repayments | 4A Pension Deficit | 4B Pension Revaluation | 5 Arrears/ Bad Debts | | 6 Replacement Components | 1 Operating Activities | 2 Non-cash Transactions | 84 Loan Repayments | 3 Loan Repayments | 4A Pension Deficit | | |
| Non Current Assets | | | | | | | | | | | | | | | | |
| Housing Properties - gross cost | 42,254,519 | | | | | | | 42,254,519 | | | | | | | 390,500 | 42,645,019 |
| Depreciation | (15,190,937) | | (498,691) | | | | | (15,689,628) | | (913,177) | | | | | (16,602,805) | (15,689,628) |
| | 27,063,581 | | | | | | | 26,564,890 | | | | | | | 26,042,213 | 26,564,890 |
| Other | 1,291,473 | | (14,845) | | | | | 1,276,628 | | (27,349) | | | | | 1,249,279 | 1,276,628 |
| | 28,355,055 | | | | | | | 27,841,519 | | | | | | | 27,291,493 | 27,841,519 |
| Negative Goodwill | (969,246) | | 19,062 | | | | | (950,184) | | 38,134 | | | | | (912,050) | (950,184) |
| Current Assets | | | | | | | | | | | | | | | | |
| Debtors | 236,439 | | | | | | 7,500 | 243,939 | | (20,000) | | | | | 223,939 | 243,939 |
| Inventory | 0 | | | | | | | 0 | | | | | | | 0 | 0 |
| Cash at Bank and in hand | 2,959,711 | 100,000 | 215,099 | (182,352) | | | (20,000) | 3,072,458 | 282,965 | 433,611 | (210,253) | | (59,246) | | (390,500) | 3,129,034 |
| | 3,196,150 | | | | | | | 3,316,397 | | | | | | | 3,352,973 | 3,316,397 |
| Payables < 1 year | | | | | | | | | | | | | | | | |
| Misc Creditors | (1,036,528) | | | | | | | (1,036,528) | | (10,000) | | | | | (1,046,528) | (1,036,528) |
| Pension Deficit | | | | | | | | 0 | | | | | | | 0 | 0 |
| Loans | (241,503) | | | | | | | (241,503) | | | | | | | (241,503) | (241,503) |
| | (1,278,031) | | | | | | | (1,278,031) | | | | | | | (1,288,031) | (1,278,031) |
| Net Current Assets/ (Liabilities) | 1,918,119 | | | | | | | 2,038,366 | | | | | | | 2,064,942 | 2,038,366 |
| Total Assets less current liabilities | 29,303,927 | | | | | | | 28,929,700 | | | | | | | 28,444,385 | 28,929,700 |
| Payables > 1 year | | | | | | | | | | | | | | | | |
| Loans | (7,294,465) | | | 182,352 | | | | (7,112,113) | | | 210,253 | | | | (6,901,859) | (7,112,113) |
| Pension Deficit | (86,720) | | | | | (89,280) | | (176,000) | | | | 59,246 | (100,000) | | (216,754) | (176,000) |
| | (7,381,185) | | | | | | | (7,288,113) | | | | | | | (7,118,613) | (7,288,113) |
| Deferred income | | | | | | | | | | | | | | | | |
| Social Housing Grant | (13,030,087) | | 279,375 | | | | | (12,750,712) | | 498,781 | | | | | (12,251,931) | (12,750,712) |
| Non Housing Grants | (657,576) | | | | | | | (657,576) | | | | | | | (657,576) | (657,576) |
| | (13,687,662) | | | | | | | (13,408,287) | | | | | | | (12,909,506) | (13,408,287) |
| Net Assets | 8,235,080 | | | | | | | 8,233,300 | | | | | | | 8,416,266 | 8,233,300 |
| Capital and Reserves | | | | | | | | | | | | | | | | |
| Share Capital | 100 | | | | | | | 100 | | | | | | | 4 | 104 |
| Reserves | 8,234,980 | 100,000 | | | | (89,280) | (12,500) | 8,233,200 | 282,965 | | | | (100,000) | (4) | 8,416,161 | 8,233,200 |
| | 8,235,080 | | | | | | | 8,233,300 | | | | | | | 8,416,265 | 8,233,300 |
| | (0) | | | | | | | 0 | | | | | | | 0 | 0 |

WELLHOUSE HOUSING ASSOCIATION**2023/24 Budget****CASHFLOW STATEMENT****Mar'24**

| | |
|---|----------------|
| Operating Surplus | 490,847 |
| Adjust for Depreciation and other non-cash transactions | 441,741 |
| Adjusted Operating Surplus | <u>932,588</u> |

| | |
|-----------------------|----------|
| Movement in Debtors | 20,000 |
| Movement in Creditors | (49,246) |

Investing Activities

| | |
|---------------------------------------|-----------|
| Purchase of Properties and Components | (390,500) |
| Purchase of Other Fixed Assets | (0) |
| Grants received | <u>0</u> |
| | (390,500) |

Financing Activities

| | |
|----------------------|----------------------|
| Interest receivable | 3,750 |
| Interest payable | (249,766) |
| Loan capital repaid | (210,253) |
| Share capital issued | <u>4</u> |
| | (456,265) |
| | <u><u>56,576</u></u> |

| | |
|---------------------------|--------|
| Movement in Cash per SOFP | 56,576 |
|---------------------------|--------|

0



COVENANTS AS AT 31 MARCH 2024

This page compares the Association's performance in key areas against financial covenants included within loan agreements.

2023/24

67392

Royal Bank of Scotland & Clydesdale

| | | Accounts | Target set by Bank | Actual | Covenant Satisfied? |
|--|---|-----------|--------------------|---------|---------------------|
| INTEREST COVER | | | | | |
| Operating Surplus | A | 490,847 | Greater than 110% | 185.15% | Yes |
| Housing Grants Amortised | B | (498,781) | | | |
| Pension Deficit Contribution | C | (59,246) | | | |
| Housing Depreciation | D | 913,177 | | | |
| Component Replacements | E | (390,500) | | | |
| | X | 455,497 | | | |
| Interest Payments | H | 249,766 | | | |
| Interest Receipts | J | (3,750) | | | |
| | Y | 246,016 | | | |
| Calculation: X divided by Y; where X=A+B+C+D+E+F & Y=H+J | | | | | |

45000

55000

| GEARING | | Accounts | Target set by Bank | Actual | Covenant Satisfied? |
|------------------------------|---|------------|--------------------|--------|---------------------|
| Balance of Outstanding Loans | A | 7,143,362 | Less than 30% | 16.75% | Yes |
| Historic Housing Cost | B | 42,645,019 | | | |
| Calculation: A divided by B | | | | | |

WELLHOUSE HOUSING ASSOCIATION

2023/24 Budget



| Overheads | | Housing | | Service | Commercial | Development | The Hub Services | Corporate | 2023/24 Total |
|-----------|---------------------------------------|------------|-------------|---------|------------|-------------|------------------|-----------|---------------|
| | | Management | Maintenance | Costs | Lettings | | | | |
| 24). | Advertising (Publicity & Promotions) | 12,000 | | | | | | £12,000 | 12,000 |
| 25). | Audit Fee - External | 15,495 | | | | | | 15,495 | 15,495 |
| | - Internal | 13,125 | | | | | | 13125 | 13,125 |
| 26). | Bank Charges - Allpay | 10,500 | 10,500 | | | | | | 10,500 |
| | - General | 500 | | | | | | 500 | 500 |
| 27). | Depreciation - Other Fixed Assets | 27,349 | | | | | | 27349 | 27,349 |
| 28). | General Expenses | | | | | | | | 0 |
| | General Expenses | 2,000 | | | | | | 2000 | 2,000 |
| | Provisions | 1,900 | | | | | | 1900 | 1,900 |
| | Staff Welfare costs | 500 | | | | | | 500 | 500 |
| | Cash Collection costs | 360 | 360 | | | | | | 360 |
| | Taxi | 400 | | | | | | 400 | 400 |
| | Health & Safety | 3,000 | | | | | | 3000 | 3,000 |
| | | | | | | | | | 0 |
| 29). | General Committee Expenses | 3,500 | | | | | | 3500 | 3,500 |
| 30). | Heat & Light | 16,000 | | | | | 8,000 | 8000 | 16,000 |
| 31). | Cleaning | 18,000 | | | | | 1,500 | 16500 | 18,000 |
| 32). | Insurance - Housing Stock | 51,663 | 47,030 | | | 4,633 | | | 51,663 |
| | - Non-Housing premiums | 28,951 | | | | | | 28951 | 28,951 |
| | | | | | | | | | |
| 33). | Office Maintenance - | | | | | | | | 0 |
| | - Repairs & Renewals | 18,000 | | | | | | 18000 | 18,000 |
| | - Equip Maintenance | 4,000 | | | | | | 4000 | 4,000 |
| | - IT Equip Maintenance & Support Fees | 18,000 | | | | | | £18,000 | 18,000 |
| | - IT Expenses (Other) | 6,000 | | | | | | 6000 | 6,000 |
| | HomeMaster Annual Support | 30,000 | | | | | | 30000 | 30,000 |
| | Disaster Recovery | 1,800 | | | | | | 1800 | 1,800 |
| | Hub Costs (Remodelling) | | | | | | | | 0 |
| | | | | | | | | | 0 |
| 34). | Office Equipment (incl.new PCs) | 8,000 | | | | | | 8000 | 8,000 |
| | | | | | | | | | |
| 35). | Printing & Stationery | | | | | | | | 0 |
| | Printing External | 9,000 | | | | | | 9000 | 9,000 |
| | Printing Photocopier charges | 8,000 | | | | | | 8000 | 8,000 |
| | Stationery | 2,000 | | | | | | 2000 | 2,000 |
| | | | | | | | | | 0 |
| 36). | Postage | 3,300 | | | | | | 3300 | 3,300 |
| 37). | Rent & Rates | 1,900 | | | | | | 1900 | 1,900 |
| 38). | Seminars & Training - Staff | 18,000 | | | | | | 18,000 | 18,000 |
| 39). | Seminars & Training - Committee | 4,000 | | | | | | 4,000 | 4,000 |
| 40). | Staff Recruitment | 10,000 | | | | | | 10000 | 10,000 |
| 41). | Subscriptions | 38,000 | | | | | | 38000 | 38,000 |
| 42). | Telephones | 16,000 | | | | | | 16000 | 16,000 |
| 43). | Legal Fees - General | 12,000 | | | | | | 12000 | 12,000 |
| 44). | Legal Fees - Housing | 25,000 | 25,000 | | | | | | 25,000 |
| | GCC ASB Support Services | 12,000 | 12,000 | | | | | | 12,000 |
| | TC Young savings due to above | | 0 | | | | | | 0 |
| 45). | Professional Fees | 27,400 | | | | | | 27,400 | 27,400 |
| | Housing ~Agency Fees - WR | 0 | 0 | | | | | | 0 |
| 46). | Commercial Property Cost | 1,000 | | | 1,000 | | | | 1,000 |
| 47). | Donation -Grant funding Wider Role | 22,000 | | | | | | 22000 | 22,000 |
| | -Others | 1,400 | | | | | | 1400 | 1,400 |
| 48). | Tenant Participation | 12,000 | 12,000 | | | | | | 12,000 |
| 49). | AGM Costs | 800 | | | | | | 800 | 800 |
| 50). | | | | | | | | | 0 |
| 51). | | | | | | | | | 0 |
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Management Expenses-Overheads 2023-24 Draft Budget presented February 2023 3% Increase

WELLHOUSE HOUSING ASSOCIATION LTD

MAINTENANCE BUDGET TO MARCH 2024

| | APRIL | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR | TOTAL | 2023/24 |
|---|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| CYCLICAL MAINTENANCE | | | | | | | | | | | | | 84 | |
| ELECTRICAL TESTING | 3,333 | 3,333 | 3,333 | 3,333 | 3,333 | 3,333 | 3,333 | 3,333 | 3,333 | 3,333 | 3,333 | 3,333 | 40,000 | 40,000 |
| EXTERNAL PAINTING- phase 2B | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 50,000 | 50,000 |
| EXTERNAL PAINTING- phase 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EXTERNAL PAINTING - phase 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GAS SERVICING | 11,040 | 11,040 | 11,040 | 11,040 | 11,040 | 11,040 | 11,040 | 11,040 | 11,040 | 11,040 | 11,040 | 11,040 | 132,480 | 132,480 |
| GUTTER CLEANING | 8,694 | 8,694 | 8,694 | 8,694 | 8,694 | 8,694 | 8,694 | 8,694 | 8,694 | 8,694 | 8,694 | 8,694 | 104,328 | 104,328 |
| GAS SAFETY AUDIT | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 807 | 9,688 | 9,688 |
| Asbestos Management | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 261 | 3,130 | 3,130 |
| Water Testing | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 7,200 | 7,200 |
| FIRE SERVICE - 14 LANGBAR GDNS | 559 | 559 | 559 | 559 | 559 | 559 | 559 | 559 | 559 | 559 | 559 | 559 | 6,707 | 6,707 |
| | 29,461 | 29,461 | 29,461 | 29,461 | 29,461 | 29,461 | 29,461 | 29,461 | 29,461 | 29,461 | 29,461 | 29,461 | 353,532 | 353,532 |
| REACTIVE MAINTENANCE | | | | | | | | | | | | | | |
| REACTIVE MAINT | 23,868 | 23,868 | 23,868 | 23,868 | 23,868 | 23,868 | 23,868 | 23,868 | 23,868 | 23,868 | 23,868 | 23,868 | 286,416 | 286,416 |
| ESTATE SERVICES - Materials | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 57,600 | 57,600 |
| ESTATE SERVICES - Van/Fuel | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | 1,558 | 18,691 | 18,691 |
| VOIDS | 22,464 | 22,464 | 22,464 | 22,464 | 22,464 | 22,464 | 22,464 | 22,464 | 22,464 | 22,464 | 22,464 | 22,464 | 269,568 | 269,568 |
| SCOTTISH POWER L/LSUP | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 57,600 | 57,600 |
| Facilities Management Costs | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 12,000 | 12,000 |
| Office Repairs - Hub Remodelling | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 10,000 | 10,000 |
| | 59,323 | 59,323 | 59,323 | 59,323 | 59,323 | 59,323 | 59,323 | 59,323 | 59,323 | 59,323 | 59,323 | 59,323 | 711,875 | 711,875 |
| Stage 3 Adaptations- Ex GHA | 0 | | 0 | 4,315 | 0 | | 4,315 | | 0 | 4,315 | 0 | 4,315 | 17,262 | 17,262 |
| Stage 3 Adaptations | 6,613 | | 6,613 | | 6,613 | | 6,613 | | 6,613 | | 6,611 | | 39,675 | 39,675 |
| | 6,613 | 0 | 6,613 | 4,315 | 6,613 | 0 | 10,928 | 0 | 6,613 | 4,315 | 6,611 | 4,315 | 56,937 | 56,937 |
| MAJOR REPAIRS - NON-CAPITALISED | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | 0 | |
| KITCHEN EXTRACTOR FANS Phase 5 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 6,900 | 6,900 |
| Bathroom EXTRACTOR FANS Phase 5 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 575 | 6,900 | 6,900 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Smoke Alarms Phase 8 | 1,667 | 1,667 | 1,667 | 1,667 | 1,667 | 1,667 | 1,667 | 1,667 | 1,667 | 1,667 | 1,667 | 1,667 | 20,000 | 20,000 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Back Courts Phase 1 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 45,000 | 45,000 |
| Back Courts Phase 2A | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| External Paths | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 833 | 10,000 | 10,000 |
| External Verandas | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 30,000 | 30,000 |
| Chimney Breast Removal | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | 27,600 | 27,600 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Consultants costs | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 3,750 | 45,000 | 45,000 |
| | 15,950 | 15,950 | 15,950 | 15,950 | 15,950 | 15,950 | 15,950 | 15,950 | 15,950 | 15,950 | 15,950 | 15,950 | 191,400 | 191,400 |
| | | | | | | | | | | | | | 191,400 | |
| MAJOR REPAIRS - CAPITALISED COMPONENTS | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | 0 | |
| Kitchens Phase 5 | 10,850 | 10,850 | 10,850 | 10,850 | 10,850 | 10,850 | 10,850 | 10,850 | 10,850 | 10,850 | 10,850 | 10,850 | 130,200 | 130,200 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bathrooms Phase 3 | 12,455 | 12,455 | 12,455 | 12,455 | 12,455 | 12,455 | 12,455 | 12,455 | 12,455 | 12,455 | 12,455 | 12,455 | 149,460 | 149,460 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gas Boiler Replacements Phase 10 | 5,070 | 5,070 | 5,070 | 5,070 | 5,070 | 5,070 | 5,070 | 5,070 | 5,070 | 5,070 | 5,070 | 5,070 | 60,840 | 60,840 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| External Doors 2B | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 4,167 | 50,000 | 50,000 |
| External Windows 2A | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| the Hub boiler replacment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| the Hub poss remodeling | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 28,375 | 32,542 | 101,513 | 32,542 | 28,375 | 32,542 | 28,375 | 55,022 | 28,375 | 32,542 | 69,525 | 32,542 | 390,500 | 390,500 |

Assume a £2,000 spend on Factored Owners properties

2,000

2,000

£1,704,244

£1,704,244

Maintenance 2023-24 Draft Budget presented February 2023 3% Increase

| | |
|-----------------------------|---|
| Management Committee | 22 February 2023 |
| Agenda Item | 7 |
| Title of Paper | Rent Arrears Update |
| Author | James Wilson, Housing & Customer Service Manager |
| Attachment(s) | Rent update performance |
| Executive summary | <p>The following information is recorded at the end of Period 10, that is 31 January 2023:</p> <ul style="list-style-type: none"> • Gross current tenant rent arrears are £305,603 - 8.76% of annual income. • Net arrears are £272,822 – 7.82% of annual income. • Former Tenant's arrears are £66,455. • Rent collection is currently 97.20 (cumulative 10 months to end January 2023) • 97 tenants (12.23% of all tenants) owing £1,000+ now owe £218,221 collectively – 71.41% of current arrears and 6.26% of annual rent income. • 55 (6.94% of all tenants) of those owing £1,000+ are UC recipients • 48 tenants (6.06% of all tenants) owe £2,000+ • The number of tenants claiming UC is 253 (31.90 % of tenants). • The amount of UC arrears figure is £170,670 (55.85% of the current arrears) or (4.89% of annual income) |

FOR INFORMATION

1 PURPOSE

- 1.1 To update Committee on the arrears position

2 RECOMMENDATIONS

- 2.1 That the update on the arrears position be noted

3 BUSINESS PLAN, VISION AND VALUES

- 3.1 The production of an arrears report is consistent with:
- our strategic objective 5: to maintain good governance and financial management and:
 - our values of excellence and accountability

4 BACKGROUND

- 4.1 Committee have requested regular arrears reports.

4.2 This summary forms an update to the end of January 2023 position.

5. MAIN ISSUES:

5.1 Since the last Committee update, gross current tenant rent arrears have increased by £22,415 to £305,603 (8.76%). However, at the end of period, some £8,734 of payments could not be posted (£6,290 of Housing Benefit received by a new payment route, and £2,444 from DWP without remittance statement). This would have reduced the balance to £296,868 (8.51%).

5.2 During the same period, net current arrears increased by £57,757 to £272,822 (7.82%). However, the non-posted payments noted above would have reduced this balance to £264,088 (7.57%).

5.3 The Former Tenant Arrears have increased by £6,856 to £66,455.

5.4 We are still working to resolve issues with backdated payments on HomeMaster. The system has now been updated to enable manual payment adjustments and staff have started to amend incorrect records. Additional coding will be required when payments are posted to solve the issue going forward. When amending records, where appropriate, Universal Credit and UC Rent Arrears entitlements have been created. This allows such payments to be included in the technical balance.

5.5 97 tenants owe more than £1,000, which is 1 less than reported at last Committee meeting, and those owing more than £2,000 have remained at 48.

5.6 Universal Credit (UC) is now claimed by 253 of WHA households according to the Universal Credit Portal, however, there are 234 UC recipients recorded on our internal HomeMaster system which records cases where payments are paid direct to WHA. UC arrears accounts for 55.85% of the total gross current rent arrear.

5.7 Officers are continuing make new payment arrangements, or alter previous arrangements, as tenants are dealing with the cost of utility bills and the cost of living generally.

5.8 Collection rate is 97.20%, including the non-posted payments due for period.

5.9 We have given a support group that lease one of our properties until mid-January 2023 to clear their arrear. The account has not been cleared and the balance now stands at £3,281.79. We are continuing to engage with the support group, and this has been escalated to their manager. If there is not a resolution soon then we will need to take further action.

6 Discussion

6.1 Officers are continuing to monitor legal cases which were lodged in court prior to 6 September 2022. 3 eviction decrees were granted in November 2022 and committee approved enforcement by eviction, if necessary, in January 2023. We will continue to take legal action where appropriate pending the outcome of the eviction moratorium. Currently there are 12 cases in the court system.

7 REGULATORY, LEGAL AND CONSTITUTIONAL ISSUES

7.1 ARC report will include our performance.

8. FINANCIAL IMPLICATIONS

8.1 Dealt with in the body of the report.

9 KEY RISKS

9.1 Failure to robustly manage arrears is a failure to deliver on core KPI and reduces income to the Association. Mitigation – persistent and consistent application of policy and staff performance management.

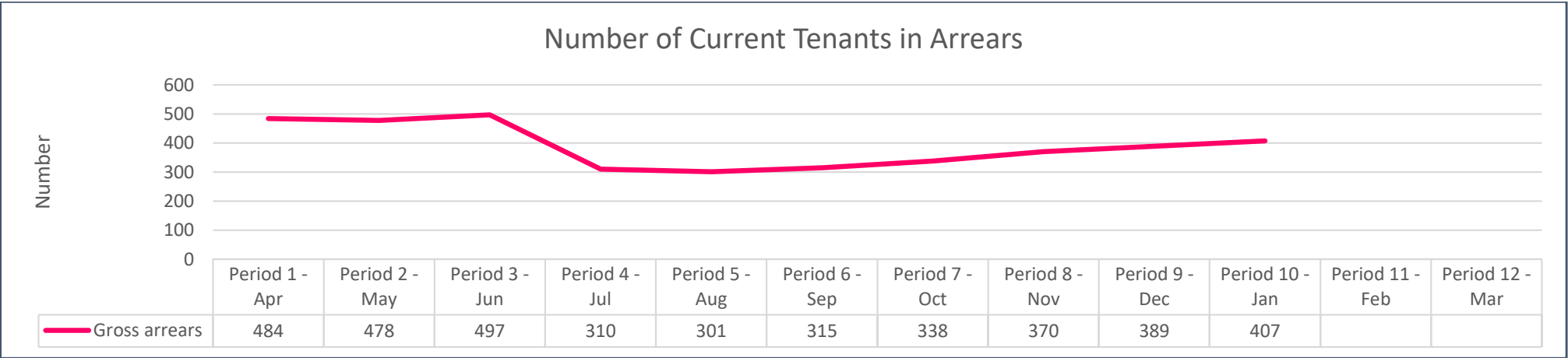
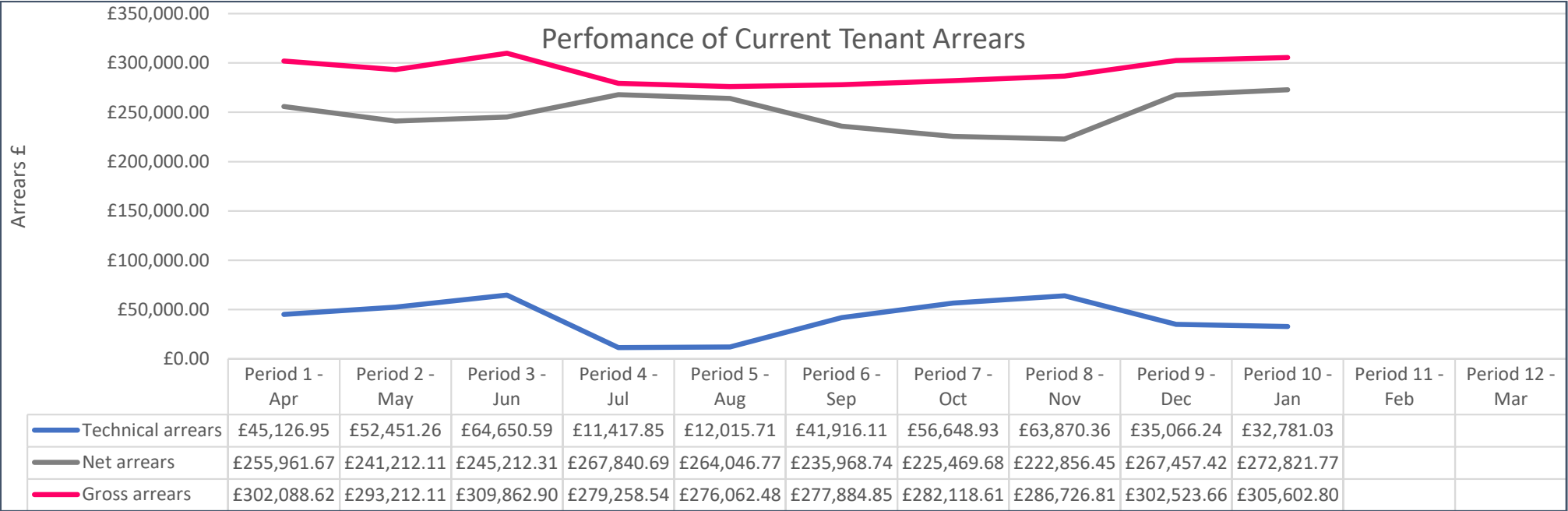
9.2 Any rise in evictions may lead to reputational damage. Mitigation- use only as a last resort.

10 EQUALITY, DIVERSITY & HUMAN RIGHTS IMPLICATIONS

10.1 The Rent Management Policy has been written with our commitment to diversity included.

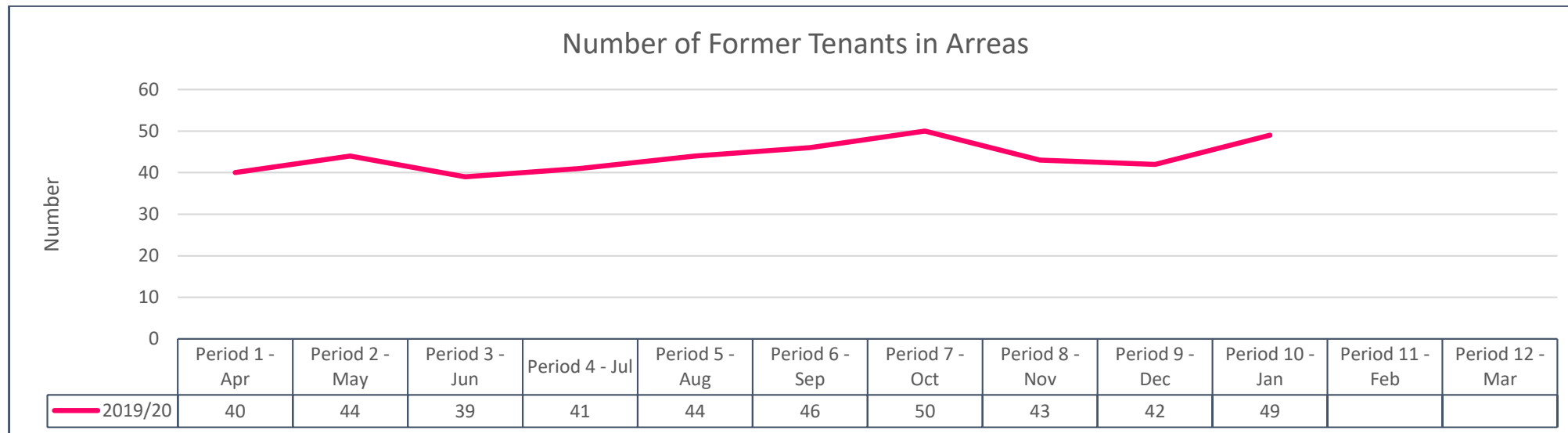
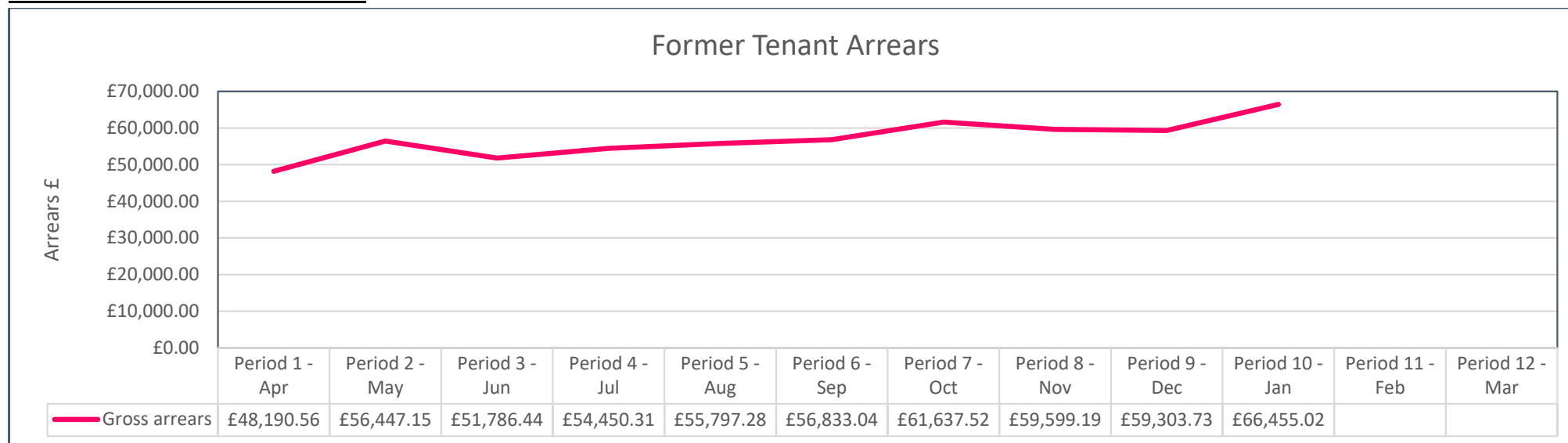
Rent update performance

Current tenant arrears information



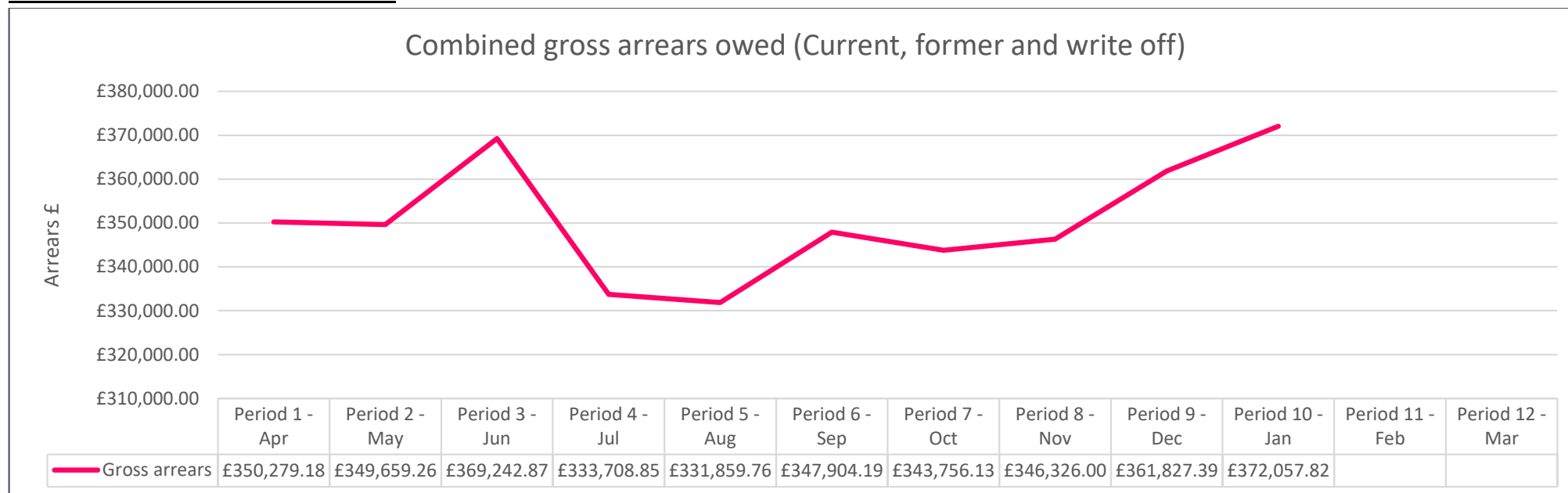
Rent update performance

Former tenant arrears information

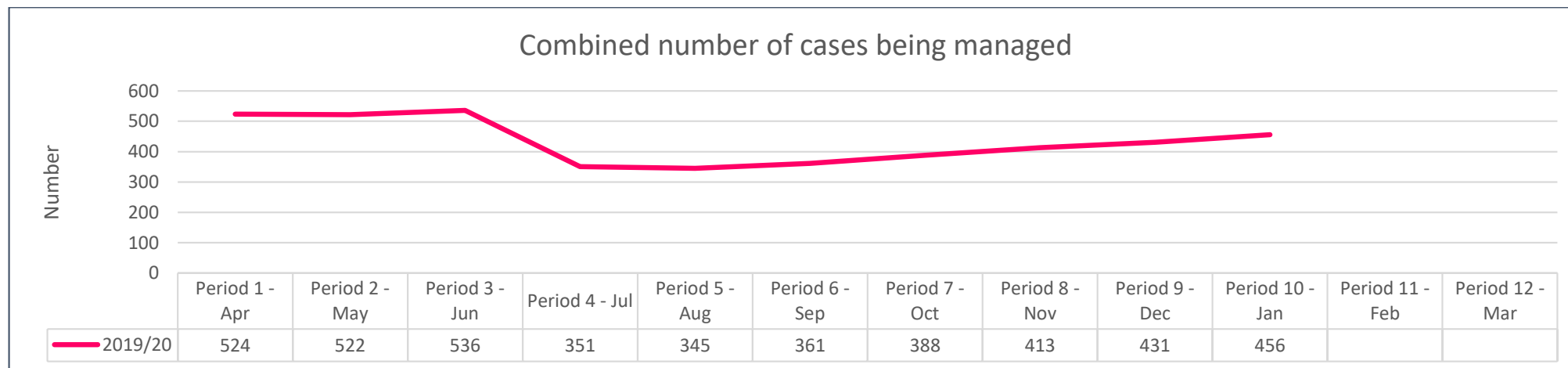


Rent update performance

Combined tenant arrears information



**Please note that on period 3 (end of quarter 1) and period 6 (end of quarter 2) we have included bad debt write offs as approved by committee.*



| | |
|-----------------------------|---|
| Management Committee | 22 February 2023 |
| Agenda item | 8 |
| Title of Paper | Quarter 3 - KPI Report April-September 2022 |
| Author | James Wilson, Housing and Customer Service Manager Bill Black, Assets and Maintenance Manager |
| Attachments | Appendix 1 – KPI results Quarter 3 |
| Executive Summary | This KPI report is presented from the Management Team on our performance to the end of quarter 3 of 2022/23 |

FOR INFORMATION

1 PURPOSE

- 1.1 The purpose of this report is to bring to the attention of Committee the performance in relation to Key Performance Indicators (KPI) for period April – December 2022.
- 1.2 The report and attached Appendix 1 details performance results to the end of the third quarter against targets set for 2022/23. Committee is asked to discuss with the Management Team any of the presented performance trends, consider any influencing factors and suggest appropriate responsive action.

2 RECOMMENDATIONS

- 2.1 Committee is asked to discuss and note the contents of this report.

3 BUSINESS PLAN, VISION AND VALUES

- 3.1 Key areas of performance are integral to business; we measure our success by setting targets against these objectives, ensuring that we deliver them effectively and efficiently. The six objectives are to: -
 1. Deliver excellent services.
 2. Provide good quality homes.
 3. Anticipate, understand and respond to local needs.
 4. Foster an attractive, successful and thriving community.
 5. Maintain good governance and financial management.
 6. Value and invest in our people.
- 3.2 It is also consistent with our Values of:
 - Trust, Honesty, Integrity, Excellence, Accountability, Sustainability
- 3.3 The report reflects priorities set from the 2022/23 Operational Plan.

- 3.4 This Report should contribute towards our overarching Aim and Vision of making Wellhouse "the Place to Be".

4. **BACKGROUND and MAIN ISSUES**

- 4.1 Committee is kept updated throughout the year on key areas of the business. The Annual Return of the Charter (ARC) also provides areas of performance. The KPI targets referred to in this report and attached Appendix 1 reflect areas included in the ARC. Our own internal targets and any service standard we deem important are collated and monitored separately.

The full suite of KPIs were reviewed last year to ensure that we are reporting on relevant KPIs with proper targets in place. As well as being a working internal management document, this also appears on the website and is available for everyone to view. This now results in a more condensed version of the KPI report meaning it is less likely that important information could be overlooked.

This quarterly Committee report will still highlight areas of concern and areas of particularly good performance or improvement and will once again have the recently reviewed table of KPIs as an appendix, as this will still be the source of any information contained in this report. The Housing & Customer Services Manager and Assets & Maintenance Manager will concentrate on certain areas for discussion each quarter and may also have some attachments displaying visual content.

5 **DISCUSSION**

5.1 **Housing & Customer Services Manager- Discussion points**

Rent collected as a % of total rent due was 97.43% at end of Quarter 3. This is based on rent charges against rent collected and is impacted by technical arrears.

Gross rent arrears have increased to 9.96% remaining an area of concern, remaining above 8% target. We would normally expect to see an increase at this time of year, however, arrears usually trend downwards after the festive season.

Former Tenant arrears increased slightly to 1.70% at end of Quarter 3 remaining above our 1% target.

Current Tenant rent arrears increased to 8.67% remaining above our 7% target.

The % of tenancy offers refused increased to 34.55% for the Year To Date although relet times have decreased to 57.17 days, above our 12 day target. 8 of the 41 relets were carried forward from last year. Covid restrictions, property condition and metering issues impacted on our performance.

5.2 **Assets & Maintenance Manager - Discussion points**

Gas Servicing remains at 100% access, but we are still experiencing a very high level of services going to 'Forced Access' which takes up a lot of staff time.

All other Repairs are still well within target with the exception of Adaptations this is due to some long running projects which required either joint visits, specialist equipment or planning applications.

Repairs Satisfaction Rates decreased to an average of 88.4% for the Year to Date, but this is within target.

5.3 Satisfaction Rates

Satisfaction continued to reduce across a number of satisfaction indicators in Q3, largely due to the number of neither/nor responses increasing but also a slight increase in dissatisfaction. Consultant believes reflects the impacts of a range of wider financial pressures on tenants' perceptions of services/costs.

The consultant has confirmed all their clients are experiencing similar decreases in satisfaction rates, but we have seen higher than average increases in our neither/nor responses than most of the others.

6. REGULATORY, LEGAL AND CONSTITUTIONAL ISSUES

- 6.1 There are no regulatory, legal, or constitutional issues to consider in this performance report.

7. FINANCIAL IMPLICATIONS

- 7.1 Committee are asked to note the impact of arrears and void rent losses.

8. KEY RISKS

| (a) Strategic Risks | (b) Operational Risks | (c) Project Level Risks |
|--|--|-------------------------|
| Increasing arrears impact on our income | Financially due to lost income | |
| Reputational through possible failure to provide excellent services. | Problems with stock – internal and external. | |
| Mitigation | Mitigation | Mitigation |
| Focus placed on rent arrears and void turnaround times | Redesigning arrears reports and actions | |

9. SWOT ANALYSIS

Not required

10. EQUALITY AND DIVERSITY ISSUES

- 10.1 There are no identified impacts on any of the main minority groups or diversity implications even an unintended one.

11. SUSTAINABILITY

11.1 There are no identified impacts on sustainability even an unintended one.

12. CONCLUSION

12.1 Rent arrears and void turnaround times are causing concern for this time although there has been an improvement with rent arrears since September. We will be working with HomeMaster to improve reporting for the next report.



| |
|---------------|
| Within target |
| Minor Concern |
| Concern |

| Function | Business Area | ARC QUESTION | KPI Brief Description | Annual KPI Target | Performance at End of Year 2020/21 | Performance at End of Year 2021/22 | Performance at end Q1 2022/23 | Performance at end Q2 2022/23 | Performance at end Q3 2022/23 | Variance | Comments |
|-------------------|-------------------|--------------|---|-------------------|------------------------------------|------------------------------------|-------------------------------|-------------------------------|-------------------------------|------------|---|
| Rent Management | ARC | 26 | Rent Collected as % of total rent due for year | 100% | 97.21% | 101.58% | 91.73% | 99.57% | 97.43% | 2.57% | Based on rent charged and rent received YTD |
| | | 27 | Gross Rent Arrears as % of rent due for year | 8.00% | 10.68% | 10.23% | 8.73% | 8.61% | 9.96% | 1.96% | Rent arrears increased during December 2022and arrears remain an area of concern. This figure includes arrears written off to end of Q2. |
| | | 18 | % of Void Rent Loss | 0.60% | 0.29% | 0.72% | 0.89% | 1.00% | 0.96% | 0.36% | Void condition and metering continued to delay void works. |
| | | 22 | Number of court actions which resulted in eviction | n/a | 0 | 1 | 0 | 0 | 0 | 0 | |
| | Performance | | Current Tenants Arrears | 7.00% | 9.20% | 8.31% | 8.88% | 7.97% | 8.67% | 1.67% | Current tenant arrears increased during December 2022. |
| | | | Former Tenant Arrears % | 1.00% | 1.68% | 1.44% | 1.48% | 1.63% | 1.70% | 0.70% | Former tenant arrears increased during December 2022 |
| Allocations | ARC | 14 | Tenancy offers refused | 30% | 34.09% | 34.25% | 28.57% | 20.83% | 34.55% | 4.55% | Refusal reasons monitored to pick up any void standard or demand issues |
| | | 17 | Property that became vacant in the year | n/a | 27 | 48 | 11 | 23 | 45 | | |
| | | 30 | Relet time | 12 days | 30.57 days | 30.00 days | 61.90 days | 68.26 days | 57.17 days | 45.17 days | Void condition and metering are continuing to cause delays. 8 of the 41 lets were carried forward from last year. The days lost were also impacted by festive period holidays. One void was delayed due to the applicants health, the property having been specifically adapted for this person. Another void was delayed due to a lengthy pest control issue. |
| | Performance | | No of lets made | n/a | 24 | 40 | 10 | 19 | 41 | | |
| | | | | | | | | | | | |
| Maintenance | ARC | 6 | % of stock meeting SHQS | 100% | 98.11% | 95.08% | 98.74% | 98.74% | 98.74% | | We have several properties in abeyance due to access to upgrade heating or kitchens. |
| | | 8 | Average time to complete EME repairs | 4 hours | 2.18 hours | 2.24 hours | 1.48 hours | 1.22 hours | | | |
| | | 9 | Average time to complete NON-EME repairs | 6 days | 3.48 days | 4.19 days | 2.40 days | 2.40 days | | | |
| | | 10 | Reactive repairs carried out completed right first time | 100% | 99.21% | 99.78% | | 98.00% | | | |
| | | 11 | How many times did you not meet your statutory obligations to complete a gas safety check within 12 months of fitment or its last check | 0% | 4.30% | 0.30% | 0.00% | 0.00% | 0.00% | | |
| | Performance | | Average time to complete Urgent jobs | 3 days | 2.1 days | 2.1 days | | 1.2 days | | | |
| Adaptations | ARC | 19 | The number of Households currently waiting for adaptations to their home. | n/a | 4 | 4 | 3 | 3 | 4 | | |
| | | 20 | The total cost of adaptations complete in year | n/a | £62,010 | £50,296 | £21,119 | £34,128 | £51,448 | | |
| | | 21 | The average time to complete adaptation | 60 days | 46.06 days | 25.05 days | 19.00 days | 41.00 days | 67 | | We had 3 adaptations that due to either joint visits or planning applications that increased the average time to complete. If these delays were removed the average time would be 34 days. |
| Estate Management | ARC | 15 | % of ASB cases reported in the last year which were resolved | n/a | 94.20% | 100.00% | 62.50% | 88.90% | 87.00% | | 3 cases carried forward into next quarter |
| | | 22 | % of court actions initiated which resulted in eviction | n/a | 0 | 0 | 0 | 0 | 0 | | |
| Satisfaction | ARC | 1 | % of tenants satisfied with overall service provided by their Landlord | 90% | 94.1% | 95.8% | 86.1% | 84.8% | 83.9% | 6.10% | Satisfaction continued to reduce across a number of satisfaction indicators in Q3, largely due to the number of neither/nor responses increasing but also a slight increase in dissatisfaction. Consultant believes reflects the impacts of a range of wider financial pressures on tenants perceptions of services/costs. |
| | | 2 | % of tenants who feel their Landlord is good at keeping them informed about their services and decisions | 95% | 95.1% | 93.4% | 90.3% | 91.7% | 93.5% | 1.5% | Whilst satisfaction has reduced across a number of satisfaction indicators in Q3, satisfaction increases during Q3 to 97.3%, improving the year to date figure. |
| | | 5 | % of tenants satisfied with the opportunities given to them to participate in the landlord's decision making processes | 85% | 97.6% | 94.8% | 94.4% | 93.1% | 92.2% | | |
| | | 7 | % of existing tenants satisfied with the quality of their home | 80% | 87.2% | 84.7% | 77.8% | 79.2% | 75.6% | 4.40% | Satisfaction reduced sharply in Q3 to 68.5% and impacting on year to date figure. It is largely due to the number of neither/nor responses increasing but some slipping into dissatisfaction. The quality of our properties have not deteriorated but along with Indicator 25 on Value for Money there have been a clear shift in tenants perceptions. |
| | | 12 | % of tenants who have had repairs or maintenance carried out in the last 12 months satisfied with the repairs and maintenance service. | 85% | 87.8% | 79.7% | 92.1% | 90.2% | 88.4% | | |
| | | 13 | % of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in | 90% | 92.4% | 93.1% | 72.3% | 72.3% | 72.4% | 17.60% | Satisfaction has reduced with this indicator this year and has remained consistently low. Consultant believes linked to City Council withdrawing estate services, with many tenants citing conditions on estate due to amount of bulk/rubbish in common areas. Wellhouse HA having been working closely with Glasgow City Council staff to improve matters. Our estates team deal with rubbish on the estate and we are employing a contractor to deal with bulk. |
| | | 25 | % of tenants who feel that the rent for their property represents good value for money | 85% | 93.1% | 91.7% | 86.1% | 82.7% | 78.4% | 6.60% | Satisfaction reduced sharply in Q3 to 69.8% and impacting on year to date figure. It is largely due to the number of neither/nor responses increasing but some slipping into dissatisfaction and represents a clear shift in tenants perceptions, during this time of increasing financial pressures on households. |
| Complaints | ARC | | The percentage of all complaints responded to in full at Stage 1 | 100% | 86.6% | 100% | 100% | 100% | 100% | | |
| | | 3 | The percentage of all complaints responded to in full at Stage 2 | 100% | 100% | 62.50% | 50.00% | 66.67% | 100% | | Includes 1 case from Q2 |
| | | 4 | The average time in working days for a full response at Stage 1 The average time in working days for a full response at Stage 2 | 5 days 20 days | 2.74 days 5 days | 3.88 days 12.60 days | 3 days 9 days | 4.5 days 13.5 days | 4.5 days 18 days | | |
| Communications | Service Standards | | 4 newsletter articles per annum | 100% | 100% | 100% | 100% | 100% | 100% | | |
| Factoring | ARC | 29 | % of factored owners satisfied with factoring service they receive | 70% | 87.5% | 87.5% | 87.5% | 87.5% | 87.5% | | Based on last survey - new survey commissioned for this year (2022/23) |

| | |
|-----------------------------|---|
| Management Committee | 22 February 2023 |
| Agenda Item | 9 |
| Title of Paper | Complaints and Compliments 2022/23 Update |
| Author | James Wilson, Housing & Customer Services Manager |
| Attachment(s) | N/A |
| Executive summary | <ul style="list-style-type: none"> The Complaints and Compliments report is produced to assist the Board's understanding and interpretation of the volume and nature of complaints handled within the organisation The Association has a commitment to learning from complaints. The Association continually reviews its complaints handling |

FOR INFORMATION

1 PURPOSE

- 1.1 This report contains information for complaints and compliments in line with the Scottish Public Services Ombudsman (SPSO) and the Association's regulatory requirements covering the period 1 October 2022 to 31 December 2022.

2 RECOMMENDATIONS

- 2.1 That the update on our complaints and compliments position be noted

3 BUSINESS PLAN, VISION AND VALUES

- 3.1 The production of our complaints and compliments report is consistent with:
- our strategic objective 5: to maintain good governance and financial management and:
 - our values of excellence and accountability

4 COMPLAINTS

- 4.1 The Association received **6** complaints during the Third Quarter of 2022/23.

4.2 Stage 1 Complaints

4 Stage 1 Complaints were received within the period 1 October 2022 to 31 December 2022. **100% (4)** of Stage 1 complaints were responded to within Quarter 2. **50% (2)** of Stage 1 complaints were handled within timescale. The

average resolution time was **4.5 days against an SPSO target of 5 working days**.

For the Year to Date (YTD) our average performance is now **4.5 days** which is within the target response times.

The outcome of these complaints are as follows:

| Outcome - Stage 1 | Quarter 3 2022/23 |
|-------------------|-------------------|
| Upheld | 2 |
| Partially Upheld | - |
| Not Upheld | - |
| Resolved | 2 |
| Total | 4 |

4.3 Stage 2 Complaints

2 Stage 2 complaint were received within the period 1 October 2022 to 31 December 2022. In addition, there was 1 Stage 2 complaint carried forward from Quarter 2. **100% (3)** of these Stage 2 complaints were responded to within Quarter 3. **33.33% (1)** of Stage 2 complaints were handled within timescale.

The 3 complaints responded to within the quarter, were resolved in an average of **21 days against an SPSO target of 20 working days**. Despite this being over target, for the Year to Date (YTD) our average performance is now **18 days** which is within the target response times.

| Outcome - Stage 2 | Quarter 3 2022/23 |
|-------------------|-------------------|
| Upheld | 1 |
| Partially Upheld | - |
| Not Upheld | 2 |
| Resolved | - |
| Total | 3 |

4.4 Complaint Issues

The table below details the main issues WHA received complaints about during the Quarter ending 31 December 2022:

| Issues raised | Q3 2022/23 | Outcome |
|------------------------------|------------|--------------------------|
| Equalities issue | - | - |
| Failed to attend appointment | 1 | 1 Upheld |
| Contractor conduct | - | - |
| Poor workmanship | - | - |
| Incomplete repair | 1 | Resolved |
| Repairs Delay | 1 | Resolved |
| Rechargeable Repairs | - | - |
| Common Repairs | 3 | 2 Upheld 1 Not Upheld |
| Rent Arrears | - | - |
| Anti-Social Behaviour | - | - |
| Estate Management | - | - |
| Estates Team | - | - |
| Policy/Procedure | - | - |
| Communication | - | - |
| Staff issue | 1 | Not Upheld |
| Development | - | - |
| Not WHA Responsibility | - | - |
| Total | 7 | 7 |

However, although these are the main recorded reasons for complaints, 1 also commented on contractor communications and 1 on monitoring of common services.

5 COMPLIMENTS

During the Quarter to 31 December 2022, no compliments have been recorded. This is something we will further investigate as it may appear that these have not been recorded on HomeMaster.

6 LEARNING FROM COMPLAINTS & TRENDS

6.1 *Learning from Complaints*

The main learning outcomes from the last quarter are:

- Complaints Management

Complaints are being monitored by our Service Improvement Officer and all cases were resolved during period the period. The two Stage 1 cases that have gone over target time, were responded to on the response date noted by system but were due the previous day. The two Stage 2 cases, that have gone over target times, both had delayed written responses, although issues were resolved for customers before this.

The continued lack of recorded compliments has resulted in staff being reminded to record these on HomeMaster.

- Repairs Management

The majority of complaints (6) were related to repairs issues. Steps have been taken to address points raised about monitoring of common services and inspection of these areas.

6.2 *Trends*

Compared to the third quarter outcomes from last year the level of Stage 1 complaints has decreased from 13 to 4 and Stage 2 complaints remained at 2.

Compared to last year Stage 1 complaints for the Year to Date (YTD) have reduced from 21 to 10 and Stage 2 complaints for YTD have increased from 3 to 5.

Our response time performance, at this point last year was Stage 1 3.71 days and Stage 2 14.3 days. Our response times have increased to an average of 4.5 days for Stage 1 and 18 days for Stage 2 complaints.

As noted above, repair issues continue to form most of the complaints received.

7 REGULATORY, LEGAL AND CONSTITUTIONAL ISSUES

7.1 *Standard 2*

The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and

stakeholders. In addition, its primary focus is the sustainable achievement of these priorities.

Guidance 2.2

The governing body recognises it is accountable to its tenants and has a wider public accountability to the taxpayer as a recipient of public funds, and actively manages its accountabilities. It is open about what it does, publishes information about its activities and, wherever possible, agrees to requests for information about the work of the governing body and the RSL.

Guidance 2.3

The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.

8. FINANCIAL IMPLICATIONS

- 8.1 The measures taken to resolve complaints affect staffing resources. These resources are being delivered within our existing salary budget.

9 KEY RISKS

9.1 *Reputational*

Risk associated with complaints is mainly reputational and to manage this risk we must learn from complaints to ensure that any trends are addressed.

10 EQUALITY, DIVERSITY & HUMAN RIGHTS IMPLICATIONS

- 10.1 Wellhouse Housing Association embraces the principles of empowerment, accountability, equality and diversity that are integral to human rights. Complaints and compliments are monitored for equality issues.
- 10.2 During the Quarter to 31 December 2022 no complaints mentioned or contained any equality issues.

| | |
|-----------------------------|--|
| Management Committee | 22 February 2023 |
| Agenda Item | 10 |
| Title of Paper | Void Refusals Update |
| Author | James Wilson, Housing & Customer Service Manager |
| Attachment(s) | Void refusal reasons |
| Executive summary | Information is provided to update Committee on the void refusal position |

FOR INFORMATION

1 PURPOSE

- 1.1 To update Committee on the void refusal position for the year to date (YTD) up to end of 3rd Quarter, that is 31 December 2022.

2 RECOMMENDATIONS

- 2.1 That the update on the void refusals position be noted

3 BUSINESS PLAN, VISION AND VALUES

The production of a void refusals report is consistent with:

- Our strategic objective 4: foster an attractive, successful and thriving community.
- our strategic objective 5: to maintain good governance and financial management and.
- our values of excellence and accountability.

4 BACKGROUND

- 4.1 Committee requested an update on refusal rates and refusal reasons to ensure stock is remaining attractive to housing applicants.
- 4.2 This summary forms an update to the end of December 2022.

5. MAIN ISSUES:

- 5.1 During the year, we have been working between two IT systems, until our allocation policy and all live housing applicants could be transferred to HomeMaster in early January 2023.

As a result, refusal reasons have not been able to be captured on either system. The move to HomeMaster will enable us to better monitor this, moving forward.

However, based on recorded information our refusal rate for the YTD to the end of December 2022 is 34.55%. This is similar to 2021/22 and 2020/21 which were 34.09% and 34.25% respectively.

In addition, the reasons for refusal are not showing any cause for concern and are often particular to an applicant's individual take on the property offered to them. See Appendix 1.

- 5.2 During the same period, time to relet has also increased to 57.17 days against a target of 12 days. Whilst refusals will have added to this period, the majority of the additional time taken has been caused by property condition and metering delays. Where possible, we endeavour to have the property pre-allocated prior to repairs being completed.

- 5.3 Void loss, as would be expected from combination of above factors is also running higher than target of 0.60% at 0.96%.

6 Discussion

- 6.1 Earlier in the year our refusal rate was improving but has returned to similar levels to the last two years. In the first 2 quarters we re-let 19 properties but let 22 properties in Quarter 3 alone.

Refusals, by necessity, have been recording on a spreadsheet maintained by housing staff. It is therefore not as robust as data held in other ways.

However, the allocations module has been live in HomeMaster since early January 2023, allowing us to make offers and record outcomes.

- 6.2 The void management module in HomeMaster is also in use, being implemented prior to allocation package going live, from October 2022.

7 REGULATORY, LEGAL AND CONSTITUTIONAL ISSUES

- 7.1 ARC report will include our refusal rate or offers to let performance.

8. FINANCIAL IMPLICATIONS

- 8.1 Dealt with in the body of the report.

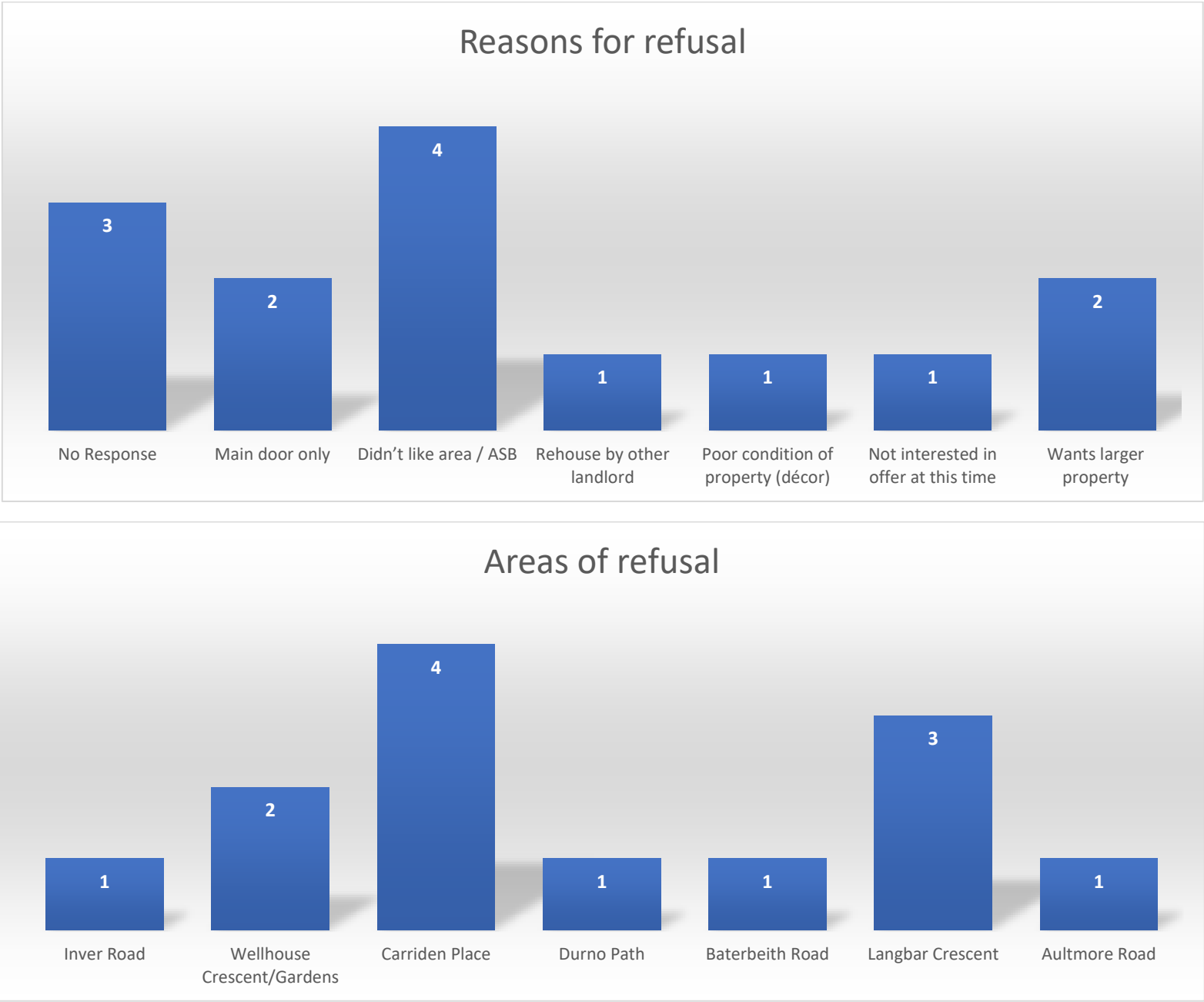
9 KEY RISKS

- 9.1 Failure to robustly manage voids is a failure to deliver on core KPIs and reduces income to the Association. Mitigation –consistent application of void standards, regular review of housing applications and monitoring of allocation policy outcomes

10.1 EQUALITY, DIVERSITY & HUMAN RIGHTS IMPLICATIONS

- 10.1 The Allocation Policy has been written with our commitment to diversity included.

Reasons for refusal and area – appendix 1



| | |
|-----------------------------|---|
| Management Committee | 22 February 2023 |
| Agenda Item | 11 |
| Title of Paper | Policy Review Report |
| Author | Linda Logan, Corporate and Governance Officer Bill Black, Assets & Maintenance Manager |
| Attachment | 1. Dignity at Work Policy 2. Repairs & Maintenance Policy |

FOR APPROVAL

1 PURPOSE

- 1.1 To provide the reviewed Dignity at Work Policy and Repairs and Maintenance Policy to the committee for consideration and approval.

2 RECOMMENDATIONS

- 2.1 That the Management Committee approves the reviewed Dignity at Work and Repairs & Maintenance Policies and three yearly thereafter.

3 BACKGROUND

Dignity at Work:

The definitions concerning some of the terminology used within the scope of dignity at work have changed over the years. Most recently the Equality Act 2010 provided a legal definition of harassment but there is still no current legal definition of bullying. ACAS, however, provides a definition which is widely recognised as being best practice.

Wellhouse Housing Association encourages an environment which is free from any form of harassment, sexual harassment, bullying or intimidation. All employees are expected to respect each other with dignity and in a courteous manner and recognise that the behaviour which is acceptable to one individual may not be acceptable to another.

Repairs & Maintenance:

The Repairs and Maintenance Policy was reviewed and approved by the committee in April 2019. The three yearly review has been completed and the policy amended to meet current legislation and good practice.

4. MAIN CHANGES

Dignity at Work.

- 4.1 The Dignity at Work Policy required no further changes. It was reviewed in line with EVH's model policies.

4.2 Repairs & Maintenance:

The Policy has been reviewed and amended to reflect the following changes.

- Page 2 - Linked Policies/Procedures – Managing Dampness, Mould and Condensation Policy has been added.
- Page 11 – Point 16.3 – Reporting repairs now includes select option 2 to when phoning the office. It also includes: By e-mail to either info@wellhouseha.org.uk repairs@wellhouseha.org.uk or click on the “report a repair” link on our website
- Page 12 – Point 17.2 Post Inspection targets – b. now includes (Automatically generated)
- Page 17 – Point 25 – Tenant Engagement – amended to include - **Customer Opinion Panel** –The panel is made up of our service users to consult on a variety of issues and services.
- Page 19 - Point 26 - Risk Management – g. Implement the results of the Stock condition Survey, undertake a rolling programme over 3 years of property inspections 30% per year, and ensure any revised costing is updated in the association’s 30 Year Maintenance Plan Projections
- Page 20 – Point 30 – Owners/Occupiers – paragraph 2 and 3 amended to reflect that owners will be informed if anticipated costs are in excess of £600.00.

4.3.1 All our HR and Maintenance Policies will assist to deliver our commitment and enable staff/organisation to live up to all our values of;

Trust
Honesty and Integrity
Excellence
Accountability
Sustainability

5 REGULATORY, LEGAL AND CONSTITUTIONAL ISSUES

Dignity at Work:

5.1 The main body of the policies taken from EVH website have had minor amendments or have not been changed, they have only been adapted to Wellhouse HA format, and are compliant with current legislation.

Repairs & Maintenance:

5.2 We will comply with the Scottish Social Housing Charter requirements relating to the provision of a reactive and planned maintenance service as noted below:

- **Outcome 2. Communication.**
- **Outcome 3. Participation.**

- **Outcome 4. Quality of housing.**
- **Outcome 5. Repairs, maintenance and improvements:**
- **Outcome 13. Value for money.**
- **Charter Indicator 33:** Percentage of factored owners satisfied with the factoring service.

6 FINANCIAL IMPLICATIONS

N/A

7 KEY RISKS

- 7.1 Having HR policies in place helps the organisation take the key actions needed for compliance with the law and best practice. Without these, it could leave everything open to interpretation as situations arise, which can put Wellhouse HA and employees at risk.
- 7.2 Having Maintenance policies in place helps the organisation take the key actions needed for compliance with the law and best practice.
- 7.3 Without these, it could leave everything open to interpretation as situations arise, which could put Wellhouse HA, employees & tenants at risk.

8. EQUALITY AND DIVERSITY & HUMAN RIGHTS ISSUES

- 8.1 The policies have been written with our commitment to diversity and there are no adverse implications for any identified group.

9. SWOT ANALYSIS

- 9.1 Not required.

10. CONCLUSION

- 10.1 It is recommended that Management Committee approves all the revised Dignity at Work and Repairs and Maintenance Policies and three yearly thereafter.



POLICY

DIGNITY AT WORK

REVIEWED POLICY February 2023

Wellhouse - The Place To Be

| | |
|----------------------|---|
| Policy Created: | September 2016 |
| Policy Approved | 30 May 2017, Reviewed September 2018, Sept 2021 (Extension permitted due to lockdown) |
| Policy Reviewed: | February 2023 |
| Date of Next Review: | February 2026 |

| Section | Content | Pages |
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| 1. | Vision and values | |
| 2. | Governance | |
| 3. | Policy Aims | |
| 4. | Equal Opportunities Statement | |
| 5. | Introduction | |
| 6. | The Policy | |

Linked Policies/Procedures

| | |
|----|------------------------------------|
| 1. | Staff code of conduct |
| 2. | Disciplinary Policy and Procedures |
| 3. | Equality & Diversity Policy |
| 4. | Grievance Procedure |
| | |

1. Vision and values

Wellhouse – the Place to Be.

This simple statement is our vision of Wellhouse as an attractive place where people feel happy and safe, benefit from having a good home and an attractive environment and feel proud to be part of a vibrant community.

We believe that our values of Trust, Honesty and Integrity, Excellence, Accountability and Sustainability supported by a comprehensive policy framework will help make our vision a reality.

2. Governance

Wellhouse HA is a community controlled registered social landlord and is managed by a group of local people who are elected onto the Management Committee. Their role is to make sure that the Association is well run, meets the needs of the local area and is responsive to what is important to local people.

The Management Committee appoints senior staff, agrees all the Association's policies and takes all the key decisions. The Director and the senior team support the Committee in these responsibilities.

3. Policy Aims

This Dignity at Work Policy aims to:

- Ensure integration of diversity into all aspects of **Wellhouse Housing Associations** business
- Ensure that all employees, governing body members, agency workers, contractors, and consultants are treated with respect and dignity from each other, and members of the public
- Ensure that all employees, governing body members, agency workers, contractors, and consultants respect the differences within the community they serve and treat customers and members of the public accordingly
- Provide a working environment where all backgrounds, cultures, values and lifestyles are respected and treated with dignity at all times.

4. Equal Opportunities Statement

We aim to ensure that all services, including the delivery of this policy, provide equality of opportunity.

We will respond to the different needs and service requirements of individuals. We will not discriminate against any individual for any reason, including age,

disability, gender re-assignment, marriage, civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation, or other status.

5. Introduction

Wellhouse Housing Association is committed to providing a working environment which is free from harassment, bullying and intimidation of any nature. Every employee, governing body member, agency worker, contractor, and consultant of Wellhouse Housing Association has a responsibility to treat all colleagues with dignity and respect, regardless of any personal characteristic. Under legislation there are certain characteristics protected from the area of harassment, Wellhouse Housing Association will acknowledge these and also extend this protection to all within Wellhouse Housing Association. The terms bullying and harassment will be used throughout this policy to mean dignity at work.

6. The Policy

Background

The definitions concerning some of the terminology used within the scope of dignity at work have changed over the years. Most recently the Equality Act 2010 provided a legal definition of harassment but there is still no current legal definition of bullying. However ACAS provides a definition which is widely recognised as being best practice.

Legal Framework

Harassment is the only term relating to this policy that is covered under legislation in the Equality Act 2010, however there are a number of legal principles contained in the following legal documents that will apply as follows:

- The Equality Act 2010
- Breach of contract - usually breach of the implied term that an employer will provide support to employees to ensure that they can carry out their job without harassment and disruption from colleagues
- The common law position to take care of the safety of workers.
- Employment Rights Act 1996 – constructive and unfair dismissal
- Personal Injury protection including the duty to take care of workers arising out of the law of Tort
- Health & Safety at Work Act 1974
- Trade Union and Labour Relations (consolidation) Act 1992 dealing with specific types of intimidation
- Protection for Whistleblowers under the Public Interest Disclosure Act 1998
- Criminal Justice and Public Order Act 1994

Definitions

Harassment: unwanted conduct related to a relevant protected characteristic which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

Wellhouse Housing Association will extend this definition to include all, and will not be restricted to those identified as having a protected characteristic.

Bullying: Offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

Protected Characteristics: The legal grounds in which discrimination claims can be made; i.e. age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation.

Implementation of Policy

The Director is responsible for the implementation and review of this policy.

Wellhouse Housing Association will ensure that all new employees, governing body members, agency workers, contractors, and consultants will receive an induction on this policy. The policy will be integrated into all policies and procedures within Wellhouse Housing Association.

Copies of this policy will be issued to all employees, governing body members, agency workers, contractors, and consultants, and will be available to all who request it.

This policy applies to all employees, governing body members, agency workers, contractors, and consultants of Wellhouse Housing Association and therefore all mentioned parties, have a responsibility to abide by the principles outlined above and also to alert their line manager or the Director should any behaviours be witnessed which breach this policy.

Unacceptable behaviour and practices will not be tolerated. However, if or when a situation arises it will be dealt with immediately, as inaction is not an option. Behaviours found to be breaching this policy will be regarded as misconduct and will be dealt with appropriately and in accordance with the relevant policies, including code of conduct and disciplinary.

Procedure in Dealing with breaches of Dignity & Respect

This procedure is complemented by Wellhouse Housing Association Equality & Diversity and Discipline & Grievance policies

Staff

Where an employee feels that they have not been treated with dignity & respect at work, there are a number of ways in which this can be addressed.

1) Informal stage

Where possible, breaches of this policy should be dealt with informally in the first instance. In many cases inappropriate behaviours are unintentional and can easily be resolved once the behaviour has been highlighted. This is often the most efficient way to maintain positive working relations.

In managing the issue informally, employees should in the first instance alert their line manager to the behaviour, thereafter the employee should be encouraged by the line manager and with their support approach the individual and highlight what behaviour has been offensive. Should the employee be uncomfortable with this then the line manager should approach the individual and have the same discussion. A note should then be put on file of the person who has displayed the inappropriate behaviour and the individual that raised the issue.

2) Formal Stage

If the behaviour is of a more serious nature or it continues after the informal approach has been taken then the issue should be dealt with by mirroring Wellhouse Housing Associations grievance procedure.

The employee must put their concerns in writing and give this to their line manager. The line manager should then arrange a meeting with the employee who has highlighted the concerns. At this meeting the manager should establish what the concerns are, and how the employee would like things resolved. The manager should then conduct any necessary investigations. No investigation should take place prior to there being a meeting with the employee. Once the investigation has been concluded, there could be a variety of outcomes including:

- There is no evidence to uphold the complaint
- There is evidence that may involve action against another member of staff
- Action is required on an organisational basis

Where action is required against another staff member this will follow the organisation's disciplinary procedures. Where action is taken regarding a

member of staff other than the person who raised the complaint, the complainant will not be informed of any action taken against other individuals.

Governing Body Members, Agency Workers, Contractors and Consultants or members of the public

Where a governing body member, agency worker, contractor, consultant and/or members of the public feel that behaviours towards them have breached the principles of this policy, they have a responsibility to inform the Director of this as soon as reasonably practical. The complaint will be investigated appropriately and dealt with in accordance with the relevant policies and procedures.

Individuals found to be in breach of the principles of this Policy

Where individuals are found to be in breach of this policy whether that be employees, governing body members, agency workers, contractors, and/or consultants this will be dealt with in accordance with Wellhouse Housing Association code of conduct policy and other relevant policies. This may therefore result in termination of the individual's contract, or engagement within Wellhouse Housing Association.

Malicious Allegations

Any person found to be making fictitious or malicious allegations will be dealt with through Wellhouse Housing Associations disciplinary procedure which may result in dismissal.

General Data Protection Regulations

The organisation will treat your personal data in line with our obligations under the current data protection regulations and our own policy GDPR Policy. Information regarding how your data will be used and the basis for processing your data is provided in Wellhouse HA's employee privacy notice

Review of Policy

This policy will be reviewed 3 years and in line with legislative updates.



POLICY

REPAIRS AND MAINTENANCE

REVIEWED POLICY January 2023

| | |
|----------------------|-------------------------------|
| Policy Created: 2015 | Reviewed April 2019, Jan 2023 |
| Policy Reviewed: | April 2019, January 2023 |
| Date of Next Review: | January 2026 |

Reviewed by Asset & Maintenance Manager

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Linked Policies/Procedures

- Scottish Secure Tenancy & Short Scottish Secure Tenancy
- Void Management Policy
- Internal Management Plan
- Rechargeable Repairs Procedure Note
- Complaints Procedure
- Risk Management Policy
- Procurement Policy
- WHA Factoring Terms and Conditions
- Gas Safety Policy
- Medical Adaptation Procedure
- Asbestos Management Policy
- **Managing Dampness mould and Condensation Policy**
- Alteration to Property Procedure
- Sustainability Procedure
- Equality and Diversity Policy
- Key Performance Indicators
- Factoring Statement Of Service

Vision and values

Our Strategic Objectives:

1. Deliver excellent services.
2. Provide good quality homes.
3. Anticipate, understand and respond to local needs.
4. Foster an attractive, successful and thriving community.
5. Maintain good governance and financial management.
6. Value and invest in our people.

To do this successfully, WHA aims:

- a. To meet the statutory responsibilities for landlords as set out in the Housing (Scotland) Act 2014.
- b. To meet the standards as set down in the Scottish Social Housing Charter.
- c. To maximise the lettable life of the properties within the constraints of the financial resources available to the Association.
- d. To ensure adequate systems are in place to protect the health & safety and wellbeing of our tenants and meet all legal requirements relating to the repairs service.
- e. To keep accurate and up to date repair records for each property
- f. To collect and process information on repairs to ensure that progress can be monitored.
- g. To ensure the repairs service works in conjunction with other aspects of the housing service namely allocations and void management.

Maintenance Objectives

The objective of the repair and maintenance policy is to provide a customer focused repair service, which meets the needs of tenants and provides:

- Identification of repairs responsibilities
- Identification of repair categories
- Procedures for classifying repairs.
- Procedures for service provision
- Procedures for repair authorisation

- Procedures for repairs reporting
- Clear procedures for performance and cost monitoring.

1. Wellhouse – the Place to Be.

This simple statement is our vision of Wellhouse as an attractive place where people feel happy and safe, benefit from having a good home and an attractive environment and feel proud to be part of a vibrant community.

We believe that our values of Trust, Honesty and Integrity, Excellence, Accountability and Sustainability supported by a comprehensive policy framework will help make our vision a reality.

2. Governance

Wellhouse HA is a community controlled registered social landlord and is managed by a group of local people who are elected onto the Management Committee. Their role is to make sure that the Association is well run, meets the needs of the local area and is responsive to what is important to local people.

The Management Committee appoints senior staff, agrees all the Association's policies and takes all the key decisions. The Director and the senior team support the Committee in these responsibilities,

3. Policy – Aims

To set out the guidelines and determine the criteria by which the provision of Wellhouse Housing Association's comprehensive repair and maintenance service will be delivered.

4. Equal Opportunities Statement

We aim to ensure that all services, including the delivery of this policy, provide equality of opportunity.

We will respond to the different needs and service requirements of individuals. We will not discriminate against any individual for any reason, including age, disability, gender re-assignment, marriage, civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation, or other status.

5. Introduction

The purpose of this policy is to set out the guidelines and determine the criteria by which the provision of a comprehensive repair and maintenance service will be undertaken.

The Policy document covers the following tasks, which are backed up by procedure documents:

- Information on the repairs service
- Repair responsibilities
- Repairs categories
- Repair priorities and response times
- Reporting and processing repair requests

- Out of hours repairs
- Pre and post inspections
- Gas safety
- Management of asbestos
- Rechargeable repairs
- Alteration to property – tenant improvements
- Medical adaptations
- Void Management
- Tenant engagement and satisfaction
- Risk management maintenance
- Sustainability and action plans
- Insurance
- Maintenance contracts and procurement
- Owner Occupiers
- Performance monitoring and reporting
- Policy review

6. Policy Outline

- 6.1 Wellhouse Housing Association operates to meet its statutory obligations and the standards as set down within the Scottish Social Housing Charter and the requirements of The Scottish Housing Regulator, in the implementation of all its policies. Wellhouse Housing Association continuously seeks to meet its own Corporate Aims through the development and implementation of its policies. All Wellhouse Housing Association policies are operated to achieve its Strategic Objectives set out in its most recent Internal Management Plan.
- 6.2 The Policy will enable the Association to carry out its statutory responsibilities and meet our legal obligations as a Social Landlord. The primary aim of the Maintenance Policy is to set out the guidelines by which the Association will operate in order to preserve and maintain the condition of its housing stock and by ensuring effective and efficient repair and maintenance programmes are prepared and delivered on an annual basis, which also meets the standards set out in the Scottish Social Housing Charter and the Scottish Housing Quality Standard.
- 6.3 In producing this policy, the Association has consulted with local residents, the Management Committee and the Association's staff, which has ensured that a broad consensus has been achieved about the quality, reporting and monitoring of the repairs service. This policy seeks to clarify the responsibilities of both the tenant and the landlord, whilst acknowledging relevant legislation and good practice.
- 6.4 The policy ensures that the Association's properties are wind and watertight and meet the standards contained within the Scottish Housing Quality Standards and enables the Association to sustain and maintain our stock. The Association also has a duty to inspect the house and identify work necessary to comply with these statutory responsibilities and to inform the tenant of such work.
- 6.5 The Association must ensure that any required work is carried out within a reasonable time from the tenant notifying the Association, or of the Association otherwise becoming

aware that it is required, and make good any damage caused by the carrying out of the work.

- 6.7 The Association recognises the importance to tenants of a high quality repairs and maintenance service and will seek to ensure that repairs are carried out to the specified programme/ standards and are within locally agreed timescales.

7. Legal and Regulatory Requirements

This policy aims to be consistent with all relevant legal and regulatory requirements, including those set out below:

7.1 Legal Requirements

- Housing (Scotland) Act 2001;
- Housing (Scotland) Act 2006;
- Housing (Scotland) Act 2010;
- Housing (Scotland) Act 2014;
- Tenements (Scotland) Act 2004;
- Property Factors (Scotland) Act 2011;
- Gas Safety (Installation and Use) Regulations 1998; and
- The Electrical (Safety) Regulations 1994.
- The Construction, Design and Management Regulation 2015.
- Energy Efficiency Standards for Scotland 2014.
- Occupiers Liability (Scotland) Act, 1960.
- Control of Asbestos Regulations 2012.
- Building (Scotland) Act 2003.

8. Regulatory Framework

We will comply with the Scottish Social Housing Charter requirements relating to the provision of a reactive and planned maintenance service as noted below:

Outcome 2. Communication: Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

Outcome 3. Participation: Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

Outcome 4. Quality of housing: Tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) by April 2015 and continue to meet it thereafter, and when they are allocated, are always clean, tidy and in a good state of repair.

Outcome 5. Repairs, maintenance and improvements: Tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when the work is done.



Outcome 13. Value for money: Tenants, owners and other customers receive continually improving value for the rent and other charges they pay.

Charter Indicator 33: Percentage of factored owners satisfied with the factoring service they receive.

9. Access to policy information

Wellhouse Housing Association will ensure that its policies are made fully available to all tenants, applicants, members, persons or groups within its areas. Every effort will be made by Wellhouse Housing Association to support access and promote awareness of its policies by posting these on its website, developing summaries, guidance and information leaflets as appropriate.

10. Tenant involvement and consultation

Wellhouse Housing Association is committed to meet the requirements of the Housing (Scotland) Act 2014 in all of its policies and to meet the requirements of the Scottish Social Housing Charter. Wellhouse Housing Association will involve tenants in the development of its policies and seek feedback in appropriate circumstances. It will ensure that any material change to services affecting tenants in this and other policies will be the subject of consultation.

11. Policy monitoring

Wellhouse Housing Association is committed to ensure that adequate monitoring of the implementation of its policies is undertaken. This will be achieved through regular review by the Management Committee, customer/tenant feedback surveys and regular consultation with tenant/resident through the Tenancy Participation Advisory Service.

12. Risk Management and Assessment

Wellhouse Housing Association has a detailed Risk Management Policy in place and it will assess the risks to the Association in the implementation of each of its policies as part of its risk management strategy.

13. Procedures

Wellhouse Housing Association will develop a detailed set of procedures identifying actions, roles and responsibilities in the implementation its policies. These procedures will be subject to regular review, external and internal audit.

14. Training

Wellhouse Housing Association will ensure that its staff are properly trained in terms of their knowledge and understanding of statutory requirements and the requirements of the Scottish Social Housing Charter pertaining to its policies. It will ensure that appropriate staff are kept up to date with all procedures pertaining to the implementation of policies. The Management Committee will have access to training to ensure that it can maintain appropriate control and overview of the policy and procedures.

15. The Policy

15.1 Repairs Responsibilities

Repair responsibilities may fall within four broad areas:

- a. Tenant Responsibility
- b. Landlord Responsibility
- c. Other Agencies Responsibilities
- d. Mutual Responsibility

Repair responsibilities are published in the Maintenance section of our website.

15.2 Tenant Responsibilities

The tenants' responsibilities are detailed in the Tenancy Agreement between the tenant and the Association and for factored owners' responsibilities are detailed in the deeds of conditions.

The tenant is responsible for taking reasonable care of the house. This responsibility includes carrying out minor repairs and internal decoration, furnishings, appliances supplied by the tenant and the installation of those appliances, including any alteration to plumbing fixtures in order to accommodate the appliance, i.e. the plumbing in of automatic washing machine.

The tenant shall be responsible for damage to glass (unless it can be proven to be vandalism), damage to sinks or sanitary ware, the replacement of light bulbs and fluorescent tubes, replacing lost or broken keys/fobs, costs incurred through forcing entry through lost keys.

The tenant shall be responsible for ensuring that all front and rear gardens areas are maintained, i.e. grass, hedge and bush cutting where the garden is exclusive to the tenant.

The exception to this is where the Association carries out landscape maintenance in the back court areas of closes and shared bin access paths.

15.3 Landlord Responsibility

We take great pride in providing high quality homes. This means we must maintain our housing stock to a high standard, and carry out repairs and improvements efficiently. We are responsible for maintaining the structure and exterior of the property and for ensuring it is in a tenable condition. This includes:

- The maintenance of all installations provided for heating, water heating and sanitation and for the supply of water, gas and electricity
- Maintaining drains, gutters and external pipes (excluding blockages caused by tenant negligence)
- Internal and external walls, roofs etc.
- The internal structure i.e., walls, floors, ceilings, doors and doorframes (excluding decoration)
- Chimneys, chimneystacks and flues (excluding sweeping)
- Common areas such as closes, close doors, pathways, steps or other means of access
- Boundary walls and fences

15.4 Other Agencies Responsibilities

Where a fault affects a communal area such as a boundary wall, public road or footpath, street lighting, drain covers, grit bins, bollards, common grass areas including trees or affects the electricity or gas supply, the appropriate local authority roads department or gas/electricity company is responsible for rectifying the fault.

15.5 Mutual Responsibility

Mutual responsibility occurs where the Association is a joint owner with an interest in common for a property and where agreement is required from the other owners before work is authorised. These responsibilities are set out in the deed of condition for the property and the factoring agreement for the common property.

16. Repairs Categories

The Association has four categories for repair and improvements, which are as follows:

16.1 Repairs Categories and Definitions

- **Reactive**

Day-to-Day repairs, usually minor, which cannot wait for cyclical or planned maintenance programmes.

- **Cyclical Maintenance**

Maintenance work required on a regular basis to deal with the gradual deterioration of the property, its components and finishes, i.e., external paintwork, gutter cleaning, gas appliance servicing, electrical testing etc.

- **Planned Maintenance**

Non-routine maintenance work required to the property to deal with deterioration or failure, i.e. replacement of windows, external doors, kitchens, bathrooms, heating systems, rewiring and maintenance of roofs, walls etc.

Where Planned Maintenance works is not a statutory requirement, we will not carry out improvements to properties if:

- The property is in poor condition internally through negligence.
- There is money owed to the association through rent arrears, recharge repairs or court expenses.
- The tenant does not wish the works to be carried out.

Should a property be removed from one of our planned maintenance programs, we will replace the vacancy with a property from the following year's investment program. This will ensure that the associations meet the required investment unit numbers and does not have an impact of the 30 year maintenance planned.

Any property removed from our planned maintenance programs shall be reinstated into one of our future programs at the first available opportunity once they meet the above criteria.

• Improvements and Project Based Major Repairs

Work to provide components that are not already in place, for example, controlled entry systems, central heating and installation of double-glazing where only single glazing is in place and/or to address an issue within a building or common area. Improvement and Major Repair programmes may involve negotiation with owner occupiers and other parties who have an interest in the building or common area.

The Association operates its asset management strategy, including the delivery of its cyclical and planned maintenance programs, in accordance with the specification set down in the Scottish Quality Housing Standard. It shall adopt a systematic approach to carrying out required inspections, stock condition surveys, investment planning and installation or remedial works. We have achieved full compliance with the Standard, however will continue to monitor and maintain compliance in the future.

Work programmes for planned maintenance and project based major repairs are set out in our five year investment programme. Such works include replacing kitchens, bathrooms and central heating systems. The five year investment programme reflects the findings of our stock condition surveys.

The investment programme is published annually on the Association's website.

16.2 Repair Priorities and Response Times

Wellhouse Housing Association will prioritise reactive repair work on the basis of urgency.

The priority system will distinguish between:

- a) **Emergency Repairs-** Repairs which if left unattended would seriously affect the occupation of a property by posing a danger to the structure of the building, the health of occupants or neighbours or by making a property insecure.

Completed or made safe within 4 hours.

- b) **Urgent Repairs-** Repairs which if left unattended would interfere with the normal occupation and use of a property by a tenant.

Completed within 3 working days.

- c) **Routine Repairs-** Those repairs not included in the emergency and urgent categories and those that do not fall under the heading of Cyclical and Planned.

Completed within 10 working days.

- d) **Right to Repair**

Qualifying Repairs (Response times as set out in the Housing (Scotland) Act (2001), (1 to 7 days). Full details of the Right to Repair scheme are contained in section 14 of this policy document.

In accordance with the requirements of the Scottish Housing Regulator and the Scottish Social Housing Charter, Wellhouse Housing Association regularly reviews our repairs timescales to ensure we are operating in line with peer organisations, regulatory guidance and good practise.

The Association shall respect the needs of tenants that are frail, vulnerable or disabled, and as far as practical, adopt flexible working practices that recognise their particular requirements.

16.3 Reporting and Processing Repair Requests

Tenants will be able to report reactive, that is day-to-day repairs, to the Association by the following methods:

- Personal visit to the office
- By telephoning the office on 0141 781 1884 **select option 2**
- By telephoning the emergency repair service out of hours via the following telephone numbers
 - **Plumbing Repairs- Scotia- 0141 771 9600**
 - **Heating Repairs - Saltire- 0330 202 0444**
 - **All Other Trades- City Building- 0800 595 595**
- By accessing the Associations website: www.wellhouseha.org.uk
- By speaking to a member of the Association's staff out with the office.
- By e-mail to either info@wellhouseha.org.uk repairs@wellhouseha.org.uk or click on the "report a repair" link on our website.

On reporting a repair tenants will be advised:

- a. The priority category given to the repair and the response time for this repair.
- b. Whether the repair is a qualifying repair under the Right to Repair legislation and, if so, the procedure and the timescales that apply and how compensation will be paid if the timescales are not observed.
- c. For all non-emergency repairs tenants will be offered an appointment slot at the time of reporting a repair. Appointments are available Monday to Friday with time slots:
 - AM - (8am to 12pm)
 - PM - (12pm to 5.00pm)

16.4 Out of Hours

The Association operates an emergency repair service out with office hours, which is carried out by the following contractors:

- **Plumbing Repairs- Scotia- 0141 771 9600**
- **Heating Repairs - Saltire- 0330 202 0444**
- **All Other Trades- City Building- 0800 595 595**

Emergency Repairs are incidents which present circumstances that constitute a safety hazard or which make a property uninhabitable. This will include, but not be restricted to, incidences of fire and flood. Work to remedy interruption to mains services i.e., electricity, gas, water; and Right to Repair items with a one-day completion time shall also be placed

in this category. Contractors will be instructed to attend within 4 hours of the repair being reported, and work to remove danger and return main services will be attended to within 24 hours. Any follow up work may require to be allocated a completion category timescale that reflects the extent and nature of the work required

Clear information on the emergency out of hour's telephone numbers will be published in the Association's regular newsletters to tenants and available on the Association's website.

17. Pre & Post Inspections

17.1 Pre Inspections

In specific cases the Association will pre-inspect repair work; the Association target for pre-inspection is 10% of all reported repairs. Such cases of pre-inspection will include circumstances where:

- a. The repair cannot be diagnosed from the information provided by the tenant
- b. The repair is recurring regularly and may have been misdiagnosed
- c. The repair may have been caused as result of damage by the tenant, for which the tenant may be charged.
- d. There are structural problems with the property.

Where a repair is to be pre-inspected, the tenant will be advised in advance and an access time arranged.

17.2 Post Inspections

The Association complete post inspections on a sample of completed repairs, which is an essential part of performance monitoring within maintenance. Homemaster automatically generates 10% post inspections of all completed maintenance jobs. We post inspect 100% of all planned and major works contracts.

Post inspection targets are as follows:

Minimum of 20% post inspection of all new contractors on reactive maintenance for initial 3 month period.

- a. 100% of all work with an invoice value over £1500.
- b. Minimum of 10% post inspection on all reactive repairs (Automatically generated)
- c. Minimum of 5% post inspection on gas maintenance using an independent assessor.
- d. 100% of repairs under customer complaint procedure.
- e. 100% of all void property repairs.
- f. 100% of disabled adaptation repairs.
- g. 100% of planned and major repairs.

The aim of post inspections is:

- To ensure the provision of an efficient and effective maintenance service.
- To provide Association tenants and other service users with a high level of customer satisfaction within maintenance services.

- To ensure value for money within maintenance services.
- To ensure contractors are performing to the required standards.

18. Gas Safety

In accordance with the Gas Safety Policy, Wellhouse Housing Association complies with its obligations under the Gas Safety Regulations by ensuring the annual inspection and service of all gas appliances in our properties including the production of a Landlords' Gas Safety Certificate for all appliances.

In fulfilling its legal responsibilities, the Association shall pursue a clearly defined process in order to secure access to properties for the purpose of enabling servicing work to be carried out. Where necessary, this shall include taking appropriate action to gain entry. Full details are contained within the Gas Safety Policy and Procedures.

19. Asbestos Management

Wellhouse Housing Association operates an Asbestos Management Policy in order to ensure compliance with the Control of Asbestos Regulations 2012. The Asbestos Management Policy includes the Asbestos Register which details the results of surveys we have carried out and details of where asbestos has been removed or made safe. We instruct surveys to be undertaken in all properties where the presence of asbestos is suspected.

20. Rechargeable Repairs

Wellhouse Housing Association as a landlord is responsible for ensuring its properties are kept in a well-maintained condition. Where repairs are necessary the Association will carry these out in line with its stated Maintenance Policy and Procedures.

However, in cases where the repair is a result of neglect or misuse by the tenant or a member of the tenant's household then the responsibility for these repairs must lie with the tenant. The Association's Rechargeable Repairs Procedure seeks to identify and clarify the conditions under which the Housing Association will pursue recovery of these costs.

These will be dealt with in accordance with the Rechargeable Repairs Procedure.

21. Alteration to Property – Tenants Improvements

Tenants considering making alterations to their property must first get the Association's written permission prior to carrying out any alterations to the property. The Association will not refuse permission unreasonably. The Association may grant permission with conditions including conditions regarding the standard of the work.

The Association operates a scheme for reimbursement of costs against specific statutory improvements and will pay compensation at the end of a tenancy provided the Association has received written permission to carry out the improvements and permission was obtained.

The amount of compensation paid will depend on the length of time between the installation of the improvement and the end of tenancy.

Compensation will be restricted to a maximum of £3,000.

Permission to carry out an alteration to property will not be unreasonably withheld.

Full details are contained within the Tenancy Agreement – Tenant Improvements Application Form.

22. Medical Adaptations

Wellhouse Housing Association shall support and assist the carrying out of works which will enable independent living and enhance the quality of life of tenants with particular mobility or other impairments. In doing so it shall follow best practice and regulatory guidance in relation to procurement of works; and aim to ensure such adaptations are carried out quickly and competently. Detailed and accurate records about adapted properties shall be maintained to enable implementation of appropriate maintenance regimes; and to enable informed decisions to be made about their future allocation to other tenants.

Grant funding for adaptations is allocated by Glasgow City Council on an annual basis. Where there are insufficient funds to meet the demand of our tenant's requirements, Wellhouse Housing Association will explore all other available options to secure additional grant funding.

Wellhouse Housing Association will action requests for adaptations as they are received and make funding requests retrospectively. In the event of a change of funding circumstance, e.g., a cap on funding by Glasgow City Council, the Management Committee will be asked to re-evaluate this policy.

The Association will only refuse to carry out adaptive work in exceptional circumstances. This will include when:

- The location of the property or property layout and type makes it unsuitable for the long-term use of the tenant requesting the adaptation.
- The adaptation is technically difficult to achieve without detriment to the property and other tenants.
- Funding is not available.
- The specific advice from relevant agencies is that the proposed adaptation would not be appropriate.
- Where appropriate the Association will discuss alternative housing options open to the tenant.

23. Right to Repair

All tenants of public sector and Registered Social Landlords have a statutory "Right to Repair" as determined by the Housing (Scotland) Act 2001. Wellhouse Housing Association delivers its statutory responsibilities on "Right to Repair" by including the statutory requirements within the repairs and maintenance policy as an integral part of the repair service.

The Scheme covers certain repairs up to the value of £350. These repairs are known as qualifying repairs and they include:

| Right to Repair: Qualifying Repairs | |
|--|-----------|
| Qualifying Repairs | Timescale |
| Unsafe power of lighting sockets or electrical fittings | 1 day |
| Loss of electric power | 1 day |
| Part loss of electric power | 3 days |
| Blocked flue to an open fire or boiler | 1 day |
| External windows, doors or locks which are not secure | 1 day |
| Loss or part loss of space or water heating if no alternative heating is available | 1 day |
| Toilets which do not flush (if there is no other toilet in the house) | 1 day |
| A blocked sink, bath or basin | 1 day |
| Loss of water supply | 1 day |
| Part loss of water supply | 3 days |
| Significant leaking or flooding from a water of heating pipe, tank or cistern | 1 day |
| Unsafe access to a path or step | 1 day |
| Unsafe timber flooring or stair treads | 3 days |
| Loose or detached banisters or handrails | 3 days |
| A broken mechanical extractor fan in a kitchen or bathroom, which has no external window or door | 7 days |

23.1 Wellhouse Housing Association will give tenants details of the Right to Repair scheme in the Right to Repair leaflet and the quarterly newsletter. This will include details of qualifying repairs, the statutory timescales within which the repairs should be carried out and contact details for the alternative contractor. Tenants will also be advised at the point of reporting a repair whether it is a qualifying repair under the Right to Repair scheme.

23.2 Where the main contractor fails to carry out the repair within the time limit set, the tenant can instruct the landlord's second contractor to carry out the repair. The landlord will pay £15 compensation to the tenant for the inconvenience. The second contractor has the same length of time to carry out repairs as the main contractor. If they do not carry out the repair within the time limit set then the tenant will be entitled to another £3 compensation for each working day until the repair has been completed. The maximum amount payable for any one repair will be £100.

23.3 Where the following circumstances apply compensation will not be paid:

- Where reasonable access was not given to carry out the repair at the time agreed with the tenant.
- Where the repair was made safe whilst awaiting specialist components.
- Where the Association's contractor is unable to complete the repair due to circumstances out with the Association's control i.e., due to exceptional weather conditions, power failure, fire or flood. The Association will advise the tenant of any temporary arrangement made and the extended qualifying repair timescales.
- Where the Association has carried out a temporary repair within the agreed response time to prevent the immediate threat to the tenants health, safety or security. The Association will advise the tenant of any temporary arrangements made and the extended qualifying repair timescale.

- Repairs within the “defects liability period” and which are the building contractor’s responsibilities, i.e. the first year of a new building.

24. Void Management

In accordance with the Scottish Social Housing Charter and the requirements of the Scottish Housing Regulator, the aims of the Void Management Policy is to ensure an effective and efficient re-letting process is in place.

24.1 Void Classification

Properties void at any one time can be broken into the following categories:

- Available for let – this means that the void property has had any re-let maintenance work completed and is available for occupation.
- Under repair – although the tenant has vacated the property, the re-let maintenance work is still in progress.
- Major Repair- This means the that the void property has a repair which requires a substantial amount of works to be completed such as- building warrant works, structural works, major rot works, asbestos removal etc.

24.2 Targets

To retain the annual rental income lost during the year through voids to the target set by the Management Team contained in the Operational Plan. This does not include voids held for major repairs.

24.3 Turnaround Targets

All voids work, which includes minimal repairs and standard safety checks up to letting by Housing Management, shall be completed within the target timescales, set by the Management Team contained in the Operational Plan supported by the Void Policy.

The Association operates a voids procedure, which further details the timescales and target turnaround times for the various categories of work.

Target cost limits have been set in order to assist monitoring and budgeting of void expenditure.

24.4 Funding

Expenditure on voids will be funded from the void budget unless recoverable under the Rechargeable Repairs Procedure.

24.5 Procedures

To achieve this overall target, comprehensive procedures, including timescales are contained within the Void Management Procedure Document.

24.6 Monitoring of Performance

Details of voids will be presented to the Management Committee on a quarterly basis; this information will include turnaround timescales and void expenditure. The Assets & Maintenance Manager will monitor the effectiveness of the Policy on an ongoing basis.

In accordance with the Engagement Strategy Policy, Wellhouse Housing Association aims to deliver the highest quality of housing services and customer care to residents by providing a sensitive and efficient management and maintenance service to our tenants and owners.

25. Tenant Engagement and Satisfaction

To do this successfully, Wellhouse Housing Association is committed to engaging effectively with people who use, or want to use our services, so that

- All of our services are informed by feedback and
- Improvement is driven by tenant/resident expectations

Wellhouse Housing Association aims to achieve a high level of tenant satisfaction within the maintenance and repairs service, which it provides. The Association is committed to offering a range of opportunities to tenants/residents to make it easier for them be informed of and to provide feedback on our services and their level of satisfaction including:

- **Tenant Satisfaction Surveys** – Every quarter Wellhouse Housing Association will commission an external organisation to carry out a formal satisfaction survey;
- **New Tenant Surveys** – All new tenants are asked to participate in a New Tenant Survey to provide feedback on their level of satisfaction with their home;
- **New Development and Major Works Surveys** – At the completion of new build developments and major works projects, affected tenants and residents are asked to provide feedback on their level of satisfaction with their new home/improvements to their existing home;
- **Customer Opinion Panel** – The panel is made up of our service users to consult on a variety of issues and services;
- **Complaints** – Anyone can complain if they feel we did not deliver our service to their satisfaction. We aim to handle complaints and comments in accordance with the expectations of the Scottish Public Services Ombudsman (SPSO), and full details of the complaints process are contained within our complaints procedure. The complaints procedure can be accessed on our website;
- **On-Line** – Wellhouse Housing Association publish information about our performance and tenant/resident feedback on our website. The website also provides the facility for tenants to provide feedback on services by using the info@wellhouseha.org.uk email.
- **Social Media** – Wellhouse Housing Association has established a social media presence to facilitate communication between service users and the Association;
- **Newsletters** – Wellhouse Housing Association publish quarterly newsletters for all tenants and residents to provide articles on what's happening in Wellhouse and inform of changes to the operating environment.

- **Face to Face Contact** – Tenants and residents can visit our office for pre-arranged interviews and can also call into the office to speak to staff;
- **Leaflets** – Wellhouse Housing Association publish leaflets on individual services. These leaflets are available from our office;
- **Tenant's choice** – Whenever possible we will involve tenants in choices relevant to their property when planned maintenance or improvements take place, e.g., bathroom wall boards, kitchen units and worktops, close painting colours, common close floor coverings;
- **AGM** – Wellhouse Housing Association hold an annual general meeting that is open to all members;
- **Management Committee Membership** – Tenants and residents are encouraged to consider standing for election to the Management Committee;

The Association will use the feedback from tenants to ensure continuous improvement in both the contractors' and the Association's performance within the repairs and maintenance service. The information will also be used to ensure continuous improvement in the Association's Maintenance Policies and Procedures to maintain a high level of service.

The Association's Management Committee will be informed of performance standards achieved on a quarterly basis.

26. Risk Management - Maintenance

With a high proportion of the Association's income spent on maintenance, the Association will review its Risk Management in maintenance in line with the Risk Management Policy.

Below are keys factors, which will be considered throughout maintenance services procurement and service delivery to reduce the risk of tenant dissatisfaction within the maintenance service:

- Establish and implement a comprehensive reactive maintenance policy and procedures, including the awarding of maintenance contracts to approved contractors;
- Ensure that the annual cyclical and planned maintenance programmes, as required by property inspections, are completed by due dates;
- Establish a quality specification for major improvements, from which the brief for each project is drawn. The specifications will be reviewed as required.
- Ensure the appointment of competent consultants and contractors from the approved lists through adherence to the Association's Procurement Policy;
- Ensure the responsibilities of consultants and supervising contractors are clearly defined and all have the necessary insurances before confirmation of appointment;
- Ensure that all tender documents are comprehensive, detailed, unambiguous, and clearly define the contractors' responsibilities;

- g. Implement the results of the Stock condition Survey, undertake a rolling programme over 3 years of property inspections 30% per year, and ensure any revised costing is updated in the association's 30 Year Maintenance Plan Projections;
- h. Ensure effective supervision of each project through regular reports and meetings, including progress and cost reports as appropriate;
- i. Identify repairs for which the Association is not responsible and report to the Finance and Housing Management Sections to reclaim the cost from the tenant/owner;
- j. Monitor tenant satisfaction through periodic surveys, telephone surveys and face to face visits;
- k. Minimise the risk of liquidation or early contract termination through establishing the viability of contractors invited to tender and retaining a proportion of each authorised payment to the contractor until the defects liability period is completed;
- l. Where appropriate establish, as part of the contract arrangements, effective defects period procedures and ensure these are adhered to.
- m. Where appropriate establish, as part of the contract arrangements, and in association with the Housing and external Development Manager, effective hand-over procedures to minimise the time required for letting and potential loss of rental income.

27. Sustainability and Action Plan

The Association's Sustainability Policy encourages development and improvement of our housing stock to increase efficiency and reduce energy consumption.

Reviewing the maintenance policy and procedures in light of environmental consequences is an important step in providing a sustainable approach to managing housing stock.

Maintenance/Renewal life cycles adopted for dwellings and their components tend to reflect mortgage terms (30 years is the most commonly quoted figure) rather than the actual lifespan of maintained construction.

Components often outlast their predicted lifespan and are needlessly replaced on manufacturers' recommendations or on the basis of established maintenance schedules rather than through rigorous inspections of individual items.

The Association, through stock condition surveys and regular updates to its life cycle data, will ensure that significant embodied energy can be saved through accurate and evidence-based maintenance schedules, which are demand led rather than predicted and provided for.

When establishing future maintenance/planned maintenance contracts we must consider the following within the specification:

- a) Climate change: check if drainage is strong enough to withstand increasing storm damage and rain.
- b) Local sourcing: source local contractors and materials and encourage local employment.
- c) Waste minimisation: ensure all contractors provide waste minimisation plans.
- d) Water conservation: ensure all new kitchens and bathroom fittings are water conservation products.
- e) Environmental products: build up database of environmental products.

28. Insurance

The Association holds comprehensive buildings insurance for all properties in its ownership; this does not cover the tenants' contents.

Tenants are offered the Thistle Tenant Risks contents insurance scheme.

29. Maintenance Contracts and Procurement

All contracts are procured in line with the conditions set out in the Procurement Policy. We comply with **all** Procurement rules by making sure the procurement process is transparent, fair, non-discriminatory, offers mutual recognition to suppliers from all member states and the assessment proportional to the value of the contract.

The Association maintains an approved list of consultants and contractors for maintenance work and has effective and accountable procedures for including and removing firms from this list.

29.1 Selecting our Contractors

We will recruit 3 contractors per main trade to our Approved List of Contractors this will be approved by our Management Committee annually. Each contractor will be required to assure the Association that:

- they have necessary insurances (annual check)
- their hourly rates are competitive and that they charge reasonable rates for materials.
- they are members of appropriate trade bodies.
- they have appropriate trading body certification.
- they have an adequate labour force.
- they have an appropriate equal opportunity policy.
- they can supply good references.
- they disclose relationships with staff or committee. (annual certification)
- they follow the Association's Code of Conduct.

29.2 It is the policy of the Association to have in place an approved list of contractors which is reviewed on an annual basis to ensure high performance, efficiency and value for money. It is good practice for management committee to note and approve the list annually.

30. Owners Occupiers

In accordance with Wellhouse Housing Associations Factoring Statement of Service, the Association will regularly liaise with owner-occupiers who, under their deed of conditions, are obliged to contribute to the cost of shared repairs and maintenance.

The Association will inform all owners, in writing, of any anticipated costs, in excess of £600 per Close or household, in advance of any contract work being authorised except in the case of emergency repairs where notice will be retrospective.

Owner-occupiers will also be notified in writing of the completion of any common repairs relevant to their property under the value of £600.

The Association sets out procedures for commissioning consultants and contractors for maintenance work that ensures quality and value for money.

The Association reviews procurement arrangements on a regular basis to ensure continuing high standards and value for money.

31. Monitoring and Performance

The Association shall maintain internal information systems which are based around ensuring effective monitoring, control and reporting of its repairs and maintenance activities. Comprehensive records of all repairs and maintenance work shall be held with a view to demonstrating transparency in the way work has been carried out and authorised.

The Association will monitor repairs and maintenance performance using both regulatory and key performance indicators (KPIs).

31.1 Regulatory Performance Indicators

- Number and percentage of repairs completed within the Association's target timescales.
- Average time taken to complete emergency repairs.
- Average time taken to complete non-emergency repairs.
- Satisfaction with repairs and maintenance services
- Percentage of repairs completed right first time.
- Number of appointments made and adhered to
- Number of properties with gas appliances that have a current gas safety certificate
- Total stock failing the Scottish Housing Quality Standard (as at 31 March)

- Number of medical adaptations completed and average length of time taken to complete applications for adaptations

31.2 Local Indicators

- Repair pre and post inspections carried out.
- Void repair timescales
- Locally agreed timescales for Emergency, Urgent and Routine Repairs

Regular performance, financial monitoring and statistical reports shall be presented to the Management Committee. The structure and content of these reports shall be reviewed periodically to ensure Committee members are able to make informed strategic decisions.

32. Policy Review

The Association's Maintenance Policy will be reviewed and amended as necessary due to changes in Legislation or Regulations or every three years.

This policy will be subject to an Equality Impact Assessment at the next review

MAINTENANCE POLICY SUPPORTING PROCEDURES

- Gas Safety Policy
- Asbestos Management Policy
- Rechargeable Repairs Procedures
- Medical Adaptations Procedures (in progress)
- Complaints Procedure
- Void Management Policy
- Alteration to Property – Tenant Improvement Application Form
- Emergency Procedures
- Minimum Standards in House Condition Procedures
- Repairs & Maintenance Procedures
- Scottish Secure Tenancy Agreement

APPENDIX 2**SCOTTISH SOCIAL HOUSING CHARTER
PERFORMANCE INDICATORS**

The Association assesses the quality of reactive repairs and planned maintenance services and reports against the following range of indicators specified in the Scottish Social Housing Charter.

| | |
|----------------------|---|
| Indicator 7: | Percentage of stock meeting the Scottish Housing Quality Standard; |
| Indicator 8: | Percentage of properties at or above the appropriate NHER or SAP rating specified in element 35 of the SHQS; |
| Indicator 9: | Percentage of tenants satisfied with the standard of their home when moving in; |
| Indicator 10: | Percentage of tenants satisfied with the quality of their home; |
| Indicator 11: | Average length of time taken to complete emergency repairs; |
| Indicator 12: | Average length of time taken to complete non-emergency repairs; |
| Indicator 13: | Percentage of reactive repairs carried out in the last year complete right first time; |
| Indicator 14: | Percentage of repairs appointments kept; |
| Indicator 15: | Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date; |
| Indicator 16: | Percentage of tenants who have had repairs or maintenance carried out in the last 12 months satisfied with the repairs and maintenance service; |
| Indicator 22: | Percentage of approved applications for medical adaptations completed during the reporting year; |
| Indicator 23: | The average time taken to complete adaptations; |

Contextual Indicators

Indicator C13: Average number of reactive repairs completed per occupied property;

Indicators C24-C31: Scottish Quality Housing Standard

| | |
|-----------------------------|---|
| Management Committee | 22 February 2023 |
| Agenda Item | 12 |
| Title of Paper | Operational Update Report |
| Author | Management Team |
| Appendices: | SHR Update on Tenant and Resident Safety Survey |

FOR INFORMATION AND DECISION

EXECUTIVE SUMMARY:

1. Director – Main Issues

Development

Director met with CAF bank on 09 February 23 to discuss lending for future development. It was a very constructive meeting and allows us to benchmark in due course with our existing lenders. CAF bank will attend a future SMT and then a committee meeting.

EHRA

EHRA minutes and papers circulated separately.

A planning day took place on 8 February 23, attended by the chair and director. This set the framework for refreshing the vision and mission for EHRA and carried out a SWOT and PESTLE analysis. When the papers are received, these will be circulated. Each member of EHRA should ideally have 2 reps on committee, so another volunteer is sought.

EVH

EVH monthly newsletter circulated separately.

All other Director updates can be found in the confidential paper.

2. Housing & Customer Services Manager – Main Issues

Training/HomeMaster

- We have a monthly HomeMaster super user meeting in place. This is for cross department working, sharing best practices, and putting action plans in place to make best use of HomeMaster.
- We are engaging with HomeMaster to update our systems with auto-entitlement and attachment transfer. It has been advised that both should be completed before end of March at the latest.

Trust Honesty Integrity Excellence Accountability Sustainability



- Continuing to develop HomeMaster on a daily basis.

Rent & Debt Management

- The collection is high priority, and we are working to big year end push to do as much as we can to maximise income.
- House visits have increased, and we will continue to be out visiting tenants and engaging.
- Rent increase exercise now begins and all letters planned to be issued on 27/2/23.

Welfare & Advice update

- We submitted a funding application proposal to the SFHA Winter Hardship fund for a grant of £25K, to support tenants experiencing food crisis / food insecurity. This is a joint bid with Easthall Park Housing Co-operative. We propose to work in partnership with Easthall Park Housing Co-operative and our mutual community delivery partner, Easthall Residents Association, to identify & support tenants of both Wellhouse Housing Association and Easthall Park Co-operative experiencing high levels of food insecurity. The funding would be used to purchase 500 x £50 local supermarket vouchers to distribute to tenants. The fund requires a targeted approach and if successful we would target those most in need, we will target tenants who have accessed the free pop pantry, Income Advice Service, and those who have recently requested a foodbank voucher. If successful, all funding must be spent by 31st March 2023. We expect to receive a decision from the funder in the coming weeks.
- The Income Advice Officer recently managed to engage with a tenant facing eviction. A decree had been granted only weeks prior to the client making contact to access the fuel fund. The IAO assisted the client to apply for a DHP backdated from April 2021 and assisted them to gather the necessary proof of income. The tenant has been awarded 2 years of under occupancy charges and a DHP covering a non-dependent charge for 1 year. We expect a considerable backdated payment from GCC to reduce the tenants' rent arrears.

Allocations & Voids

- We have allocated 3 properties since 9 January 2023 and have 4 more lets scheduled to be let by Friday 17 February 2023.
- We currently have 14 (which include the 4 to be let above) void properties. These have been allocated and we await works being completed and dates of entry.
- We will continue to work closely with the repairs team to minimise re-let times and void loss. We meet with the repairs team weekly on a Monday to prioritise voids for that week.

Estate Management / Community

- The Housing Services Team are more present in the estate and carrying out estate visits which is increasing our estate management. We have seen some improvements in the area.

Trust Honesty Integrity Excellence Accountability Sustainability

- Glasgow City Council had a street sweeper in our area and several streets were attended and that staff have noted that this has improved these areas.
- The team have been carrying out annual house inspections where access is granted, this will be a continuous piece of work.
- Housing Services team and Estate Wardens carried out a trial litter pick on Wellhouse Crescent which made quite a difference.
- We are planning, as a whole staff team, a community litter pick which we are encouraging residents and local partners to get involved with. We are also exploring the opportunity to include a possible easter egg hunt or other community event to coincide with the litter pick.
- We continue to engage with GCC to tackle problem areas and contaminated bins etc. A pilot may be introduced to a particular street to address the bins and refuse but this is in early stages.
- We had a successful COP meeting on 3/2/23 and will continue to work with the group for the benefit of the community.

3. Assets & Maintenance Manager – Main Issues

- Estates warden recruitment, The job has been readvertised at the beginning of February with a closing date of 3rd March.
- I attended the first ERA Maintenance Meeting on the 21st of February.
- ECIRs are continuing and access is currently good.
- Gutter cleaning and Roof anchor testing is complete.
- Condensation Dampness there has been an increase in the number of these reported and several staff members attended a training course run by ALCHO/SFHA. We are also arranging some in house training for all front line staff.
- Please find attached an update on Tenant and Resident Safety Survey from the SHR.

4. Finance & Corporate Services Manager – Main Issues

- Work was carried out on Version 3 of the 2023/24 budget and is a separate paper being discussed
- Internal audits on Factoring Services and the review of the recommendations from previous audits were carried out recently and will be presented by Wylie Visit at a future Audit and Risk Committee meeting in May 2023
- The initial planning meeting for the external audit took place between Azets and Wellhouse Housing Association. An interim audit will take place commencing the 1st March 2023 with the work on the final audit scheduled for week commencing 24th July 2023
- Although not being presented at this meeting management accounts to 31 January 2023 have been prepared. The key headlines of the figures are:
 - Surplus £72k more than budget at £584k
 - Voids are £12k above budget due to time being taken for meter resets
 - Staff costs are 34k under budget due to a vacant post for most of year

Trust Honesty Integrity Excellence Accountability Sustainability

- Management expenses are £35k over budget mainly due to higher energy costs and professional fees
 - reactive Maintenance costs £71k over budget due to volume of repairs and void conditions
 - Cyclical maintenance £150k underspend due to timing of some annual contracts
 - Planned Maintenance £57k underspend
 - Loan covenant cover at 359.37% (110% target)
 - There is an adverse cash movement of £43k from 31 march 2022 mainly supported with the 402k investment in component replacements
 - Bank balance is £3.1m
-
- The Audit and Risk Committee is planned for Thursday 23rd February 2023 and the chair of the committee will provide a verbal update on the matters discussed.

Sent by e-mail

30/01/2023

Dear colleague,

Update on Tenant and Resident Safety Survey

I am following up on our proposals to carry out a further survey of all social landlords on tenant and resident safety.

As you are aware, we carried out a survey of all landlords around this time last year as part of our annual risk assessment to help us address gaps in the information and assurance that we get routinely from landlords on this very important issue.

Last year's survey provided us with valuable assurance about how landlords satisfied themselves their systems, policies and procedures and working practices ensured compliance with health and safety requirements. We provided more information on the outcomes from this in the Summary Outcomes document that we published at the end of March 2022 following the conclusion of our annual risk assessment.

We were considering carrying out this survey again this year as part of our annual risk assessment, again to help us address gaps in the information that we currently routinely receive from landlords. To reflect feedback we had from the sector last year around the timing of the survey, we had hoped to be able to carry out the survey before Christmas. However, our discussions on the scope of the survey with some stakeholders have meant that this has not been possible.

We have therefore considered our position on this further and decided not to carry out the survey this year. Tenant and resident safety however remains a critical priority for us so we intend to take forward a number of strands of work both in the short and longer term to ensure that we are able to get the appropriate assurances that we need from landlords on this issue:

- We will contact individual landlords as part of this year's annual risk assessment where we have identified gaps in the assurance we need and we will seek additional information from these organisations where appropriate. For example, in the last ARC return, we asked landlords to tell us in the comments box if they are not complying with EICR regulations and to tell us what their plans were to address this. A number of landlords told us that they were not compliant but did not provide the detail that we had asked for so we will follow this up.

- We are planning to recommence our programme of Annual Assurance Statement visits during 2023/24 and as a key focus of these visits we will consider how governing bodies have assured themselves about tenant and resident safety. We will publish a lessons learned report on these visits which will hopefully share any good practice we find with all landlords on this issue.
- You will be aware that we wrote to landlords before Christmas on the issue of mould and dampness and we will continue to expect landlords to tell us when they have reviewed their systems to ensure that tenants homes are not affected by mould and dampness and that they have appropriate, proactive systems to identify and deal with any reported cases of mould and damp timeously and effectively.
- We will ask all landlords to make an explicit statement in their Annual Assurance Statements that should be submitted to us by 31 October 2023 on their compliance with their obligations in relation to tenant and resident safety. We will provide advice to landlords on the information that should be submitted in the Annual Assurance Statement and will also share this with yourselves as well.
- In the 2022/23 ARC form due to be submitted to us by 31st May, we will make the Housing Quality and Maintenance comment field mandatory. This means we will expect landlords to provide detailed comments on their performance. We are particularly interested in any non-compliance with electrical, gas and fire safety and plans to address this. We will update the technical guidance to reflect the requirements.
- We are actively considering how we can collect relevant tenant and resident safety information through the ARC return going forward and will consider this as part of our forthcoming review of the Regulatory Framework. Again, we will discuss this with you.

In the meantime, if you want to discuss any of this, please do not hesitate to contact me.

Yours Sincerely

Nicola Harcus

Assistant Director of Regulation