



Business Plan

Year 2

2021/2022 to 2023/2024

Approved 25th April 2022

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1. INTRODUCTION

1.1 This Business Plan is the Year 2 position of our 3-year Business Plan. It provides a comprehensive overview of Spire View Housing Association Limited (SVHA) and the environment in which we operate. This has been prepared by the Management Committee, leadership and staff team and informed by the views of key stakeholders, having reviewed and agreed the strategic direction of the organisation over the medium term to achieve our long-term mission.

1.2 Our business plan is a key strategic document which communicates our vision and objectives, and how we will achieve those objectives. The plan articulates the strategic direction and ambition of the Committee as the governing body of the organisation. It provides a framework for action which communicates to customers, staff and key stakeholders what the organisation aims to achieve over the 3 years of the Plan. It also provides an overview of where we want to get to and how we will get there via our annual Delivery Plan for 2022/23.

1.3 We have prepared this Plan cognisant of the Scottish Housing Regulator's Recommended Practice for Business Planning of December 2015, the Supplementary Advice for Landlords in Response to COVID-19 and the Regulatory Standards of Governance and Financial Management. It has also been prepared in conjunction with Copperworks Housing Association.

1.4 The Business Plan Process

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

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

1.4.2 All of this has allowed us to produce a new Business Plan that is owned by the Management Committee and staff team and reflects the needs and aspirations of our customers and key stakeholders.

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

- Our strategic ambitions for the remaining term of the plan.

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

1.4.4 Every three years, we will conduct a comprehensive review of the strategic plan with the next due in 2023/24 or earlier if deemed appropriate.

2. MISSION, VISION AND VALUES

2.1 Mission Statement

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

2.2 Vision

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

2.3 Values

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

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

3. EXECUTIVE SUMMARY

- 3.1 Since our formation in 1989, we have built a solid tradition of driving positive change in the community through housing led regeneration and good service provision. Our stock is comprised of 581 self-contained properties. We acquired funding from the Scottish Government and Big lottery, as well as a number of other smaller funders to build a community facility in Royston (Roystonhill Community Hub) which opened in the Summer of 2019 and through this we will continue to build strong and positive bonds with key stakeholders in the area where possible.
- 3.2 This Business Plan aims to ensure that we focus on providing an excellent housing management service, repairing and maintaining our properties to a high standard in line with the targets set by the Scottish Housing Regulator. We will ensure the long term financial health and viability of the organisation and will drive a greater focus on efficiency and value for money.
- 3.3 This Plan aims to ensure and support excellent and sustainable services to our tenants. To achieve this, an updated set of interlinked strategic objectives have been set, underpinned by clear delivery plans for the coming year. These fully reflect the opportunities and threats in the evolving external environment in which we operate and the current internal strengths and weaknesses of the Association.
- 3.4 This plan flows directly from a joint strategy day held in November 2020 where Spire View Housing Association and Copperworks Housing Association agreed strategic objectives for the period 2021/22 – 2023/24. Our strategic objectives can be summarised as follows;

Objective 1: We will maintain and enhance strong strategic governance.

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

Objective 3: Provide Quality Homes in an Attractive Environment

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

Objective 5: Develop our Leadership and Staff

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

4. WHO WE ARE AND ACHIEVEMENTS TO DATE

4.1 Our History

- 4.1.1 Spire View Housing Association Limited (SVHA) is registered under the Co-operative and Community Benefit Societies Act 2014, a Scottish Registered Charity and registered with the Financial Conduct Authority (FCA). We are a Registered Social Landlord (RSL) registered with the Scottish Housing Regulator since 1988. We hold charitable status and employ 14 people. Our turnover for the year ended 31 March 2021 was £2.599m.
- 4.1.2 SVHA was formed as a result of a merger between James Nisbet Housing Co-operative and Garngad Housing Association in 2002. As a result, SVHA owns and manages 581 homes providing all core landlord services to our tenants (rent collection, allocating homes, repairs and investment to our properties and environment, resolving neighbour disputes as well as tenancy support, financial capability and money advice).
- 4.1.3 We also provide factoring services to 13 owners and sharing owners within our area of operation. This involves looking after property maintenance and landscaping, where we arrange works and services in areas of common ownership and issues invoices and recover costs for these activities.
- 4.1.4 Since October 2011 Spire View has had in place, staff service sharing arrangements with our neighbours at Copperworks Housing Association. Following a review of the organisational staffing structures in 2016/2017, 5 members of Spire View staff are now shared with Copperworks. In return, Copperworks share 3 of their staff members with Spire View. The Associations have been sharing office premises since April 2015.
- 4.1.5 We have a strong track record in delivering a diverse range of wider role and community engagement projects, in response to the needs of our local community. This has included environmental and financial inclusion projects such as tenancy support, financial capability and money advice. The most significant project to date has been the creation of a new state of the art community facility, which completed in the Summer of 2019.

4.2 Our Committee

- 4.2.1 We are controlled and led by a voluntary and unpaid Management Committee, comprising 9 members, duly elected at the Association's AGM of shareholders and 2 Co-optees. This governing body is made up of tenants and other individuals.
- 4.2.2 Our Committee make the key decisions about the Association and provide challenge and oversight over our staff team to ensure that all decisions and activity are in the best interests of our tenants.

Name: **Charlie Lunn (Chairperson)**

Committee member

Charlie was a founding member of James Nisbet Steering Group in 1987, which later became registered as James Nisbet Housing Co-operative in 1988. During 2002, the Co-op became known as Spire View Housing Association. Cumulatively, Charlie has held the position of Chair for over 30 years and has a vast knowledge of the Association's business.

Charlie worked in the building trade and the tobacco industry during his younger years. This was followed by a lengthy career in the Housing Concierge Service. Charlie is a Spire View Housing Association tenant and very well respected member of the local community.

Charlie is committed to attending training events in relation to the business of the Housing Association and undertook a nationally recognised qualification 'Governance of Scottish Housing Associations' which he passed in 2010.

Charlie also attends training and conferences which he finds useful for networking and finding out about RSL business elsewhere.

Name: **Rachel Cooper (Vice Chairperson)**

Committee member

Rachel was co-opted to the management committee in March 2019 and was then elected at the AGM in 2019. Rachel brings experience and knowledge from working in a housing management environment. Currently Rachel is employed as Senior Housing Officer at ARK Housing Association and is responsible for the operational running of the housing management team which operates across 14 local authorities in east of Scotland. Rachel has achieved Chartered status from the Chartered Institute of Housing by graduating with a post graduate diploma in Housing Studies at Stirling University in 2018 and Msc Housing studies in June 2021. Rachel has completed a comprehensive training programme and is committed to develop and expand on her leadership and governance skills through attending meetings and training regularly.

Name: **Clare O'Donnell(Secretary)**

Committee member

Clare joined the management committee in 2012 and brought with her experience in customer focused roles within St Roch's Secondary and Strathclyde University. She is a local tenant with a desire to make peoples lives better.

In her 10 years as a Committee member Clare has attended a wide variety of training sessions and attended meetings on a regular basis. Clare has developed her governance and leadership skills significantly during this time. She is also part of a local crafts for laughs group and is also a board member of the Rosemount Development Trust and uses her many skills and experience to fulfil these roles.

Name: Allan Stewart (Treasurer)

Committee member

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

Name: Caitlin Heaney

Committee member

Caitlin is a local tenant who was co-opted to the Spire View Housing Association Management Committee in 2017, and then elected at the AGM in 2018.

Caitlin currently works with the Scottish Government and previously completed an apprenticeship in housing with NG Homes. Caitlin is fully committed to training and development, attending many conferences, training and seminar events. Caitlin brings a wealth of experience in the community.

Name: Alan Brown

Committee member

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

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

Name: Lynda Mulholland

Committee member

Lynda became a Committee member in 2014 and following the AGM in 2017. Lynda is a member of the local community and has a keen interest in regeneration. She currently works with the NHS as a biochemistry laboratory assistant.

Lynda is committed to the training needs required for members of the Management Committee and attends meetings and training at all times.

	Having lived in the area since childhood, Lynda brings her local knowledge and experiences to the Association.
Name:	Angela Heaney
Committee member	Angela is a tenant of the Association who was co-opted to the management committee in October 2021. Angela is currently undertaking a robust committee induction and is keen to attend training events and develop her skills. During her time on Committee Angela has regularly attended meetings and training sessions. Angela is currently employed by Royston Youth Action as a childrens worker and studying Community Education at University of West of Scotland (UWS) where she is working to complete her honours degree.
Name:	Andrew Wilkie
Committee member	Andrew was co-opted to the management committee in March 2019 and was then elected at the AGM in 2019. Andrew brings experience and knowledge from working in a finance role with Parkhead Housing Association. Andrew has gained extensive experience within financial, corporate services and HR roles within the housing sector. Andrew has achieved a wide range of academic qualifications which include a Level 5 in housing studies course and is undertaking a masters degree in housing studies at University of Stirling where he is currently undertaking a masters degree in Human Resources. Andrew is a dedicated Committee Member who undertook a comprehensive induction programme with the Association which has developed and enhanced his governance and leadership skills.
Name:	Craig Allan
Committee member	Craig was co-opted to the Management Committee in May 2020 and later elected as a full member at the AGM in September 2021, and brought with him, very valuable skills, particularly in relation to his current position as a Community Development Officer. Craig has 6 years experience of working in the housing profession and has gained a degree in Community Education which he feels will help contribute to his post as a Committee Member. Craig currently attends University part time where he is working towards BA (Hons) in Business Management. Craig completed a comprehensive induction programme with the Association and has a strong desire to develop and enhance his governance and leadership skills through regular attendance at meetings and training sessions.
Name:	Ahmed Sharif
Committee member	Ahmed is a tenant of the Association who was co-opted to the management committee in October 2021. Ahmed is currently undertaking a robust committee induction and is keen to attend training events and develop his skills. During his time on Committee Ahmed has regularly attended meetings. Ahmed brings with him good knowledge of

governance following his time spent for 4 years as Chairperson of the Samali Community Group.

4.3 Our Staff

4.3.1 We directly employ a team of 14 staff, and engage the services of a further 3 staff members from Copperworks Housing Association. The role of all staff is to ensure that our tenants and other service users receive a friendly, efficient and responsive service. The team provide housing, repairs, factoring, finance, governance and back office support. All staff are experienced in their different areas of expertise with appropriate professional qualifications. In addition to our staff team, we engage a number of third parties to deliver specialist elements of our service, e.g. technical support, welfare/money advice, finance, development, IT, internal/external audit services.

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

Name: **Fiona Murphy (Director)**

**Staff
Member**

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

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

**Staff
Member**

Mags started her career in social housing in 1995 and held a variety of posts within West Whitlawburn Housing Co-operative including Receptionist/Repairs Assistant, Development Assistant, Development Officer and Assistant Director of Operations. She took up her post as Depute Director for Copperworks Housing Association in November 2014 and also provides these services to Spire View Housing Association as part of the ongoing service sharing arrangements in place. All of the

	posts listed have allowed Mags to gain valuable experience and knowledge in the areas of Development and Maintenance as well as an overall generic understanding of all operational activity. She gained a Diploma in Housing Studies from the University of Glasgow in 2001.
Name:	Donna Richardson (Housing Manager)
Staff Member	<p>Donna has worked in social housing since 2000 where she started her career as an Admin Assistant. Donna joined Coppeworks Housing Association in 2002 where she held various posts including Secretary / Receptionist, Housing Assistant and Housing Officer. Donna started service sharing with Spire View Housing in 2012 as Housing Officer which has continued through to her current role. Donna has been in her current role as Housing Services Manager at Spire View Housing Association since January 2017. In 2008 Donna gained her Level 4 Diploma in Housing and in 2011 a PGDip in Housing Studies. In 2018, Donna completed a City & Guilds Certificate in “Understanding Buildings and Managing Repairs”.</p> <p>Donna was a member of the Management Committee at Kendoon Housing Association from 2019 – 2021.</p>
Name:	Jordan Henderson (Finance Manager)
Staff Member	<p>Jordan started his career in social housing in 2015 as a Finance Consultant with housing consultancy firm, Arneil Johnston. He has extensive experience of financial analysis and has led on the delivery of a variety of financial management commissions for numerous RSLs across Scotland. He has also built up a wealth of experience of the Scottish social housing sector and is highly motivated with strong analytical skills and is committed to delivering a very high standard of customer care. He completed his undergraduate honours in Accountancy where he developed a sound understanding of financial budgets and statements and is part qualified ACCA. Jordan has also sat on the board of Dalmeir Park Housing Association since September 2019; he is currently Vice Chair for the Association and is Chair for of the Audit & Risk Sub Committee. His capacity as Vice Chair is to attend governing board meetings and to deputise, support and (where required) stand in for the Chair of DPHA.</p>
Name:	Lesley Burrows (p/t Housing Officer)
Staff Member	<p>Lesley started her career in housing in 1997 at the Scottish Federation of Housing Associations and has since worked for a variety of housing associations in a number of roles and has also worked for the Chartered Institute of Housing. Lesley joined SVHA in 2002 as Housing Assistant. Following completion of PGDip in Housing Studies in 2005 Lesley became a Housing Officer. She has broad experience within the role of housing officer and continues to gain experience and broaden her knowledge within the role.</p>
Name:	Margaret Clowes (p/t Housing Officer)

Staff Member	Margaret began her career in social housing with Glasgow City Council in 1995 and held a number of posts which included Housing Officer and Housing Manager. Throughout this time Margaret gained Housing Services Certificates level II and III as well as attending many relevant training courses. Margaret joined Spire View Housing Association in September 2010 as part-time Housing Officer and has since successfully completed her Housing Services Diploma along with other relevant training certificates. Margaret has a wealth of experience in dealing with a diverse client group and has developed excellent working relationships with staff, committee and tenants throughout her time here. Margaret is also very enthusiastic about being involved in wider role activities, such as gala days, clean-up events and tea dances. Margaret has assisted in achieving performance targets in the Housing Management team and continually strives to deliver an excellent customer service to all tenants, residents and customers.
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Name: **Adele McGarth (Housing Officer)**

Staff Member	Adele started her career in housing in 2004 working for both Tollcross and Parkhead Housing Associations on a temporary basis in reception/clerical work roles. Adele moved to West of Scotland Housing Association in 2005 moving between Housing Assistant/Housing Officer roles and has built up a considerable amount of social housing knowledge in the East end of Glasgow. Adele was appointed to the Housing Officer position at Spire View Housing Association in September 2017. She gained her Housing Diploma in June 2016
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Name: **Stephen Hughes (Housing Assistant)**

Staff Member	Stephen began his career in housing with Williamsburgh Housing Association in Paisley as a receptionist and then a Housing Assistant. He returned to Spire View in 2015 as a Housing Assistant having previously worked with Spire View on a voluntary basis. Stephen has an MA in Economics from Glasgow University which he was awarded in 2013.
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Name: **Jacqueline Paterson (Maintenance Officer)**

Staff Member	Jacqueline started her career in social housing in 1993 with Garngad Housing Association as Office Administrator, however being a small organisation the role became fairly generic. After a couple of years Jacqueline moved into housing management and completed an HNC in Housing Studies between 96/97. Following the merger of Garngad Housing and James Nisbet Co-op, Jacqueline took up position of Maintenance Assistant and carried out these duties for many years. During 2007 Jacqueline took up the position of Maintenance Officer with Spire View Housing and has continued successfully in this role gaining a wide variety of technical knowledge and experience within the maintenance field. She has very good communication skills with tenants, contractors and other outside agencies involved within her role.
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Name: **Paul Rocks (Maintenance Officer)**

Staff Member	Paul started working in social housing with Copperworks in 1994 after working for 6 years as a building surveyor and previously gaining a diploma in Building Surveying at college. Paul started service sharing with Spire View in 2011 which has successfully continued to the present day. Paul has an extensive technical knowledge and experience of managing and procuring planned and cyclical maintenance contracts as well as overseeing the running of the organisation's reactive maintenance service.
Name:	Mary Dunsmore (Maintenance Admin Assistant)
Staff Member	Mary started her career in social housing as part of her time working towards achieving her Post-Graduate Diploma in Housing Studies at Stirling University, which she achieved in 2009. During this time Mary was employed at Shire Housing Association, completing projects in development and housing management as well as taking on the role of Housing Officer for a short time. She also gained experience at North Ayrshire Council, within the strategy and development department, where she completed a research document on older peoples housing needs, which was used as part of the councils housing strategy document. Since this time she has been employed as a receptionist at Tollcross Housing Association, and has been employed at Copperworks Housing Association since 2009 initially on a temporary basis, and then permanently as a Receptionist/Admin Assistant, and more recently as a maintenance admin assistant for both Copperworks and Spire View Housing Associations. She also served as a board member at Shire Housing Association between 2009 and 2014.
Name:	Gillian Spence (Corporate Governance Officer)
Staff Member	Gillian started her career in social housing in 2012 with West of Scotland Housing Association undertaking a corporate services role. Prior to this Gillian served as a Committee Member at Hawthorn housing association which provided 20 years of good governance experience. While undertaking this role Gillian completed a 'Governance of Scottish Housing Associations' qualification. Gillian has worked at Spire View since 2013 undertaking both a housing assistant role and more recently, Corporate Governance Officer. This post is shared between Spire View and Copperworks. Gillian has a HND level 4 in housing practice. Gillian has undertaken extensive training since joining the association in 2013 and is dedicated to continued growth and personal development.
Name:	Margaret Gillespie (Finance Officer)
Staff Member	Margaret joined Spire View in June 2021. Margaret began her career in social housing in 1984 with Yorkhill HA as a book-keeper. During her time there she progressed to Deputy Director, having also taken temporary positions as Co-ordinator with duties including Finance and Management of Maintenance Section. Margaret took early retirement in 2009 but after a short period of time returned to take up part-time

	<p>position as Finance Manager which she continued to do until retiring in 2017. After retiring Margaret took up temporary postings working in Finance for Calvary Housing Association, Thistle Housing Association and Sanctuary Housing after the transfer of Thistle HA to Sanctuary. In June 2021 Margaret left her post with Sanctuary and began working with Spire View HA and Copperworks in temporary post of Finance Officer.</p>
Name:	Roddy Forrest (Corporate Services Assistant)
Staff Member	<p>Roddy joined Spire View in October 2012 as Customer Services Assistant. More recently, this post became shared between Spire View and Copperworks. Prior to joining Spire View, Roddy worked in the private sector as a Hearing Aid Audiologist. Roddy brought with him first class customer service skills which he uses to full advantage in his present role.</p>
Name:	Angela Fraser (Volunteer Co-ordinator)
Staff Member	<p>Angie started her career in the voluntary sector in 1994. She worked for a local charitable organisation for 25 years mainly in a Finance capacity. She gained both her HNC and AAT qualification in Accounting whilst working there. During the initial Covid -19 lockdown Angie volunteered at Roystonhill Community Hub, helping the team with the delivery of food parcels and hot meals to local people in the community. She has lots of previous voluntary experience with other local organisations. Angie has been employed by Spire View as Volunteer Co-ordinator since September 2020 and is looking forward to continuing to work and help people in the community.</p>
Name:	Catriona Donald (Volunteer Assistant)
Staff Member	<p>Catriona was employed by Spire View Housing Association in November of 2020 after expressing interest in volunteering her time to help with the social media aspects of the Community Hub. Catriona has been working in the hospitality sector since leaving school and has 6 years of customer service experience. While working in a hospitality facility Catriona gained a bachelor's degree with honours in Multimedia Journalism. She gained a lot of experience from numerous media companies like the BBC, Bauer Media, Camglen Radio and even worked closely with Glasgow City Council through speaking at events like Holocaust Memorial Day 2016. In her role at The Hub, Catriona manages the social media pages by running the Roystonhill Community Hub Facebook page and website. She continues to learn new skills every day and is dedicated to personal evolution and development.</p>
Name:	Fiona McLean (Digital Engagement Officer)
Staff Member	<p>Fiona was recruited as a digital volunteer in October 2020 and expressed an interest in the job of Digital Engagement Officer. Fiona Has worked</p>

extensively with the public throughout her life. Fiona began her career in customer service at the early age of 16 with a frozen produce company, she continued to work for this company for 10 years and was internally promoted throughout her time here. She then continued her customer service role when she secured employment as a customer liaison Officer with Hancocks cash & carry and has been employed by Spire View since November 2020 and continues to promote Digital Inclusion within the Royston community.

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

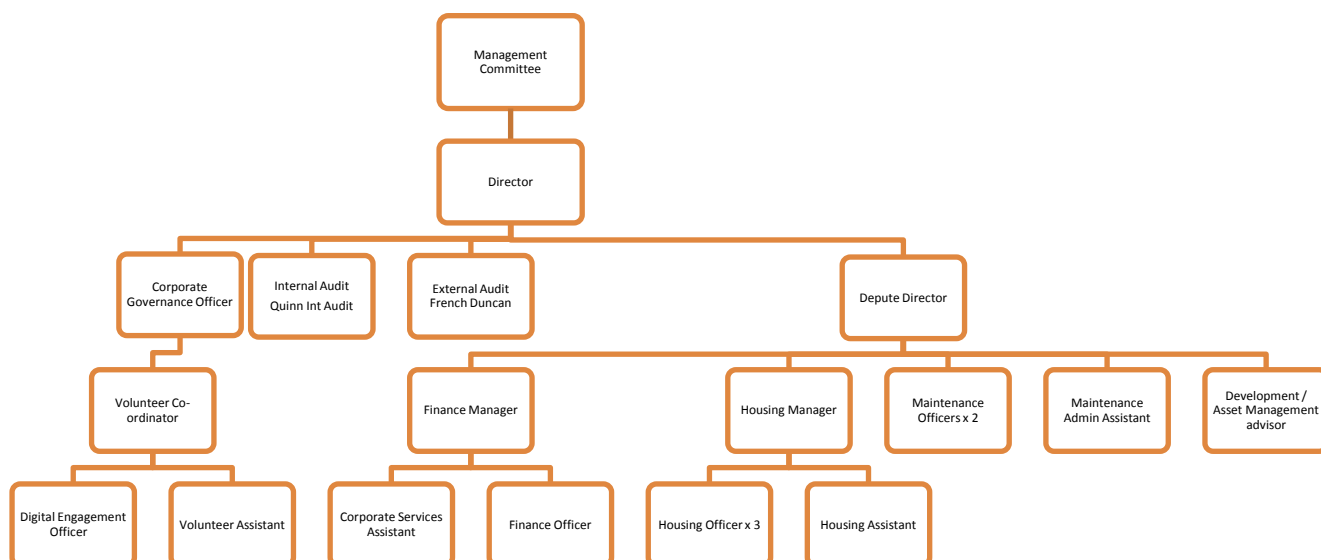
Agent	Organisation	Service
Alex Cameron	Quinn Internal Audit Services	Internal Audit Service
Tony Sinclair	French Duncan	External Audit Service
John Mulholland	Mulholland Housing Services	Development / Asset Management

A review of the staffing structure concluded during 2021 and the agreed revised structure should ensure effective service delivery whilst exploiting opportunities for service sharing and / or closer partnership working between Spire View and Copperworks

- 4.3.3 Chart 1 below shows our current structure of governance, staffing and external service providers. Eight staff members are shared between Spire View and Copperworks Housing Associations.

Chart

1



4.4 Area Profile

4.4.1 The Association currently owns and manages 581 properties and factors a further 13 properties. All properties are located in the Royston area of Glasgow, Council Ward 22 Dennistoun.

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

The most recent SIMD information released in 2020, shows that Spire View stock is located within 4 datazones, all of which can be described as 'very deprived' as they are within the top (worst) 5%, ranging from 1.53% to 4.62%. The figures in these 3 datazones are less favourable than those published in 2016. One datazone is showing considerable improvement (from 7.9% in 2016 to 20.57% in 2020 as a result of the demolition of the multi-storey flats and their replacement with low rise housing).

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

4.4.4 According to the National Records of Scotland, males in Royston can expect to live for 69.9 years, over three years less than the figure for Glasgow and over seven years less

than the Scottish average. Females can expect to live for 74.2 years, over four years less than Glasgow and more than 6 years less than Scotland as a whole.

- 4.4.5 This all means that in looking to the future, we must be mindful of both the housing and wider needs of our demographic profile. We must also be acutely aware of issues of affordability given the deprivation levels experienced in our area of operation.
- 4.4.6 Welfare reform has a significant impact upon our tenants and in particular the bedroom tax and the introduction of universal credit. We contacted all those affected by the bedroom tax and successfully applied for Discretionary Housing Payment from Glasgow City Council. Letters and information contained within the welfare benefit newsletter articles also helped tenants understand the changes and the likely impact.
- 4.4.7 We assisted a small number of tenants who were under occupying their properties to move to properties which met their needs and also had the effect of freeing up some larger properties for families needing bigger accommodation.
- 4.4.8 We currently provide a Money Advice service one and a half days a week through a service level agreement with Greater Easterhouse Money Advice Project (GEMAP). Through this, we have access to a Money Advisor who works alongside our own housing management team to help to maximise income, process housing benefit and universal credit claims and to refer on to other agencies to assist with debt issues.

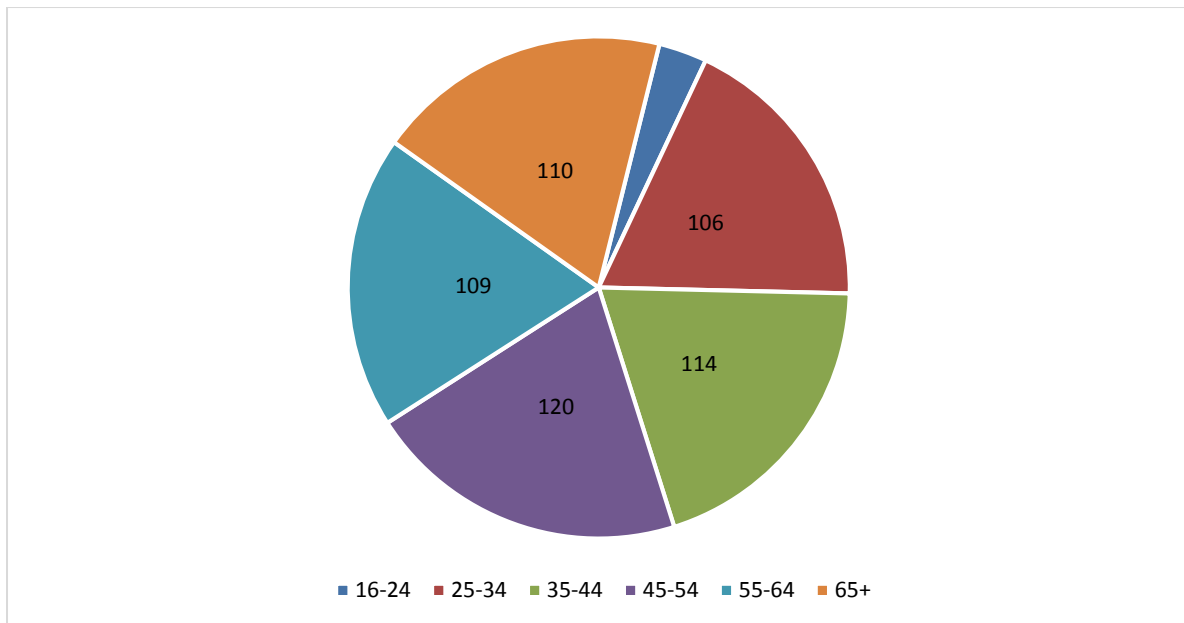
We also provide a Tenancy Support Service in partnership with Copperworks Housing Association, Blochairn Housing Association, Hawthorn Housing Co-operative and Cadder Housing Association. This service provides valuable support to our most vulnerable customers to help ensure high levels of tenancy sustainment.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

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

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

4.5 Our Customers

- 4.5.1 Looking at our current tenant base of sole and joint tenants there are 381 females (66.03%) and 196 males (33.97%). A breakdown of the age bands of all tenants are as follows:



4.5.2 Table 1 below shows that just over 62% of our tenants are under the age of 55. At the other end of the age spectrum, just under 38% of tenants are 55 and over. This data is important for asset management and housing management purposes as with a growing aged tenant profile comes the need for adaptation work and additional support required to help customer live independently at home.

Table 1-Tenant Age profile

Age	16-24	25-34	35-44	45-54	55-64	65+	Total
Male	0	30	45	36	40	45	196
Female	18	76	69	84	69	65	381
Total	18	106	114	120	109	110	577
Percentage	3.12%	18.37%	19.76%	20.80%	18.89%	19.06%	

Source: SDM March 2022

4.5.3 During the year 2020-21, 40 properties (6.81%) became available for re-let. Tenant satisfaction is down slightly with 89% of tenants satisfied with the service when surveyed in 2021, compared to 93.6% in 2018.

4.5.4 Table 2 below confirms a picture where the majority is a white tenant base. This reflects the picture across Glasgow, where 88.3% of the population identify themselves as White Scottish.

Source: Glasgow City Council

Table 2 –Tenant Ethnic Origin

	All Tenants March 2022
White other British	2
White Scottish	290
White	200
Polish	15
Other White	10
Indian	1

Pakistani	1
Chinese	2
Other Asian	6
African	36
Other Black	3
Arab	7
Bangladesh	1
Any Other	3
Any Mixed	0

Source: SDM

Our Customers and Welfare Reform

- 4.5.5 A significant proportion of our customer base currently rely on help to pay their rent. A snapshot of benefit dependence at January 2022 is shown in Table 3.

Table 3 – Benefit levels

Entitlement	Number of tenancies
Full housing benefit	150 (27)%
Partial housing benefit	22 (4)%
Universal Credit	122 (9.7)%
No benefit entitlement	263 (47)%
TOTALS	557

Source: Glasgow City Council Financial Services, figures as at January 2022

- 4.5.6 As more customers begin the migration to universal credit, clearly not all this income is at risk. The following tables try to quantify the scale of the potential loss to the Association and the risks associated with welfare reform. Table 4 below estimates the potential impact on tenants and consequently upon Spire View of under occupation. It identifies the number of working age tenants that we know since April 2013 who have been under occupying by one or two bedrooms. The biggest potential threat to the Association is now the roll out of universal credit which commenced on 31st October 2018. The full extent of how this is going to affect tenants and the level of potential increase in arrears is difficult to quantify at this stage. As at January 2022, 122 tenants have moved onto universal credit. This has proven manageable for the Association thus far.

Table 4 – Impact of Under Occupation on Tenants

YEAR	1 bed 14%	2 bed 25%	Total
2013	42	5	47
2014	48	5	53
2017	45	9	54
2018	43	8	51
2019	34	9	43
2020	33	12	45
2021	51	10	61

Source: SDM March 2022

- 4.5.7 The figure in relation to both Universal credit and under occupation is constantly changing as people move in and out of our homes. The most significant exposure is in relation to 1 bedroom under occupation where Housing Benefit under occupation

charge of 14% of the eligible rent applies. This problem has not materialised to date because of the policy of comprehensive discretionary payments adopted by the Scottish Government. This could of course stop at any point.

4.5.8 Another issue which arises as people move to Universal Credit (UC) is that tenants have to claim through separate routes - UC from the Department of Work and Pensions (online), grants from the local authority Scottish Welfare Fund and/or Discretionary Housing Payments from Glasgow City Council. This has been a learning curve for our own staff, financial capability officer, money advisor, tenants and the DWP.

4.5.9 Moving on to the impact of the withdrawal of direct payments to landlords, Table 5 below sets out the number of our tenants that are on Housing Benefit and of working age. Clearly, this is a lower number than the total of those on full or partial housing benefit set out in Table 3 above. Table 5 shows the potential rent at risk of £576,769.57 for the year.

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

Working Age	Working Age on HB	Income 4 weekly(as at 31/12/2021)	Income per annum
16-67	135	£44,366.89	£576,769.57

Source: SDM

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

4.5.11 Experience to date of the impact of UC is steadily increasing. Whilst the full roll out of Universal Credit in the Springburn area of Glasgow started in October 2018, the impact of COVID-19 restrictions during 2021 saw many more new claims being made and processed. As the 31st January 2022, 122 of our tenants were in receipt of of UC.

4.5.12 Newsletters and personal contact with tenants have helped tenants understand the impact of UC. The Association's Welfare Reform Strategy / Action Plan ensures continued awareness, monitoring and mitigation of the impact of Universal Credit. This is complemented by the services available from the Money Advisor, Tenancy Sustainment Officer and Financial Capability Officer. Furthermore, the Association introduced a Universal Credit Policy in November 2018.

4.6 Our Stock

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

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

View now owns and manages 581 properties. These are a mixture of refurbished tenements and new build houses and flats.

Table 6 - Stock by Apartment size and type

	1apt	2apt	3apt	4apt	5apt	Total	%
Tenement Flat	0	121	221	30	11	383	65.92%
4 in a block	0	34	8	0	0	42	7.23%
House	0	0	75	74	7	156	26.85%
Total	0	155	304	104	18	581	100%

Source: SDM

- 4.6.3 The Association recently completed it's first new build development in almost 17 years. The resulting increase in stock has been included within the figure at Table 6 above.

4.7 Our Rents

- 4.7.1 Affordability of our housing stock is crucial if we are to remain an attractive choice of landlord and to help our tenants deal with the continuing difficult economy, the challenges of the welfare reform and the impact of the COVID-19 pandemic.
- 4.7.2 In 2021, we appointed an independent consultant Research Resource to carry out our tenant and resident satisfaction surveys. A total of 230 tenants (41.29%) were interviewed via telephone between the 06th July 2021 – 16th August 2021. On the question on rent affordability and value for money, 92% of tenants were of the opinion that their rent represents very or fairly good value for money, 4% felt it was neither good nor poor value and 4% felt it was fairly poor value for money. The proportion of tenants who were of the opinion that their rent represents very or fairly good value for money has decreased since the 2018 survey from 96% to 92%.
- 4.7.3 Table 7 sets out our current rent levels in comparison with a sample of other Housing Associations and the local authority along with the Scottish average rents.

Table 7 - 2020/2021 Rent Level Comparisons

	Spire View HA	Copperworks HA	Cadder HA	GHA	NG Homes	Scottish Average 2020/21
Average Weekly Rent 2apt	£59.88	£63.02	£82.91	£81.95	£82.22	£79.48
Average Weekly Rent 3apt	£66.92	£75.79	£89.03	£87.41	£89.29	£82.60
Average Weekly Rent 4apt	£78.99	£82.38	£102.29	£102.20	£98.69	£89.81
Average Weekly Rent 5apt	£80.13	£85.62	£115.96	£112.01	£109.38	£99.97

Source: ARC 2020/2021

- 4.7.4 As can be seen, our rent charges remain significantly lower than comparable organisations and the Scottish average. We are acutely aware that scope exists to review our rent structure / charges to bring rents more in line with our peers / sector averages whilst still ensuring that we remain financially sound and viable in the long term and able to deliver on our commitments. With this in mind, we undertook a comprehensive review of rent charges which concluded during 2019/2020, with implementation commencing in 2020/2021.

4.8 Asset Management

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

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

- 4.8.2 Our stock condition survey was completed in 2019 which comprised of internal surveys of a 20% sample across our then 557 properties and 100% of all external areas. Following this exercise, the Association produced a revised Investment Plan and Asset Management Strategy and this assisted us in preparing robust financial projections.

While the Association had previously reported full compliance with the Scottish Housing Quality Standards¹ (SHQS) the 2019 survey highlighted 36 properties which were failing the standard. Following inspection, this number was revised to 18 properties and work was undertaken to return to full compliance. The current position in relation to compliance with SHQS is as follows:

- 8 properties to be reported as exemptions (due to kitchen storage issues)
- 1 property failing due to bathroom condition (being addressed)
- 1 abeyance where the tenant declined improvement works. This tenant is now engaging and works are programmed.

A further stock condition survey is currently underway (March 2022) and will highlight any further failures that have occurred since the last survey.

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

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

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

- | | | |
|--------------------------------|-----|----------|
| • Gas Heating | 576 | (99.14%) |
| • Upgraded Electrical Heating | 4 | (0.69%) |
| • Wet Electric Central Heating | 1 | (0.17%) |

- 4.8.5 The Association continued to pursue the changeover of electric central heating to gas. However, given the continued concerns of some tenants to do so, an upgraded electrical system was provided as an alternative option. This new system allows for SHQS and ESSH compliance. All older style electric heating systems have now been upgraded to gas or more efficient electric systems which allow compliance with ESSH and SHQS.

- 4.8.6 Compliance with ESSH was required by 31st December 2020. However, due to issues outwith our control, this was not fully achieved. At 31st December 2020, the Association had 99.46% of stock meeting the requirements (554 properties). This was increased to 99.82% (556 properties) by 31st January 2021 and currently we are achieving 100% compliance. Our focus is now turning to ESSH2 and we are currently considering action required to meet future milestones.

¹ The Scottish Housing Quality Standard (SHQS) is the Scottish Government's principal measure of housing quality in Scotland.

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

4.8.7 The Association's planned investment for the period to March 2023 focuses on the following:

- Bathroom Replacements
- Painterwork
- Close Floor Finishes (Cleaning/Replacements)

The total planned investment in the above is estimated at £0.170m.

4.8.8 We carry out a stock condition survey every 3 years using a 20% sample of stock and building on the information from previous surveys. The previous stock condition surveys in 2019, 2016 and 2011 provided information on approximately 60% of our stock. A further 20% stock condition survey is currently underway (February 2022) and will result in the data being available on approximately 80% of our stock covering the following:

- 100% external survey data for all tenement block incorporating 58 closes and 400 dwellings
- 80% internal survey coverage of all dwellings

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

4.8.10 Following completion of the current stock condition survey, a revised investment strategy will be presented to Committee for approval.

4.9 Our Partners

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

4.9.2 The Association has a strong partnership with Copperworks Housing Association which has been in operation since 2011. This has been very successful for both partners and has resulted in an ability to share costs and expertise between two small/medium RSL's. This was an innovative approach at the time which has proven very successful.

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

consolidate these partnerships for the benefit of the local community in which we operate.

4.10 Our Performance – Benchmarking

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

Table 8 shows our historic benchmarked performance from 2019-2021.

Table 8 – Historic Benchmarked Performance of Spire View HA 2019-2021

	2021	2020	2019
Void Loss	0.24%	0.14%	0.06%
Turnover of voids	12.55 Days	7.70 Days	5.23 Days
Gross Rent Arrears	2.33%	3.04%	2.56%

Source: SHR Annual Return on the Charter 2018/19,2019/20,2020/21

- 4.10.2 **Void property turnaround times and rental loss** - Our management of voids has been excellent with average turnaround times of around 8.49 calendar days over the last 3 reporting years, compared with the Scottish average figure of 40 days over the same period.
- 4.10.3 The gross rent arrears (total current and former arrears owed) compare well against Scottish averages. In 3 reporting years the Association's gross rent arrears have averaged 2.64% with the Scottish average over the same period reported at 5.87%. The overall position has been fairly steady over the 3 year period, with a slight increase in 2019-20 but then reducing again in 2020-21. We work well with partner advice agencies during welfare reforms to bring the best advice and information possible to our tenants.
- 4.10.4 Turning to current performance, Table 9 below compares the performance of the association in 2020/21 against the Scottish landlord average (at 31/03/2021) and that of our own performance in the previous reporting year.
- 4.10.5 The performance of the Association is colour coded with red indicating poor performance against the Scottish average; amber indicating below the performance of the Scottish average and green is where performance is ahead of the Scottish average.

Table 9 - Current Benchmarking Data 2020-2021

	poor performance against peers		below performance against peers		ahead of performance against peers
Indicator	No.	2020/21	Previous performance 2019/20	Scottish Average 2020/21	
Satisfied with overall service	1	93.56%	93.56%	88.95	
Satisfied with keeping tenants informed	2	95.28%	95.28%	91.71	
1st stage complaints responded to in full	3&4	95.24	100%	96.95	
2nd stage complaints responded to in full	3&4	100%	100%	92.59	
Average time for full response at Stage 1	3&4	3.25 days	3 days	5.04 days	
Average time for full response at Stage 2	3&4	7.67 days	17 days	19.01days	
Satisfied with opportunity to participate	5	96.14%	96.14%	86.57%	
Meeting SHQS	6	98.03%	96.95%	90.96%	
Satisfied with quality of home	7	94.42%	94.42%	87.14%	
Emergency repair time (average hours)	8	2.14hrs	1.99hrs	4.22hrs	
Non-emergency repairs time (average days)	9	2.61days	2.67days	6.74days	
Repairs right 1st time	10	99.34%	98.90%	91.46%	
Number of Failures (Gas Safety)	11	31	0	17420	
Satisfied with repairs service	12	100%	100%	94.4%	
Satisfied with neighbourhood management	13	95.71%	95.71%	86.08%	
Tenancy offers refused	14	18.37%	9.76%	31.94%	
ASB Cases reported which were resolved	15	100%	100%	94.4%	
Tenancies sustained - Existing tenants	16	90%	100%	94.36%	
Tenancies sustained - Homeless	16	100%	100%	90.16%	
Tenancies sustained - Housing List	16	95.24%	84.21%	90.21%	
Tenancies sustained - Nominations	16	N/A	N/A	90.02%	
Tenancies sustained – Others	16	N/A	100%	87.57%	
Stock became vacant	17	7.18%	6.28%	6.95%	
Rent Lost through voids	18	0.24%	0.14%	1.37%	
Average time to complete adaptations	21	27.6days	17.72 days	58days	
Court actions resulting in eviction	22	0.00%	0.00%	22.1%	
Rent represents value for money	25	95.71%	95.71%	82.77%	
Rent collected as % of rent due	26	100.14%	99.37%	99.06%	
Gross rent arrears as % of rent due	27	2.33%	3.04%	6.14%	
Factored owners satisfied with service	29	100%	100%	65.05%	
Average time to relet property	35	12.55days	7.7days	56.29days	

4.10.6 Measuring the 31 applicable standards above, we have scored green in 29 of these with the remaining 2 just slightly below the Scottish Average. This is an excellent outcome for the Association. However, we are not complacent about this result and remain committed to promoting a culture and ethos of continuous improvement across the organisation.

5. ANALYSIS OF OUR OPERATING ENVIRONMENT

The following sections of the plan were developed at a joint strategy event in November 2021 with Copperworks Housing Association, facilitated by the senior management team along with an independent advisor.

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

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

Table 10 - PEST Analysis

Political/Legal	Social
<ul style="list-style-type: none"> • Government target for 100,000 new homes by 2032 • Procurement regulations • Welfare Reform • SHQS & EESSH • SHR Regulatory Framework • BREXIT/Scottish Referendum 2 • Relationship with GCC • COVID-19 • Freedom of Information • GDPR • The new tolerable standards 	<ul style="list-style-type: none"> • Demographic change • Growth of older & very old population • Rising consumer expectations & online shift • Environment in some areas • Need for greater partnership working (cuts will drive the need for joint working, consolidation) • Growth in local competition • Demand for social and affordable housing • Development opportunities • Availability of land to buy
Economic	Technological
<ul style="list-style-type: none"> • Fluctuating Inflation • Rent affordability • Impact of COVID-19 • Austerity cuts (UK, Scottish Government and impact on Council funding) • Unemployment • Inequality and poverty • SHAPS pension performance • Interest Rates (potential to continue to rise) • House price inflation • Access to mortgages / pressure on renting • Climate change • Rising Energy Prices/fuel poverty 	<ul style="list-style-type: none"> • Digital by default • Digital exclusion • Home/mobile working for staff • ICT requirements for on-line service • Innovations in energy efficiency • Improved performance management systems • Increased use of mobile technology & social media • Cyber Security risks / requirements

Political

- 5.1.1 The last Westminster election in 2019 produced a large majority Conservative government with a clear agenda and mandate to continue to drive through its wide ranging welfare reform programme. Whilst the Scottish Government is committed to mitigating the changes for those most in need in Scotland, welfare reform will continue to impact on the poorest in society who will commonly be social housing tenants. We must therefore ensure that we fully understand our tenant base and their changing needs and help them prepare for the future including how they will pay for their rent. We must also proactively counsel prospective tenants in the same way and work to keep rents affordable. This will continue to be a priority going forward.
- 5.1.2 In terms of our physical assets, we have seen the welcome commitment of Scottish Government to secure the delivery of 100,000 new affordable homes by 2032. Glasgow City Council has their own housing strategy and strategic housing investment plan to contribute to this. Housing associations are being expected to step up to the mark and play their part to support delivery. With this and in considering our local environment, opportunities exist for SVHA to become involved directly or indirectly and this is an area where we are already making progress with the recent completion of 24 new build flats on the site of the former social work building at Glenbarr Street. New build development brings particular risk considerations and also a skills set that we are able to provide through our current staff team, supported by a specialist development consultant.
- 5.1.3 The deadline for the Energy Efficiency Standard for Social Housing (EESH) which aimed to improve the energy efficiency of social housing in Scotland, was reached in December 2020. Compliance for the Association currently sits at 100%. Attention is now turning towards the ongoing consultation in relation to EESH2 and the measures that may be required to be achieved by 2032.
- 5.1.4 In 2019, we received the publication of the second triennial actuarial pension valuation carried out in 2018. Whilst we have seen some improvement on performance of the scheme, the outlook remains challenging with payment to meet our share of the deficit, which increased due to the change in the valuation methodology, still factored into our long term funding assumptions. Performance of the SHAPS pension scheme is a key risk factor for housing association members and will remain an area that we must continue to closely monitor. A further valuation was conducted during 2021 and results will be published in 2022.
- 5.1.5 On 31st January 2020, the UK left its membership of the European Union and entered a transition period which ended on 31st December 2020. This was despite quite a different outcome in Scotland and other UK jurisdictions. This has led to the Scottish Government requesting permission to conduct a second referendum ballot on Scotland leaving the UK. This request has so far been refused but continues to be a prominent feature on the political agenda. Whilst the Brexit transition concluded in 2020, there will be clear impacts for housing associations from both BREXIT and if Scotland were to leave the UK, e.g. outlook for the economy, migration levels, impacts on demand and services and procurement arrangements to name a few. We will keep

all of this on our strategic agenda and map the impacts and plan responses accordingly as this debate unfolds.

- 5.1.6 The emergence of the COVID-19 pandemic in March 2020 has resulted in significant political decisions being made that have impacted on the country as a whole, the association and the community that we serve. The Association has had to react and adapt very quickly to the impact of these political decisions and particularly changes in legislation which have affected our ability to deliver a comprehensive range of services in the manner to which we and our customer are accustomed. The Association was quick to respond effectively to these challenges and has continued to deliver services very well as reflected in our performance figures.

Economic

- 5.1.7 The economic outlook has been shaped by the austerity agenda but more so, by the outcome of the BREXIT vote. Whilst the UK has not suffered the economic disaster that some commentators predicted after the BREXIT vote, there are global forces which could undermine the progress to date.
- 5.1.8 House prices, fluctuating inflation and the ability of low income families to access a mortgage mean the demand for social housing will remain strong.
- 5.1.9 Poor global economic performance and quantitative easing have generated a very low bond yield which means the pension deficit is unlikely to improve dramatically in the medium term. This will almost certainly put further demands on costs going forward.
- 5.1.10 Spending cuts will continue to place pressure on public and voluntary services creating increasing pressure on local projects and their future sustainability. This puts SVHA and other housing providers under added pressure to support services no longer funded by the state. However, it does create the opportunity to work with Glasgow City Council, local RSL partners and the host of local voluntary projects to create complementary services that we can share to best effect.
- 5.1.11 Shifts in energy usage and costing are inevitable. These will continue to increase demands for improvements to energy efficiency and fuel poverty advice.
- 5.1.12 The full economic impact of the COVID-19 pandemic has gradually become apparent in recent months. Rising interest rates and fuel costs along with high inflation and the imminent national insurance increase will undoubtedly result in financial difficulties across the country. The extent to which this will impact directly on the association is not yet entirely clear and we continue to monitor this very closely and put in place any necessary control measures.

Social

- 5.1.13 The big social challenge going forward for SVHA in common with the whole of society is the changing demographic landscape. This has a number of implications. Firstly, the customer base will get older and generate new demands as the NHS changes its models of care with a greater emphasis on keeping people at home. We will need to consider developing new relationships with health and voluntary agencies and what new services are required to support people to stay in their homes.
- 5.1.14 Another massive social challenge that emerged is the impact of the COVID-19 pandemic on our organisation and the local community in which we operate. Existing issues such as social isolation, poor health (including mental health) and wellbeing, poor educational attainment and digital exclusion / poverty were further exacerbated due to lockdown and associated covid restrictions. The association has continued to deliver a comprehensive COVID recovery response and wider role programme aimed at supporting the wider community and overcoming these challenges.
- 5.1.15 We operate in an area with two local RSLs (Copperworks and Blochairn), but with two other RSLs of varying sizes with an operating presence (GHA and West of Scotland). This landscape creates opportunity to partner and share resources with our small RSL neighbours where appropriate. Substantial partnership working is already in operation through our service sharing arrangements with Copperworks. We also partner, albeit to a lesser extent, with Blochairn Housing Association in relation to wider role projects e.g. Financial Capability and Tenancy Support Services.

Technological

- 5.1.16 Customer behaviour in engaging with service provision has changed dramatically over the past decade, and even more so since 2020 when the COVID-19 pandemic emerged. More and more simple transactions (paying rent etc.) are being handled online with people of all ages using an array of IT devices and happy to do business in this way. Accessible phone contact can handle more complex issues, but there is still a place and a need for face to face contact on complex queries/needs. This shift in the channels by which modern consumers engage means that we must adapt our approach.
- 5.1.17 We need to continue and where possible, widen our online offering, but still provide the means to speak to us directly in a cost-effective and accessible way, either on the phone or in person. The technology needed to offer and extend our services online will be important to meet consumer needs, but can also be a cost reduction driver. As we continue to develop our services, we need to ensure our staff team are comfortable and adept at using modern technology to help consumers, but also to do their own business e.g. home working, handheld devices to take the service into the customers' home.
- 5.1.18 As well as continuing to rethink how we offer services; we are aware that social tenants are still the most digitally excluded in society⁴. Despite this, more and more

public and commercial services are being designed as “digital by default” including the Universal Credit system on which so many of our tenants will rely on going forward. There are also the proven benefits of being able to access services online to get cheaper products and service, to learn and to access jobs and training.

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

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

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

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

Table 12 - SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> 1. Rent levels affordable (all are under sector average) 2. Excellence ambitions (committed to continual improvement) 3. Partnership working (GCC, RSLs, RDT, RYA, GEMAP.) 4. Customer satisfaction levels 5. Staff service sharing arrangements with Copperworks 6. Staff (efficient, experienced, committed, professional and approachable) 7. Size (Community based with local knowledge) 8. Office location (ease of access) 9. Reputation/relationships (GCC and other partners) 10. IT systems 11. Demand & stock location 12. Strong management, governance and leadership 13. Strong / successful Community engagement 14. Good performance and low risk with SHR. 15. Sound financial position 16. Good knowledge of our tenants 17. Commitment to asset management 18. Good quality housing stock and condition information 19. New Community Hub 20. Good communication with tenants 	<ul style="list-style-type: none"> 1. Small size (few economies of scale, reliance on small team) 2. Staff – small team, little turnover 3. Management Committee viability (size and skills) 4. Impact of welfare reform 5. Succession planning for staff 6. Benefit dependency
THREATS	OPPORTUNITIES
<ul style="list-style-type: none"> 1. Impact of COVID-19 2. Political change/BREXIT/legislation/regulation/FOI issues 3. Rent Affordability/Comparability 4. Stock deteriorates 5. Committee & Staff - morale/burnout/leaving 6. Ageing Population 7. Welfare reform 8. Fuel poverty 9. Digital by default 10. IT failure/hacking 11. Regulatory expectations 12. Demand for older properties when new build in area 	<ul style="list-style-type: none"> 1. Collaboration both ways (RSLs/other – share/partner / merge) 2. Reduce costs / improve efficiency /performance / business process 3. Tenant/community involvement 4. Wider role (digital access/jobs/apprenticeships) 5. Improve governance/attract new management committee 6. Tap into external funding (energy efficiency / wider role) 8. Development opportunities – increase stock 9. Procurement savings 10. To borrow more to support investment 11. New technologies, ICT, Social Media 12. New Community Hub

5.2.1 Strengths

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

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

In the coming year, we will continue to strengthen our Committee through a recruitment campaign aimed at further bolstering both numbers and the range of skills on our Committee. This will also be an important part of succession planning to make sure the governing body is shaped for the future.

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

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

The stock condition information we currently hold is very robust and has been used to inform our financial projections. We understand the importance of reviewing the information held on a regular basis to ensure we have sound and updated information to allow future investment needs to be prioritised. The Association completed the most recent Stock Condition Survey in 2019, and a further survey is currently underway (March 2022).

5.2.2 Weaknesses

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

We also are aware that we need to continue to review succession planning for the future for both Committee and staff. We last reviewed our Committee Succession Planning Strategy in May 2021 and future reviews will be carried out on an annual basis. During the course of this Business Plan, we will further develop our approach to succession planning, particularly in relation to senior staff.

5.2.3 Opportunities

The Association has a strong track record in collaboration as demonstrated by the merger between James Nisbet Housing Co-operative and Garngad Housing

Association, to form Spire View in 2002. In addition, we have been collaborating very closely with Copperworks Housing Association since 2011 and operate a very successful model of staff service sharing. The Association is fully committed to developing these arrangements further where possible and recently commenced discussions with Copperworks with regards a possible merger of the two Associations. This will only be progressed if it can be demonstrated that such a move would be in the best interest of both Associations' tenants. A comprehensive tenant consultation exercise will also be undertaken as part of this process.

We continue to engage fully with our local community both through our day to day and wider role activities, as detailed in our Tenant Participation Strategy. This approach will also allow us to continue to access funding to support activities provided by the Association and other organisations in the local community. The development of the new Roystonhill Community Hub has provided an excellent opportunity for the Association to engage with the community on a whole new level. This was particularly evident during the COVID-19 pandemic when the building became a hub of support for local people and beyond. The Hub has also supported local employment, with the appointment of 3 local residents in key roles.

The Association has always been committed to exploring development opportunities and, following due consideration of all associated risks, decided to proceed with the development of 24 new build properties on the site of the old Social Work building at Glenbarr Street. Acquisition of the site concluded in March 2018 and the project got underway in January 2020 with completion due in March 2022 .

5.2.4 Threats

Since mid-March 2020, the COVID-19 pandemic has been very much a part of our daily lives and as an organisation, we have had to respond and react quickly and flexibly to the challenges presented. For a significant period of time, restrictions associated with the pandemic affected our ability to deliver services that our customers expect and deserve as well as impacting on our staff, how they do their job and how to support our customers in a whole new variety of ways. The association responded to these challenges admirably, ensuring service delivery continued where possible, whilst supporting our community in many other practical ways.

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

We are also aware of the threat to stock condition and demand if we do not invest appropriately in our stock.

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

We, like every other modern business have a huge reliance on IT for effective operations, but are at risk of service interruptions/failure and must protect the data we hold and manage. We therefore implemented a new IT Systems Security Policy and Communication Tools Policy during 2018/2019. We also conducted an internal audit of our ICT Management Controls during 2018/2019, the result of which was 'full assurance'.

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

5.3 Risk Analysis

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

5.3.7 **Appendix 1** shows the Key Risk Analysis capturing the major risks presently facing SVHA and the action we have taken or plan to take to mitigate/manage/avoid them.

6. STRATEGIC OBJECTIVES

6.1 Strategic Analysis

- 6.1.1 This Business Plan aims to ensure the programme of change and improvement is implemented effectively to support sustainable, excellent services to our tenants.
- 6.1.2 Having reflected on our mission, vision and values, and reviewed our customers, physical assets, performance, stakeholder expectations, and scanned our external/internal environment and the key risks we face, we have brought all these elements together to update our strategic objectives.

6.2 Strategic Mapping

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

6.3 Our Strategic Objectives

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

In summary we will;

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

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

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

- We always seek to improve the performance that we currently achieve against the performance indicators of the Annual Return of the Charter (ARC). We are currently in low engagement with the Scottish Housing Regulator and our aim is to continue to be a well performing RSL. We aim to **achieve our Key Performance Targets in 2022/23** set out in **Appendix 3** to drive this level of high performance, continuous improvement and excellent customer service.
- Our firm focus will always be on finding and delivering the right solutions, at the right time and in the right manner to suit the needs of individual customers.
- Our tenants are at the heart of the service. We enjoy high levels of tenant satisfaction with our service, however we cannot be complacent and will continue to conduct our **3 yearly Tenant Satisfaction Survey** which is next due during **2024/2025**. We will also continue to conduct our repairs service satisfaction surveys on a daily basis. This will allow us to review our strategic and operational plans and adjust them where appropriate to reflect tenant feedback.

We will review our **Tenant Participation Strategy** at least every 3 years to reflect current sector best practice.

- In this computer age, we will to continue to play our part in supporting digital engagement in the community. In 2022/23, we will continue to support digital engagement in the community by **reviewing and updating our Digital Engagement Statement** informed by our customer surveys and other data to help improve access and opportunity for tenants to do business with us and others online, as well as access jobs, training and to help build social networks via the internet. This will be supported in part through the **Digital Programmes** running from the community hub.

6.3.3 Objective 3 - Provide Quality Homes in an Attractive Environment

Effective management of our physical assets will always be a top strategic objective and part of our core business. In 2022/23, we will:

- Continue to build on the **Stock Condition Survey** information obtained in 2022, supplemented by operational knowledge to create a full and accurate picture of investment needs and stock performance
- **Review and update our 30 year investment plan and Investment Strategy** so that we can identify any financial risks to the Association when preparing budgets.
- Increase our stock and the provision of additional homes where possible through **New Build Development**.
- Continue to **investigate and improve the environmental surroundings** within our area of operation.

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

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

- We will maintain the solid financial base of the organisation now and in the future. We have updated our budgets and long term financial assumptions to ensure they fully reflect our long term stock investment needs and will ensure that we **manage our service in line with or better than budget assumptions**.
- We remain conscious that we want to keep our management costs as low as possible, yet ensure that we maintain and improve the standards of service to customers. We can do this by continuing to share services with Copperworks Housing Association and other local RSLs/ partners. We will also **continue to explore the possibility of a Merger via Transfer of Engagements with Copperworks** whilst seeking tenant views and considering the best way forward in the interest of tenants.
- Our Rent Policy demonstrates that we fully understand the need to consider affordability and comparability of rent charges whilst supporting the financial well being of the Association and our investment requirements. Following a **comprehensive review of our rent charges** we applied a 3.0% increase on our rents for 2021/22 and 5.0% in 2022/2023 to reflect our current and future costs and to ensure we will continue to meet all tenant and business requirements.

6.3.5 Objective 5 - Develop our Leadership and Staff

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

In 2022/23, we will help achieve this by:-

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

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

In 2022/23 we will help achieve this by:

- Safeguarding our culture of innovation, customer/business and excellence
- Leading on delivery of the **Digital Services**, in partnership with various providers to enable the local community to get online, improve digital skills and confidence, access economic benefits and improve employability.
- Further developing the **services provided from the new Roystonhill Community Hub** to ensure it reaches it's full potential.
- Continuing to support **wider role activities** including COVID recovery activities which benefit the local community through our partnerships with numerous local agencies including Royston Youth Action, Rosemount Lifelong Learning, Rosemount Development Trust, North Glasgow Community Food Initiative, North Glasgow Healthy Living Community, GEMAP and the Simon Community.

Delivery Plan

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

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

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

7. DELIVERY PLAN 2022/2023

7.1 Summary Delivery Plan

- 7.1.1 Our 6 Strategic Objectives above all need to be translated into practical tasks with timescales and targets with named individuals taking ownership of delivery. **Appendix 4** sets out the Summary Delivery Plan along with lead officers for each task and timescales for delivery.
- 7.1.2 An operational Delivery Plan will be developed with all staff to ensure everyone is clear about responsibilities and the part each officer will play in taking the organisation forward once the Plan is approved by the Committee.

7.2 Monitoring Progress

- 7.2.1 Progress against the Summary Delivery Plan will be reported to Committee on a quarterly basis.
- 7.2.2 The annual business planning process will commence again in October 2022 to create the annual budget, review the 3 year strategic objectives and the next annual plan for 2023/24 to be fully considered and approved for March 2023.

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

8.1 Resources

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

8.2 The Long Term View

- 8.2.1 As a property business with 581 houses to maintain over the long term and a significant portfolio of long term borrowing SVHA needs a robust business plan underpinned by a 30-year financial model. In addition to this, the Association provides management services to 13 factored owners. This provides reassurance to the Committee, SHR and lenders that we can meet our long-term maintenance and debt repayment obligations. **At Appendix 5** is a summary of the output from the Association's 30 year financial forecasts.
- 8.2.2 Whilst we cannot expect to be precise over such a period of time, it is sensible to project forward based on realistic assumptions of likely trends and expectations. The bottom line cash position of the Association provides an indication of the level of comfort available to manage risk and changes in circumstances.
- 8.2.3 A key element to the foundations of such a model is a set of realistic cost assumptions. The annual budget provides a starting point for this based on current experience of actual costs across the organisation.
- 8.2.4 A second key element is the assumptions on how costs are likely to increase over the lifetime of the plan. Inflation obviously needs to be taken into account, but also

differential real cost increases need to be considered. The following table sets out the key assumptions used in this business plan followed by some commentary on the rationale for their use.

Table 13 - Business Plan Assumptions

Year	2	3	4	5-30
Assumption	2022/23	2023/24	2024/25	2025/52
Inflation	2.0%	2.0%	2.0%	2.0%
Voids	0.5%	0.5%	0.5%	0.5%
Bad Debts	0.5%	0.5%	0.5%	0.5%
Interest Rates	0.25%	0.5%	1.00%	1.25% rising to 4%

- 8.2.5 Clearly, any predictions about the future have to be treated with care. However, our belief is the above assumptions are prudently realistic. The figure for inflation will clearly have an impact on the plan but from the analysis undertaken, any significant increase has a positive impact on the business plan.
- 8.2.6 The assumption on voids start from a figure much higher than that which we currently experience. With continued investment in the properties and progress to aligning rental levels with local peers, we anticipate that voids will remain low.
- 8.2.7 Historic performance on bad debt has been very good and with careful management we do not expect a significant increase in the level of debt. We therefore consider that the assumption remains valid.
- 8.2.8 The rent increase assumption has been made at 5.0% to 2024/25 in order to bring rental income more into line with the sector. Thereafter the rental income has been increased by 1% over CPI. This may not be sustainable long term and these projections should be revisited periodically to assess the likelihood of this assumption changing.
- 8.2.9 The most significant of the above assumptions have been subject to stress testing to see where the greatest exposure to risk exists. The results of this can be seen in **Appendix 6** on Sensitivity Analysis.
- 8.2.10 Finally, given the nature of the assets of the business (physical stock), a long-term investment plan needs to be factored in to take account of the cyclical nature of maintenance costs. The stock was surveyed in 2018/2019 and the plans arising from that survey have been reflected in this Business Plan. A further stock condition survey is currently underway (March 2022) and the Asset Strategy will be updated accordingly afterwards.
- 8.2.11 The full 30 year accounts show a relatively healthy business. Net surpluses are stable at an average figure of just over £530k per annum in the first 5 years of the plan, then move to an average figure of over £670k per annum in the following 5 years. They then move to £862k per annum for the subsequent 10 years and finally, £1.57m per annum average for the last 10 years of the plan.

8.2.12 The Peak borrowing in the plan at 2023 is an opening balance of £2.85m or £4,915 per unit. This should allow the Association the ability to raise further finance should the need arise. The positive net profits mentioned above translate into an increasing reserves position moving on from an opening balance of £10.3m to £39.7m by Year 30.

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

8.3 Medium Term View

8.3.1 Table 14 below sets out the position over the next three years in relation to income and expenditure. This shows that even with the prudent assumptions on voids, bad debts and interest rates, the average net surplus over the 3 years is planned to be £387k. The operating and net margins are satisfactory and continue to strengthen over time.

Table 14 – Statement of Comprehensive Income 2023- 2025

	2023	2024	2025
Turnover	£2,618,675	£2,682,628	£2,806,258
Ammortisation of Grant	£75,923	£75,923	£75,923
Operating Costs	£1,980,695	£1,915,995	£1,899,641
Depreciation	£372,339	£396,135	£431,051
Operating Surplus	£341,564	£446,420	£551,489
Interest Receivable	£2,000	£2,000	£2,000
Interest Payable	£52,902	£52,406	£76,914
Surplus/(Deficit) for year	£290,663	£396,014	£476,575

8.3.2 The Balance Sheet as set out in Table 15 below, shows an increase in property assets driven by investment of £1.2m in SVHA housing properties. Grant decreases throughout the 3 years due to amortisation charges from the historic grants received by the Association. Cash remains reasonable throughout the period and the average cash holding over the 30 year period is £9.9m. The current loan balance is 100% variable interest rate loans and again this will be reviewed periodically to ensure that we have the most favourable terms. Reserves remain steady at an average £21.4m over the 30 years.

Table 15 – Statement of Financial Position

Non Current Assets	2023	2024	2025
Housing Properties	14,281,516	14,588,454	15,112,204
Less : Depreciation	1,548,381	1,885,182	2,256,901
NBV	12,733,135	12,703,272	12,855,303
Other Fixed Assets	2,387,213	2,331,213	2,275,213
Total Fixed Assets	15,120,348	15,034,485	15,130,516
Current Assets			
Trade Receivables	246,752	246,752	246,752
Cash at Bank	997,475	1,076,124	1,107,901
Total Assets	1,244,227	1,322,876	1,354,653
Current Liabilities			
Sundry Creditors & Accrued Charges	413,657	413,657	413,657
Loans	210,376	211,797	213,236
Net Current Assets/Liabilities	620,194	697,422	727,759
Non Current Liabilities			
Creditors: >1 year (Loans)	2,339,332	2,127,535	1,914,299
Deferred Capital Grant	2,740,123	2,664,200	2,588,277
Net Assets	10,661,087	10,940,171	11,355,700
Equity			
Share Capital	195	195	195
Revenue Reserve	10,660,892	10,939,977	11,355,505
Total	10,661,087	10,940,172	11,355,700

8.3.3 Table 16 below provides projected cash flow figures for the three years to 31 March 2025. It shows that the balance of cash never falls below £0.28m through cash flow in each of the three years presented.

Table 16 – Statement of Cash Flows

	2023	2024	2025
Cash Receipts	2,620,675	2,684,628	2,808,258
Cash Payments	2,768,723	2,534,195	2,710,843
Net Cash Flow in / (Out)	-148,048	150,433	97,416
Opening Cash Balance	563,000	414,952	565,385
Closing Cash Balance	414,952	565,385	662,801
Minimum Working Balance	280,000	280,000	280,000

8.3.4 There are at present two covenants over the Association's borrowings; they are interest cover and the gearing ratio. Table 17 below summarises the covenant position over the next 3 years. The calculations indicate that the Association should not breach its covenant position over the next 3 years.

8.3.5 In relation to interest cover the position is much stronger with a minimum covenant requirement of 150% whilst the minimum projected cover is 1210% in Year 2025.

8.3.6 Gearing has been calculated as the amount of borrowings as a percentage of the Net Book Value of the properties.

Table 17 - Loan Covenants

Key Loan Covenant	2023	2024	2025
Interest cover	1253%	1521%	1210%
Minimum	150%	150%	150%

Key Loan Covenant	2023	2024	2025
Gearing	18%	16%	14%
Minimum	35%	35%	35%

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

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

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

Table 18 - Other Ratios

	2022	2023	2024
Staff Cost Ratio	29%	28%	24%
Maximum	30%	30%	30%

APPENDIX 1 – Risk Assessment & Key

Risk ID	Name	Risk	Pre Control Measures				Control Measure	Post Control Measures				Action Plan	Category	Risk Owner	Action Owner
			Likelihood	Impact	Total Risk Score	Risk Level		Likelihood	Impact	Total Risk Score	Risk Level				
1.	Welfare Reform	Uncertainty around pending changes in welfare reform results in loss of income	5	3	15	HIGH	A) Money Advice, Financial Capability and Tenancy Support service expertise B) Ongoing training of staff on proposed changes to ensure understanding C) Detailed analysis of tenant circumstances to identify those at risk D) Information programme to make tenants aware of risks, options and support available	4	3	12	SIGNIFICANT	ongoing monitoring	Housing Management	Donna	Donna
2.	Welfare Reform	Under occupation charge impacting on tenants results in income loss of b/plan assumptions and greater need for tenancy support services	5	3	15	HIGH	A) Deficit is being made up by the Scottish Government at present but this may be withdrawn at some point in the future B) Welfare Reform Strategy has been put in place to ensure all know that the responsibility for payment is with the tenant C) Additional benefits advice is being made available; tenants have been assisted to move to more appropriately sized properties	3	4	12	SIGNIFICANT	ongoing monitoring	Housing Management	Donna	Donna
3.	Welfare Reform	Shift to direct payment of benefit to tenants results in loss of income through non-payment of rent	4	4	16	HIGH	A) Welfare Reform Strategy has been put in place to ensure all know that the responsibility for payment is with the tenant B) Additional benefits advice is being made available through partnership with GEMAP / Simon Community – TSO/FCO/MA	3	4	12	SIGNIFICANT	ongoing monitoring	Housing Management	Donna	Donna
4.	IT Systems Failure	Failure of IT systems or a critical element of them results in disruption to delivery of services	3	5	15	HIGH	A) Comprehensive ICT Security Policy and IT support in place to support B) IT system back-ups taken and held off site. Further back up conducted remotely by IT Support C) Business Continuity and Disaster Recovery Plan in place D) Cyber Essentials Accreditation gained and held since April 2020 E) Continuously raising awareness amongst staff of risks and dangers, along with regular information flow and training.	2	3	6	MODERATE	Ongoing monitoring and staff training, as well as awareness raising.	Corporate	Fiona	Fiona
5.	Tenant Expectation	Tenants' expectations of service and housing stock quality increasing results in reducing satisfaction and potential income effect	4	3	12	SIGNIFICANT	A) Comprehensive BP in place to articulate vision/objectives with a strong focus on VFM. B) Regular full Tenant Satisfaction Surveys carried out to monitor tenant views / perceptions.	2	3	6	MODERATE	Ongoing monitoring and tenant surveys	Housing Management	Fiona	Donna
6.	EES2 Compliance	Failure to appropriately and	5	5	25	HIGH	A) Ongoing 3 yearly stock condition surveys.	3	5	15	SIGNIFICANT	stock condition survey / repairs	Maintenance	Mags	Mags

Risk ID	Name	Risk	Pre Control Measures				Control Measure	Post Control Measures				Action Plan	Category	Risk Owner	Action Owner
			Likelihood	Impact	Total Risk Score	Risk Level		Likelihood	Impact	Total Risk Score	Risk Level				
		deliver EESSH2 compliance results in regulatory engagement					B) Need to ensure timely update and integration of information on repairs into SCS to keep it up to date. C) Programme of additional EPC surveys undertaken to ensure adequate data to measure EESSH2 compliance D) Ongoing review and updating of Investment Strategy.					info to be input to system on an ongoing basis			
7.	Interest Rate Risk	Bank interest rates increase results in higher costs of borrowing	4	3	12	SIGNIFICANT	A) Treasury Management Policy will support effective treasury management of loans and savings. B) Prudent and realistic assumptions used in financial planning / modelling.	3	3	9	SIGNIFICANT	Ongoing treasury and covenant management and robust financial planning	Finance	Jordan	Jordan
8.	Changing Regulatory Landscape	SHR develops and matures its role resulting in increased expectations of contributions from RSLs to work it undertakes e.g. Thematic Reviews	3	3	9	SIGNIFICANT	A) Keep abreast of developments and take action if necessary	2	3	6	MODERATE	Where requirements are not proportionate, campaign with others to achieve a more proportionate model	Governance	Committee	Fiona / Chair
9.	Rent Levels	Failure to generate sufficient income to support Investment Strategy	3	4	12	SIGNIFICANT	A) Adequate Rent Policy in place B) Stock Condition Survey to support investment assumptions C) Comprehensive review of rent charges completed in 2019.	1	4	4	MODERATE	Annual review of rent charges including comparability and affordability	Corporate	Fiona	Fiona
10.	Effective Governance	The size of the management committee decreases and / or committee fails to develop knowledge and skills	4	4	16	HIGH	A) Recruitment drive ongoing to attract new members with appropriate skills and expertise B) Succession plan in place and to be reviewed annually C) Comprehensive Committee Training & Development plan in place D) Robust Committee Recruitment and Induction policies and procedures in place.	2	4	8	SIGNIFICANT	Ongoing monitoring and implementation of control measures	Governance	Committee	Fiona / Chair
11.	New Build Development	Costs associated with New Build impact on the financial viability of the Association	3	5	15	HIGH	A) Robust exercise carried out to ensure development could stack up financially on it's own. Consideration of impact on SVHA financial position. B) Committee underwent significant training on Development, it's impacts and risks and considered the SHR Thematic enquiry. C) Full further evaluation carried out at tender stage.	2	5	10	SIGNIFICANT	Closely monitor costs as contract progresses. Manage contract and cashflow carefully. Continue to seek appropriate	Development / Finance	Mags	Mags / Jordan

Risk ID	Name	Risk	Pre Control Measures				Control Measure	Post Control Measures				Action Plan	Category	Risk Owner	Action Owner
			Likelihood	Impact	Total Risk Score	Risk Level		Likelihood	Impact	Total Risk Score	Risk Level				
							D) Advice and support from various professional including legal, development and insurance. E) Comprehensive submission made for additional development funding support.					advice and funding for COVID related costs.			
12.	COVID-19	Failure to deliver our full range of services to customers due to potential contractors / staff sickness / isolation.	3	5	15	HIGH	A) All staff set up with IT ability to work from home with appropriate safeguards. B) Staff health and welfare closely monitored and relevant support measures in place C) Vast majority of staff and contractors now fully vaccinated.	1	4	4	MODERATE	Daily monitoring and implementation of control measures.	Corporate	Fiona	Fiona
13.	COVID-19	Reduced income due to impact of COVID-19 as customers unable to meet rent payment obligations and potential impact on financial position.	5	5	25	HIGH	A) Money Advice, Tenancy Support and Financial Capability services continue to operate and referrals made by staff. B) HM staff contacting tenants frequently to discuss rent account position, prompt payment and offer any support necessary. C) HM increased focus on arrears whilst unable to focus on other task e.g. Home visits / inspections etc.	3	5	15	HIGH	Continue with control measures and monitor impact closely and consider additional measure if necessary.	Corporate / Finance	Fiona	Fiona / Jordan
14.	COVID-19	Unable to sustain / continue with robust governance arrangements to allow the organisation to function effectively, due to office closure and inability to host meetings due to social distancing restrictions.	3	5	15	HIGH	A) All Committee set up to attend hybrid meetings. B) Resolution passed by Committee to allow remote meetings whilst the COVID-19 crisis continues. C) Frequent updates provided to Committee from Director covering all areas of business.	1	5	5	MODERATE	Continue to implement and monitor control measures.	Governance	Committee	Fiona / Chair
15.	COVID – 19	Financial impact of COVID on financial institutions resulting in breakdown in normal financial procedures	3	5	15	HIGH	A) Monitoring closely impact on financial institution, specifically our own funders and banker.	3	5	15	HIGH	Ongoing close monitoring	Finance	Jordan	Jordan
16	COVID-19	Failure to fully recover from COVID 19 or a similar event occurs in future	3	5	15	HIGH	A) Robust BCDR plan in place B) Pilot working from home on phased basis more frequently. C) BCDR Internal Audit and Policy review underway March 2022.	2	5	10	SIGNIFICANT	Ensure BCDR plan is sufficiently comprehensive and control measures implemented	Corporate	Fiona	Fiona
17.	VAT	Historic / ongoing VAT liability and	5	3	15	HIGH	A) VAT specialist advising / supporting Association	3	2	6	MODERATE		Finance	Jordan	Jordan

			Pre Control Measures					Post Control Measures							
Risk ID	Name	Risk	Likelihood	Impact	Total Risk Score	Risk Level	Control Measure	Likelihood	Impact	Total Risk Score	Risk Level	Action Plan	Category	Risk Owner	Action Owner
		potential penalties impact on financial position of the Association					B) Budget 22/23 includes provision for historic / ongoing liability and potential penalties. C) Director exploring ways to potentially mitigate future VAT liabilities with advice sought from VAT specialist / legal advisors. D) Staff training provided by VAT specialist.								
18.	Finance Department	Weaknesses in staffing levels result in failure to fulfil all the required duties of the department	5	4	20	HIGH	A) Finance Manager being recruited and will start in March 2022. B) Specialist advice and support being provided by French Duncan in relation to VAT, Annual Accounts etc C) Experienced and competent Finance Officer in post at least until September 2022.	2	3	6	MODERATE		Corporate	Fiona	Fiona

RISK KEY

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

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

APPENDIX 2 - TOWS MATRIX - 2021-2024

TOWS MATRIX	THREATS	OPPORTUNITIES
PURPOSE to map main SWOT - Strengths, Weaknesses, Opportunities and Threats analysis findings and develop appropriate strategies to best respond to same	1. Impact of COVID-19 2. Political change/BREXIT/legislation/regulation/FOI issues 3. Rent Affordability/Comparability 4. Stock deteriorates 5 Committee & Staff - morale/burnout/leaving 6. Ageing Population 7. Welfare reform 8. Fuel poverty 9. Digital by default 10. IT failure/hacking 11. Regulatory expectations 12. Demand for older properties when new build in area	1. Collaboration both ways (RSLs/other – share/partner / merge) 2. Reduce costs / improve efficiency /performance / business process 3. Tenant/community involvement 4. Wider role (digital access/jobs/apprenticeships) 5. Improve governance/attract new management committee 6. Tap into external funding (energy efficiency / wider role) 8. Development opportunities – increase stock 9. Procurement savings 10. To borrow more to support investment 11. New technologies, ICT, Social Media 12. New Community Hub
WEAKNESSES	STRATEGIC RESPONSES	
1. Small size (few economies of scale, reliance on small team) 2. Staff – small team, little turnover 3. Management Committee viability (size and skills) 4. Impact of welfare reform 5. Succession planning for staff 6. Benefit dependency	OBJECTIVE 1 –MAINTAIN AND ENHANCE STRONG STRATEGIC GOVERNANCE OBJECTIVE 2 –ENSURE THAT CUSTOMERS RECEIVE THE HIGHEST POSSIBLE STANARD OF SERVICE AT ALL TIMES OBJECTIVE 3 – PROVIDE QUALITY HOMES IN AN ATTRACTIVE ENVIRONMENT OBJECTIVE 4 – IMPROVE OUR FINANCIAL STRENGTH AND DELIVER VALUE FOR MONEY OBJECTIVE 5 – DEVELOP OUR LEADERSHIP AND PEOPLE OBJECTIVE 6 – CONTINUE OUR ROLE AS A COMMUNITY ANCHOR BY PROVIDING SERVICES AND IMPROVING OUR COMMUNITY TO GROW AND THRIVE	
STRENGTHS		
1. Rent levels affordable (all are under sector average) 2. Excellence ambitions (committed to continual improvement) 3. Partnership working (GCC, RSLs, RDT, RYA, GEMAP.) 4. Customer satisfaction levels 5. Staff service sharing arrangements with Copperworks 6. Staff (efficient, experienced, committed, professional and approachable) 7. Size (Community based with local knowledge) 8. Office location (ease of access) 9. Reputation/relationships (GCC and other partners) 10. IT systems 11. Demand & stock location 12. Strong management, governance and leadership 13. Strong / successful Community engagement 14. Good performance and low risk with SHR. 15. Sound financial position 16. Good knowledge of our tenants 17. Commitment to asset management 18. Good quality housing stock and condition information 19. New Community Hub 20. Good communication with tenants		

Appendix 3

Key Performance Targets 2022/2023

KPI	2020/2021 ARC Average (all RSLs)	2020/2021 ARC	Actual 2021/2022 (Dec 2021)	Proposed Targets 2022/2023	Comments
Average days to relet	56.29	12.55	10.31 Days	10 Days	
% Rental income lost from empty properties	1.37%	0.24%	0.16%	0.2%	
% Rent Collected	99.06%	100.1%	N/A	101%	Annual Figure
% Non-technical rent arrears	N/A	1.92%	1.65%	2.0%	
% Gross rent arrears (current + former)	6.14%	2.33%	2.05%	2.75%	
% Former tenant arrears	N/A	0.64%	0.44%	0.50%	
Average time to respond to Stage 1 complaints	5.4 days	3.25 days	3 days	< 5 days	
Average time to respond to Stage 2 complaints	19.01 days	7.67 days	22 days	<20 days	
% of complaints upheld	N/A	N/A	50%	<40%	
% Tenant Satisfaction with landlord (from 2021 TSS)	88.95%	93.56%	89%	89%	*2021 TSS Figures
% Tenants satisfied with repairs carried out in last 12 months	90.05%	100%	100%	98%	
% Tenants satisfied with home when moving in	N/A	N/A	100%	100%	
Average length of time to complete emergency repairs	4.22hrs	2.14hrs	2.8hrs	2hrs	
Average length of time to complete non-emergency repairs	6.74days	2.61days	2.92days	3days	
% of repairs right first time	91.46%	99.34%	99.69%	98%	
Number of failures (gas safety) (TOTAL NUMBER)	17420	31	32	0	
% Stock meeting Scottish housing quality standard (SHQS)	90.96%	98.03%	98.2%	100%	
% Stock meeting Energy Efficiency Standard (EESH)	Not provided	99.8%	100%	100%	
% Anti-social behaviour complaints resolved	94.4%	100%	100%	100%	
Staff absence rates (%)	Not provided	0.4%	1.7%	<2%	

Appendix 4

Summary Delivery Plan 2022/2023

Activity	Lead Officer	Timescale
Objective 1 – Maintain and Enhance Strong Strategic Governance		
Continue our ongoing recruitment campaign to strengthen our Committee	Director	January 2023
Devise and deliver a training programme to develop our Committee	Director	March 2023
Continue review of our governance/finance/service policies	Director	March 2023
Complete Year 1 Internal Audit actions and agree Year 2 of the 3 Year Internal Audit Programme	Director	June 2022
Conduct a self-assessment review to continue to test our compliance with SHR Regulatory Standards of Governance and Financial Management	Director	September 2022
Continuous review of approach to risk management and conduct risk workshop as part of annual planning / training days	Director	March 2023
Objective 2 – Ensure that Customers Receive the Highest Possible Standard of Service at All Times		
Achieve our operational performance targets in 2022/2023	All Staff	March 2023
Undertake a Comprehensive review of our Tenant Participation Strategy	Housing Manager	March 2023
Continue to support digital engagement in the community through review of the Digital Engagement Statement	Housing Manager	May 2022
Objective 3 - Provide Quality Homes in an Attractive Environment		
Continue to develop a a full and accurate picture of stock condition and performance	Depute Director	March 2023
Review and update our 30 year Investment Plan and Investment Strategy	Depute Director	April 2022
Objective 4 – Improve Financial Strength and Deliver Value for Money		
Manage our service in line with or better than budget assumptions	Finance Agent	March 2023
Continue to explore / progress merger with Copperworks via Transfer of Engagements.	Director	March 2023
Objective 5 - Develop our Leadership and People		
Conduct annual committee performance evaluation, create learning and development plans	Chair	May 2022
Ensure new members undergo comprehensive induction and future development	Chair	Ongoing
Conduct annual staff appraisals, creating learning and development plans	Chair / Senior Management Team	May 2022
Ensure Succession Planning is discussed at regular intervals for both Committee and Staff	Chair / Director	March 2023
Objective 6 – Continue our Role as a Community Anchor by Providing Services and Improving our Community to Grow and Thrive		
Safeguard culture of innovation customer / business excellence	All Staff	Ongoing
Lead on delivery of Digital Projects in partnership with various providers	Director	March 2023
Further develop the services provided from Roystonhill Community Hub	Director	March 2023
Continue to support wider role activities which benefit the local community through partnerships with various agencies and stakeholders	Director	March 2023

Appendix 5 - 30 Year Business Plan Extract

Statement of Financial Position

Non Current Assets	2023	2024	2025	2026	2027	2032	2042	2052
Housing Properties	14,598,898	14,955,836	15,479,586	16,246,173	17,012,761	20,245,088	26,901,365	33,616,907
Less : Depreciation	1,548,381	1,888,516	2,263,567	2,689,725	3,166,988	6,239,809	15,044,925	24,927,485
NBV	13,050,517	13,067,320	13,216,019	13,556,449	13,845,773	14,005,278	11,856,440	8,689,423
Other Fixed Assets	2,387,213	2,331,213	2,275,213	2,219,213	2,163,213	1,883,213	1,323,213	763,213
Total Fixed Assets	15,437,730	15,398,533	15,491,232	15,775,662	16,008,986	15,888,491	13,179,653	9,452,636

Current Assets								
Trade Receivables	288,211	288,211	288,211	288,211	288,211	288,211	288,211	288,211
Cash at Bank	414,952	565,385	662,801	672,036	721,313	2,420,163	12,377,831	31,105,577
Total Assets	703,163	853,596	951,012	960,247	1,009,524	2,708,374	12,666,042	31,393,788

Current Liabilities								
Sundry Creditors & Accrued Charges	568,825	568,825	568,825	568,825	568,825	568,825	568,825	568,825
Loans	208,855	210,538	212,246	213,980	215,739	-	-	-
Net Current Assets/Liabilities	- 74,517	74,233	169,941	177,442	224,959	2,139,549	12,097,217	30,824,963

Non Current Liabilities								
Creditors: >1 year (Loans)	2,329,380	2,118,842	1,906,596	1,692,617	1,476,877	595,789	-	-
Deferred Capital Grant	2,740,123	2,664,200	2,588,277	2,512,354	2,436,431	2,056,817	1,297,588	538,359
Net Assets	10,293,710	10,689,724	11,166,299	11,748,133	12,320,637	15,375,435	23,979,282	39,739,240

Equity								
Share Capital	203	203	203	203	203	203	203	203
Revenue Reserve	10,293,507	10,689,521	11,166,096	11,747,930	12,320,434	15,375,232	23,979,079	39,739,037
Total	10,293,710	10,689,724	11,166,299	11,748,133	12,320,637	15,375,435	23,979,282	39,739,240

Appendix 5 - 30 Year Business Plan Extract

Cashflow forecast

Income								
	2023	2024	2025	2026	2027	2032	2042	2052
Gross Rental Income	2,244,414	2,356,635	2,474,467	2,548,701	2,625,162	3,043,282	4,089,917	5,496,506
Total Void Rent Loss	11,222	11,783	12,372	12,744	13,126	15,216	20,450	27,483
Total Bad Debt	11,222	11,783	12,372	12,744	13,126	15,216	20,450	27,483
Total Net Rental Income	2,221,970	2,333,069	2,449,722	2,523,214	2,598,910	3,012,849	4,049,018	5,441,541
Total Service Charge Income	210,705	214,919	219,203	223,560	227,990	251,292	304,310	367,430
Total Other Income	186,000	134,640	137,333	140,079	142,881	157,752	192,299	234,411
Total Income	2,618,675	2,682,628	2,806,258	2,886,853	2,969,781	3,421,893	4,545,627	6,043,383
Total Income (Including Grants)	2,618,675	2,682,628	2,806,258	2,886,853	2,969,781	3,421,893	4,545,627	6,043,383

Expenditure								
	2023	2024	2025	2026	2027	2028-2032	2033-2042	2043-2052
Total Management Costs	1,283,510	1,068,514	1,035,210	1,055,914	1,077,033	1,189,131	1,449,544	1,766,986
Total Maintenance Spend	571,479	582,909	594,567	606,458	618,587	682,970	832,537	1,014,858
Total Investment Spend	394,124	469,327	638,387	766,588	766,588	566,384	732,622	389,701
Total Other Initiatives Spend	149,200	152,184	155,227	158,332	161,498	178,307	217,356	264,955
Total Expenditure	2,398,313	2,272,933	2,423,391	2,587,292	2,623,706	2,616,793	3,232,059	3,436,501

Debt Repayment & Interest								
	2023	2024	2025	2026	2027	2028-2032	2033-2042	2043-2052
Drawdowns	0	0	0	0	0	0	0	0
Repayment	-317,509	-208,855	-210,538	-212,246	-213,980	-223,046	0	0
Interest	-52,902	-52,406	-76,914	-80,080	-84,819	-41,189	0	0
Total Repayments	-370,410	-261,261	-287,452	-292,326	-298,799	-264,235	0	0
Net Cash Balance	-150,048	148,433	95,416	7,235	47,277	540,866	1,313,568	2,606,882
Interest Received	2,000	2,000	2,000	2,000	2,000	10,000	20,000	20,000

Net Cash Balance	-148,048	150,433	97,416	9,235	49,277	542,866	1,315,568	2,608,882
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Opening Cash Balance	563,000	414,952	565,385	662,801	672,036	1,877,298	11,062,263	28,496,695
Cumulative Closing Cashbalance (Incl Int Rec'd)	414,952	565,385	662,801	672,036	721,313	2,420,163	12,377,831	31,105,577
Minumum working Balance	280,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000

Appendix 6 - Sensitivity Analysis (include all covenants)

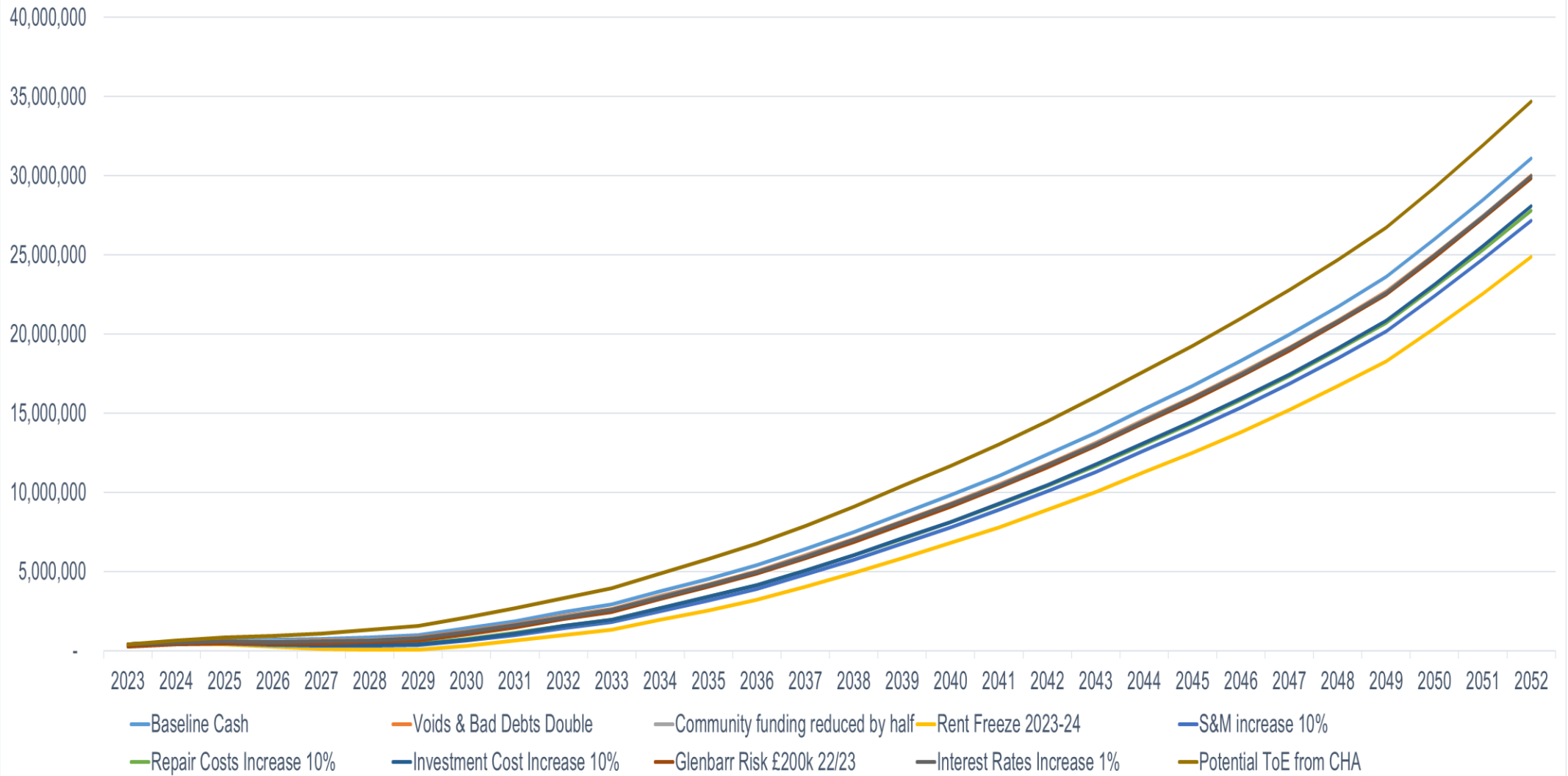
1.0 Sensitivity Analysis

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

- 1) Base Line Projections
- 2) Sensitivity 1: Voids & Bad Debts Doubled
- 3) Sensitivity 2: Community funding reduced by half
- 4) Sensitivity 3: Rent Freeze 2023-24
- 5) Sensitivity 4: Management Costs increase 10%
- 6) Sensitivity 5: Repair Costs increase 10%
- 7) Sensitivity 6: Investment Costs increase 10%
- 8) Sensitivity 7: Glenbarr Risk Additonal £200k 22/23
- 9) Sensitivity 8: Interest Costs increase 1%
- 10) Sensitivity 9: Potential Transfer of Engagement from Copperworks HA

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

SVHA Risks & Scenarios



In Conclusion

30 year cashflow projects a maximum cash balance of £31.1m by 2051/52 and a minimum cash balance of £415K by 2022/23.

Risk Analysis suggests the plan is most susceptible to a rent freeze with a minimum cash balance projected of £71K and this would mean the cash would sit under the minimum working balance as set out in the Treasury Management Policy. On the other hand, if a Transfer of Engagements were successful this would enhance cash balances by almost £3m by year 30.

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

It is not anticipated that additional borrowings will be required and all things being equal it is a viable organisation in the long term provided it continues to adopt prudent management and careful monitoring of its income and costs.