

BOARD AGENDA – 20 MAY 2020

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
1	Meeting Protocol	Noting	Company Secretary	-	2.00pm
2	Attendance and Apologies	Noting	Chair	2	
3	Declaration of Interest	Noting	Chair	-	
4	Minutes				
4.1	Minute of Meeting 18 March 2020	Approval	Company Secretary	4	-
4.2	Action Sheet	Noting	Company Secretary	8	2.10pm
5	Date of Next Meeting 23 June 2020	Approval	Chair	-	
6	Health & Safety	Noting	Director of Operations	-	

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
7	Items For Decision				2.10pm
7.1	Annual Return on the Charter 2019/20	Approval	Chief Executive	10	- 2.20pm

ITEM	AGENDA ITEM	ACTION	PRESENTED BY	PAGE NO	TIME
8	Monitoring & Update Reports				2.20pm
8.1	Covid-19 Update	Noting	Chief Executive	78	
8.2	Policy Schedule	Noting	Head of Executive Office	103	-
8.3	Staff Engagement Survey	Noting	Chief Executive	105	2.45pm

Board Meetings 2019/20

Board Members	Notes	29-Aug-19	19-Nov-19	12-Feb-20	18-Mar-20	29-Apr-20			
Norman Macleod	2								
Calum Mackay									
Alasdair Mackenzie	1								
Alexander Gardner	1								
David Blaney									
Fiona Macleod									
Iain Macmillan									
Norman A Macdonald									
Paul Finnegan									
Roddy Mackay									
Roddy Nicolson									
Mairi Bremner	3								
Gordon Macleod	4								

- 1 - Appointed as a Tenant Member on 29 August 2019
 2 - Appointed as a Community Member on 29 August 2019
 3 - Mairi Bremner passed away on 22 September 2019
 4 - Appointed as a Co-opted Member on 18 March 2020



Member present at meeting



Member not present at meeting



Cancellation of travel due to weather



Unable to attend remote meeting due to technical difficulties



Member not required to be present at meeting

Special Leave

Board Training 2019/20

Board Members	Notes	Freedom of Information Training						
		20-Nov-19						
Norman Macleod	2							
Calum Mackay								
Alasdair Mackenzie	1							
Alexander Gardner	1							
David Blaney								
Fiona Macleod								
Iain Macmillan								
Norman A Macdonald								
Paul Finnegan								
Roddy Mackay								
Roddy Nicolson								
Mairi Bremner	3							
Gordon Macleod	4							

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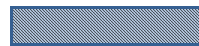
Member present at meeting



Member not present at meeting



Cancellation of travel due to weather/
technical problems



Member not required to be present at meeting

Special Leave



HEBRIDEAN HOUSING PARTNERSHIP

Board

Minutes of Meeting held in HHP Board Room, Creed Court on Wednesday 18 March 2020 @ 5.30pm

ATTENDANCE & APOLOGIES			
1	<u>Attendance & Apologies</u> <table> <tr> <td> <u>Present</u> Norman Macleod (Chair) Calum Mackay (Vice-Chair) Alasdair Mackenzie Alex Gardner Norman A Macdonald Paul Finnegan Roddy Nicolson <u>Apologies</u> David Blaney Fiona Macleod Iain Macmillan Roddy Mackay Norman Macleod took the opportunity to pay tribute to former Board Member and Councillor for Paible, Isle of North Uist Mr Archie Campbell who was involved in setting up the shadow board during 2002 to 2006 and then served on our Board from 2006 – 2012. </td><td> <u>Staff & Consultants In Attendance</u> Dena Macleod (Chief Executive) John Maciver (Director of Operations) Donald Macleod (Director of Finance & Corporate Services) Anna Coyle (Company Secretary) Jonathan Fairgrieve (Corporate Services Officer - Minute Taker) Tina Cook (Training & Development Officer) </td></tr> </table>	<u>Present</u> Norman Macleod (Chair) Calum Mackay (Vice-Chair) Alasdair Mackenzie Alex Gardner Norman A Macdonald Paul Finnegan Roddy Nicolson <u>Apologies</u> David Blaney Fiona Macleod Iain Macmillan Roddy Mackay Norman Macleod took the opportunity to pay tribute to former Board Member and Councillor for Paible, Isle of North Uist Mr Archie Campbell who was involved in setting up the shadow board during 2002 to 2006 and then served on our Board from 2006 – 2012.	<u>Staff & Consultants In Attendance</u> Dena Macleod (Chief Executive) John Maciver (Director of Operations) Donald Macleod (Director of Finance & Corporate Services) Anna Coyle (Company Secretary) Jonathan Fairgrieve (Corporate Services Officer - Minute Taker) Tina Cook (Training & Development Officer)
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Add Item	Mr Gordon Macleod had been identified as a potential co-optee appointment for the Board and the Chief Executive advised members Mr Gordon Macleod indicated he was interested in joining the Board. Mr Macleod has worked as Superintendent for Police Scotland and was based in the Outer Hebrides as a Chief Inspector for a number of years. Gordon has considerable knowledge to draw upon. Members agreed Mr Macleod would be an asset to the Board. The Board agreed that Mr. Gordon Macleod be co-opted onto the Board.		
PRELIMINARY PROCEDURAL MATTERS			
2	<u>Declaration of Interest</u> Mr Alasdair Mackenzie declared an interest at item 6.5.		
3.1	<u>Minute of Board Meeting 12 February 2020</u> The minute of the Board meeting of 12 February 2020 was submitted and approved as a true and accurate record of the proceedings of the meeting.		
3.2	<u>Action Sheet</u> Nothing to report. The Action Sheet was noted.		
4	<u>Date of Next Meeting</u> The date of the next meeting will be 20 May 2020.		
5	<u>Health & Safety</u> The Chief Executive provided members with an update on the actions being taken regarding COVID-19. Members were notified that the Scottish Housing Regulator had extended the submission deadlines for the Annual Return on the Charter, Five Year Financial Projections and the Loan Portfolio Return to 31 July 2020. Landlords have also been advised they should notify the Regulator of any office closures which should be disclosed as a Notifiable Event. The Chief Executive explained an email had been received from Kevin Stewart MSP stating there should be no evictions from financial hardship suffered arising through COVID-19.		

	Members were advised homeworking was being rolled out to staff who are able to carry out their job remotely and assured members that staff would still be required to provide the same quality of service as they would if working in the office building. It was agreed the email regarding evictions issued by Kevin Stewart MSP would be circulated to members. It was agreed the Chief Executive would issue a weekly update to members on COVID-19.
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ITEMS FOR DECISION	
6.1	<u>Business Plan</u> The Chief Executive presented the 2020 update to the five year Business Plan (2019/20 – 2023/24). Members were advised the key changes were to the Risk Appetite section, specifically regarding New Build, which had been reduced from open to cautious following a Risk Appetite session held with the Board on 11 March 2020, and the amendment to the Risk Register to reflect the increased risk around climate change It was agreed the results from the recent Staff Survey would be reported to the Remuneration Working Group initially and then to the Board for noting. It was agreed the Risk Register would be updated regularly in light of the current situation with COVID-19 and issued to members. The Board approved the update to the Business Plan 2019/20 to 2023/24 including the 2020/21 Risk Appetite, the five year development plan and the 30 year cash flow projections.
6.2	<u>Annual Financing Strategy</u> The Director of Finance & Corporate Services outlined the Annual Financing Strategy for 2020/21 to the Board for consideration and approval. The strategy was prepared prior to the COVID19 measures being put in place and will be updated accordingly if required. There is no requirement for additional borrowing during 2020/21 based on Budgets for 2020/21 reported at item 6.3. Members were advised the drawdown of private finance in relation to development would be in the latter half of 2020/21. It was agreed that there would be regular monitoring of the cash flow to take account of any changes in our arrears and any other changes which the government may impose. The Board approved the Annual Financing Strategy 2020/21.
6.3	<u>Budgets 2020/21</u> The proposed budgets for 2020/21 were presented to the Board for consideration and approval. The budget was prepared prior to the COVID19 measures being put in place and will be updated accordingly if required. The Finance Working Group met on 25 February 2020 to review the proposed budgets and perform stress testing on the key risks. The main risks identified were on voids and arrears/bad debt and no action being taken to mitigate the risk. The Director of Finance & Corporate Services advised Members voids and arrears/bad debts would continue to be monitored. The report outlined the variances in the budgets from the previous year. There was a significant increase in fees charged to capital due to the increased development programme in 2020/21. The Board approved the Budgets for 2020/21.
6.4	<u>Asset Management Strategy</u> The Director of Operations presented the Asset Management Strategy 2020-2024 following consultation. Members were advised no significant amendments had been made, following consultation. The Action Plan will be reported to the Board annually. The Board approved the Asset Management Strategy 2020-2024.
6.5	<u>Community Grants Requests</u> The Board were asked to consider funding applications from the Community Grant Fund for two community projects – a garden group based in MacQueen Street, Tarbert and the Beinn Mhor Bulbs Group based in Howmore, Isle of South Uist. Our Community Grant Fund makes funding available to support small scale community projects which will improve the quality of life for residents and make a difference to neighbourhoods. There must be a benefit to our tenants residing within the area. The Western Isles Housing Association Communities Forum committee will be responsible for managing the Community Grant Funding for these two projects.

	The Board approved the funding application for: a) the Hill Group, MacQueen Street; and b) the Beinn Mhor Bulbs Group, Howmore.
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POLICIES	
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7.1	<u>Expenses Policies</u> The Director of Finance & Corporate Services presented the Member Expenses and Staff Expenses Policies to the Board for approval. There were no changes proposed to the Members Expenses Policy. The Staff Expenses Policy had been updated to reflect the new rate for Benefit in Kind charge for vans owned by us for private use and include reference to the new Head of Executive Office role. Members were advised that if the Staff Expenses Policy, was approved, it would be updated with Working from Homes Expenses allowable by HMRC, as we look to roll out homeworking for staff due to COVID-19. These expenses would include Heat and Light, Personal telephone use and Wi-Fi which would otherwise not be required if working in our offices. The Board: a) approved the Staff Expenses Policy, subject to the update regarding Working from Home Expenses; and b) noted there are no changes to the Members Expenses Policy and the current policy will remain valid for a further 12 months.
7.2	<u>Family Leave Policies</u> The Head of Executive Office presented the revised Adoption Leave and Special Leave Policies to the Board for approval for consultation with the staff and the Union. There were minor changes made to the Adoption Leave Policy, with regards to job roles, corporate standard formatting and language. The Special Leave Policy had been updated to include Statutory Parental Bereavement leave, clarification around paid leave for obtaining qualifications, the inclusion of one day's paid community work, and job roles had been updated. It was agreed the consultation period for both Policies be extended to 30 April 2020 in light of the COVID-19 situation. The Board approved the: a) draft Adoption Leave Policy; and b) draft Special Leave Policy for consultation with staff and the Union.

MONITORING REPORTS	
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8.1	<u>Management Report to 31 January 2020</u> The Management Report for the month ended 31 January 2020 was presented to the Board for review. The Director of Finance & Corporate Services advised the virements were reflected in the approved budgets. It was noted the forecast out turn was on target, however some works could be liable to slippage due to COVID-19. Members noted the Scottish Government Grant drawdown to date was £8.9M. The Board: a) approved the virement of £111K from training and professional fees budgets to reserves; b) approved the virement of £51K from estate works to reserves; and c) noted the management report to 31 January 2020.
8.2	<u>Investment Programme 2019/20 Monitoring Report</u> The Director of Operations provided an update on the progress of the 2019/20 Investment Programme and the procurement of the 2020-2022 Investment Programme. Members were advised that there may be some slight slippage due to COVID-19. Tendering for the 2020/21 programme was underway and works would be mobilised as soon as circumstances permitted. Members were advised that no announcements from Scottish Government had been made regarding OT grant funding for 2020/21.

Board Action Sheet

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/ TIMESCALE	ACTION BY	PROGRESS
1	18 Mar 2020 (1)	Co-optee Board Member Paperwork to be drawn up and issued to Mr Gordon Macleod	30 March 2020	Company Secretary	Complete
2	18 Mar 2020 (6.1)	Staff Survey results to be reported to Remuneration Working Group	20 May 2020	Chief Executive	Report going to May Board meeting
3	18 Mar 2020 (7.1)	Staff Expenses Policy to be updated with Working from Home expenses allowable as per HMRC guidance.		Director of Finance & Corporate Services	
4	18 Mar 2020 (7.2)	Adoption Leave Policy and Special Leave policy to be consulted with Staff and the Union	19 March 2020	Head of Executive Office	Consultations issued and closed 30 April 2020. Updated Policies to follow in August.
5	18 Mar 2020 (9.5)	Workforce Strategy to be consulted with Staff and the Union.	23 June 2020	Chief Executive	Consultation issued and closed 30 April 2020. Consultation responses being considered.
7	12 Feb 2020 (7.7)	Parental Leave Policy Consultation document to be consulted with the Joint Consultative Committee and staff.	13 February 2020	Head of Executive Office	Consultation issued and closed 13 March 2020. Updated Policy to follow in June.
8	19 Nov 19 (6.5)	Stornoway Historical Society to be asked to provide wording for a plaque on the wall at the Scotland Street Development commemorating Duncan 'Major' Morrison and Lady Matheson		Development Manager	Request made to Stornoway Historical Society on 9 December 2019. Response received and to be reviewed.
9	19 Nov 19 (7.2)	Attendance & Absence Policy Consultation document to be sent to Staff and Unison	21 February 2020	Head of Executive Office	Consultation Issued and closed 21 February 2020. Updated Policy to follow in June.
10	28 Aug 19 (8.1)	Report to Board on media engagement.	31 October 2020	Head of Executive Office	Media Engagement has been ongoing. Report and Strategy for future engagement and comms plan to be brought to Board.
11	19 Jun 19 (6.6)	First time refusals for existing stock to be added to future allocations reports.	June 2020	Area Manager	Planned

Action Point	MINUTE NUMBER	ACTION TO BE TAKEN	DEADLINE/ TIMESCALE	ACTION BY	PROGRESS
12	19 Jun 19 (7.3)	End Violence at Work Charter initial assessment to take place with a view to being fully compliant by 31 December 2019.	31 March 2020	Chief Executive	Discussed at JCC meeting.

ANNUAL RETURN ON THE CHARTER 2019/20

Board 20 May 2020

Report by Head of Executive Office

Purpose of Report

- 1.1 The purpose of this Report is to bring our Annual Return on the Charter (ARC) 2019/20 before the Board for consideration and approval.

Summary

- 2.1 All social landlords are required to complete the ARC in order to provide information on performance against particular performance indicators, contextual statistical data, and information used to monitor progress towards the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (ESSH), in addition to tenant satisfaction with the service provided to them.
- 2.2 The completed ARC which includes our ESSH return, is at Appendix 1.
- 2.3 The ARC must be signed off by the Board prior to submission.
- 2.4 On 18 March 2020, the Scottish Housing Regulator announced the original deadline for the ARC to be submitted had been extended from 31 May 2020 to 31 July 2020 in light of the COVID-19 pandemic.
- 2.5 Despite this extension, we have continued to collate the data and prepare the submission in accordance with the previous timescales. The completed data set for 2020 is generally positive, with the majority of comparable indicators showing improvement year on year. Further details are given in section 9 of this report.

Competence

- 3.1 The financial, legal and other implications are detailed in paragraphs 5.1 – 8.1 of this report.

Recommendations

- 4.1 **It is recommended that the Board review and approve the Draft Annual Return on the Charter at Appendix 1, subject to the reconciliation of any queries raised.**

APPENDIX 1: Draft Annual Return on the Charter 2019/20

APPENDIX 2: ARC Comparison Year on Year 2019/20

Background Papers: HHP Rules & Standing Orders

Writer of Report: Tina Cook

Competence

Financial

- 5.1 There are no financial constraints to the recommendation in this report being implemented.

Legal

- 6.1 There is a legal and regulatory requirement to ensure that the ARC is prepared and submitted by 31 July 2020.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The risks of not submitting the ARC will lead to the Partnership being in breach of regulatory requirements and have a knock-on effect on its risk rating and regulatory engagement.

Report Details

- 9.1 On 1 April 2019, RSLs commenced reporting against the seventh full year of the Annual Return on the Charter (ARC). This return covers the period 1 April 2019 – 31 March 2020.
- 9.2 This year has seen amendments to several of the Indicators, some have been removed entirely and three new indicators have been added (relating to Homelessness and Adaptations). The ARC is attached at Appendix 1 for consideration.
- 9.3 Some of the pertinent statistics from key indicators are summarised below. Previous years data has been included for comparison. A full year on year comparison is attached at Appendix 2.

DETAIL	ARC 2019/20	ARC 2018/19	ARC 2017/18
REPAIRS			
Emergency repairs completed	816	809	1952
Average length of time to complete emergency repairs	2.86 hours	3.43 hours	8.96 hours
Non-emergency repairs completed	4613	4675	3381
Average length of time to complete non-emergency repairs	2.57 days	2.69 days	3.61 days
Reactive repairs completed right first time	89.49%	89.48%	90.3%
ARREARS			
Total arrears	£302,173	£295,611	£258,757
Former tenant arrears	£94,252	£128,050	£116,601
VOIDS			
Calendar days properties were empty	4512	6350	6976
Rent loss through voids	£57,159	£56,229	£95,108

DETAIL	ARC 2019/20	ARC 2018/19	ARC 2017/18
LETTINGS			
General needs lets	218	231	220
Supported Housing lets	12	2	0
NEIGHBOURHOOD & COMMUNITY			
Anti-social behaviour cases	16	40	36
Abandoned properties	4	13	8
HOUSING QUALITY & ENERGY EFFICIENCY STANDARDS			
Total self-contained stock	2201	2172	2149
Stock meeting SHQS	82.78%	81.08%	81.62%
Stock meeting EESSH	83.00%	80.30%	79.80%
GENERAL			
Rent increase	2.2%	3.2%	3.9%
Staff turnover	4.16%	13.87%	10.4%

- 9.4 Numbers of Supported Housing lets are up significantly, this relates to wheelchair adapted properties of which we now have 9 new builds and 3 re-lets for the year.
- 9.5 There has also been notable improvement on the Anti-Social Behaviour cases; this is a positive and it is believed in part to be related to additional Housing Officer resource, and early and successful interventions by the Housing Team.
- 9.6 Rent Arrears have risen slightly, although Former Tenant Arrears continues to reduce. Rent Arrears are the subject of ongoing focus by Officers and the Board and we will continue to monitor and report on this area.
- 9.7 The completed EESSH was previously an additional return, however this year it forms part of the ARC submission itself.
- 9.8 Following the publication of ARC results by the Regulator in the autumn, a Tenant Report will be prepared and issued to all Tenants.

Landlord name: Hebridean Housing Partnership Ltd

RSL Reg. No.: 359

Report generated date: 05/05/2020 10:40:24

Approval

A1.1	Date approved	
A1.2	Approver	
A1.3	Approver job title	
A1.4	Comments	

**Social landlord contextual information****Staff**

Staff information, staff turnover and sickness rates (Indicator C1)

C1.1	the name of Chief Executive	Ms Dena Macleod
C1.2.1	C1.2 Staff employed by the RSL: the number of senior staff	 4.00
C1.2.2	the number of office based staff	38.50
C1.2.3	the number of care / support staff	2.50
C1.2.4	the number of concierge staff	0.00
C1.2.5	the number of direct labour staff	0.00
C1.2.6	the total number of staff	45.00
C1.3.1	Staff turnover and sickness absence: the percentage of senior staff turnover in the year to the end of the reporting year	 0.00%
C1.3.2	the percentage of total staff turnover in the year to the end of the reporting year	4.16%
C1.3.3	the percentage of days lost through staff sickness absence in the reporting year	4.36%

**Social landlord contextual information****Lets**

Number of lets during the reporting year, split between 'general needs' and 'supported housing' (Indicator C3)
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C3.1	The number of 'general needs' lets during the reporting year	218
C3.2	The number of 'supported housing' lets during the reporting year	12

Indicator C3		230
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The number of lets during the reporting year by source of let (Indicator C2)

C2.1	The number of lets to existing tenants	23
C2.2	The number of lets to housing list applicants	120
C2.3	The number of mutual exchanges	19
C2.4	The number of lets from other sources	3
C2.5.1	C2.5 The number of applicants who have been assessed as statutorily homeless by the local authority as: section 5 referrals	0
C2.5.2	nominations from the local authority	84
C2.5.3	other	0
C2.6	the number of other nominations from local authorities	0
C2.7	Total number of lets excluding exchanges	230



Comments (Social landlord contextual information)

No comments

**Overall satisfaction****All outcomes**

Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)

1.1.1	1.1 In relation to the overall tenant satisfaction survey carried out, please state: the number of tenants who were surveyed	824
1.1.2	the fieldwork dates of the survey	07/2018
1.1.3	The method(s) of administering the survey: Post	☐
1.1.4	Telephone	☒
1.1.5	Face-to-face	☒
1.1.6	Online	☐
1.2.1	1.2 In relation to the tenant satisfaction question on overall services, please state the number of tenants who responded: very satisfied	365
1.2.2	fairly satisfied	360
1.2.3	neither satisfied nor dissatisfied	38
1.2.4	fairly dissatisfied	38
1.2.5	very dissatisfied	23
1.2.6	no opinion	0
1.2.7	Total	824

Indicator 1	87.99%
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Comments (Overall satisfaction)

No comments



The customer / landlord relationship

Communication

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 2)

2.1	How many tenants answered the question "How good or poor do you feel your landlord is at keeping you informed about their services and decisions?"	824
2.2.1	2.2 Of the tenants who answered, how many said that their landlord was: very good at keeping them informed	458
2.2.2	fairly good at keeping them informed	301
2.2.3	neither good nor poor at keeping them informed	25
2.2.4	fairly poor at keeping them informed	30
2.2.5	very poor at keeping them informed	10
2.2.6	Total	824

Indicator 2	92.11%
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Participation

Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 5)

5.1	How many tenants answered the question "How satisfied or dissatisfied are you with opportunities given to you to participate in your landlord's decision making processes?"	823
5.2.1	5.2 Of the tenants who answered, how many said that they were: very satisfied	409
5.2.2	fairly satisfied	286
5.2.3	neither satisfied nor dissatisfied	90
5.2.4	fairly dissatisfied	30
5.2.5	very dissatisfied	8
5.2.6	Total	823

Indicator 5	84.45%
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Comments (The customer / landlord relationship)

No comments



Housing quality and maintenance

Quality of housing

Scottish Housing Quality Standard (SHQS) – Stock condition survey information (Indicator C8)

C8.1	The date your organisation's stock was last surveyed or assessed for compliance with the SHQS	01/2018
C8.2	What percentage of stock did your organisation fully assess for compliance in the last five years?	20.00
C8.3	The date of your next scheduled stock condition survey or assessment	03/2022
C8.4	What percentage of your organisation's stock will be fully assessed in the next survey for SHQS compliance	20.00
C8.5	Comments on method of assessing SHQS compliance.	
Assets of age, construction, type and in differing areas were developed into cells for a 20% sample. A contingency list within the cells was also prepared in readiness for cloning across the remainder of the stock The results of the sample and cloning were cross referenced to known improvements carried out in recent years in order to provide an accurate model of works required across SHQS criteria.		



Scottish Housing Quality Standard (SHQS) – Stock summary (Indicator C9)

		End of the reporting year	End of the next reporting year
C9.1	Total self-contained stock	2,201	2,250
C9.2	Self-contained stock exempt from SHQS	301	281
C9.3	Self-contained stock in abeyance from SHQS	78	69
C9.4.1	Self-contained stock failing SHQS for one criterion	0	0
C9.4.2	Self-contained stock failing SHQS for two or more criteria	0	0
C9.4.3	Total self-contained stock failing SHQS	0	0
C9.5	Stock meeting the SHQS	1,822	1,900



C9.6	Total self-contained stock meeting the SHQS by local authority
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	End of the reporting year	End of the next reporting year
Aberdeen City	0	0
Aberdeenshire	0	0
Angus	0	0
Argyll & Bute	0	0
City of Edinburgh	0	0
Clackmannanshire	0	0
Dumfries & Galloway	0	0
Dundee City	0	0
East Ayrshire	0	0
East Dunbartonshire	0	0
East Lothian	0	0
East Renfrewshire	0	0
Eilean Siar	1,822	1,900
Falkirk	0	0
Fife	0	0
Glasgow City	0	0
Highland	0	0
Inverclyde	0	0
Midlothian	0	0
Moray	0	0
North Ayrshire	0	0



North Lanarkshire	0	0
Orkney Islands	0	0
Perth & Kinross	0	0
Renfrewshire	0	0
Scottish Borders	0	0
Shetland Islands	0	0
South Ayrshire	0	0
South Lanarkshire	0	0
Stirling	0	0
West Dunbartonshire	0	0
West Lothian	0	0
Totals	1,822	1,900

Percentage of stock meeting the Scottish Housing Quality Standard (SHQS) (Indicator 6)
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6.1.1	The total number of properties within scope of the SHQS: at the end of the reporting year	2,201
6.1.2	projected to the end of the next reporting year	2,250
6.2.1	The number of properties meeting the SHQS: at the end of the reporting year	1,822
6.2.2	projected to the end of the next reporting year	1,900

Indicator 6 - Percentage of stock meeting the SHQS at the end of the reporting year	82.78%
Indicator 6 - Percentage of stock meeting the SHQS projected to the end of the next reporting year	84.44%



Percentage of tenants satisfied with the quality of their home (Indicator 7)

7.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with the quality of your home?"	824
7.2.1	7.2 Of the tenants who answered, how many said that they were: very satisfied	405
7.2.2	fairly satisfied	344
7.2.3	neither satisfied nor dissatisfied	22
7.2.4	fairly dissatisfied	43
7.2.5	very dissatisfied	10
7.3	Total	824

Indicator 7	90.90%
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**Repairs, maintenance & improvements**

Average length of time taken to complete emergency repairs (Indicator 8)
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8.1	The number of emergency repairs completed in the reporting year	816
8.2	The total number of hours taken to complete emergency repairs	2,336

Indicator 8	2.86
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Average length of time taken to complete non-emergency repairs (Indicator 9)

9.1	The total number of non-emergency repairs completed in the reporting year	4,613
9.2	The total number of working days taken to complete non-emergency repairs	11,848

Indicator 9		2.57
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Percentage of reactive repairs carried out in the last year completed right first time (Indicator 10)

10.1	The number of reactive repairs completed right first time during the reporting year	4,128
10.2	The total number of reactive repairs completed during the reporting year	4,613

Indicator 10		89.49%
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How many times in the reporting year did not meet your statutory duty to complete a gas safety check (Indicator 11).

11.1	The number of times you did not meet your statutory duty to complete a gas safety check.	0
11.2	if you did not meet your statutory duty to complete a gas safety check add a note in the comments field	

Indicator 11		0
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Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 12)

12.1	Of the tenants who had repairs carried out in the last year, how many answered the question "Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by your landlord?"	172
12.2	Of the tenants who answered, how many said that they were:	155
12.2.1	very satisfied	
12.2.2	fairly satisfied	16
12.2.3	neither satisfied nor dissatisfied	0
12.2.4	fairly dissatisfied	0
12.2.5	very dissatisfied	1
12.2.6	Total	172

Indicator 12	99.42%
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EESH

Percentage of properties meeting the EESH (Indicator C10)

C10.1	Number of self contained properties			
	Gas	Electric	Other fuels	Total
Flats	170	158	0	328
Four-in-a-block	48	0	0	48
Houses (other than detached)	198	1,483	71	1,752
Detached houses	2	70	1	73
Total	418	1,711	72	2,201

C10.2	Number of self contained properties not in scope of the EESH			
	Gas	Electric	Other fuels	Total
Flats	0	0	0	0
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	0	0	0
Detached houses	0	0	0	0
Total	0	0	0	0

C10.3	Number of self contained properties in scope of the EESH			
	Gas	Electric	Other fuels	Total
Flats	170	158	0	328
Four-in-a-block	48	0	0	48
Houses (other than detached)	198	1,483	71	1,752
Detached houses	2	70	1	73
Total	418	1,711	72	2,201

C10.4	Number of properties in scope of the EESH where compliance is unknown			
	Gas	Electric	Other fuels	Total
Flats	0	0	0	0
Four-in-a-block	0	0	0	0
Houses (other than detached)	0	0	0	0
Detached houses	0	0	0	0
Total	0	0	0	0



C10.4.21	Where EESSH compliance is unknown for any properties, please explain why

C10.5	Number of properties in scope of the EESSH that do not meet the standard			
	Gas	Electric	Other fuels	Total
Flats	15	2	0	17
Four-in-a-block	8	0	0	8
Houses (other than detached)	8	70	0	78
Detached houses	0	2	0	2
Total	31	74	0	105

C10.6	Number of properties in scope of the EESSH that are exempt the standard			
	Gas	Electric	Other fuels	Total
Flats	1	17	0	18
Four-in-a-block	0	0	0	0
Houses (other than detached)	3	202	13	218
Detached houses	0	34	0	34
Total	4	253	13	270

C10.7	Number of properties in scope of the EESSH that meet the standard			
	Gas	Electric	Other fuels	Total
Flats	154	139	0	293
Four-in-a-block	40	0	0	40
Houses (other than detached)	187	1,211	58	1,456
Detached houses	2	34	1	37
Total	383	1,384	59	1,826

C10	83.0%
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Anticipated exemptions from the EESSH (Indicator C11)

C11.1	Number of properties anticipated to require an exemption from the first EESSH milestone in the next reporting year			
	Gas	Electric	Other fuels	Total
Flats	1	17	0	18
Four-in-a-block	0	0	0	0
Houses (other than detached)	3	202	14	219
Detached houses	0	34	0	34
Total	4	253	14	271

C11.2	The reasons properties anticipated to require an exemption	
	Number of Properties	
Technical	0	
Social	64	
Excessive cost	0	
New technology	206	
Legal	0	
Disposal	1	
Long term voids	0	
Unable to secure funding	0	
Other reason / unknown	0	
Total	271	

C11.3	If other reason or unknown, please explain



Energy Performance Certificates (EPCs) (Indicator C12)

C12.1	EPC rating	
	The number of properties with a valid EPC	The number of EPCs lodged in the reporting year
A	4	4
B	83	1
C	678	150
D	204	33
E	4	1
F	1	0
G	0	0
Total	974	189

C12.2	Of the properties with a valid EPC, please state which version of the SAP was used for generating the EPCs	
	Number of Properties	
SAP 2001	0	
SAP 2005	0	
SAP 2009	936	
SAP 2012	38	
Other procedure / unknown	0	
Total	974	

C12.3	If other procedure or unknown, please explain

Indicator C12 44.3%



Investment in the EESSH (Indicator C13)

C13.1	The total number of properties brought up to the EESSH during the reporting year	58
C13.2	Of the total amount invested in bringing properties up to the EESSH, please state how much came from	
C13.2.1	Subsidy	£0
C13.2.2	The landlord's own financial resource	£589,597
C13.2.3	Another source	£0
C13.2.4	Total amount invested in bringing properties up to the EESSH	£589,597

C13.3	Please give reasons for any investment which came from another source



Comments (Housing quality and maintenance)

No comments



Neighbourhood & community

Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes

Percentage of all complaints responded to in full at Stage 1 and percentage of all complaints responded to in full at Stage 2. (Indicators 3 & 4)

	1st stage	2nd stage
Complaints received in the reporting year	70	34
Complaints carried forward from previous reporting year	1	3
All complaints received and carried forward	71	37
Number of complaints responded to in full by the landlord in the reporting year	71	37
Time taken in working days to provide a full response	201	634

Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 1	100.00%
Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 2	100.00%
Indicators 3 & 4 - The average time in working days for a full response at Stage 1	2.83
Indicators 3 & 4 - The average time in working days for a full response at Stage 2	17.14



Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in (Indicator 13)

13.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with your landlord's contribution to the management of the neighbourhood you live in?"	822
13.2.1	13.2 Of the tenants who answered, how many said that they were: very satisfied	390
13.2.2	fairly satisfied	364
13.2.3	neither satisfied nor dissatisfied	20
13.2.4	fairly dissatisfied	43
13.2.5	very dissatisfied	5
13.2.6	Total	822

Indicator 13	91.73%
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Percentage of tenancy offers refused during the year (Indicator 14)

14.1	The number of tenancy offers made during the reporting year	335
14.2	The number of tenancy offers that were refused	114

Indicator 14		34.03%
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Percentage of anti-social behaviour cases reported in the last year which were resolved (Indicator 15)

15.1	The number of cases of anti-social behaviour reported in the last year	16
15.2	Of those at 15.1, the number of cases resolved in the last year	16

Indicator 15		100.00%
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Abandoned homes (Indicator C4)

C4.1	The number of properties abandoned during the reporting year	4
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Percentage of the court actions initiated which resulted in eviction and the reasons for eviction (Indicator 22)

22.1	The total number of court actions initiated during the reporting year	15
22.2.1	The number of properties recovered: because rent had not been paid	2
22.2.2	because of anti-social behaviour	0
22.2.3	for other reasons	0

Indicator 22 - Percentage of the court actions initiated which resulted in eviction because rent had not been paid	13.33%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction because of anti-social behaviour	0.00%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction for other reasons	0.00%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction	13.33%



Comments (Neighbourhood & community)

Please note that our answers for Indicator 13 are taken from our last Tenant Survey which was carried out in 2018 and asked the question "Overall, how satisfied or dissatisfied are you with your landlord's management of the neighbourhood you live in?" We have noted that the question has been amended to "Overall, how satisfied or dissatisfied are you with your landlord's contribution to the management of the neighbourhood you live in?" and will ask this in our next Tenant Survey due in 2021.

**Access to housing and support****Housing options and access to social housing**

Percentage of lettable houses that became vacant in the last year (Indicator 17)
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17.1	The total number of lettable self-contained stock	2,201
17.2	The number of empty dwellings that arose during the reporting year in self-contained lettable stock	193

Indicator 17	8.77%
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Number of households currently waiting for adaptations to their home (Indicator 19)

19.1	The total number of approved applications on the list for adaptations as at the start of the reporting year, plus any new approved applications during the reporting year.	153
19.2	The number of approved applications completed between the start and end of the reporting year	119
19.3	The total number of households waiting for applications to be completed at the end of the reporting year.	34
19.4	if 19(iii) does not equal 19(i) minus 19(ii) add a note in the comments field.	

Indicator 19	34
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Total cost of adaptations completed in the year by source of funding (£) (Indicator 20)

20.1	The cost (£) that was landlord funded;	£15,161
20.2	The cost (£) that was grant funded	£215,000
20.3	The cost (£) that was funded by other sources.	£0

Indicator 20		£230,161
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The average time to complete adaptations (Indicator 21)

21.1	The total number of working days taken to complete all adaptations.	4,229
21.2	The total number of adaptations completed during the reporting year.	224

Indicator 21		18.88
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Homelessness – the percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that result in an offer, and the percentage of those offers that result in a let (Indicator 23)

23.1	The total number of individual homeless households referrals received under section 5.	0
23.2	The total number of individual homeless households referrals received under other referral routes.	101
23.3	The total number of individual homeless households referrals received under section 5 and other referral routes.	101
23.4	The total number of individual homeless households referrals received under section 5 that result in an offer of a permanent home.	0
23.5	The total number of individual homeless households referrals received under other referral routes that result in an offer of a permanent home.	97
23.6	The total number of individual homeless households referrals received under section 5 and other referral routes that result in an offer of a permanent home.	97
23.7	The total number of accepted offers.	84

Indicator 23 - The percentage of referrals under section 5, and other referrals for homeless households made by a local authority, that result in an offer	96.04%
Indicator 23 - The percentage of those offers that result in a let	86.60%



Average length of time to re-let properties in the last year (Indicator 30)

30.1	The total number of properties re-let in the reporting year	183
30.2	The total number of calendar days properties were empty	4,512

Indicator 30		24.66
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**Tenancy sustainment**

Percentage of new tenancies sustained for more than a year, by source of let (Indicator 16)

16.1.1	The number of tenancies which began in the previous reporting year by: existing tenants	44
16.1.2	applicants who were assessed as statutory homeless by the local authority	64
16.1.3	applicants from your organisation's housing list	119
16.1.4	nominations from local authority	0
16.1.5	other	0
16.2.1	The number of tenants at 16.1 who remained in their tenancy for more than a year by: existing tenants	38
16.2.2	applicants who were assessed as statutory homeless by the local authority	58
16.2.3	applicants from your organisation's housing list	102
16.2.4	nominations from local authority	0
16.2.5	other	0

Indicator 16 - Percentage of new tenancies to existing tenants sustained for more than a year	86.36%
Indicator 16 - Percentage of new tenancies to applicants who were assessed as statutory homeless by the local authority sustained for more than a year	90.63%
Indicator 16 - Percentage of new tenancies to applicants from the landlord's housing list sustained for more than a year	85.71%
Indicator 16 - Percentage of new tenancies through nominations from local authority sustained for more than a year	Input string was not in
Indicator 16 - Percentage of new tenancies to others sustained for more than a year	Input string was not in



Comments (Access to housing and support)

Indicator 23 - we have taken 23.5 as the number of offers made to the number of referrals in 23.3. If we were to include all offers made in reporting year (i.e.) include offers made to referrals received in last reporting year, the number would be 121.

**Getting good value from rents and service charges****Rents and service charges**

Rent collected as percentage of total rent due in the reporting year (Indicator 26)

26.1	The total amount of rent collected in the reporting year	£8,981,972
26.2	The total amount of rent due to be collected in the reporting year (annual rent debit)	£9,009,864

Indicator 26	99.69%
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Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 27)

27.1	The total value (£) of gross rent arrears as at the end of the reporting year	£302,173
27.2	The total rent due for the reporting year	£9,067,023

Indicator 27		3.33%
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Average annual management fee per factored property (Indicator 28)

28.1	The number of residential properties factored	133
28.2	The total value of management fees invoiced to factored owners in the reporting year	£1,107

Indicator 28		£8.32
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Percentage of rent due lost through properties being empty during the last year (Indicator 18)

18.1	The total amount of rent due for the reporting year	9,067,023
18.2	The total amount of rent lost through properties being empty during the reporting year	57,159

Indicator 18		0.63%
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Rent increase (Indicator C5)

C5.1	The percentage average weekly rent increase to be applied in the next reporting year	2.20%
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The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year (Indicator C6)

C6.1	The number of households the landlord received housing costs directly for during the reporting year	929
C6.2	The value of direct housing cost payments received during the reporting year	£3,386,174



Amount and percentage of former tenant rent arrears written off at the year end (Indicator C7)
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C7.1	The total value of former tenant arrears at year end	£94,252
C7.2	The total value of former tenant arrears written off at year end	£15,586

Indicator C7	16.54%
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**Value for money**

Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 25)
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25.1	How many tenants answered the question "Taking into account the accommodation and the services your landlord provides, do you think the rent for your property represents good or poor value for money?"	812
25.2.1	25.2 Of the tenants who answered, how many said that their rent represented: very good value for money	278
25.2.2	fairly good value for money	361
25.2.3	neither good nor poor value for money	54
25.2.4	fairly poor value for money	96
25.2.5	very poor value for money	23
25.3	Total	812

Indicator 25	78.69%
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Percentage of factored owners satisfied with the factoring service they receive (Indicator 29)

29.1	How many factored owners answered the question "Taking everything into account, how satisfied or dissatisfied are you with the factoring services provided by your landlord?"	3
29.2.1	29.2 Of the factored owners who answered, how many said that they were: very satisfied	1
29.2.2	fairly satisfied	0
29.2.3	neither satisfied nor dissatisfied	0
29.2.4	fairly dissatisfied	0
29.2.5	very dissatisfied	2
29.3	Total	3

Indicator 29	33.33%
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Comments (Getting good value from rents and service charges)

No comments

**Other customers****Gypsies / Travellers**

For those who provide Gypsies/Travellers sites - Average weekly rent per pitch (Indicator 31)

31.1	The total number of pitches	0
31.2	The total amount of rent set for all pitches during the reporting year	Input string was not in

	Indicator 31	Input string was not in
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For those who provide sites – percentage of Gypsy/Travellers satisfied with the landlord's management of the site (Indicator 32)

32.1	How many Gypsies/Travellers answered the question "How satisfied or dissatisfied are you with your landlord's management of your site?"	
32.2.1	32.2 Of the Gypsies/Travellers who answered, how many said that they were: very satisfied	
32.2.2	fairly satisfied	
32.2.3	neither satisfied nor dissatisfied	
32.2.4	fairly dissatisfied	
32.2.5	very dissatisfied	
32.2.6	Total	

	Indicator 32	
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Comments (Other customers)

Indicator 32 is not applicable as we have no pitches.

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
Social Landlord Contextual Information							
Staff							
Staff information, staff turnover and sickness rates (Indicator C1)							
C.1.2	Staff employed by RSL						
C1.2.1	The number of senior staff	33.33%	4	3	3	3	3
C.1.2.2	The number of office based staff	1.99%	38.5	37.75	40.25	35.35	40
C.1.2.3	The number of care/support staff	0.00%	2.5	2.5	2.5	2.5	5
C.1.2.4	The number of concierge staff	0.00%	0	0	0	0	0
C.1.2.5	the number of direct labour staff	0.00%	0	0	0	0	0
C.1.2.6	the total number of staff	4.05%	45	43.25	45.75	40.75	48
C.1.3	Staff turnover and sickness absence						
C1.3.1	the percentage of senior staff turnover in the year end to the end of the reporting year	0.00%	0	0	0	33%	0
C1.3.2	the percentage of total staff turnover in the year to the end of the reporting year	-70.01%	4.16	13.87	10.38	21	7.6
C1.3.3	the percentage of days lost through staff sickness absence in the reporting year	64.53%	4.36	2.65	2.16	3.05	3.64
Lets							
Number of lets during the reporting year, split between 'general needs' and 'supported housing' (Indicator C3)							
C3.1	The number of 'general needs' lets during the reporting year	-5.63%	218	231	220	223	206
C3.2	The number of 'supported housing' lets during the reporting year	500.00%	12	2	0	2	4
The number of lets during the reporting year by source of let (Indicator C2)							
C2.1	The number of lets to existing tenants	-51.06%	23	47	43	37	31
C2.2	The number of lets to housing list applicants	-1.64%	120	122	120	135	117
C2.3	The number of mutual exchanges	-24.00%	19	25	9	12	12
C2.4	The number of lets from other sources	300.00%	3	0	0	1	1
C2.5	The number of applicants who have been assessed as statutorily homeless by the local authority as:						
C2.5.1	Section 5 referrals	0.00%	0	0	0	0	0
C2.5.2	Nominations from the local authority	31.25%	84	64	57	52	61
C2.5.3	Other	0.00%	0	0	0	0	0
C2.6	The number of other nominations from local authorities	0.00%	0	0	0	0	0
C2.7	Total number of lets excluding exchanges	n/a	230	n/a	n/a	n/a	n/a
Overall satisfaction							
All Outcomes							
Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)							
1.1	The number of tenants surveyed	0.00%	824	824	713	713	713
1.2	In relation to tenant satisfaction on overall services, the number of tenants who responded:						
1.2.1	Very satisfied	0.00%	365	365	243	243	243
1.2.2	Fairly satisfied	0.00%	360	360	349	349	349
1.2.3	Niether satisfied or dissatisfied	0.00%	38	38	67	67	67
1.2.4	Fairly dissatisfied	0.00%	38	38	25	25	25
1.2.5	Very dissatisfied	0.00%	23	23	29	29	29
1.2.6	No Opinion	0.00%	0	0	0	0	0
	Percentage of tenants satisfied with the overall service provided by their landlord	0.00%	87.99%	87.99%	83.03%	83.03%	83.03%
The Customer/Landlord relationship							
Communication							

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 2)							
2.1	How many tenants answered the question "how good or poor do you feel your landlord is at keeping you informed of their services and decisions"?	0.00%	824	824	712	712	712
2.2	<i>Of the tenants who answered how many said that their landlord was:</i>						
2.2.1	Very good at keeping them informed	0.00%	458	458	249	249	249
2.2.2	Fairly good at keeping them informed	0.00%	301	301	325	325	325
2.2.3	Neither good nor poor at keeping them informed	0.00%	25	25	59	59	59
2.2.4	Fairly poor at keeping them informed	0.00%	30	30	44	44	44
2.2.5	Very poor at keeping them informed	0.00%	10	10	35	35	35
	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions	0.00%	92.11%	92.11%	80.62%	80.62%	80.62%
Participation							
Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 5)							
5.1	How many tenants answered the question "how satisfied or dissatisfied are you with opportunities given to tenants to participate in their landlord's decision making processes	0.00%	823	823	712	712	712
5.2	<i>Of the tenants who answered how many said that their landlord was:</i>						
5.2.1	Very satisfied	0.00%	409	409	173	173	173
5.2.2	Fairly satisfied	0.00%	286	286	336	336	336
5.2.3	Neither satisfied or dissatisfied	0.00%	90	90	137	137	137
5.2.4	Fairly dissatisfied	0.00%	30	30	41	41	41
5.2.5	Very dissatisfied	0.00%	8	8	25	25	25
	Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	0.00%	84.45%	84.45%	71.49%	71.49%	71.49%
Housing Quality and Maintenance							
Quality of Housing							
Scottish Housing Quality Standard (SHQS) – Stock condition survey information (Indicator C8)							
C8.2	What % of stock did your organisation fully assess for compliance in the last five years	0.00%	20%	20%	20%	38%	38%
C8.4	What % of your organisation's stock will be fully assessed in the next five years	0.00%	20%	20%	20%	25%	25%
Scottish Housing Quality Standard (SHQS) – Stock summary (Indicator C9)							
C9.1	<i>Total Self Contained Stock</i>						
	at end of reporting year	1.34%	2201	2172	2149	2165	2191
	end of next reporting year	0.54%	2250	2238	2199	2165	2191
C9.2	<i>Self contained stock exempt from SHQS</i>						
	at end of reporting year	-0.99%	301	304	270	283	516
	end of next reporting year	2.18%	281	275	199	210	204
C9.3	<i>Self contained stock in abeyance from SHQS</i>						
	at end of reporting year	-27.10%	78	107	125	105	86
	end of next reporting year	-31.00%	69	100	87	105	86
C9.4.1	<i>Self-contained stock failing SHQS for one criterion</i>						
	at end of reporting year	0.00%	0	0	0	0	0
	end of next reporting year	0.00%	0	0	0	0	0
C9.4.2	<i>Self-contained stock failing SHQS for two or more criteria</i>						
	at end of reporting year	0.00%	0	0	0	0	0
	end of next reporting year	0.00%	0	0	0	0	0

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
C9.4.3	Self-contained stock failing SHQS at end of reporting year	0.00%	0	0	0	0	0
	end of next reporting year	0.00%	0	0	0	0	0
C9.5	Stock meeting the SHQS at end of reporting year	3.46%	1822	1761	1754	1777	1589
	end of next reporting year	1.99%	1900	1863	1913	1850	1901
	Percentage of stock meeting the Scottish Housing Quality Standard (SHQS) (Indicator 6)						
6.1	The total number of properties within the scope of the SHQS						
6.1.1	at the end of the reporting year	1.34%	2201	2172	2149	2165	2191
6.1.2	projected to the end of the next reporting year end	0.54%	2250	2238	2199	2165	2191
6.2	The number of properties meeting the SHQS						
6.2.1	at the end of the reporting year	3.46%	1822	1761	1754	1777	1589
6.2.2	projected to the end of the next reporting year end	1.99%	1900	1863	1913	1850	1901
	Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)	2.10%	82.78%	81.08%	81.62%	82.08%	72.52%
	Percentage of stock meeting the SHQS projected to the end of the next reporting year	1.44%	84.44%	83.24%	86.99%	85.45%	86.76%
	Percentage of tenants satisfied with the quality of their home (Indicator 7)						
7.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with the quality of your home"	0.00%	824	824	708	708	708
7.2	Of the tenants who answered how many said that they were						
7.2.1	Very satisfied	0.00%	405	405	259	259	259
7.2.2	Fairly satisfied	0.00%	344	344	355	355	355
7.2.3	Niether satisfied or dissatisfied	0.00%	22	22	51	51	51
7.2.4	Fairly dissatisfied	0.00%	43	43	28	28	28
7.2.5	Very dissatisfied	0.00%	10	10	15	15	15
	Percentage of tenants satisfied with the quality of their home	0.00%	90.90%	90.90%	86.72%	86.72%	86.72%
	Repairs, Maintenance & Improvements						
	Average length of time taken to complete emergency repairs (Indicator 8)						
8.1	The number of emergency repairs completed in the reporting year	0.87%	816	809	1952	1983	2118
8.2	The total number of hours taken to complete emergency repairs	-15.92%	2336	2778.23	17489	20007	19974
	Average length of time taken to complete emergency repairs	-16.62%	2.86	3.43	8.96	10.09	9.43
	Average length of time taken to complete non-emergency repairs (Indicator 9)						
9.1	The number of non emergency repairs completed in the reporting year	-0.94%	4613	4657	3381	3029	3577
9.2	The total number of working days taken to complete non-emergency repairs	-5.80%	11848	12577	12218	11705	20291
	Average length of time taken to complete non-emergency repairs	-4.46%	2.57	2.69	3.61	3.86	5.67
	Percentage of reactive repairs carried out in the last year completed right first time (Indicator 10)						
10.1	The number of reactive repairs completed right first time during the reporting year	-1.31%	4128	4183	3053	2638	3159
10.2	The total number of reactive repairs completed during the reporting year	-1.33%	4613	4675	3381	3029	3577
	Percentage of reactive repairs carried out in the last year completed right first time	0.01%	89.49%	89.48%	90.30%	87.09%	88.31%
	How many times in the reporting year did not meet your statutory duty to complete a gas safety check (Indicator 11)						
11.1	The number of times you did not meet your statutory duty to complete a gas safety check.	n/a	0	n/a	n/a	n/a	n/a
	How many times in the reporting year did not meet your statutory duty to complete a gas safety check	n/a	0	n/a	n/a	n/a	n/a
	Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 12)						

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
12.1	Of the tenants who had repairs carried out un the last year,how many answered the question "thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by your landlord".	-44.34%	172	309	196	396	396
12.2	Of the tenants who answered , how many said that they were						
12.2.1	Very satisfied	-38.00%	155	250	174	179	179
12.2.2	Fairly satisfied	-70.37%	16	54	17	152	152
12.2.3	Neither satisfied or dissatisfied	-100.00%	0	1	1	18	18
12.2.4	Fairly dissatisfied	-100.00%	0	1	2	30	30
12.2.5	Very dissatisfied	0.00%	1	1	2	17	17
	Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service	1.06%	99.42%	98.38%	97.45%	83.59%	83.59%
EESHS							
Percentage of properties meeting the EESHS (Indicator C10)							
C10.1	Number of self-contained properties (totals)						
C10.1.1	Flats	1.23%	328	324	324	326	328
C10.1.2	Four in a Block	0.00%	48	48	48	48	48
C10.1.3	Houses (other than detached)	1.39%	1752	1728	1706	1717	1740
C10.1.4	Detached houses	1.39%	73	72	71	74	75
C10.1.5	Total	1.34%	2201	2172	2149	2165	2191
C10.2	Number of self contained properties not in scope of the EESHS (totals)						
C10.2.1	Flats	0.00%	0	0	0	0	0
C10.2.2	Four in a Block	0.00%	0	0	0	0	0
C10.2.3	Houses (other than detached)	0.00%	0	0	0	0	0
C10.2.4	Detached houses	0.00%	0	0	0	0	0
C10.2.5	Total	0.00%	0	0	0	0	0
C10.3	Number of self contained properties in scope of the EESHS (totals)						
C10.3.1	Flats	1.23%	328	324	324	326	328
C10.3.2	Four in a Block	0.00%	48	48	48	48	48
C10.3.3	Houses (other than detached)	1.39%	1752	1728	1706	1717	1740
C10.3.4	Detached houses	1.39%	73	72	71	74	75
C10.3.5	Total	1.34%	2201	2172	2149	2165	2191
C10.4	Number of properties in scope of the EESHS where compliance is unknown						
C10.4.1	Flats	0.00%	0	0	0	0	268
C10.4.2	Four in a Block	0.00%	0	0	0	0	43
C10.4.3	Houses (other than detached)	0.00%	0	0	0	0	1085
C10.4.4	Detached houses	0.00%	0	0	0	0	64
C10.4.5	Total	0.00%	0	0	0	0	1460
C10.5	Number of properties in scope of the EESHS that do not meet the standard						
C10.5.1	Flats	-45.16%	17	31	78	89	6
C10.5.2	Four in a Block	0.00%	8	8	9	16	3
C10.5.3	Houses (other than detached)	-61.19%	78	201	317	436	335
C10.5.4	Detached houses	-50.00%	2	4	30	11	3
C10.5.5	Total	-56.97%	105	244	434	552	347
C10.6	Number of properties in scope of the EESHS that are exempt the standard						
C10.6.1	Flats	28.57%	18	14	0	0	0
C10.6.2	Four in a Block	0.00%	0	0	0	0	0

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
C10.6.3	Houses (other than detached)	59.12%	218	137	0	0	0
C10.6.4	Detached houses	6.25%	34	32	0	0	0
C10.6.5	Total	47.54%	270	183	0	0	0
C10.7	<i>Number of properties in scope of the EESSH that meet the standard</i>						
C10.7.1	Flats	5.02%	293	279	246	237	54
C10.7.2	Four in a Block	0.00%	40	40	39	32	2
C10.7.3	Houses (other than detached)	4.75%	1456	1390	1389	1281	320
C10.7.4	Detached houses	2.78%	37	36	41	63	8
C10.7.5	Total	4.64%	1826	1745	1715	1613	384
	Percentage of properties meeting the EESSH	3.36%	83.00%	80.30%	79.80%	74.50%	17.50%
	Anticipated exemptions from the EESSH (Indicator C11)						
C11.1	<i>Number of properties anticipated to require an exemption from the first EESSH milestone in the next reporting year</i>						
C11.1.1	Flats	-21.74%	18	23	12	4	38
C11.1.2	Four in a Block	0.00%	0	0	0	0	0
C11.1.3	Houses (other than detached)	12.31%	219	195	99	86	325
C11.1.4	Detached houses	6.25%	34	32	25	0	16
C11.1.5	Total	8.40%	271	250	136	0	379
C11.2	<i>The reasons properties anticipated to require an exemption</i>						
C11.2.1	Technical	0.00%	0	0	104	66	18
C11.2.2	Social	8.47%	64	59	24	24	0
C11.2.3	Excessive Cost	0.00%	0	0	0	0	0
C11.2.4	New technology	12.57%	206	183	n/a	n/a	n/a
C11.2.5	Legal	0.00%	0	0	0	0	0
C11.2.6	Disposal	-87.50%	1	8	8	0	0
C11.2.7	Long term void	0.00%	0	0	n/a	n/a	n/a
C11.2.8	Unable to source funding	0.00%	0	0	n/a	n/a	n/a
C11.2.9	Other reason / unknown	0.00%	0	0	0	0	361
	Total	11.98%	271	242	136	90	379
	Energy Performance Certificates (EPCs) (Indicator C12)						
C12.1	<i>The number of properties with a valid EPC</i>						
C12.1.1	A	400.00%	4	0	0	0	0
C12.1.2	B	9.21%	83	76	78	78	70
C12.1.3	C	24.63%	678	544	417	304	170
C12.1.4	D	6.81%	204	191	196	208	437
C12.1.5	E	-55.56%	4	9	11	15	52
C12.1.6	F	0.00%	1	1	2	2	2
C12.1.7	G	0.00%	0	0	0	0	0
C12.1.8	Total	18.64%	974	821	704	607	731
	<i>The number of EPCs lodged in the reporting year</i>						
C12.1.9	A	400.00%	4	0	0	0	0
C12.1.10	B	0.00%	1	1	0	6	0
C12.1.11	C	0.00%	150	150	96	154	62
C12.1.12	D	0.00%	33	33	7	39	347
C12.1.13	E	0.00%	1	1	0	5	49
C12.1.14	F	0.00%	0	0	0	0	2

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
C12.1.15	G	0.00%	0	0	0	0	0
C12.1.16	Total	2.16%	189	185	103	204	460
C12.2	Of the properties with a valid EPC, please state which version of the SAP was used for generating the EPCs						
C12.2.1	SAP 2001	0.00%	0	0	0	0	0
C12.2.2	SAP 2005	0.00%	0	0	0	0	54
C12.2.3	SAP 2009	22.19%	936	766	670	585	677
C12.2.4	SAP 2012	-30.91%	38	55	34	22	0
C12.2.5	Other procedure / unknown	0.00%	0	0	0	0	0
	Total	18.64%	974	821	704	607	731
	The number of properties with a valid EPC	17.20%	44.30%	37.80%	32.80%	28.00%	21.00%
	Investment in the EESSH (Indicator C13)						
C13.1	The total number of properties brought up to the EESSH during the reporting year	-22.67%	58	75	138	297	61
C13.2	Of the total amount invested in bringing properties up to the EESSH, please state how much came from						
C13.2.1	Subsidy	0.00%	£0.00	£0.00	£0.00	£116,185.00	£0.00
C13.2.2	The landlord's own financial resource	14.54%	£589,597.00	£514,730.00	£562,168.00	£424,403.00	£696,536.00
C13.2.3	Another source	0.00%	£0.00	£0.00	£0.00	£0.00	£0.00
C13.2.4	Total amount invested in bringing properties up to the EESSH	14.54%	£589,597.00	£514,730.00	£562,168.00	£540,588.00	£696,536.00
	Neighbourhood and Community						
	Estate Management, anti-social behaviour, neighbour nuisance and tenancy disputes						
	Percentage of all complaints responded to in full at Stage 1 and percentage of all complaints responded to in full at Stage 2. (Indicators 3 & 4)						
	Received in the reporting year						
	1st Stage Complaints	29.63%	70	54	46	64	67
	2nd Stage Complaints	-20.93%	34	43	43	41	44
	Carried forward from the previous year						
	1st Stage Complaints	0.00%	1	1	1	0	0
	2nd Stage Complaints	-40.00%	3	5	0	1	4
	All complaints received and carried forward						
	1st Stage Complaints	n/a	71	n/a	n/a	n/a	n/a
	2nd Stage Complaints	n/a	37	n/a	n/a	n/a	n/a
	The percentage of all complaints responded to in full at Stage 1	0.00%	100.00%	100.00%	97.87%	100.00%	100.00%
	The percentage of all complaints responded to in full at Stage 2	0.00%	100.00%	100.00%	93.02%	95.24%	100.00%
	The average time in working days for a full response at Stage 1	n/a	2.83	n/a	n/a	n/a	n/a
	The average time in working days for a full response at Stage 2	n/a	17.14	n/a	n/a	n/a	n/a
	Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in. (Indicator 13)						
13.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with your landlord's contribution to the management of the neighbourhood you live in?"	0.00%	822	822	707	707	707
13.2	Of the tenants who answered, how many said that they were						
13.2.1	Very satisfied	0.00%	390	390	210	210	210
13.2.2	Fairly satisfied	0.00%	364	364	389	389	389
13.2.3	Neither satisfied or dissatisfied	0.00%	20	20	62	62	62
13.2.4	Fairly dissatisfied	0.00%	43	43	28	28	28
13.2.5	Very dissatisfied	0.00%	5	5	18	18	18
	Percentage of tenants satisfied with the management of the neighbourhood they live in	0.00%	91.73%	91.73%	84.72%	84.72%	84.72%

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
Percentage of tenancy offers refused during the year (Indicator 14)							
14.1	The number of tenancy offers made during the reporting year	-8.22%	335	365	350	365	291
14.2	The number of tenancy offers that were refused	-3.39%	114	118	125	119	83
	Percentage of tenancy offers refused during the year	5.26%	34.03%	32.33%	35.71%	32.60%	28.52%
Percentage of anti-social behaviour cases reported in the last year which were resolved (Indicator 15)							
15.1	The number of cases of anti-social behaviour reported in the last year	-60.00%	16	40	36	31	32
15.2	Of those at 15.1, the number of cases resolved in the last year	-60.00%	16	40	26	25	31
	Percentage of anti-social behaviour cases reported in the last year which were resolved	21.21%	100.00%	82.50%	69.44%	70.97%	81.25%
Abandoned Homes (Indicator C4)							
C4.1	The number of properties abandoned during the reporting year	-69.23%	4	13	8	4	4
Percentage of the court actions initiated which resulted in eviction and the reasons for eviction (Indicator 22)							
22.1	The total number of court actions initiated during the reporting year	-21.05%	15	19	18	34	41
22.2	<i>The number of properties recovered</i>						
22.2.1	because rent had not been paid	-33.33%	2	3	3	7	5
22.2.2	because of anti-social behaviour	0.00%	0	0	0	0	0
22.2.3	for other reasons	0.00%	0	0	0	0	0
	Percentage of the court actions initiated which resulted in eviction because rent had not been paid	-15.58%	13.33%	15.79%	16.67%	20.59%	12.20%
	Percentage of the court actions initiated which resulted in eviction because of anti-social behaviour	0.00%	0%	0%	0.00%	0%	0%
	Percentage of the court actions initiated which resulted in eviction for other reasons	0.00%	0%	0%	0.00%	0%	0%
	Percentage of the court actions initiated which resulted in eviction (Indicator 24)	-15.58%	13.33%	15.79%	16.67%	20.59%	12.20%
Access to housing and support							
Housing Options and Access to Social Housing							
Percentage of lettable houses that became vacant in the last year (Indicator 17)							
17.1	The total number of lettable self-contained stock	1.34%	2201	2172	2149	2165	2191
17.2	The number of empty dwelling houses that arose during the reporting year in self-contained lettable stock	-10.65%	193	216	180	217	194
	Percentage of lettable houses that became vacant in the last year	-11.77%	8.77%	9.94%	8.38%	10.20%	8.85%
Adaptations							
Number of households currently waiting for adaptations to their home (Indicator 19)							
19.1	The number of approved applications on the list for adaptations at the start of the reporting year, plus any new approved applications during the reporting year	-6.13%	153	163	151	145	120
19.2	The number of approved applications completed between start and end of the reporting year	-20.67%	119	150	138	128	103
19.3	The total number of households waiting for applications to be completed at the end of the reporting year	n/a	34	n/a	n/a	n/a	n/a
	Number of households currently waiting for adaptations to their home	n/a	34	n/a	n/a	n/a	n/a
Total cost of adaptations completed in the year by source of funding (£) (Indicator 20)							
20.1	The cost (£) that was landlord funded	n/a	£15,161.38	n/a	n/a	n/a	n/a
20.2	The cost (£) that was grant funded	n/a	£215,000.00	n/a	n/a	n/a	n/a
20.3	The cost (£) that was funded by other sources	n/a	£0.00	n/a	n/a	n/a	n/a
	Total cost of adaptations completed in the year by source of funding (£)	n/a	£230,161.38	n/a	n/a	n/a	n/a
The average time to complete adaptations (Indicator 21)							
21.1	The total number of working days taken to complete all adaptations.	n/a	4229	n/a	n/a	n/a	n/a

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
21.2	The total number of adaptations completed during the reporting year.	n/a	224	n/a	n/a	n/a	n/a
	The average time to complete adaptations	n/a	18.88	n/a	n/a	n/a	n/a
Homelessness							
The percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that result in an offer, and the percentage of those offers that result in a let (Indicator 23)							
23.1	The total number of individual homeless households referrals received under section 5	n/a	0	n/a	n/a	n/a	n/a
23.2	The total number of individual homeless households referrals received under other referral routes	n/a	101	n/a	n/a	n/a	n/a
23.3	The total number of individual homeless households referrals received under section 5 and other referral routes	n/a	101	n/a	n/a	n/a	n/a
23.4	The total number of individual homeless households referrals received under section 5 that result in an offer of a permanent home	n/a	0	n/a	n/a	n/a	n/a
23.5	The total number of individual homeless households referrals received under other referral routes that result in an offer of a permanent home	n/a	97	n/a	n/a	n/a	n/a
23.6	The total number of individual homeless households referrals received under section 5 and other referral routes that result in an offer of a permanent home	n/a	97	n/a	n/a	n/a	n/a
23.7	The total number of accepted offers	n/a	84	n/a	n/a	n/a	n/a
	The percentage of referrals under section 5, and other referrals for homeless households made by a local authority, that result in an offer	n/a	96.04%	n/a	n/a	n/a	n/a
	The percentage of those offers that result in a let	n/a	86.60%	n/a	n/a	n/a	n/a
Average time to re-let properties in the last year (Indicator 30)							
30.1	The total number of properties re-let in the reporting year	-20.09%	183	229	220	223	210
30.2	The total number of calendar days properties were empty	-28.94%	4512	6350	6976	4993	4434
	Average time to re-let properties in the last year	-11.07%	24.66	27.73	31.71	22.39	21.11
Tenancy Sustainment							
Percentage of new tenancies sustained for more than a year, by source of let (Indicator 16)							
16.1	The number of tenancies which began in the previous reporting year by						
16.1.1	existing tenants	12.82%	44	39	35	31	43
16.1.2	applicants who were assessed as statutory homeless by the local authority	8.47%	64	59	51	61	56
16.1.3	applicants from your organisations housing list	0.85%	119	118	135	117	124
16.1.4	nominations from the local authority	0.00%	0	0	0	0	0
16.1.5	others	0.00%	0	0	0	0	1
16.2	The number of tenants at 20.1 who remained in their tenancy for more than a year by:						
16.2.1	existing tenants	0.00%	38	38	32	26	36
16.2.2	applicants who were assessed as statutory homeless by the local authority	7.41%	58	54	41	54	48
16.2.3	applicants from your organisations housing list	8.51%	102	94	110	95	98
16.2.4	Nominations from the local authority	0.00%	0	0	0	0	0
16.2.5	others	0.00%	0	0	0	0	0
	Percentage of new tenancies to existing tenants sustained for more than a year	-11.37%	86.36%	97.44%	91.43%	83.87%	83.72%
	Percentage of new tenancies to applicants who were assessed as statutory homeless by the local authority sustained for more than a year	-0.98%	90.63%	91.53%	80.39%	88.52%	85.71%
	Percentage of new tenancies to applicants from the landlord's housing list sustained for more than a year	7.59%	85.71%	79.66%	81.48%	81.20%	79.03%
	Percentage of new tenancies through nominations from local authority sustained for more than a year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
	Percentage of new tenancies to others sustained for more than a year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Getting good value from rents and service charges							
Rents and service charges							
Rent collected as percentage of total rent due in the reporting year (Indicator 26)							
26.1	The total amount of rent collected in the reporting year	4.60%	£8,981,972	£8,586,705	£8,132,978	£8,001,771	£7,939,961
26.2	The total amount or rent due (annual rent debit)	6.18%	£9,009,864	£8,485,089	£8,104,710	£7,999,520	£7,794,820
	Rent collected as percentage of total rent due in the reporting year	-1.49%	99.69%	101.20%	100.35%	100.03%	101.86%
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 27)							
27.1	The total value (£) of gross rent arrears as at the end if the reporting year	2.22%	£302,173	£295,611	£258,757	£279,121	£300,108
27.2	The total rent due for the reporting year	6.15%	£9,067,023	£8,541,319	£8,227,535	£8,067,861	£7,860,506
	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	-3.76%	3.33%	3.46%	3.15%	3.32%	3.82%
Average annual management fee per factored property (Indicator 28)							
28.1	The number of residential properties factored	-0.75%	133	134	134	123	136
28.2	The total value of mamangement fees invoiced to factored owners in the reporting year	-0.81%	1107	1116	1116	1025	4589
	Average annual management fee per factored property	-0.12%	£8.32	£8.33	£8.33	£10.00	£33.74
Percentage of rent due lost through properties being empty during the last year (Indicator 18)							
18.1	The total amount of rent due for the reporting year	6.15%	£9,067,023	£8,541,319	£8,227,535	£8,067,861	£7,860,506
18.2	The total amount of rent lost through properties being empty during the reporting year	1.65%	£57,159.00	£56,229.00	£96,317	£68,341	£57,086
	Percentage of rent due lost through properties being empty during the last year	-4.55%	0.63%	0.66%	1.17%	0.85%	0.73%
Rent increase (Indicator C5)							
C5.1	The percentage average weekly rent increase to be applied in the next reporting year	-31.25%	2.20%	3.20%	3.90%	3.20%	2.10%
The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year (Indicator C6)							
C6.1	The number of households the landlord received housing costs directly for during the reporting year	-16.76%	929	1116	1193	1214	1269
C6.2	The value of direct housing cost payments received during the reporting year	-5.05%	£3,386,174.00	£3,566,386.00	£3,521,703	£3,474,041	£3,484,596
Amount and percentage of former tenant rent arrears written off at the year end (Indicator C7)							
C7.1	The total value of former tenant arrears at year end	-26.39%	£94,252	£128,050	£116,601	£120,093	£120,975
C7.2	The total value of former tenant arrears written off at year end	-61.79%	£15,586	£40,790	£18,908	£28,222	£31,208
	Amount and percentage of former tenant rent arrears written off at the year end	-48.07%	16.54%	31.85%	16.22%	23.50%	25.80%
Value for money							
Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 25)							
25.1	How many tenants answered the question "Taking into account the accommodation and the services your landlord provides, do you think the rent for your property represents good or poor value for money?"	0.00%	812	812	711	711	711
25.2	<i>Of the tenants who answered how many said that their rent represented</i>						
25.2.1	Very good value for money	0.00%	278	278	195	195	195
25.2.2	fairly good value for money	0.00%	361	361	276	276	276
25.2.3	neither good nor poor value for money	0.00%	54	54	142	142	142
25.2.4	fairly poor value for money	0.00%	96	96	64	64	64
25.2.5	very poor value for money	0.00%	23	23	34	34	34

ARC Comparison Year on Year

Indicator	Description	Variance	2019/20	2018/19	2017/18	2016/17	2015/16
	Percentage of tenants who feel that the rent for their property represents good value for money	0.00%	78.69%	78.69%	66.24%	66.24%	66.24%
	Percentage of factored owners satisfied with the factoring service they receive (Indicator 29)						
29.1	How many factored owners answered the question "Taking everything into account, how satisfied or dissatisfied are you with the factoring services provided by your landlord?"	0.00%	3	3	3	3	3
29.2	<i>Of the factored owners who answered, how many said that they were</i>						
29.2.1	Very satisfied	0.00%	1	1	3	1	1
29.2.2	Fairly satisfied	0.00%	0	0	1	0	0
29.2.3	Neither satisfied or dissatisfied	0.00%	0	0	0	0	0
29.2.4	Fairly dissatisfied	0.00%	0	0	0	0	0
29.2.5	Very dissatisfied	0.00%	2	2	2	2	2
	Percentage of factored owners satisfied with the factoring service they receive	0.00%	33.33%	33.33%	33.33%	33.33%	33.33%

COVID-19 RESPONSE UPDATE

Board 20 May 2020

Report by Chief Executive

Purpose of Report

- 1.1 To provide the Board with an update on the actions taken since 23 March 2020 when the Government lockdown was put in place in response to the COVID-19 outbreak, and our plans for re-engagement post lockdown.

Summary

- 2.1 The Government put a 3 week lockdown in place from 23 March 2020 to contain the impact of COVID-19, this has been extended further to 22 May 2020.
- 2.2 Our offices were closed from 24 March 2020 with staff working remotely from their homes. Our repairs service was reduced to emergency only, investment works stopped and all work on development sites suspended by 27 March 2020.
- 2.3 Our cash balance at the end of April was £4.96m. This was £1.5m more than forecast as the level of spend on investment, repairs and development has been significantly impacted by lockdown measures.
- 2.4 At the Board meeting on 29 April 2020 (held remotely) our approach to the Government's Job Retention Scheme was agreed. There are no changes to Officers delegations.
- 2.5 Re-engagement plans for post lockdown are being drafted and will be available at the Board meeting.

Competence

- 3.1 Financial, legal or other constraints are detailed at paragraphs 5.1 to 8.3.

Recommendations

- 4.1 **It is recommended that the Board note:**
 - a) **The actions taken in response to the COVID-19 outbreak; and**
 - b) **The draft re-engagement plan for post lockdown (to follow).**

Competence

Financial

- 5.1 Our Financial Plans are robust and are stress tested annually before they are submitted to the bank. The 30-year Plans submitted in March 2020 were based on a pre-lockdown state.
- 5.2 The key risk to our Financial Plans are our ability to continue to receive rental income whilst tenants may find themselves without employment. The Coronavirus Job Retention Schemes have helped to minimise this risk.
- 5.3 Weekly income statistics are gathered to establish any issues where direct debit fails increase or arrears start to rise. Housing Officers are in dialogue with tenants who find themselves in arrears to assist with Universal Credit claims and other advice.
- 5.4 We are in a strong cash position and spend has significantly reduced as works simply cannot be performed as planned. This will result in a backlog of works which will have to be reprogrammed as we exit lockdown to comply with future safe working arrangements.
- 5.5 The Investment & Development programmes for 2020/21 are obviously going to be severely affected by the lockdown. We continue to work closely with contractors and Scottish Government colleagues to assess the impact and to plan ahead.
- 5.6 There is likely to be an upward pressure on development costs post lockdown and these will have to be funded through additional Scottish Government grant, Comhairle Nan Eilean Siar ACTISH funding or additional private finance.

Legal

- 6.1 The Coronavirus (Scotland) Act 2020 introduced changes to the law regarding evictions for social housing tenants. Our Standing Orders state *"If there is a conflict between these Standing Orders and any statutory provision, regulation of The Scottish Housing Regulator's Guidance having the force of statute, the latter shall prevail."* The same principle applies to our Policies.
- 6.2 Schedule 2 of the Act amends the period for Notice of Proceedings and we will comply with new timescales until 30 September 2020, the date the Act is due to expire.
- 6.3 The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 determine the length and scale of the lockdown. These Regulations are reviewed every three weeks. The World Health Organisation has stated that before any decision is made to lift restrictions, transmission of COVID-19 must be controlled.
- 6.4 A number of extensions have been granted to our normal filing deadlines and these are detailed in full in Appendix 1.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the Standards.

Risk

- 8.1 The Risk Register was updated to include COVID-19 as our number one risk. The actions taken by the Officers since 24 March 2020 have been focused on mitigating the increased risk arising from the impact of COVID-19.
- 8.2 Contractor Risk – Remaining viable is one of the greatest risks facing our contractors.

- 8.3 Governance Risk - Our Rules and Standing Orders require an AGM to be held in order to carry out certain critical governance and membership functions. There is significant risk to the Partnership if this meeting does not take place, and our Rules do not currently allow for this meeting to be held remotely. Contingency plans are being drawn up to allow the AGM to take place in August irrespective of the status of COVID-19.

APPENDIX 1: COVID-19 Update Report

Background Papers: None

Writer of Report: Dena Macleod

Tel: 0300 123 0773



Making our house
your home

COVID-19 UPDATE

May 2020 Report



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FOREWARD

The Government put a lockdown in place on 23 March 2020 to try and limit the spread of COVID-19. The lockdown resulted in the delivery of our normal services being restricted overnight in compliance with the social distancing requirements and the 'Stay at Home' Guidance.

This report provides a detailed account of the actions taken, the impact on our four Strategic Goals and how we are preparing for post lockdown.

Dena Macleod

Chief Executive

	NORMAL (with social distancing measures where required)		Customer Services (phone & email)		Applications		Rent Advice		Invoice Payment Processing		Complaints		
	DISRUPTED		Repairs (emergency only)		Allocations / Mutual Exchanges		Estate Management and Inspection		Tenant Participation		Information Request Responses		Rent Payments (online / paypoint / phone still available)
	CLOSED / POSTPONED		Offices (Stornoway & Balivanich)		Garden Assistance & Grounds Maintenance		Planned Maintenance		Investment Works		Development Programme		Termination of Tenancy Inspections

1. ACTIONS TAKEN

- 1.1 To comply with the Government's requirements for social distancing and staying at home, both of our offices closed from 24 March 2020 and the majority of staff started working from home.
- 1.2 Our Business Continuity Plan was implemented and I am pleased to say that the transition to working from home went incredibly well. The success of the move was largely because of the IT Strategy to provide staff with laptops rather than desktop computers. The Strategy along with the support of the Officers in the Corporate Resources Team responsible for IT made the shift more straightforward and allowed us to quickly focus on service provision.

Governance

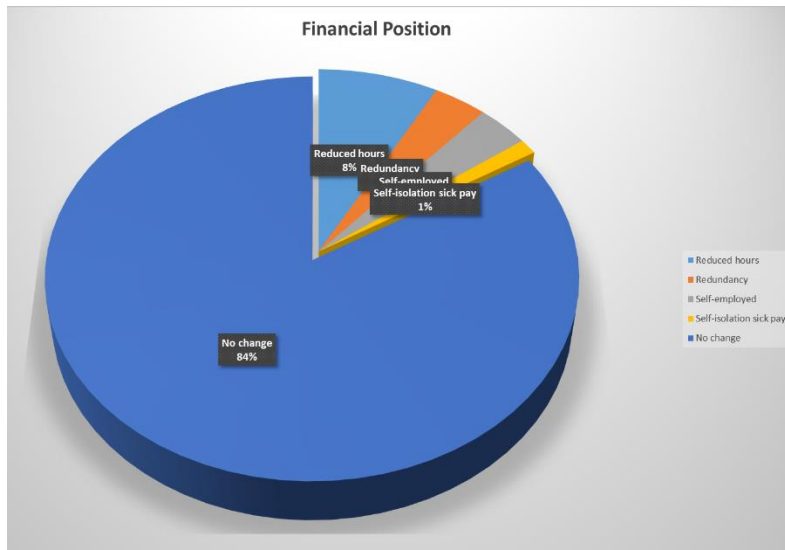
- 1.3 At the Board meeting on 18 March 2020 it was agreed the Executive Team's delegation was sufficient to deal with issues that may arise from the impact of COVID-19 and if necessary, an emergency Board meeting would be called using Microsoft Team video conferencing.
- 1.4 On 8 April 2020 I met with the Chair, Vice Chair and the Chair of Audit and Risk using Microsoft Teams. The meeting provided an opportunity to test out the technology and update the Officer Bearers on COVID-19 actions.
- 1.5 I have provided Board Members with regular briefings outlining the actions taken in relation to COVID-19
- 1.6 A special Board meeting was called on 29 April 2020 to amend the Corporate Payroll Policy for the Government's Job Retention Scheme.
- 1.7 Whilst our Rules allow for Board meetings to be held remotely they do not allow for AGM's to be held remotely. We are currently investigating options for holding our AGM should the Government's current restrictions on social distancing continue beyond September 2020.
- 1.8 The Scottish Housing Regulator, OSCR, FRC have all amended filing requirements and deadlines for 2019/20. Appendix A provides details of the various filing deadlines which have been amended.

Customer & Housing Services

- 1.9 One of our first priorities was to establish what services we could safely continue to provide to tenants and it was clear from the outset we would have to move to an emergency only repairs service.
- 1.10 The office phone lines were diverted to our Customer Services team at their homes. A number of safety checks are in place when taking calls from our customers to establish if anyone in the home is self-isolating or shielding. If an emergency repair is reported, our contractor is instructed in the normal way and told if the tenant is

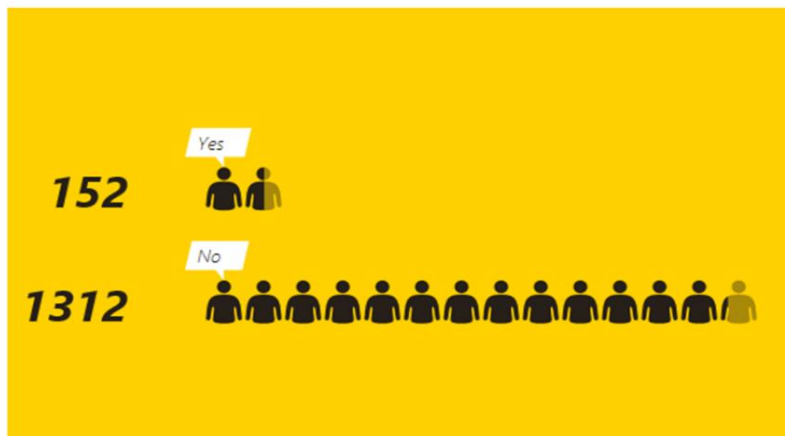
self-isolating or shielding. If the customer has a query about their tenancy, they receive a call back from their Housing Officer.

1.11 The following graphs show the results for 14 May 2020 after 1,464 calls.

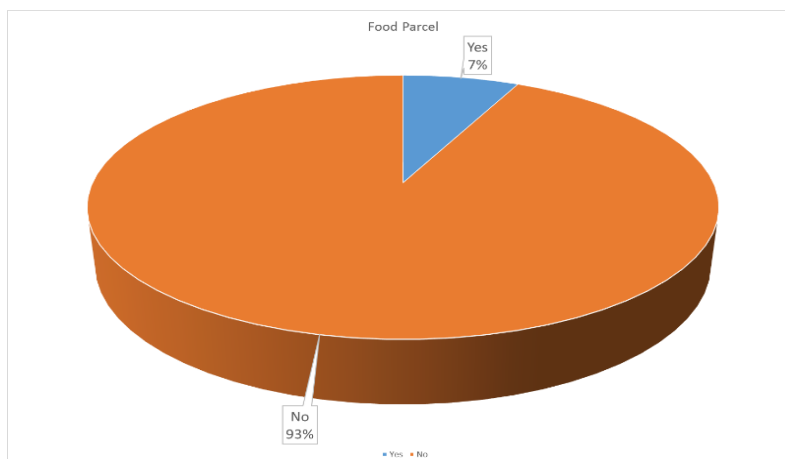


Around 84% of tenants have advised that their financial position has remained broadly unchanged. If we extrapolate the results to all tenants this means that 652 households financial position have been affected which is significant.

SUPPORT REQUIRED



152 tenants have indicated they were in need of support and 69 said they didn't have the support available. Our Housing Officers have been providing any support possible to tenants.



Just over 100 tenants have been identified as requiring food parcels and to date we have distributed approximately 140 food parcels.

We are continuing to attempt to contact all tenants and in particular we are trying to identify those who are not engaging with us or with other agencies. We are keeping in contact with

those identified as being vulnerable or who were previously known to us as being vulnerable.

Rent Income and Arrears

- 1.12 At the end of April 2020 our arrears were £428,154 which is an increase of £71,933 since 31 March 2020. The % of tenants on benefits either housing or Universal Credit increased by 4% to 52%.
- 1.13 The overall expected arrears (this takes in expected benefit) has decreased by £21k and the average arrear has reduced from £311 to £179.

	10-Apr-20	17-Apr-20	24-Apr-20	01-May-20	08-May-20
Arrears	Week 2	Week 3	Week 4	Week 5	Week 6
Expected Arrears £	£234,803.71	£ 234,747.58	£ 230,985.61	£ 245,703.71	£ 213,391.31
Number of tenants in arrears	756	961	957	1,200	1,189
Average Expected Arrear	311	244	241	205	179

- 1.14 Our arrears action has been curtailed by the Coronavirus (Scotland) Act 2020. The notice period before any legal action can commence for arrears has been extended to 6 months. We have amended standard letters to reflect the current situation but are concentrating on contacting people by phone or electronically to agree the best approach to their arrears.
- 1.15 We are continuing to engage with tenants in arrears in as near normal a manner as possible. We are very mindful of identifying cases where arrears are mainly attributable to COVID-19 issues or where this is causing financial pressures for tenants. There is a balance to be struck between being sensitive to the current crisis our tenants are facing and being fair to all tenants by ensuring that those who can pay their rent, do so.
- 1.16 The time lag in Universal Credit payments being made from the point of application makes it difficult to assess at this stage as to what extent arrears will be impacted by the situation. The rent accounts of those tenants transitioning to Universal Credit are being particularly closely monitored.

Anti-Social Behaviour

- 1.17 No new cases have arisen during the lockdown. However a small number of existing or previous cases have recurred and these are being responded to by phone/email at present. There have been no serious incidents to date.

Estate Inspections

- 1.18 Minimal estate inspections are being carried out at present. However Officers will view schemes if attending for other business or when passing. Inspections of common stairways are being carried out to ensure they are safe and clear of any items which could pose a risk in the event of a fire. Officers are carrying out periodic checks on vacant properties and on development sites to ensure they are safe and secure.

Repairs & Maintenance

- 1.19 We are operating on an emergency only repairs service. We have issued 79 emergency repairs since 24 March 2020.
- 1.20 Our contractor, FES FM Ltd had to furlough a number of their staff but have retained sufficient staff to enable our contract to be fully covered. The volume of work has been low and they had raised concerns about the losses they were incurring as a result of this. However our ability to recommence void works coupled with cyclical maintenance works has largely resolved this issue. They have taken a corporate decision to absorb losses at this stage to ensure continuity in service delivery.
- 1.21 The new Contract has been signed. However we have agreed to suspend pain/gain share and performance requirements for 6 months from 1 April 2020 where works have been impacted by COVID-19 issues.
- 1.22 The spend for April is approximately £60k compared with £160k for the same time last year. Our new Contract with FES FM Ltd, effective from 1 April 2020, was signed on 30 April 2020.
- 1.23 The numbers of repairs being reported are very low and it is likely that there will be a significant increase in demand when restrictions are eased. We are in discussion with the contractor as to arrangements to address this.

Gas Servicing

- 1.24 Nine gas services were due since 24 March 2020 and have been completed with no refusals to date.

Void Repairs and Allocations

- 1.25 Work on void repairs was initially stopped but following guidance from the Scottish Government on 27 April 2020 we are now working to complete void repairs and offer tenancies where it is safe and practical to do so. At present we have 27 properties vacant and at various stages in the allocation process. It is envisaged that applicants will find it difficult to move during the lockdown and our approach will be flexible with regard to formally commencing tenancies.

Cyclical and Planned Maintenance

- 1.26 A small element of the 2019/20 programme was not completed. This will be carried out as soon as practical. At present Health and Safety related cyclical maintenance works are being carried out in line with Health & Safety Executive and Government Guidance. These include gas servicing and inspection and maintenance of fire protection systems. Other works such as air source heating servicing, chimney cleaning, legionella testing and periodic electric testing are currently on hold. We continue to keep such works under review. It is envisaged the planned maintenance programme will be able to commence quickly as the majority of works are external.

OT Works

- 1.27 We are exploring the extent to which aids/adaptations works can be progressed and are in discussions with the OT team regarding this. We are mindful of the vulnerabilities of this client group but also recognise the works will be required to ensure their continued safety within the home.

Grounds Maintenance & Garden Assistance Scheme

- 1.28 All grounds maintenance work which is being carried out via the Comhairle's contract is currently on hold. The Garden Assistance Scheme is also on hold and tenants have been advised of this.

Supply Chain & Labour Issues

- 1.29 These will be of concern for all construction and maintenance issues at least in the short term with regard to potential shortages and delays to delivery of materials due to closure of factories, depots, stores or distribution centres. Transportation restriction issues are also likely to be a concern. Other factors include a likely reduction in labour resources on site to allow social distancing requirements to be maintained.
- 1.30 However there are indications that the supply chain sector is beginning to open up with local centres expected to open in the next week or so.

Investment

- 1.31 All investment work stopped very shortly after 24 March 2020. Our 2019/20 Investment Programme was largely completed prior to lockdown. The small element which was not completed will be carried out as soon as possible.
- 1.32 Our 2020/21 Programme was scheduled to start on 1 April 2020 but this will be delayed until the Government advises it can recommence.

Stage	% of Programme based on value
Tenders awarded	75
Out to tender	8
Due to be tendered in next month	15

- 1.33 Survey work will commence as soon as is practical with a view to work starting in tenants homes once the current restrictions permit. This will be subject to the appropriate measures to ensure tenant and operative safety.

Development

Projects on Site

- 1.34 All sites are currently closed in line with current Government Guidance. Contractors have furloughed the vast majority of their staff and there is consequently limited engagement with them until key personnel return.

- 1.35 Contact has been made with our contractors and we are working with them to be ready to return safely to our sites.

Shared Equity

- 1.36 We have 6 Shared Equity properties with agreed buyers which were put on hold at 24 March 2020. With the recent change in the Government's position on allocations we are currently seeking to establish if this change will now allow us to proceed to sell the properties.
- 1.37 We have 5 completed Shared Equity properties where we have yet to secure a buyer. We are reviewing the likelihood of finding buyers post COVID-19 and we will examine the option of converting the houses from Shared Equity to rent.

Risk Management

- 1.38 The assessment and mitigation of risk has underpinned all our actions and decisions since the outbreak of COVID-19 in the UK. The safety of our staff, tenants, partners and contractors is paramount.
- 1.39 The Risk Register has been reviewed and updated with the impact of COVID-19 now our number one risk.
- 1.40 Risk Assessments have been carried out for all staff who are having to carry out duties out with their homes, e.g. security visits to sites. Staff have been provided with appropriate PPE.
- 1.41 Our Corporate Resources team have contacted all staff to carry out a homeworking assessment and where appropriate staff have been allowed to come into the office to take equipment home to ensure they are working safely.
- 1.42 In Section 2 we look at how various scenarios could potentially impact the delivery of our Strategic Goals.

Financial Management

Business Plan approval

- 1.43 Our Business Plan which was approved in March 2020 was submitted to our Funder. Positive conversations have been held with our Funder regarding the Business Plan approval process and they have outlined their flexibility should we need to resubmit the Plan later in the year to reflect material changes as a result of the COVID-19 disruption to services.
- 1.44 The impact of potential scenarios on our cashflow projections have been run. The key scenarios centre on loss of income as tenants find themselves out of work. It is anticipated that any income lost will be offset in the meantime with cashflow benefits from the reduction in our development, investment and planned maintenance spend. This will allow us to operate within existing covenants. Cash flow forecasts are monitored and reported to Executive Team on a regular basis and provide an early warning for corrective action.

Finance Operations

- 1.45 We are continuing to process all tenant/supplier payments without any disruption to services.
- 1.46 Direct debit collections continue to be made weekly, on the 1st of each month and the 16th of each month. These are monitored weekly to identify any potential loss of income. There is very minimal impact on direct debit collections to date.
- 1.47 Cash payments – we are unable to process cash payments at present. Tenants who regularly pay by cash have been contacted and alternative payment methods are being put in place.

Statutory requirements

- 1.48 Our year end is 31 March 2020 and our audit commenced on 4 May 2020. The audit is being conducted remotely by CIB Services and all staff worked to ensure documentation was available to resource a remote audit. An update on the audit will be provided at the Board meeting.

IT Services and Security

- 1.49 Our entire workforce have migrated to a remote working model. Each member of staff has Microsoft Teams installed on their machines and this allows remote working/video conferencing and remote access to machines to aid with any system issues they might have.
- 1.50 Our IT security is being enhanced as sadly the COVID-19 lockdown has resulted in an increasing number of phishing and ransomware attacks as organisations move their operations to a remote working model.
- 1.51 Telephone systems are being managed manually at present. We have been able to trial a “soft” phone VOIP system which we hope will allow telephone access to all members of staff as if they were in the office through their laptop.
- 1.52 System updates are being performed remotely to ensure all software remains current.

Corporate Governance / Executive Office

Board Support

- 1.53 The Executive Office continue to support all Board activities, including the preparation of Board Agendas and packs and arranging and holding remote Board meetings and Audit & Risk Committee meetings.
- 1.54 All Regulatory and other data returns have been prepared as would normally happen in the office and are part of the approvals sought at the May Board meeting (e.g. Annual Return on the Charter), or have been submitted in line with delegations (e.g. SHN quarterly Return, and FOI quarterly return).
- 1.55 Other Governance activities including: review of Policies, finalising and signing Contracts in line with previous approvals and collation of consultation responses are progressing as normal.

Communications

- 1.56 There has been an increase in our Communication updates with continued use of press releases, social media updates and video updates for tenants.
- 1.57 The Newsletter for May will be produced as normal but will be in electronic format.

Training & Development

- 1.58 The delivery of the Training Plan is on hold whilst there is so much uncertainty surrounding travel and the availability of trainers. The Training and Development Officer is instead using the time to ensure all training records are updated, consider and draft content for future internal training sessions, and reviewing the Training Policy in line with the recently approved 5 Year Training Plan. The Board Training session for 'Appraising your Director', which was cancelled on the 19 March 2020 will be rearranged shortly to allow it to take place before the Appraisal cycle for 2020 begins.
- 1.59 The EFQM - Committed 2 Excellence assessment and assessment day (due to take place on 3 June 2020) has been postponed by Quality Scotland as a result of their staff being furloughed. We have not yet agreed a new date, but it is expected to be sometime in September. Quality Scotland have confirmed that we will remain accredited during this period

Partnership working

- 1.60 We have been working with the Comhairle's Emergency Response Team and John Maciver, Director of Operations is a member of the Care for People Group.
- 1.61 The Care for People Group is a multi-agency group which meets weekly via Microsoft Teams. Key areas of work are on food supply and distribution, provision of support networks and assistance to community groups, shielding issues and volunteering networks, liaison with supermarkets and fuel suppliers.
- 1.62 The SFHA established an on-line forum for RSL's to share concerns and good practice. We are members of the forum and it has proved very useful.
- 1.63 Lisa Buchanan, Chief Executive of Albyn Housing Society set up a weekly housing meeting for the Highlands and Islands and I have attended a number of these meetings. They are helpful to establish common problems and I also take part in this meeting.
- 1.64 In partnership with the Good Things Foundation we were allocated 10 new tablets as part of the Future Dot Now Initiative (<https://futuresdotnow.uk/>).
- 1.65 The devices were delivered to Caraidean Uibhist and will help support the vital work they do in the community, assisting and engaging with a range of vulnerable and elderly people.
- 1.66 The devices will use mobile data for connection, allowing individuals who ordinarily have limited or no connectivity to keep in touch with family and friends. This is particularly important in the context of the COVID-19 crisis, and will help the recipients remain informed, involved and occupied during this lockdown period.

Staffing

- 1.67 The impact of the change to working from home on staff cannot be underestimated. They have adapted to new ways of working much quicker and better than we could have anticipated. I have made contact either by phone or video conference with the majority of staff and they have expressed how grateful they are to be in a position to continue working at home.
- 1.68 In the interests of staff well-being we have reminded them of the availability of our counselling service. An on line quiz was organized to allow staff to connect with each other socially.
- 1.69 A number of staff have had to take on new tasks and others have adapted how they do their work and what is clear is the shared commitment to do what they can for tenants. They have already prepared a list of lessons learned and proposed changes we can make to improve service delivery. I am really proud of how they have responded to this challenge and look forward to seeing the changes coming to fruition.
- 1.70 We have 3 members of staff who are being furloughed because the nature of their work meant they were unable to carry out their work at home.
- 1.71 The reduction in the provision of service directly to tenants has given some teams the opportunity to invest time in training, reviewing policies and planning.
- 1.72 We have put the recruitment of vacant posts on hold.

2. IMPACT ON STRATEGIC GOALS

- 2.1 A full review of how COVID-19 has impacted our planned actions to deliver on our Strategic Goals will be undertaken once we have been provided with a clear direction from the Scottish Government on their exit strategy. At this stage a high level review has been carried out on the impact on our Strategic Goals and this is included at Section 3.

1. Placing tenants at the centre of everything we do
2. Investing in an environmentally sustainable way in tenants' homes
3. Being a good employer that attracts and retains high quality staff
4. Working with partners to contribute to the wellbeing of communities throughout the Outer Hebrides

- 2.2 The key areas that are materially impacted by a time delay and possibly by increased cost are
- Non-Emergency Repairs
 - Planned Maintenance
 - Investment Programme particularly in relation to meeting the SHSQ requirement on fire safety equipment
 - Development (the number of units completed before 31 March 2021)
- 2.3 The requirement to continue with social distancing is going to impact on how we interact with our tenants and may result in tasks taking longer to complete. If the measures around cash handling continue we will need to work with tenants to enable those who traditionally pay by cash to find suitable alternatives.
- 2.4 We are exploring options for how we can hold our AGM and comply with the social distancing requirements.

Re-engagement Plan

- 2.5 It is abundantly clear from what is reported on the news and also our own experience that lifting lockdown does not mean we return to things as they were. Life will be different for our customers, staff and communities. Our Governments will also have to change their priorities in order to fund the cost of COVID-19.
- 2.6 We need to prepare for the transition to service delivery post COVID-19. Things will be different and we have been presented with the opportunity for some 'clean sheet' thinking. We have already started the process with staff by looking at

- What worked better while working at home?
 - What were we able to do that we thought was impossible before lockdown?
 - How to bring forward digital transformation for our tenants?
 - Are there things we don't need to do?
 - What did we struggle to do well while working remotely and what are the possible solutions?
- 2.7 We will also undertake a similar exercise with Board Members as we revisit the Business Plan and our Risk Appetite for the coming year.
- 2.8 A draft Re-engagement Plan will be available at the Board Meeting on 20 May 2020.

Scenario Planning

- 2.9 We will update our Business Plan once we have a better understanding of what the new "normal" is going to look like. In preparation for updating the Business Plan we are testing a variety of scenarios and their possible impact on the delivery of our Strategic Goals
- Continued reduction in our income
 - Increase in demand for properties for homeless
 - 2/3 month delay to site restarts for development, full repairs service and investment works
 - Various % changes to the capacity of our contractors

3. ACTIONS IMPACTED

 The areas which have been impacted

	Measure of Success	Link to Strategic Goal	2020/21	2021/22	2022/23	2023/24	Details of Impact
1	% of satisfaction with our overall services >90%	1	90%	✓			
2	Maintain all our homes ensuring they meet or exceed the SHQS	1	✓	✓	✓	✓	
3	Respond to complaints 100% within SPSO targets	1	100%	100%	100%	100%	
4	Level of current arrears at 2% of gross rent debit	1	2%	2%	2%	2%	Arrears are above target and officers are focused on pursuance action
5	Voids at <1% of gross rent debit	1	1%	1%	1%	1%	The void loss % for 2019/20 was 0.63%
6	Provide options for a rent guarantee period alongside revised rent structure	1	✓	✓	✓	✓	Rent guarantee was assessed when setting 2020/21 rents and this was not implemented due to the cost pressures on our repairs/ investment and development programme. It was agreed that this would be considered when implementing any changes to the existing rent structure.
7	88% of tenants satisfied with opportunities to participate in decision making	1	88%	✓	✓	✓	

COVID-19

Strategic Goals

	Measure of Success	Link to Strategic Goal	2020/21	2021/22	2022/23	2023/24	Details of Impact
8	Deliver 214 new build homes by 2021 (214 includes HWEC)	2	136 (Includes HWEC)				36 units expected to complete by March 2021 with a potential of a further 12
9	Deliver 50 extra care units in Stornoway by 2021	2	50				Completion will be delayed by at least 4 months
10	Reduce % of tenants in fuel poverty to under 25% by 2023	2	✓	✓	Less than 25%		
11	100% of properties achieving EESSH by 2020	2	✓				Achievement is still anticipated but it will be dependent on when we are able to restart the Investment programme
12	100% of stock assessed in term of long term viability	2	100%	✓	✓	✓	Time impact only-work will be moved to 2021/22
13	Flexible working policy in place by 2020	3	✓				
14	Staff survey in 2020 showing positive feedback	3	✓				
15	10% of staff pursuing and obtaining qualifications	3	6%	7%	8%	✓	
16	100% of vacancies filled on first attempt	3	100%	✓	✓	✓	This may be impacted depending on travel restriction
17	Sustain a minimum of 65% of HHP staff with a service length greater than 3 years	3	60%	✓	✓	✓	
18	% of staff turnover at less than 10%	3	✓	✓	✓	✓	
19	New arrangement in place for delivery of	4					N/A

COVID-19

Strategic Goals

	Measure of Success	Link to Strategic Goal	2020/21	2021/22	2022/23	2023/24	Details of Impact
	accommodation for the Foyer by 1 April 2019						
20	Population forecast and decline demographics	4	✓	✓	✓	✓	Working with CNES on this. It could go either way especially with seeing the success of the ability to work remotely. We will look at both possibilities
21	Increased demand for affordable housing	4	✓	✓	✓	✓	As for 20 above
22	Community benefit measures delivered across our communities and on all our contracts	4	✓	✓	✓	✓	
23	95% of tenants satisfied with management of the area they live in	4	95%	✓	✓	✓	

	Actions	Link to Strategic Goal	2020/21	2021/22	2022/23	2023/24	Notes
1	Carry out affordability checks	1			Stock Condition Survey	✓	
2	Value for Money Strategy	1	Deliver	✓	✓	✓	
3	New Rent Structure	1	✓				The new rent structure options have been reviewed internally and will be presented to the finance working group at the first available

COVID-19

Strategic Goals

	Actions	Link to Strategic Goal	2020/21	2021/22	2022/23	2023/24	Notes
							opportunity. Affordability concerns will limit the extent to which we can restructure all rents at once and we may need to adopt a position where rents will be realigned when the property becomes void.
4	Profile our customers' needs	1	✓	✓	✓	✓	
5	Support Western Isles Housing Association Communities Forum	1	✓	✓	✓	✓	
6	Develop tenants scrutiny	1	✓	✓	✓	✓	
7	Provide dedicated tenant participation support	1	✓	✓	✓	✓	Recruitment currently on hold, Contract with TPAS ends April 2021
8	Ensure tenants maximise their opportunities to access digital services	1	✓				
9	Develop a digital transformation strategy	1	✓				
10	Develop an Anti-Poverty Strategy	1					
11	Benchmark our services with other Housing Associations	1	✓	✓	✓		
12	Develop an Environmental Strategy	2	✓				
13	Update Asset Management Strategy	2	✓	✓	✓	✓	

COVID-19

Strategic Goals

	Actions	Link to Strategic Goal	2020/21	2021/22	2022/23	2023/24	Notes
14	Annual Investment Programmes by February each year	2	✓				Programme expected to be delivered by March at present
15	Offer shadowing and coaching opportunities to all staff	3	✓				This will be restarted once a clearer picture is provided of the Government's exit strategy
16	Team building events	3	✓	✓	✓	✓	The formats of the team building events will be changed
17	Round table discussion with Managers	3	✓	✓	✓	✓	Format will be changed to allow for social distancing
18	Develop use of on line system in particular appraisals	3	✓	✓	✓	✓	
19	Deliver annual Training Plan	3	✓	✓	✓	✓	– The annual Training Plan is being reviewed to ensure the planned training for 2020 can be delivered safely and effectively. Courses and spend will be prioritised and there will be an emphasis on Staff completing online training and the preparation of courses to be delivered internally during any complete or partial office closure
20	Work with community groups to improve common areas	4					Work ongoing with various groups. Grant funding awarded for 2 groups in Feb 2020
21	Identify opportunities to generate income	4	✓	✓	✓	✓	Not previously measured
22	Support OHCPP to deliver its aims	4	✓	✓	✓	✓	Attendance at all OHCPP meetings + membership of Priority groups

COVID-19

Strategic Goals

	Actions	Link to Strategic Goal	2020/21	2021/22	2022/23	2023/24	Notes
23	Work closely with voluntary sector	4	✓	✓	✓	✓	
24	Work with CNES to deliver LHS	4	✓	✓	✓	✓	Main impact will be the timing of the delivery of new homes. Work is ongoing to deliver key aims of the LHS on housing supply, homelessness and fuel poverty
25	Key Risk Indicators and Key Control Indicators will be developed during 2019	1	✓	✓	✓	✓	

APPENDIX I: FILING DEADLINES

Organisation	Return/Document	Original Filing Deadline	Revised Filing Deadline
Scottish Housing Regulator	ARC	31 May 2020	31 July 2020
	Five Year Financial projections	30 June 2020	31 July 2020
	Financial Statements	30 June 2020	31 July 2020
	Loan Portfolio	30 June 2020	31 July 2020
Royal Bank	Business Plan approval	31 March 2020	
	Funders Valuation	30 April 2020	
OSCR	Annual Return	31 October 2020	
FRC	Financial Statement for HHP		
Companies House	Financial Statements for HHP Community Housing (subsidiary)		
HMRC	Tax Returns		
	Payroll Returns		

APPENDIX 2: RE-ENGAGEMENT PLAN

Current position		31-May-20	30-Jun-20	31-Jul-20	31-Aug-20	30-Sep-20	31-Oct-20	30-Nov-20	31-Dec-20	31-Jan-21	28-Feb-21	31-Mar-21
Emergency Repairs												
Gas Servicing												
Void Repairs												
Staff	Working from home											
Staff	Getting ready to return	Decompression Teams										
Board	Lessons learned											
Board meetings	Adapted for SD	Remote	Remote		Board Rm +			Board Rm +			Board Rm +	
Advice that Construction can recommence												
Shared Equity Sales												
New Build												
Planned Maintenance	External											
Investment	External											
Planned Maintenance	Internal											
Investment	Internal											
Allocations	Adapted for SD											
Arrears	Adapted for SD											
AGM	Adapted for SD											
Tenant Engagement	Adapted for SD											
Recruitment	On hold for budgetary reasons											
Funding	Business Plan to be updated											
Offices	Maintenance											
	Deep Clean											
	Ventilation Systems											
	Signage											
Working from office	Shielded	Home	Home	Home	Home	Home	Home	Home	Home	Home	Home	Home
Stornoway Office	Team 1	Home	Home	Office	Home	Office	Home	Office	Home	Office	Home	Office
Stornoway Office	Team 2	Home	Home	Home	Office	Home	Office	Home	Office	Home	Office	Home
Balivanich	Team 1	Home	Home	Office	Home	Office	Home	Office	Home	Office	Home	Office
Balivanich	Team 2	Home	Home	Home	Office	Home	Office	Home	Office	Home	Office	Home

The above is how we would expect services to develop following an announcement that work can re-commence on construction sites. For this plan we have assumed a date in June. Almost all our services will need to be re-designed for social distancing.

Our Operational Re-engagement Plan includes full details on health & safety, risk assessment and provides more details on each stage of the process

POLICY REVIEW– INTERIM REPORT

Board 20 May 2020

Report by Head of Executive Office

Purpose of Report

- 1.1 To provide the Board with an interim update on the Policy Review schedule.

Summary

- 2.1 Due to the ongoing COVID-19 pandemic and consequent office closure, all meetings including Board Meetings, Committee Meetings, the Monthly Executive Team and Monthly Management Team meetings are being held remotely.
- 2.2 In line with the SFHA Board meetings and Industry guidance we have kept our Board Agendas for the April and May meetings to a minimum by including only urgent items for approval and noting. This was in case there any issue with Board Members or Officers joining the meeting or any problems with connection throughout.
- 2.3 However, given that we anticipate some form of lockdown / social distancing potentially for months to come, we need to prepare for Board meetings to continue to be held remotely.
- 2.4 As such, the Policy review schedule is being considered to ensure there is not a backlog of Policies due for review and approval, and any key or overdue Policies are prioritised in future meetings, even if these meetings are being held remotely.
- 2.5 A full Policy Review is being conducted by the Executive Office to ensure all required updates are planned, and that the review cycle is optimised to consider groups of related Policies at a similar time. A full report on Policies and Policy Review will be brought to the Board later this year.

Competence

- 3.1 The financial, legal and other constraints are detailed at paragraph 5.1 - 8.1.

Recommendations

- 4.1 **It is recommended that the Board note the update on the Policy Review Schedule.**

Writer of Report: Anna Coyle

Tel: 0300 123 0773

Competence

Financial

- 5.1 There is no financial constraint arising from the recommendation to this report being implemented.

Legal

- 6.1 There is a legal requirement to comply with guidance issued from regulatory bodies and legislative updates.
- 6.2 In accordance with Standing Order 13.5 (a) (amongst others) it is a core responsibility of the Board to ensure the Organisation operates within the law. In the event that a Policy conflicts with a legislative position or Scottish Housing Regulators Guidance having the force of statute, or a Policy Review does not pick up on a legislative change, the Legal position will prevail.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 Governance of the Partnership is critical to its long-term viability. Reviewing and updating policies ensures a solid foundation for good governance and mitigates risks in all aspects of the delivery of our services and objectives.

Report Details

- 9.1 The Special Board meeting in April was held remotely. The May Board meeting is also being held remotely and it is expected that, at a minimum, June will be the same, depending on updating Government advice. Contingency plans are currently being considered for our AGM and August series of meetings.
- 9.2 The Policy review schedule is an operational document that tracks and records the status of our Policies and required reviews to be completed by the Management Team and the Board, and any consultations required.
- 9.3 The Policies that will fall due (or are overdue) for review by the end of 2020 will be highlighted to the Board, and where possible these Policies will be distributed across the Board meetings for the remainder of 2020 to avoid a backlog as a result of the reduced Agendas in April – June, being mindful of the potential need to continue to hold meetings remotely.
- 9.4 The Policy review process more generally is being reviewed by the Executive Office, and a full report and recommendations will be brought to Board later this year.

STAFF ENGAGEMENT SURVEY

Board 20 May 2020

Report by Chief Executive

Purpose of Report

- 1.1 To provide the Board with the result of the 2020 Staff Engagement Survey along with an Action Plan addressing areas for improvement.

Summary

- 2.1 A Staff Engagement Survey was carried out during January 2020 and the results, at Appendix 1 show an improvement in most areas compared to the 2015 survey.
- 2.2 The response rate was 74% with 35% saying that when compared with other organisations HHP was a much better employer overall. The comparative figure for the 2015 survey was 3%.
- 2.3 Managers reviewed the full results and prepared a draft Action Plan for improvement which was then discussed at a staff meeting. The final Action Plan is included in Appendix 2 of the Survey report.
- 2.4 One particular area to draw to the Board's attention is Question 24 "The Board of HHP have a clear vision for the future of HHP" where 23% of respondents disagreed. A suitable action has been agreed and is included in the Action Plan.

Competence

- 3.1 Financial, legal or other constraints are detailed at paragraphs 5.1 to 8.1

Recommendations

- 4.1 **It is recommended that the Board review Appendix 1 and note the:**
- a) Result of the 2020 Staff Engagement Survey; and**
 - b) Improvement Action Plan.**

APPENDIX 1: Staff Engagement Survey Results

Background Papers: None

Writer of Report: Dena Macleod

Tel: 0300 123 0773

Competence

Financial

- 5.1 Provision had been made in the 2019/20 budgets for the survey to be carried out externally but as it was done internally there has been an estimated saving of around £6-8K.

Legal

- 6.1 It is recognized good practice to carry out Staff Engagement Surveys on a regular basis but there is no legal requirement to do so.

Regulatory Guidance

- 7.1 The Regulatory Standards checklist has been completed and there is nothing in the report which would result in a breach of the standards.

Risk

- 8.1 The loss of key staff is highlighted in the Risk Register and the analysis of staff views gathered from a survey together with a clear Action Plan will contribute to the mitigation of the identified risk.

Making our house
your home



STAFF ENGAGEMENT SURVEY

2020 Report



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FOREWARD



Listening to the views of our staff is vital to ensure they are equipped, supported and skilled to be in the best position to deliver the excellent service we aim to provide to our customers.

Our last survey was conducted in 2015 and it is great to see the overall % of staff who are happy with HHP as an employer has increased considerably since 2015. However there are areas where additional work is required to ensure there is improvement across all areas and we have developed an Action Plan along with the staff to make this happen.

Dena Macleod
CHIEF EXECUTIVE

1. EXECUTIVE SUMMARY

- 1.1 A Staff Engagement Survey was carried out in January 2020 using the same questions as the 2015 survey.
- 1.2 The survey was conducted in house using Survey Monkey.

STAFF SURVEY

47 
Total population surveyed

35 
Responses

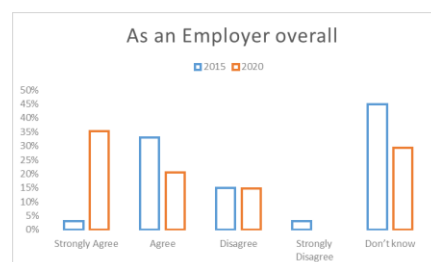
74%
response

- 1.3 The last question in the survey asked staff how they rated HHP as an Employer overall when comparing with other Housing Associations and there has been a marked improvement in the result.

HHP is much better



- 1.4 There are still 15% of the respondents who disagree that HHP is a better employer overall and further work will be done to establish the reasons for this.



- 1.5 The positive news is the number of “don’t knows” have reduced, and there is no one in the “strongly disagree” category.
- 1.6 The overall results reflect the work the Board have done over the past five years by implementing the Action Plan from the 2015 survey.

2. BACKGROUND

- 2.1 This is only the second Staff Engagement Survey which has been carried out since 2006. The first survey was conducted in 2015 by the Qualifications Company. Following consultation with Managers it was agreed to conduct the 2020 survey in-house and use the same questions used in 2015.
- 2.2 The number of employees has increased since 2015 but unfortunately the number of responses to the survey has not increased in the same proportion.

Detail	2020	2015
Total Posts	53	49
Total population surveyed	47	43
Responses	35	34
% of population	74%	79%

- 2.3 There has been turnover since 2015 due to promotions, retirements and staff leaving to join other organisations. There have been 25 new members of staff since the previous survey, two of them in the Executive Team. There have been 15 internal promotions since 2015 which demonstrates a commitment to training and providing opportunities for staff.
- 2.4 The results from the 2015 survey showed a number of areas where improvements were required. The areas were:



Staff Engagement

2020 Survey

- 2.5 An Action Plan was drawn up and the implementation of the new Pay & Grading scheme marked the completion of the final action.
- 2.6 The questions in the survey were grouped into seven sections



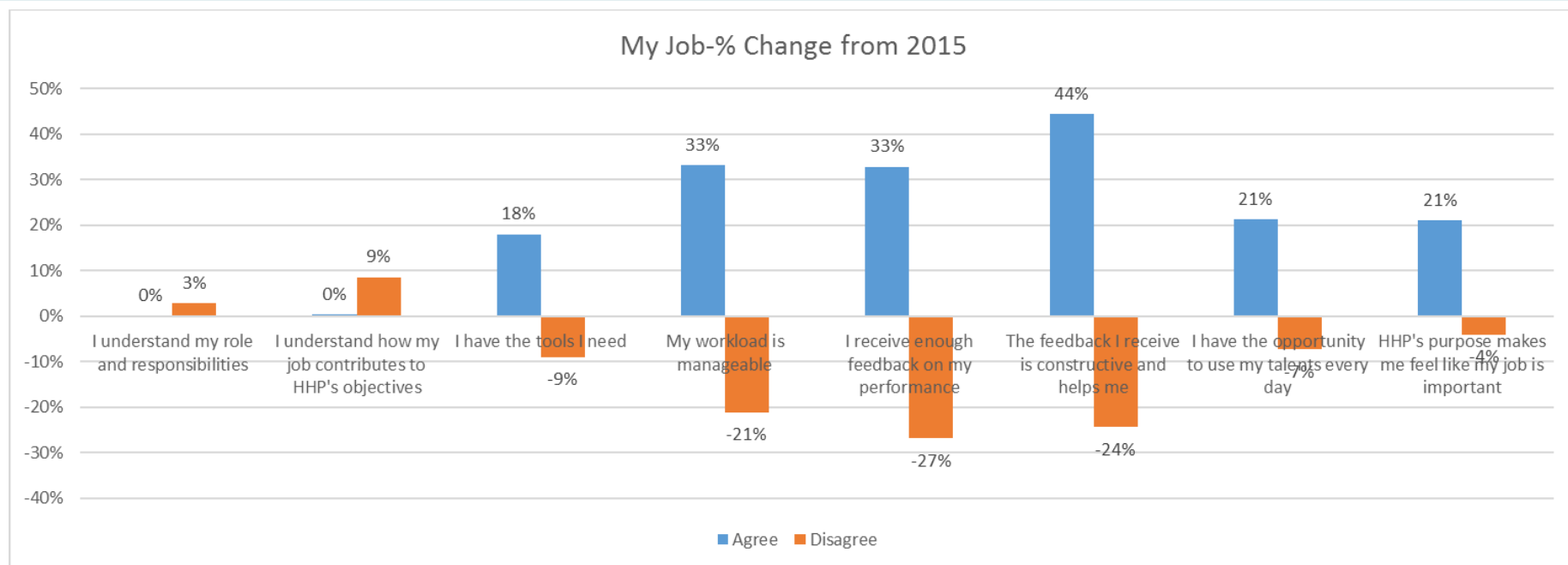
3. SUMMARY OF FINDINGS

- 3.1 Overall there has been a marked improvement from the 2015 survey in nearly every area with a 32% increase in those who think that HHP is much better overall as an employer.
- 3.2 An analysis of the results was prepared and reviewed at a Managers meeting in February 2020. A copy of the detailed results of the survey is at Appendix 1.
- 3.3 Following the Managers review, a draft Action Plan was prepared to address the areas requiring improvement. The draft Action Plan was then issued to all staff for their feedback. A copy of the final Action plan is at Appendix 2.
- 3.4 The findings of the survey on the following pages show the % change from the 2015 survey.
- 3.5 We are currently looking at various methods for carrying out surveys in the future including the frequency.



Staff Engagement

2020 Survey

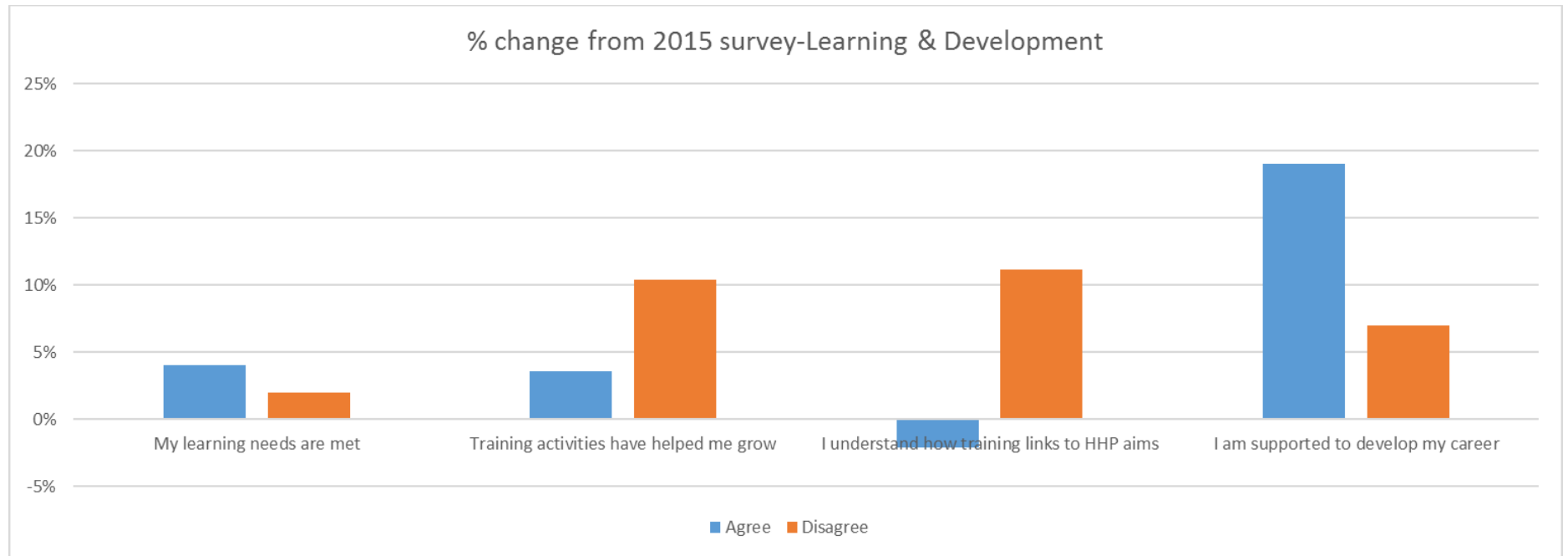


Biggest movement is the reduction in the strongly disagree and the increase in the strongly agree. The new job descriptions and competencies introduced in 2019 will have contributed to the change.

We will build on the result by strengthening our 1-2-1 meetings and ensuring they are effective for both the Manager and the member of staff.

Staff Engagement

2020 Survey

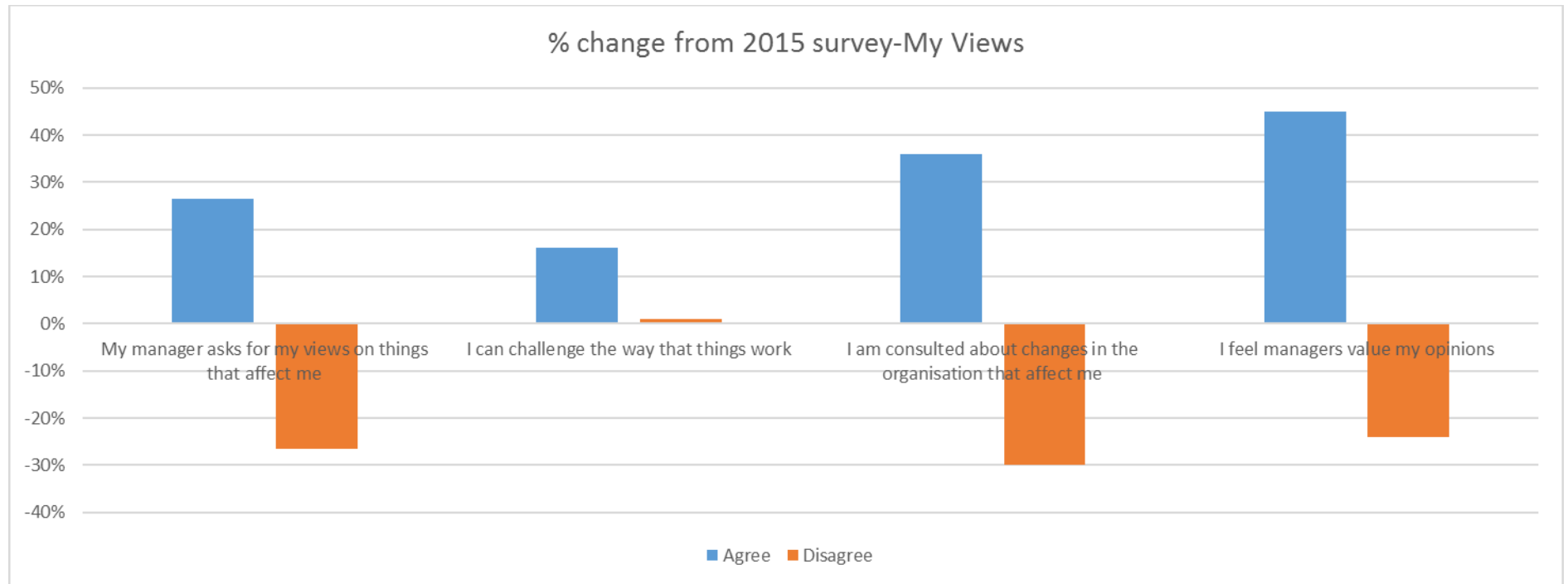


There is clearly scope for improvement in the area of Learning and Development and the appointment of a Training & Development Officer is already making a positive impact.

The experience of working from home has also provided opportunities for everyone to learn and develop. We will ensure this continues when we return to the offices.

Staff Engagement

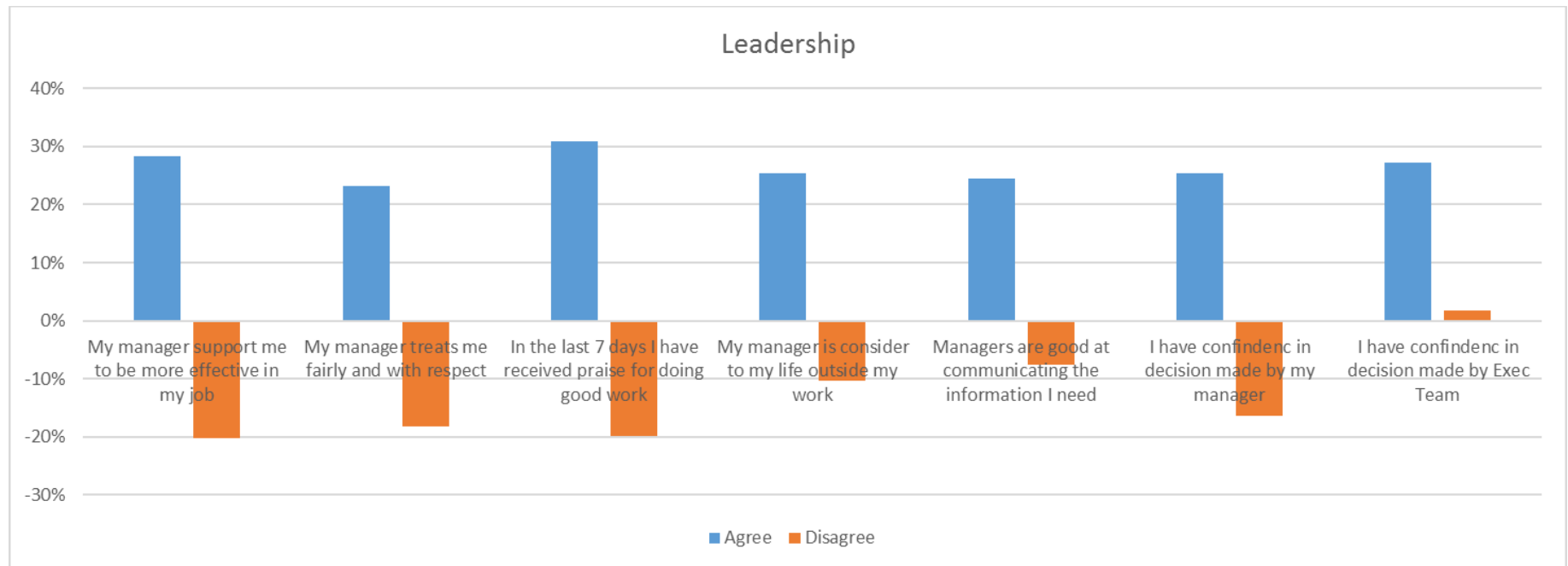
2020 Survey



A step in the right direction and one which we will build on. There have been more regular staff meetings and Team Building Days which have given staff the opportunity to share their views.

Staff Engagement

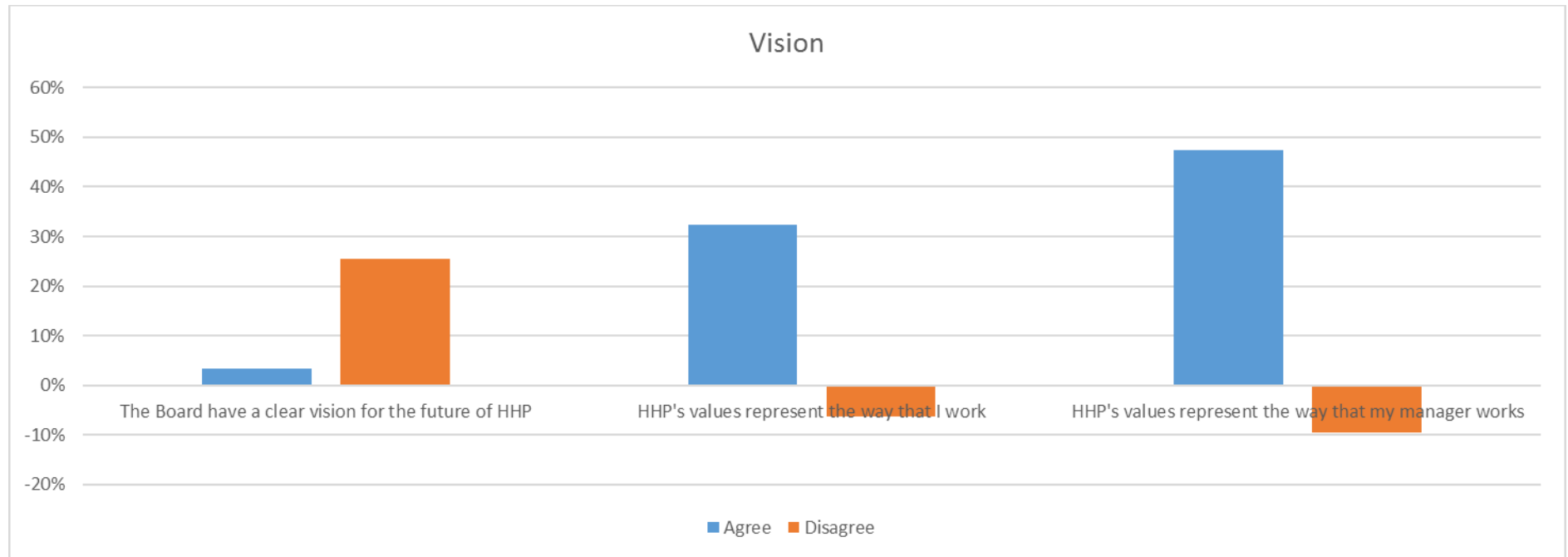
2020 Survey



Positive improvement across nearly all sections. Action Plan will ensure we continue to improve on communicating relevant information at the appropriate levels throughout the organisation.

Staff Engagement

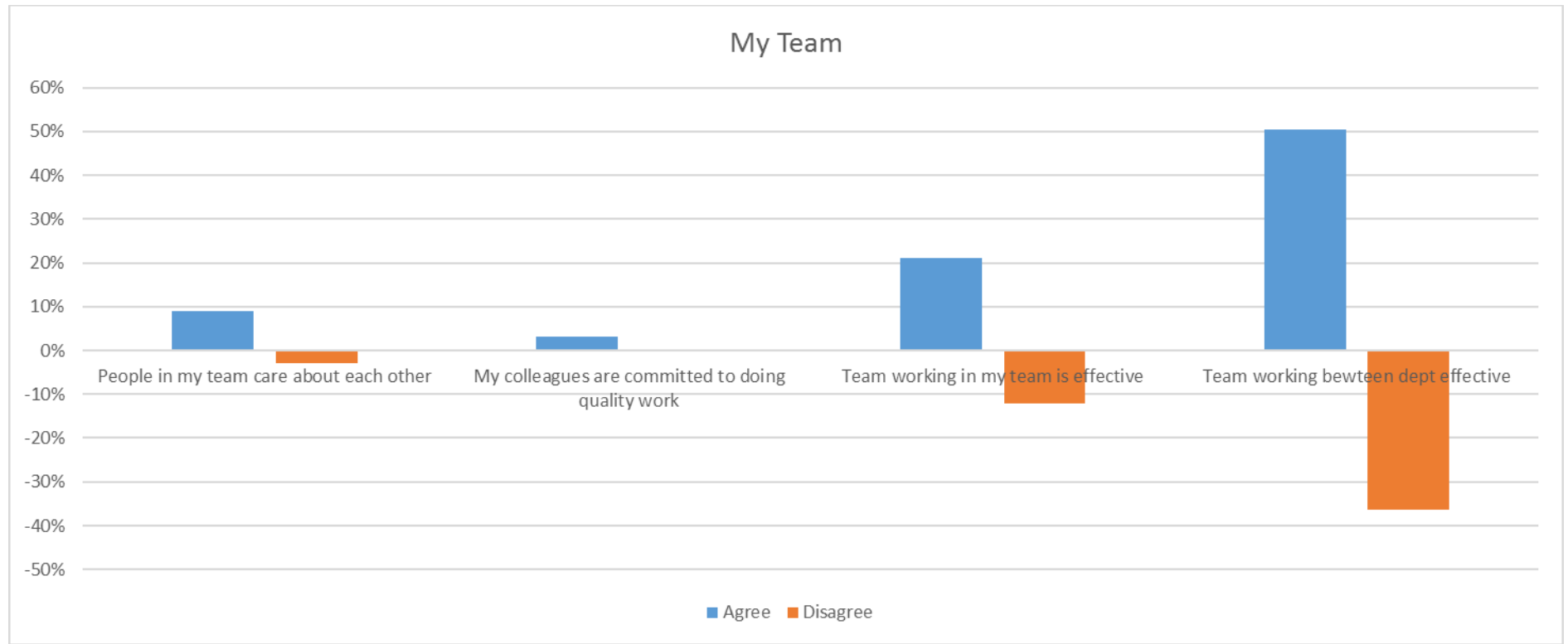
2020 Survey



The % of staff responding to say they disagreed that the Board have a clear vision for the future of HHP is disappointing. The Action Plan has steps to address this through a mixture of Managers ensuring they are communicating the Board's vision to their team and inviting Board Members to attend a staff meeting

Staff Engagement

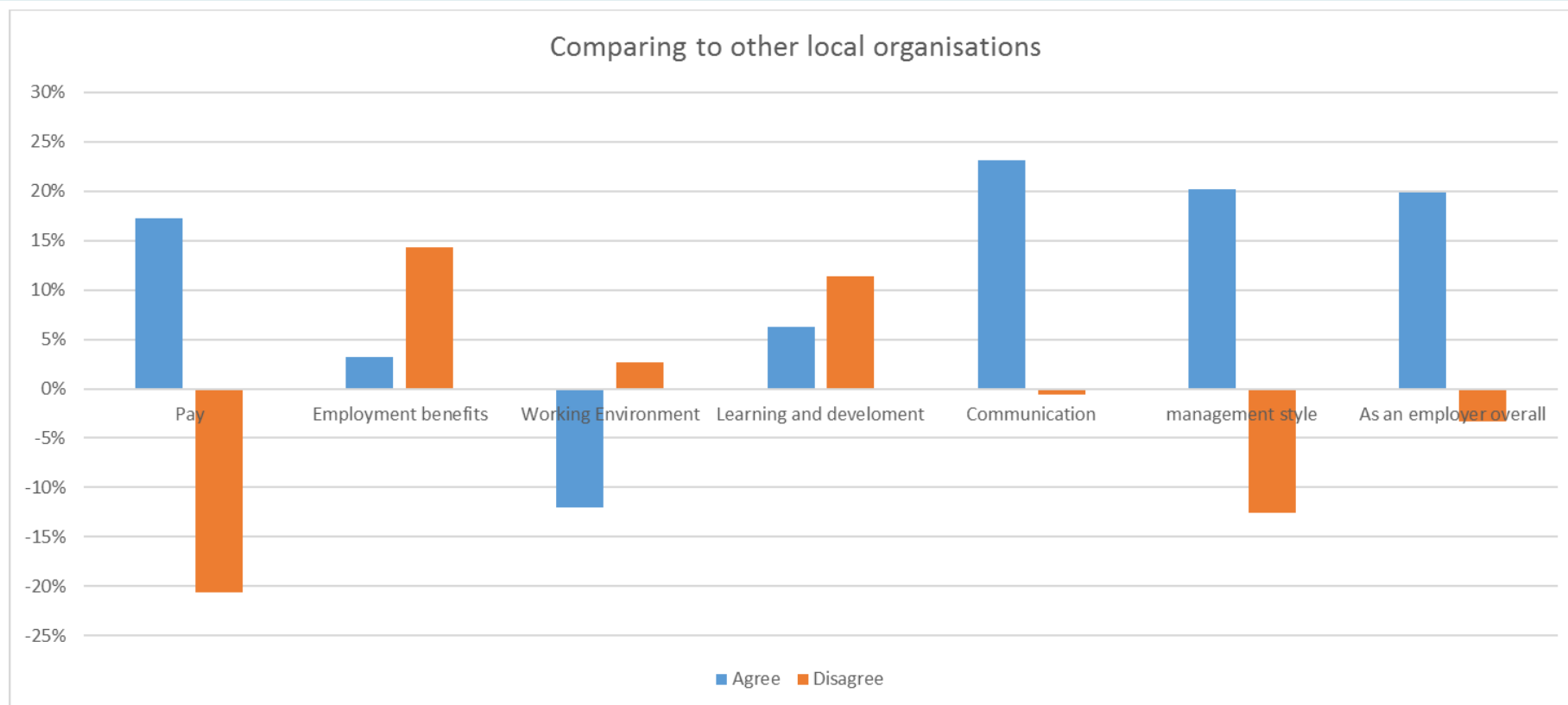
2020 Survey



This area was highlighted for improvement in the 2015 survey so it is encouraging to see the effort to turn the result around has borne fruit with a marked improvement in team working between departments.

Staff Engagement

2020 Survey



The implementation of the new Pay & Grading scheme has impacted most of the results in this section positively but the changes to the flexi system impacted the question on employment benefits. A number of comments received related to flexible working and working from home which have all been thoroughly tested during March and April which mean that option can be offered to more staff.

APPENDIX I: DETAILED FINDINGS

My Job

Q1. I understand my role and responsibilities

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	38%	51%	13%	
Agree	59%	46%	-13%	
Disagree	0%	3%	3%	
Strongly Disagree	0%	0%	0%	
Neither Agree or Disagree	3%	n/a	n/a	

Q2. I understand how my job contributes to HHP's objectives

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	38%	57%	19%	
Agree	53%	34%	-19%	
Disagree	0%	9%	9%	
Strongly Disagree	0%	0%	0%	
Neither Agree or Disagree	9%	n/a	n/a	

Q3. I have the tools and materials necessary to do my job effectively

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	12%	17%	5%	
Agree	50%	63%	13%	
Disagree	26%	20%	-6%	
Strongly Disagree	3%	0%	-3%	
Neither Agree or Disagree	9%	n/a	n/a	

Q4. My workload is manageable

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	6%	6%	0%	
Agree	38%	71%	33%	
Disagree	38%	23%	-15%	
Strongly Disagree	6%	0%	-6%	
Neither Agree or Disagree	12%	n/a	n/a	

Q5. I receive regular feedback on my performance

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	0%	31%	31%	
Agree	50%	51%	1%	
Disagree	26%	17%	-9%	
Strongly Disagree	18%	0%	-18%	
Neither Agree or Disagree	6%	n/a	n/a	

Q6. The feedback I receive is constructive and helps me

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	6%	20%	14%	
Agree	41%	71%	30%	
Disagree	12%	9%	-3%	
Strongly Disagree	21%	0%	-21%	
Neither Agree or Disagree	21%	n/a	n/a	

Q7. I have the opportunity to do what I do best every day

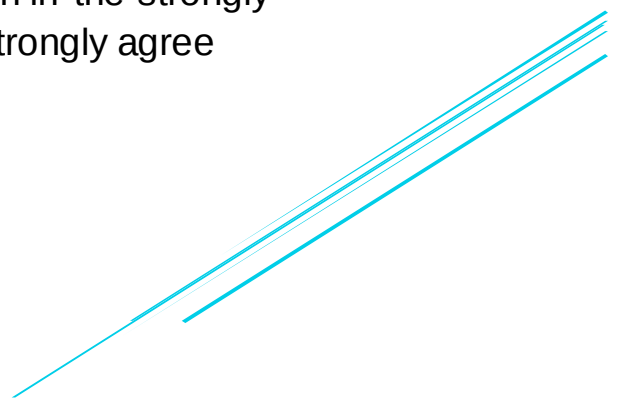
Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	6%	9%	3%	
Agree	47%	66%	19%	
Disagree	18%	26%	8%	
Strongly Disagree	15%	0%	-15%	
Neither Agree or Disagree	15%	n/a	n/a	

Q8. HHP's purpose makes me feel like my job is important

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	6%	26%	20%	
Agree	53%	54%	1%	
Disagree	15%	20%	5%	
Strongly Disagree	9%	0%	-9%	
Neither Agree or Disagree	18%	n/a	n/a	

Biggest movement is the reduction in the strongly disagree and the increase in the strongly agree

Key Finding



Learning & Development

Q9. My learning needs are met

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	0%	3%	3%	
Agree	56%	57%	1%	
Disagree	29%	37%	8%	
Strongly Disagree	9%	3%	-6%	
Neither Agree or Disagree	6%	n/a	n/a	

Q10. The training activities I have done have helped me to learn and grow

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	3%	14%	11%	
Agree	62%	54%	-8%	
Disagree	21%	29%	8%	
Strongly Disagree	0%	3%	3%	
Neither Agree or Disagree	15%	n/a	n/a	

Q11. I understand how the training activities I have undertaken link to HHP's aims

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	3%	17%	14%	
Agree	82%	66%	-16%	
Disagree	6%	14%	8%	
Strongly Disagree	0%	3%	3%	
Neither Agree or Disagree	9%	n/a	n/a	

Q12. I am supported to develop my career

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	3%	11%	8%	
Agree	38%	49%	11%	
Disagree	21%	37%	16%	
Strongly Disagree	12%	3%	-9%	
Neither Agree or Disagree	26%	n/a	n/a	

Disappointing result. There is still work to be done in this area and the appointment of a Training & Development Officer is already making an impact.

Key Finding

My Views

Q13. My manager asks for my views on things that affect me

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	18%	43%	25%	
Agree	47%	49%	2%	
Disagree	26%	6%	-20%	
Strongly Disagree	9%	3%	-6%	
Neither Agree or Disagree	0%	n/a	n/a	

Q14. I can challenge the way that things work in the organisation

Answer Choices	2015	2020	Difference	Overall Result
Strongly agree	6%	9%	3%	
Agree	38%	51%	13%	
Disagree	21%	34%	13%	
Strongly Disagree	18%	6%	-12%	
Neither Agree or Disagree	18%	n/a	n/a	

Q15. I am consulted about changes in the organisation that affect me

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	3%	9%	6%	
Agree	41%	71%	30%	
Disagree	29%	17%	-12%	
Strongly Disagree	18%	0%	-18%	
Neither Agree or Disagree	9%	n/a	n/a	

Q16. I feel that managers value my views and opinions

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	9%	6%	-3%	
Agree	26%	74%	48%	
Disagree	26%	17%	-9%	
Strongly Disagree	18%	3%	-15%	
Neither Agree or Disagree	21%	n/a	n/a	

Good to see the positive move in most areas. Not clear why 6 people disagreed with “I am consulted about changes in the organisation that affect me” as there is evidence to the contrary. Action Plan picks up on the issues of consultation.

Key Finding

Leadership & Management

Q17. My manager supports me to be more effective in my job

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	21%	29%	8%	
Agree	45%	66%	21%	
Disagree	21%	6%	-15%	
Strongly Disagree	5%	0%	-5%	
Neither Agree or Disagree	7%	n/a	n/a	

Q18. My Manager treats me fairly and with respect

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	19%	49%	30%	
Agree	52%	46%	-6%	
Disagree	14%	3%	-11%	
Strongly Disagree	10%	3%	-7%	
Neither Agree or Disagree	5%	n/a	n/a	

Q19. In the last 7 days I have received praise or recognition for doing good work

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	10%	23%	13%	
Agree	22%	40%	18%	
Disagree	37%	34%	-3%	
Strongly Disagree	20%	3%	-17%	
Neither Agree or Disagree	12%	n/a	n/a	

Q20. My Manager is considerate to my life outside of work

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	27%	43%	16%	
Agree	39%	49%	10%	
Disagree	12%	9%	-3%	
Strongly Disagree	7%	0%	-7%	
Neither Agree or Disagree	15%	n/a	n/a	

Q21. Managers are good at communicating the information that I need

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	10%	9%	-1%	
Agree	34%	60%	26%	
Disagree	27%	31%	4%	
Strongly Disagree	12%	0%	-12%	
Neither Agree or Disagree	17%	n/a	n/a	

Q22. I have confidence in the decisions made by my Manager

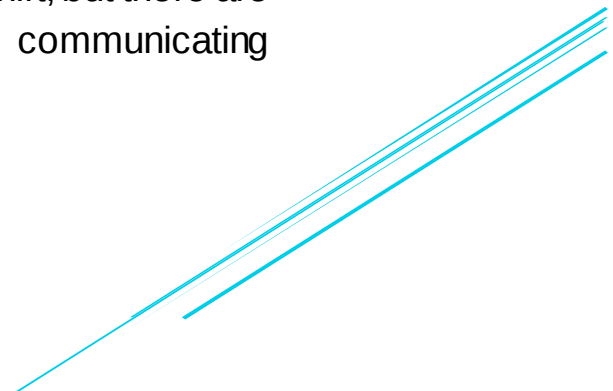
Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	10%	26%	16%	
Agree	56%	66%	10%	
Disagree	20%	9%	-11%	
Strongly Disagree	5%	0%	-5%	
Neither Agree or Disagree	10%	n/a	n/a	

Q23. I have confidence in the decisions made by the Management/ Executive Team

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	3%	6%	3%	
Agree	44%	69%	25%	
Disagree	21%	23%	2%	
Strongly Disagree	3%	3%	0%	
Neither Agree or Disagree	29%	n/a	n/a	

Overall there has been a positive shift, but there are actions to take forward around communicating information.

Key Finding



Vision & Values

Q24. The Board of HHP have a clear vision for the future of HHP

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	6%	11%	5%	
Agree	62%	60%	-2%	
Disagree	3%	23%	20%	
Strongly Disagree	0%	6%	6%	
Neither Agree or Disagree	29%	n/a	n/a	

Q25. HHP's values represent the way that I work

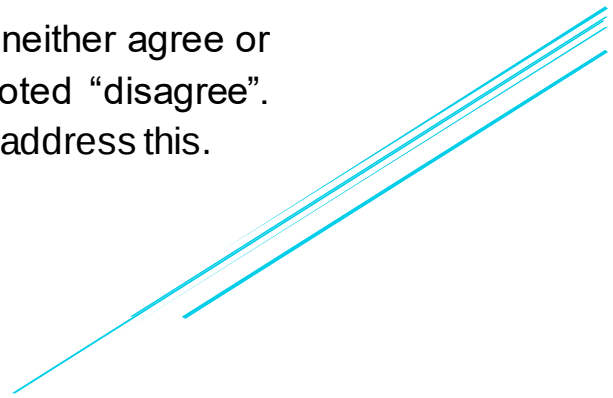
Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	9%	17%	8%	
Agree	53%	77%	24%	
Disagree	9%	6%	-3%	
Strongly Disagree	3%	0%	-3%	
Neither Agree or Disagree	26%	n/a	n/a	

Q26. HHP's values represent the way my manager works

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	9%	23%	14%	
Agree	35%	69%	34%	
Disagree	12%	9%	-3%	
Strongly Disagree	6%	0%	-6%	
Neither Agree or Disagree	38%	n/a	n/a	

The Board having a clear vision for the future of HHP, those who previously vote “neither agree or disagree” appear now to have voted “disagree”. The planned actions will hopefully address this.

Key Finding



My Team

Q27. People in my team care about each other

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	38%	54%	16%	
Agree	53%	46%	-7%	
Disagree	0%	0%	0%	
Strongly Disagree	3%	0%	-3%	
Neither Agree or Disagree	6%	n/a	n/a	

Q28. My colleagues are committed to doing quality work

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	32%	57%	25%	
Agree	62%	40%	-22%	
Disagree	0%	3%	3%	
Strongly Disagree	3%	0%	-3%	
Neither Agree or Disagree	3%	n/a	n/a	

Q29. Team working in my team is effective

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	26%	46%	20%	
Agree	50%	51%	1%	
Disagree	12%	3%	-9%	
Strongly Disagree	3%	0%	-3%	
Neither Agree or Disagree	9%	n/a	n/a	

Q30. Team working between departments is effective

Answer Choices	2015	2020	Difference	Overall Result
Strongly Agree	3%	14%	11%	
Agree	18%	57%	39%	
Disagree	47%	26%	-21%	
Strongly Disagree	18%	3%	-15%	
Neither Agree or Disagree	15%			

Improvement across the whole section which is hopefully as a result of the work which has been done over the past three years to encourage and improve team working.

Key Finding

Comparing HHP to other organisations

Q33. Pay

Answer Choices	2015	2020	Difference	Overall Result
HHP is much better	0%	21%	21%	
HHP is slightly better	18%	15%	-3%	
HHP is slightly worse	24%	26%	2%	
HHP is much worse	26%	3%	-23%	
Don't know	32%	35%	3%	

Q34. Employment benefits

Answer Choices	2015	2020	Difference	Overall Result
HHP is much better	3%	18%	15%	
HHP is slightly better	32%	21%	-11%	
HHP is slightly worse	12%	24%	12%	
HHP is much worse	6%	9%	3%	
Don't know	47%	29%	-18%	

Q35. Working environment

Answer Choices	2015	2020	Difference	Overall Result
HHP is much better	9%	26%	17%	
HHP is slightly better	56%	26%	-30%	
HHP is slightly worse	6%	15%	9%	
HHP is much worse	9%	3%	-6%	
Don't know	21%	29%	8%	

Q36. Learning and development

Answer Choices	2015	2020	Difference	Overall Result
HHP is much better	0%	26%	26%	
HHP is slightly better	32%	12%	-20%	
HHP is slightly worse	15%	26%	11%	
HHP is much worse	3%	3%	0%	
Don't know	50%	32%	-18%	

Q37. Communication

Answer Choices	2015	2020	Difference	Overall Result
HHP is much better	0%	6%	6%	
HHP is slightly better	18%	35%	17%	
HHP is slightly worse	21%	26%	5%	
HHP is much worse	9%	3%	-6%	
Don't know	53%	29%	-24%	

Q38. Management Style

Answer Choices	2015	2020	Difference	Overall Result
HHP is much better	0%	12%	12%	
HHP is slightly better	21%	29%	8%	
HHP is slightly worse	24%	24%	0%	
HHP is much worse	15%	3%	-12%	
Don't know	41%	32%	-9%	

Q39. As an employer overall

Answer Choices	2015	2020	Difference	Overall Result
HHP is much better	3%	35%	32%	
HHP is slightly better	33%	21%	-12%	
HHP is slightly worse	15%	15%	0%	
HHP is much worse	3%	0%	-3%	
Don't know	45%	29%	-16%	

The 2015 question was asked in relation to local employers but the 2020 didn't differentiate so the comparisons are not quite accurate. However the overall result is positive and we will build on that.

Key Finding

Additional Questions

Q31. Is there anything you don't have that you feel would help you do your job better?

Answered	n/a	20	See Comments
Skipped	n/a	15	

Comments: 20 comments received

Q32. Do you feel that there is anything in our current policies that is preventing or hindering you from providing the best service to our customers?

Answered	n/a	13	See Comments
Skipped	n/a	22	

Comments: 6 comments received

A number of the issues raised are around flexible working and we have now tested and proved it can be done.

The other issues raised were around “red tape” and wanting more flexibility in decisions.

Key Finding

APPENDIX 2: ACTION PLAN

	Action Agreed	Officer Responsible	Timeframe
My Job			
1	Provide opportunities for staff to skill up to ensure staff are ready for any promotion	All	As they arise
2	Training needs to be identified and agreed with staff and Managers to ensure the requests are relevant to the role	All Managers	Annually
3	Discuss system issues at team meetings and feed back to Service Development Manager	All Managers	30 June 2020
4	Training on 1-2-1's	All Managers	30 June 2020
5	A monthly report discussed at team meetings to ensure Managers are carrying out 1-2-1's	Personal Assistant	30 April 2020
6	Help Customer Services Team and those who work part time to attend meetings Ensure that all staff are able to attend key events by having more staff trained to cover Customer Services	Chief Executive & Exec Team	30 June 2020

Staff Engagement

2020 Survey

	Action Agreed	Officer Responsible	Timeframe
Learning & Development			
7	The induction process for all new recruits to include a week of "shadowing" with each team in the organisation	Head of Executive Office	30 September 2020
8	Develop a Training Library	Training & Development Officer	31 March 2021
9	Find a way to encourage and develop staff to challenge/change the way we work	Managers Meeting	30 June 2020
Leadership & Management			
10	Managers to ensure that information from meetings is shared with their teams timeously	Managers	1 April 2020
11	Refresher for staff on how decisions are made within the organisation	Head of Executive Office	31 August 2020
Vision and Values			
12	Arrange for a couple of Board Members to attend a Staff Meeting to discuss their role as Board Members	Head of Executive Office	30 September 2020
My Team			
13	Present solutions to problems to Directors/Managers/Teams. Work through it across teams	All	1 April 2020

Staff Engagement

2020 Survey

	Action Agreed	Officer Responsible	Timeframe
14	Review format of Team Building days	Managers	31 March 2021
15	Consistency of the application of the Competency Framework by Managers	Managers	Immediately
Comparing HHP To Other Organisations			
16	Review of office layout to ensure feedback from DSE's and HSE are addressed	Corporate Resources Team	30 September 2020
17	Consider hosting training events/Digital Champions so that there are greater opportunities for networking made available	Executive Team	30 June 2021