



Dunbritton Housing Association Limited

# Business Plan 2019-20



A Registered Society under the Co-operative and Community Benefits Act 2014 - No. 2421R (S)  
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# Foreword from our Chair, William Clark

Following my election as Chair in September 2018 I have fully committed myself to that role alongside my fellow Board members and the Management Team. Our shared aim is to ensure that the Association remains financially secure, forward-thinking, and fit for purpose despite the constantly evolving challenges that is the landscape of affordable social housing today. We always remember 'the only constant is change' and we take on that responsibility on behalf of our tenants.

Together we see the role of the Association as critical in terms of improving the lives of the tenants we serve, and I am convinced that whilst the Association collectively does the utmost to make a positive difference in our communities, there will be no complacency and we will always strive to improve wherever we can.

Dunbritton has gone from strength to strength over the past few years and we continue to build on the excellent working relationships we have with a range of stakeholders including:

- The Scottish Housing Regulator (SHR)
- The Scottish Government
- Banks (Bank of Scotland, Santander, CAF Bank)
- Scottish Federation of Housing Associations (SFHA)
- Glasgow West of Scotland Forum (GWSF)
- Argyll & Bute Council
- West Dunbartonshire Council

Over many years we have established excellent relationships and effective partnership working with a range of major house builders and banks. Last year we reviewed our Business Plan to ensure that we agreed and remained focused on our Strategic Objectives and we have repeated that exercise this year to maintain and build on the momentum from last year.

This year we will review all aspects of the Association's Risk Register to ensure that it is aligned to the Strategic Objectives. We aim to be proactive in terms of how we identify, control and mitigate Risk; and look to embrace challenges positively.

Welfare Reform and the roll out of Universal Credit has had an impact on the communities



we serve, however we are confident that we will make every effort to enable our tenants to sustain their tenancies. Another significant challenge is the upcoming EESSH 2 standard and we will make every effort to ensure that we comply with this standard.

We continuously review what we do and how we deliver services, striving for continuous improvement in all areas of the business. Having achieved the European Foundation for Quality Management (EFQM) 'Committed to Excellence 2 – Star' award from Quality Scotland in 2016 we have been working toward the coveted 'Recognised for Excellence' award. Our formal assessment was completed in April this year and at the Scottish Awards for Business Excellence in June 2019 we were delighted to be awarded 3 stars in this category.

Housing Associations' Board of Management will be required to produce an annual 'Assurance Statement' from this year onwards. The purpose of the Assurance Statement is to give our tenants, members and other stakeholders even more confidence that the Association is being managed effectively and efficiently so that we can continue to build on previous successes as we move forward.

Last but not least, we will complete our biggest development to date of 150 new homes during 2019/20 with further developments planned in Helensburgh and across our areas of operation; and I for one am looking forward to the positive changes we will create.

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1. Annual Budget
2. 30 year Cash Flow Projections
3. Internal Management Plan
4. Customer Participation Strategy
5. Asset Management Strategy
6. Performance Management Strategy and Performance Controls Checklist
7. Value for Money Strategy/Statement
8. Quality & Efficiency Forum Annual Statistical Review
9. Scottish Housing Network Performance Analysis
10. Continuous Customer Satisfaction Monitoring: Quarterly and Annual Reports on tenant satisfaction (MIS)
11. Risk Management Strategy & Register
12. Policies, Strategies and Procedures checklist
13. Key Performance Indicator Reports to Board and Committees
14. Customer Service Standards
15. Tenants' Handbook
16. Communications Policy

# Executive Summary:

## Why We Have A Business Plan

The Scottish Housing Regulator (SHR) issued new Recommended Practice on Business Planning in December 2015. Although it is not mandatory guidance, as with the previous versions, DHA has adopted the recommendations in the guidance, in developing this Plan.

### The SHR Recommended Practice states:

- The Business Plan is a key strategic document which communicates an organisation's vision and objectives, and how it will achieve those objectives. The Plan should be central to the organisation's strategic direction and operational decisions should support this direction.
- There are a number of key messages which RSLs should consider in approaching the development of its Plan and these cover:
  - Vision & Mission
  - Value for Money
  - Rent Affordability
  - Risk Management & Mitigation
  - Asset Management
  - Treasury Management
  - Stakeholder Engagement
  - Financial Planning
  - The Regulatory Standards must be taken into account in the strategic business planning process

In presenting this Plan, DHA confirms that full account has been taken of the above 'messages' and the Regulatory Standards.

### We consider that this Plan:

- Clearly sets out a vision & purpose which is aligned with our charitable objectives
- Sets a strategic direction which is fully understood and supported by the Board, management and staff
- Confirms our commitment to achieving Value for Money and demonstrating this in a way that is meaningful to our customers
- Explains how we consult with tenants to promote involvement in our business planning process
- Demonstrates that we take risk management seriously
- Is aligned to our Asset Management Strategy, ensuring the long-term sustainability through effective stock and resource management
- Explains what we are doing to drive effective Stakeholder engagement
- Provides a comprehensive explanation of the approach we take to good financial planning
- Confirms our commitment as a developing Association in the promotion of sustainable communities

# Strategic Objectives

	Objective	Intended Outcome
1.	Deliver on the promises set out in our Customer Services Standards.	We work with tenants and our Scrutiny Panel to consult, review and monitor our performance against the identified Customer Service Standards.
2.	To continue to develop high-quality energy efficient homes in the communities we serve.	Through effective joined-up working with strategic partners and stakeholders we aim to increase our housing stock in pursuance of the Scottish Government's national objective to increase the supply of quality housing; and contribute positively to the reduction of fuel poverty.
3.	Ensure that asset management is effective by procuring services to ensure the delivery of high-quality homes that are maintained and improved.	We have adopted effective procurement methods that result in the delivery of efficient, proactive and reactive repair services, complemented by effective cyclical and Capital Programmes to ensure the long-term viability and sustainability of our stock.
4.	To support Dunbritton's activities with good governance, sound financial administration, Value for Money and good practice.	All aspects of overall management are effective in the pursuance of Value for Money and meet the legal, ethical and current good practice requirements of all relevant regulatory bodies.
5.	To maintain and develop robust financial management across the Association.	To effectively mitigate and manage all financial risks to ensure the ongoing viability of the Association.
6.	Develop a positive culture by engaging and developing staff in all aspects of the business.	Staff feel included, motivated and valued as a key resource for the Association. Ensure that Board members, tenants and our Scrutiny Panel are engaged as valuable resources in assisting with the promotion of a positive working culture.
7.	To ensure we have efficient performance management mechanisms in place that are used to review and enhance future performance.	To reach and remain in the top quartile of good performing Registered Social Landlords ensuring that we work continuously to involve customers in shaping our services.

# The Year Ahead



Staff at the Scottish Business Awards for Excellence Ceremony

Primary Operational Objectives which are in our Internal Management Plan include:

Key projects: -

- Ensuring that we deliver our development programme efficiently and on time: consider expanding DHA's area of operation and the range of house types offered. We will endeavour to explore different types of housing and construction methods in pursuance of quality homes
- Continuing to evaluate our compliance with the Energy Efficiency Standards for Social Housing (EESH) and take all appropriate steps to maximise funding opportunities and ensure all properties so far as practical and financially viable are compliant by 2020 and beyond taking account of EESH2
- Ensuring full compliance by February 2021 the amendment of the Housing Scotland Act in relation to fire safety (tolerable standards)
- In the context of Health and Social Care integration engage with our stakeholders to ensure that any future housing provision meets the changing demographic needs of the local population

*Continues overleaf...*

# The Year Ahead

## Continued...

- Ensuring our Complaints Handling Procedure is reviewed in line with the updated guidance from the SPSO and continues to be robust, and meet legislative and good practice guidelines. Initial discussion with the SPSO details an increased level of communication with customers when they are making complaints, our CHP will be responsive to customer needs and continuous improvements in services
- Mitigating the impacts of Welfare Reform. We will ensure income maximisation by having robust support mechanisms and procedures to assist customers with tenancy sustainment while meeting the challenges of Universal Credit
- Ensuring we continue to engage in tenant profiling
- Continuing with our own 'Journey to Excellence'. Deciding where we progress continuous improvement as a forward-thinking organisation
- Investing in our IT infrastructure & systems to improve customer communication and access to information. During 2018 we launched our new website which has been well received by customers and stakeholders. During 2019 we have invested financially in upgrading our Finance, Asset and Customer Services management and control systems
- Developing a robust process of Equality Impact Assessments of relevant Strategies, Policies and Procedures
- Being a progressive employer that facilitates employee engagement via effective appraisal and consultation
- The Association will be moving this year to our new purpose-built office at Dumbarton Harbour. In addition, our first new homes (150 in total) at the Harbour will be completed in October 2019 and the remaining properties by February 2020
- Implementing the Regulatory Framework and Statutory guidance effective from 1-4-2019 ( Assurance Statements)
- Board and Management team to aligning Strategic objectives and the Risk register
- Implementing findings of Staff engagement survey and do further follow up survey in September 2019
- Considering options for staff in relation to Healthy Working Lives
- Producing our first Assurance Statement which reflects our current business position and includes all key information and complies with the SHR guidance with SHR guidance
- Establishing a new community within the Harbour development which will reflect the different needs of the tenants including individuals with support needs
- Supporting our established Tenant Scrutiny Panel to highlight areas for improvement based on the customer experience
- Complete a review of the staff development review

# Introduction

## 1.1 Introduction

This Plan sets out DHA's vision, mission and strategic objectives, which include its future sustainment and growth based on our 30-year financial projections.

As at April 2019 DHA is in its 27th year of operation and continues to demonstrate we are a viable and ambitious organisation with a good reputation in the Scottish Housing sector.

The Board has been advised in terms of the Regulation Plan that we remain on low engagement. Our Board recognises the principle that low engagement does not mean that there are no issues or potential risks to the Association. The Board through training on risk management will ensure that all risks are clearly aligned to the objectives set out in this Plan.

As reported in previous Plans, our performance indicators continue to improve across all areas of the business despite a rapidly changing external environment. The appended SWOT and PEST analyses identify some of the challenges we will face, and this year will see us develop a more strategic approach to risk management and mitigation.

We have in place an organisation that:

- Reviews and reflects on our Vision & Purpose
- Has the capacity to respond to external challenges of welfare reform, governance expectations, financial & other strategic risks, etc., as well as the less obvious challenges around staff health & welfare
- Is committed to existing and future customers through effective front line service delivery
- Is clear on its future direction – continued growth to address housing need in our areas of operation
- Has a staff structure that is fit for purpose
- Empowers staff to develop personally and professionally
- Continuously reviews its organisational capacity to enable responsive and proactive service delivery
- Knows what we do well and what we could do better
- Supports a culture of continuous improvement and customer focus

## 1.2 Respecting Equality & Diversity

We are keen to create safe and inclusive neighbourhoods and an environment where people can live and work without experiencing any form of discrimination or harassment. All of our Policies backed by procedures confirm our commitment to Equality & Diversity in everything that we do.

*As a service provider and employer we recognise the requirements of the Equality Act 2010, oppose any form of discrimination and will treat all customers and stakeholders, with dignity and respect. We embrace diversity and will ensure that all of our actions reduce barriers to employment and the services we provide. All Board and staff will receive Equality and Diversity Awareness training.*

## SECTION 2

# About Dunbritton Housing Association (DHA)



Succoth Opening

### 2.1 Overview

DHA was registered in March 1992 without any housing stock, but since then has invested over £86 million in land & stock acquisition and new housing development. As of 31 March 2019, we own 835 rented properties.

Of these, 16 properties (with 85 bed spaces) are classed as 'non-self-contained' accommodation leased to a range of agencies to care for people with learning and physical disabilities. Within our 'self-contained' accommodation we also have supported accommodation including flats within a Womens Refuge and individual properties purpose built or adapted for specialist needs.

DHA also has an interest in 51 shared ownership properties and provides a factoring service to 357 private homeowners. 26 homes for rent in Arrochar were completed in September 2018 and work has commenced on a further 150 properties in Dumbarton, which are due for completion during 19/20.



Queens Crescent, Garelochhead



Campbell Drive, Helensburgh

Table 1: Stock as at 31 March 2019

Area	Mainstream	Amenity	Wheelchair	Ambulant	Other adapted	Non-self-contained	Total
Argyll & Bute	367	89	7	2	2	4 (21 beds)	471
W D C	164	82	25	80	1	12 (64 beds)	364
Total	531	171	32	82	3	16	835

Age of stock: 1919-1949: 1.5%      1950-1964: 27%      1965-1975: 0.5%  
                   1991-1998: 16%      1999-2002: 16%      2003-2016: 35%  
                   2016-2019: 4%

## 2.2 Status

Registered with the Financial Conduct Authority (FCA), DHA is a 'registered society' under the Co-operative and Community Benefits Societies Act 2014. DHA is registered also with the Scottish Housing Regulator (SHR) as a Registered Social

Landlord (RSL) under the Housing (Scotland) Act 2010 and it is a Scottish Charity. DHA is, therefore, an independent housing organisation which has limited liability and will use any surpluses for the benefit of the community.

## 2.3 Establishing Dunbritton Housing Association Limited

We were set up in 1992 to operate throughout the former Council area. The Dumbarton District Council promoted the establishment of DHA following the completion of three feasibility studies examining housing need in the District and the opening of a dialogue with Scottish Homes about the need for additional investment in housing. It was always intended that the new Association would have a wide range of purposes.

In the Strategic Agreement signed between Scottish Homes and the District Council in December 1991, DHA was acknowledged as the major vehicle for meeting housing need in Dumbarton District.

Many of the assumptions in the Association's 'Early Action Plan' (1991) were very speculative; however, they provided a starting point for action and a direction, identifying a specific remit for DHA, namely:

*"To tackle housing problems and to provide high standard rented housing and low cost housing for sale throughout the rural and urban areas of Dumbarton District for people in housing need and on low incomes."*

The Plan also demonstrated DHA's vulnerability as an organisation starting out with no housing stock and the need to achieve viability at the earliest possible date by building up a firm stock base. Following local government re-organisation in 1996 our area of operation remained the same, but straddled the two new local authorities of Argyll & Bute and West Dunbartonshire. Since then, our area has expanded to take in Lochgoilhead in Argyll.

Over the last twenty-seven years DHA has become a strong and well respected organisation operating across both local authority areas, delivering good quality homes for rent and low cost home ownership. We have also delivered numerous sustainable Wider Role projects in the communities we work in and, although our ability to continue this at any significant level is now severely constrained by the changes in availability of government grant sources to deliver on community investment projects, we continue to secure grants from a variety of sources to deliver projects.

## SECTION 2

# About Dunbritton Housing Association (DHA)

### 2.4 How we are constituted

We are constituted to ensure wide representation across our areas of operation. Our Rules were updated in May 2014, based on the 2013 Model Rules (Scotland) for charitable housing associations.

The objects in the Rules are:

- *to provide for the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage through the provision, construction, improvement and management of land and accommodation and the provision of care*

We are a not for profit organisation and our activities are carried out in line with principles of public life and having respect for the welfare of the people we serve.

To ensure that we have a representative Board, categories 1-4 below cover our areas



Succoth opening William Clark, Allan Murphy, Gary Mulvaney and Melanie Tonks

of operation; and Category 5 enables us to recruit individuals with specialised skills, knowledge and experience as and when they are required on the Board.

Table 2

MEMBERSHIP DETAILS AT February 2018	NUMBER OF MEMBERS - 87 in total	
Category	Description	Membership
1	Living or working in Dumbarton – 11	13%
2	Living or working in Helensburgh/Rhu – 29	33%
3	Living or working in the Vale of Leven – 18	21%
4	Living or working in rural areas – 14	16%
5	Members who have relevant knowledge or skills (includes corporate bodies) – 15	17%

While we currently have 4 vacancies on the Board, we are actively reviewing their skills, knowledge and experience to ensure that we recruit people who will enhance the current Board. We are particularly keen to ensure that the Board is representative of the communities we serve.

## 2.5 Vision, Purpose & Values

Over the past 25 years we have reviewed our remit, aims & objectives on a regular basis. Our current Vision, Purpose and Values, emphasise our priorities to our customers and enabling them to sustain their homes within our communities.

### VISION

*'Dunbritton Housing Association's Vision is thriving, diverse, healthy and safe communities that enhance quality of life for our customers.'*

### PURPOSE

*Dunbritton Housing Association's Purpose is to:*

- Support our customers to sustain their homes and have a better quality of life
- Work with our customers, staff and partners to achieve our Vision
- Provide good quality housing and services that are affordable and accessible to all
- Support the physical, social, economic and environmental regeneration of our estates and the communities in our area
- Enhance quality of life in diverse communities that are safe, sustainable and attractive

### VALUES

Whilst our objects, vision & purpose are clear and tangible, it is necessary to set out the values which underpin the way we behave and work.

In pursuing our vision & purpose, the following values are at the heart of everything we do:

- We listen to & learn from our tenants & other customers
- We are a responsible & caring social landlord & employer
- We are open & accountable for everything that we do
- We are pro-active & innovative in dealing with opportunities & problems
- We are honest, approachable & reliable
- We are respectful and will give fair treatment to everyone



Board Away Day

# How We Are Managed: Governance, Control & Performance Management

## 3.1 Board Governance

The Board meets at least 9 times a year has 2 Committees – Audit & Risk (meeting twice a year) and a Staffing Committee which meets as and when required to deal with any significant personnel matters.

Following our AGM in September 2018 our Board of Management had 11 members.

We are pleased to report that we have secured 1 co-opted Board member from each of the Local Authorities in our operational areas.

Details of the Board members are included in Appendix A.

We continue to attract Board members with the right mix of skills, knowledge and experience to drive the Association's strategic vision. Currently we only have 4 vacancies on the Board of Management, and we are confident that these can be filled as and when required.

We conduct annual appraisals and skills audits of all Board members and we operate an informal Succession Planning mechanism. We aim to continuously develop this mechanism and formalise it in the years ahead to ensure that we continue to attract the right people to serve on our Board. We have also successfully implemented the Appraisal Scheme for those Members who achieve 9 years' service.

All of our long-serving Members who have reached the 9-year stage remain highly committed and competent in all aspects of governance and it has been agreed that they continue as Board Members for the foreseeable future.

We are satisfied that we have an appropriate collective mix of skills and knowledge on the Board to face up to the challenges and that the Board scrutinises and challenges where appropriate - the information it receives from the Management Team.

The governance structure was reviewed in 2018 and a Short Life Working Group (SLWG) was set up to complete this task. The Group was supported by the Corporate Services Manager and other managers as and when required and following recommendations from the Group to the Board it was agreed to reduce the number of Committees from 4 to 2. (See section 2 for further details)

The Board's annual Away Day in October 2018 focused on:

- Issues impacting on the sector (Legal, Regulatory and Current)
- Regulatory Framework beyond 2018
- Housing beyond 2021
- Dunbritton's Governance
- Review of the Business Plan

## 3.2 Management Team (MT)

The Management Team structure consists of the following posts.

### Allan Murphy, Chief Executive Officer

Allan has worked in the Housing sector for over 30 years and joined the Association in November 2014 as Customer Services Manager. He previously worked at Hanover Housing Association as Area Manager for the West of Scotland, providing housing & support services to over 2000 clients. Prior to Hanover he was based at the Hamish Allan Centre and specialised in services for homeless people across the city of Glasgow. His qualifications include a Postgraduate Diploma in Housing Studies from Glasgow University, HNC in Business Studies and an SVQ Level 4 in Health & Social Care and he is a Chartered Member of Chartered Institute of Housing (CIH) (Scotland). While studying the Diploma in Housing Studies he was awarded the CIH 'Malcolm Smith Award' for his housing dissertation. He was a Board member of Melville Housing Association since from 2011 until 2018 and currently serves on the Board of ng homes in Glasgow.



### Tricia McShane, Operations Manager

Tricia McShane joined Dunbritton in February 2017 as Customer Services Manager. She has over 27 years' experience in social housing. Tricia began her career as a Housing Officer in Glasgow City Council, before joining the Housing Association sector in 1995 with Loretto Housing, a specialist housing and care provider operating across West and Central Scotland. During this time she managed teams delivering a range of housing services to customers with support needs in particular older people and individuals experiencing homelessness.

Tricia holds a Postgraduate Diploma in Housing Studies from Glasgow University, an HNC in Public Administration and an SVQ Level 4 in Health and Social Care (Adults). She is a Chartered Member of the Chartered Institute of Housing.

Tricia was a mentor with Young Glasgow Talent, a programme which supports young people in Glasgow who have experienced care, with pathways into further education and employment.



## How We Are Managed: Governance, Control & Performance Management

### Pat Bradley, Corporate Services Manager

Pat joined Dunbritton in 2014 and has over 30 years' experience working in the Housing sector in local government and housing associations in a range of roles including Housing Manager and HR Manager. He was a Board member at the new Housing Association for 5 years and has been a Chartered Member of the CIPD (Chartered Institute of Personnel and Development) since 1996. His qualifications include Postgraduate Diplomas from Glasgow Caledonian University in Management Studies and Human Resource Management, the Certificate in Corporate Governance from CIPFA (Chartered Institute of Public Finance and Accountancy) and he has held the ACAS accredited Certificate in Workplace Mediation since 2007. Pat is also qualified as an External Assessor for the European Foundation for Quality Management's Recognised for Excellence awards.



### Heather Maitz, Finance Manager

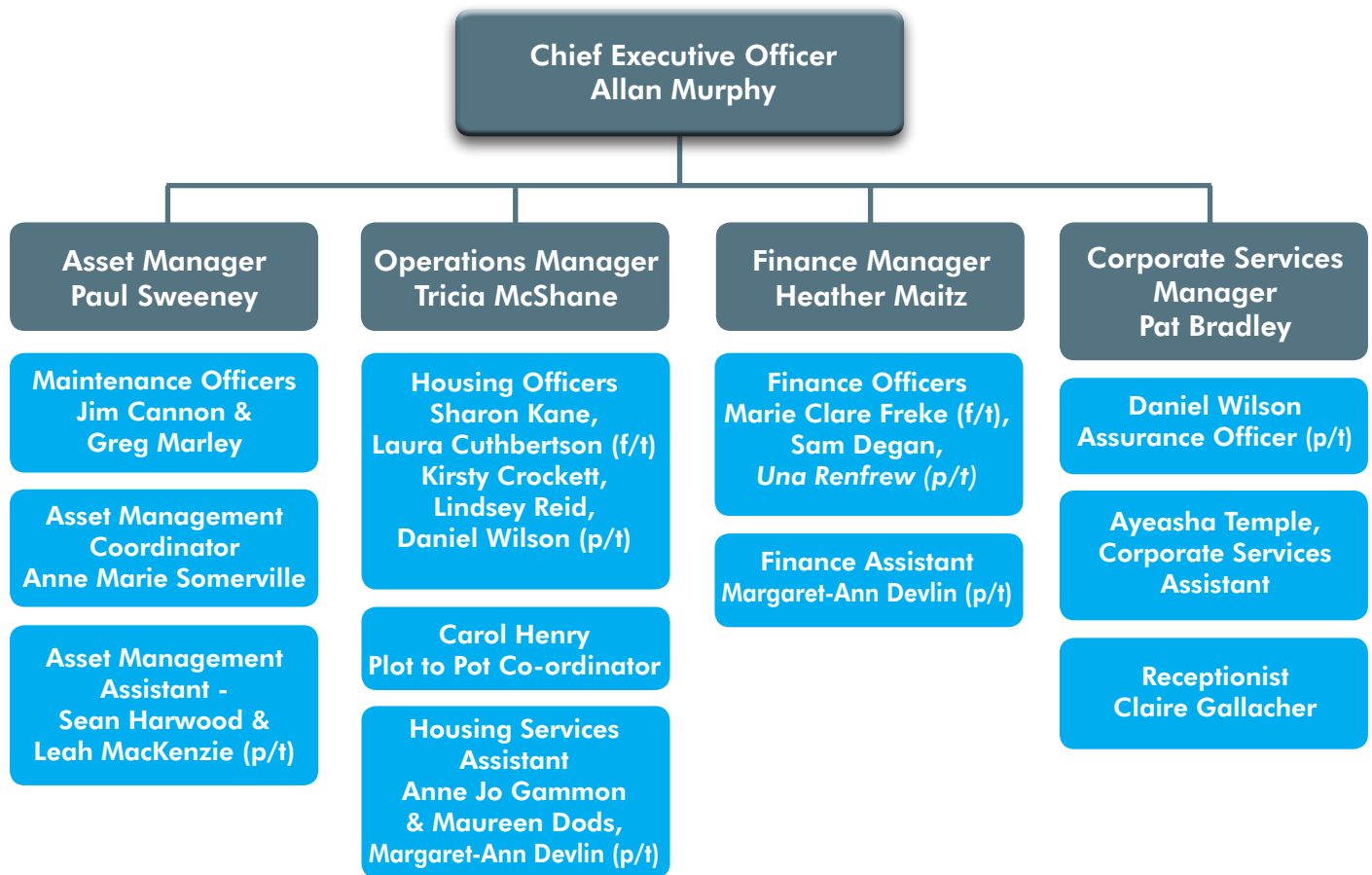
Heather joined the Association in November 2005 and has over 20 years' experience in both Public & Private sector finance. She has comprehensive knowledge in areas such as Treasury Management, Management Accounts, Budgetary control and Payroll. She is a Fellow of the Chartered Managers Institute (CMI). Heather's qualifications include an HNC in Accountancy, Diploma in Accountancy and a SVQ IV in Management. Heather has recently become a volunteer at the Dumbarton Credit Union.



### Paul Sweeney, Asset Manager

Paul joined Dunbritton as a Maintenance Officer in 2012 and was appointed as Asset Manager in October 2017. Paul brought a wealth of experience to the Association having spent over 25 years in the construction industry primarily in local government social housing services and his roles included Building Services Inspector, Multi-trade Supervisor and Maintenance Officer. Paul's qualifications include Advanced Craft and Technicians certificates obtained from Clydebanks College, a Higher National Certificate (HNC) in Building Inspection and Supervision obtained from Glasgow College of Building and Printing and level 3 Institute of Leadership and Management qualification obtained from Clydebanks College.





### 3.3 Performance & Benchmarking

We have in place a robust system of governance & internal controls which are reviewed regularly by an externally appointed internal auditor based on a 3 yearly Strategic Internal Audit Programme and Annual Plan. Our current internal auditor is Quinn Internal Audit, appointed from April 2016 following a tender process. Internal controls are also subject to a further review as part of the annual external audit process.

Key Performance Indicator (KPI) reports to the Board reflect the findings of the Scottish Housing Regulator's publication – National Report on the Scottish Social Housing Charter: An Analysis of Landlords' Annual Returns 2013/14 (March 2015) – wherein the SHR analysed the relationship between overall tenant satisfaction and other Charter indicators. The result of the analysis was the identification of the 12 Charter indicators most closely associated with higher levels of satisfaction among tenants. The Board has also agreed additional indicators which are scrutinised on a quarterly basis.

The quarterly KPIs currently submitted to the Board of Management include:

1. Percentage of tenants satisfied with the overall service provided by their landlord
2. Tenants who feel their landlord is good at keeping them informed about their Services & decisions
3. Percentage of 1st and 2nd stage complaints resolved by the landlord (stage 1)
4. Percentage of 1st and 2nd stage complaints resolved by the landlord (stage 2)
5. Tenants satisfied with opportunities to participate
6. Stock Meeting SHQS
7. Existing tenants satisfied with quality of their home
8. Average time for emergency repairs

*Continues overleaf...*

## SECTION 3

# How We Are Managed: Governance, Control & Performance Management

*Continued...*

9. Average time for non-emergency repairs
10. Completed Right First Time
11. Annual Gas Safety Check Complete
12. Satisfied with repairs & maintenance service
13. Tenants satisfied with neighbourhood management
14. Percentage of tenancy offers refused
15. Percentage of anti-social behaviour cases resolved within locally agreed timescales
16. Percentage of tenancies sustained for over a year
17. Tenants satisfied that their rent represents good value for money
18. Gross rent arrears as percentage of rent due
19. Rent Lost through properties being empty
20. Average time taken to re-let properties
21. Factoring Arrears

To ensure that we are performing at the highest level we measure these indicators against a collection of benchmarks, being:

- Our Annual Return on the Charter (ARC) from the previous year
- The Rural Benchmark (the average performance of rural housing providers)
- All Registered Social Landlords (the average of all social landlords)
- The top quartile performance of Social Landlords (the highest performing social landlords)

The Board also sets a target for each indicator at the start of the year to ensure we are focused on the results we are looking to achieve.

In addition to KPI reports, the Board receives quarterly governance reports that include links to

updated publications from SHR, Scottish Federation of Housing Associations (SFHA), the Office of the Scottish Charities Register, (OSCR), Complaints and Board Attendance.

As well as maintaining a culture of self-assessment and continuous improvement throughout the organisation, we participate in two benchmarking groups which assist us in ensuring that we are keeping up to date with best practice and in the monitoring of our own performance.

The two benchmarking groups are Scotland's Housing Network (SHN) and the Quality & Efficiency Forum (QEF).

- SHN was set up in 1995 and is a consortium of local authority and housing association landlords working together to drive up performance, meet the demands of Best Value and deliver quality services by means of benchmarking, peer review, good practice exchange and information sharing. Benchmarking includes data collection, analysis and reporting of cost and performance information. Results are fed back via a web tool, allowing organisations to view their current and historical performance in comparison to others. SHN has practice exchange forums, which Association staff attend on a regular basis. During 2019 the Association intends to explore the SHN's Value for Money service as we are keen to benchmark with other RSLs in this area
- QEF, established in 2008, currently has 30 RSL members and membership is by invitation only. The forum meets quarterly to carry out statistical and processes benchmarking at a more localised level. A key focus of the forum is improving service delivery and sharing examples of good practice. Annual Statistical Reviews are produced by QEF that compare our performance to the other members

# Our Operating Context, Challenges & Strategic Risks

## 4.1 External Environment

The key external factors which affect the Association have been considered using PEST & SWOT analyses. These are included in Appendices A & B.

In measuring the markets in which we operate, we have also taken account of the risks and threats highlighted by the Scottish Housing Regulator (SHR) and the Scottish Government in their various publications, consultation

documents and requests for information. We also attend training events, seminars and forums organised by the Scottish Federation of Housing Associations to express our opinion on strategic housing related issues.

The Board and Management Team are confident that we have a clear understanding of our operating context and take a prudent and measured approach to our business operations.

## 4.2 Internal Management Planning

Our Internal Management Plan (IMP) uses a SMART (Strategic, Measurable, Achievable, Relevant and Time-based) approach to identify our operational objectives.

We are currently developing our Business Planning process based on the EFQM (European Foundation for Quality Management) Excellence model 2013 and will be incorporating the RADAR

principles (results, approach, deploy, assess and refine) in how we actively assess, refine and develop performance across the organisation.

The IMP (Internal Management Plan) ensures our operational objectives are linked to the requirements of the Scottish Social Housing Charter and the SHR Regulatory Standards.

## 4.3 Assessing Risks

Without taking risks over our 27-year history, we would not be where we are now: a successful and respected organisation with stock spread throughout our areas of operation and high engagement with local communities. Our approach to Risk Management & Risk Assessment is thorough and its importance is understood by staff and Board members. We have a standing Audit & Risk Committee which examines the Risk Register on a regular basis and our Risk Management Strategy details our approach to risk management.

A risk matrix forms the basis for risk scoring our Risk Register. The Board is responsible for identifying the key Strategic Risks which we consider to be current and most pertinent to our operations. Reviewing risk is key and fundamental to the success of any organisation. The Management Team is responsible for assessing and monitoring operational risks and the management of these is in the IMP objectives as well as team and individual staff members' operational plans.

# Our Operating Context, Challenges & Strategic Risks

The Strategic Risks are set out below and our Risk Register details the action we are taking or plan to take to minimise these risks. *DHA recognises its responsibility to manage risk on behalf of our customers in the achievement of our Vision of providing thriving, diverse, healthy & safe communities that enhance quality of life.*

## 4.4 Current Strategic Risks

### 4.4.1 Welfare Reform

The programme of Welfare Reform introducing changes to state benefits favoured by the current Government has continued to be rolled out despite the impact on registered social housing landlords increasing rent debt levels.

Our position has been to work closely with tenants to develop a positive payment culture and improve our approach to rent arrears management focussing on early intervention and prevention work.

Our Welfare Reform action plan is reviewed on a quarterly basis and reported to our Management Board biannually.

Arrears management is a continual focus of day to day work in the housing team and

the performance in arrears management is monitored on a monthly basis through 1-2-1 meetings with the Operations Manager.

Despite the full roll out of Universal Credit in both our areas of operation in 2018 our arrears position has continued to improve with a steady reduction in our overall rent debt. Our arrears at 31 March 2019 were 2.45%

Factors in achieving this KPI include encouraging payment of rent in advance at start of tenancy, working with existing customers to work towards payment of rent in advance, introducing Direct Debits as a payment method and having access to the DWP Universal Credit Portal to ensure notification of tenants claiming Universal Credit.

### 4.4.2 Operational Matters

#### Why do we have this as a key strategic risk?

Whilst the Board is confident that DHA is a viable business, there are a number of areas which, depending on how costs & income are managed, could impact on viability.

These include:

- **The final salary pension - defined benefit - scheme.** Whilst analysis of the impact of continuing to contribute to the scheme on long term projections has demonstrated DHA could afford to make the contributions, the risk is that the scheme's plan to reduce the deficit does not work and contributions may need to increase. The Association has received the final report from the pension provider arising from the 2015 Triennial Valuation. Based on the relatively

positive outcomes of that valuation the Board has decided to continue with the scheme for the existing members and review the situation after the next triennial valuation. Whilst deemed affordable at present, there remains a future risk, albeit diminished by reducing numbers in the scheme

- **Rent and Service Charges.** The challenge is to find a balance between charges that are affordable and generating sufficient income to cover costs. The Association during 2015/16 engaged Arneil Johnstone to complete a review of our rent and service charge mechanism. During 2019/20 we will be reviewing the current rent structure to ensure it is still fit for purpose
- **Developing new homes.** Ensuring that delivery of our continuing commitment to build more housing does not adversely impact on the financial viability of DHA. We continuously review opportunities and engage scenario planning and financial viability impact assessments on each and every development
- **Pursuing an active Community Regeneration (Wider Role) Strategy:** DHA has a strong track record in supporting communities and pursuing projects that go beyond the provision of homes for people

in need. Board supports continuation of an active programme, but this must be measured against value for money as the resources to support the delivery of a programme are from tenants' rents and the Strategy requires to be reviewed in this context. The Association will undertake a review of its Wider Role Strategy during 2019/20

- **Government policy & spending review decisions impacting on housing associations' business plan assumptions.** Whilst housing is a devolved matter, decisions made by UK government or institutions can impact on the business of Scottish RSLs. Freedom of Information legislation will impact on Scottish Housing Associations from November 2019. We are actively planning training for staff and Board members and developing monitoring / reporting mechanisms to ensure that we comply fully with all our obligations. Brexit: Great uncertainty surrounds the decision to leave the European Union and as yet, the implications for Scottish RSLs is unknown. However the impact on the construction industry, which we are reliant on for delivery of our development programme, may be more direct in terms of labour supply and costs impacted by exchange rate fluctuations

#### 4.4.3 Asset Management

##### Why do we have this as a key strategic risk?

- Resourcing required for meeting the energy efficiency standards (EESH2) especially rural housing stock without access to gas supply
- Ever changing legislation in relation to fire safety and tolerable standards
- Ageing stock challenges
- Is our stock fit for purpose, particularly with an ageing population?
- Can we manage our stock to mitigate the impact of welfare reform?
- Is it safe to assume our supported accommodation tenancies are sustainable, with the correct level of rents and that there will be future demand for the property type?
- Are tenants able to live comfortably in their homes without facing fuel poverty?

Section 6 details our approach to Asset Management.

# SECTION 4

## Our Operating Context, Challenges & Strategic Risks

### 4.4.4 Delivering our promises on Customer Service Standards

#### Why do we have this as a key strategic risk?

Following discussions with our Resident Consultation groups we have introduced Customer Care Standards for key areas of service delivery. The Association has implemented mechanisms to closely monitor our performance to ensure we achieve customer expectations.

In meeting these expectations we will mitigate the under noted potential risks:

- Impact on DHA's reputation
- Reduced customer confidence
- Poor satisfaction survey responses
- Poor Charter indicator outcomes
- Adverse media & social media publicity



Dumbarton (West Dunbartonshire) to Loughgilhead (Argyll & Bute)

#### 4.4.5 Compliance with Regulatory requirements

##### Why do we have this as a key strategic risk?

The Board consider that good governance is vital in everything that we do, and all Board Members and staff make an annual declaration of their commitment to the relevant Code of Conduct.

Our Action Plan on the SHR Regulatory Standards, put in place in 2012, is reviewed at least annually and has achieved the outcomes set out that were to enable the Board to ensure that:

- The Business Plan and associated documents demonstrate strong and effective governance
- DHA remains fit for purpose and is future-proofing its services and plans
- DHA delivers 'value for money'
- Reports to the Board and Committees are appropriate, informative and have a strategic focus
- We maintain sufficient Board membership to be compliant with our Rules and that the Board has the skills, knowledge and experience to constructively challenge and scrutinise performance outcomes. We continuously review and re-set new targets to ensure that we deliver the highest possible levels of good governance across all areas of the Association's business

#### 4.4.6 Social & demographic changes

##### Why do we have this as a key strategic risk?

We have to ensure that we are fit for purpose now and in the future. DHA is committed to sustainability in our operations, managing our assets and assisting our customers to retain their tenancies. We need to take account of changes in society and demographics to ensure that demand for our services and products remains healthy and that we can continue to meet our customers' expectations.

Areas for consideration include:

- Projected significant increase in households headed by persons aged 65 & over in the next 20 years
- People living longer means greater demands on social and medical services and homes that are suitable for their needs
- Growing number of households – increase in demand for housing
- Changing household sizes – changing needs for property types
- Continuing welfare reforms impacting on the Association's rental income. The Association ensures that all customers are signposted to the relevant support agencies to minimise the impact of poverty and financial hardship
- Ensuring that DHA keeps up to date with technological advances and can provide a responsive service that reflects customer expectations

# Financial Analysis

## 5.1 Introduction

The Association is currently involved in core stock management and maintenance activity managing 886 properties inclusive of 51 shared ownership units. The Association also owns 2 commercial properties and manages 303 owner occupied properties. An active new build programme is currently in operation with 150 units at Dumbarton Harbour currently on site.

At 31 March 2019 the Association expects to have generated a surplus for the period of around £748k, with the net assets of the business being stated at around £8.4m. Cash resources of just under £2.2m are expected at the period end.

In overall terms the Association is in a healthy financial position at the start of the plan period.

## 5.2 Current Operating Environment

In considering the main assumptions to be employed within the business planning model recognition requires to be taken of the current financial and political climate which the Association is expected to operate within.

Main factors include: -

- Global economic and political climate including Brexit
- UK Government cuts
- Welfare reform
- EESH
- Pension deficits
- House building programme target
- Post Grenfell costs
- Low interest rates
- Increased lender and SHR interest
- Expectation of service level improvements

Within this plan the following material assumptions should be noted: -

- Completion of 150 new build units in 19/20
- Further five new build projects-143 units-completing by March 2023
- Inflation levels at 2% over the plan period
- Real rent rise at 1% for one more financial year
- Rent rises at inflation only thereafter
- Voids assumed at low 0.3% over 5 years
- Bad debts average at 1.9%
- Planned maintenance costs based on internal projections
- Major repair costs total £3.2m over plan period
- Cyclical costs amount to £1.8m over the 5-year period
- Reactive maintenance costs based on £435 in year 1 and spend on new build completions builds up over time
- Real maintenance cost increases at 0.5% per annum
- Real increases of 0.5% in management costs annually

- New staff structure in place from 18/19 along with new management team
- Added maintenance officer post from year 2
- Three staff remain in final salary pension scheme
- All other staff in defined contribution pension scheme at an average 8% cost
- Revised pension liability repaid over extended period
- LIBOR rate increases annually up until a maximum of 3.5% by year 5
- Additional debt of around £7.7m to be arranged for new build developments
- New build office accommodation at all in cost of £1.25m
- Average annual spend of £11k on other fixed assets from year 2
- Increased rent arrears to reflect impact of Welfare Reform

## 5.3 Assumptions and Comment

### 5.3.1 Base Date and Stock Levels

All financial information is based at 2019/2020 levels.

The Association's rented housing stock levels at the start of 2019/20 comprises 835 rented units and 51 shared ownership properties.

### 5.3.2 Rental Policy

Recent rent level comparisons from the SHR website notes the following information:-

Average Weekly RSL Rents – Local Landlords (2018-19)

	Dunbritton	Peer RSL-simple average	West Dunbartonshire Council
2 Apt	£71.94	£74.25	£73.64
3 Apt	£78.15	£82.29	£75.85
4 Apt	£84.23	£90.98	£80.59
5+ Apt	£90.82	£103.02	£86.39

All rent levels are lower than the simple average of all local RSL rents. The 19/20 rent increase was 3.4%.

There has been a gradual increase to the number of tenants receiving Universal Credit through natural migration from Housing and the creation of new tenancies with 86 tenancies (10%) now receiving Universal Credit. Housing benefit is received by 42% of tenants.

The projections assume inflation plus 1% for one more financial year and inflation only rent rises thereafter. This is a current planning assumption

and shall be considered on an annual basis. The Association recognises the potential for affordability issues although the SFHA affordability tool confirms no material concerns in this regard.

The ability of the Association to apply restricted rent increases will depend upon changes in the economy and performance compared with the approved business plan.

Gross rent arrears for mainstream units at 31 March 2019 were 2.9% of total gross rent for rented stock (prior year 3.7%).

*Continues overleaf...*

# Financial Analysis

*Continued...*

## 5.3.3 Voids and Bad Debts

For the 3 years to March 2019 void losses have averaged only 0.16% with bad debts at an average of 0.47%. Void losses are projected at double this level with bad debts at just under 2%. This represents a material increase of rent losses over the period to reflect ongoing welfare reform and prudent financial planning. This increase is a business planning assumption as opposed to a specific target.

## 5.3.4 Other Income

This relates to factoring management fee income and rents from the two commercial properties. Year 1 only includes wider role project income.

## 5.3.5 Major Repairs

Major repairs costs are based on the planned maintenance programmes produced internally by the Association and all costs are modelled on the basis of a 0.5% annual real cost rise.

The Association's stock is 90% EESH compliant with 5% being non-compliant and 5% being exempt.

## 5.3.6 Cyclical Maintenance

Cyclical costs per unit are estimated at an average of £328 per unit over the plan period for stock. These costs are based on existing surveys. Real cost increases are assumed at 0.5% per annum throughout the plan period.

Costs include painter work, gutter cleaning, electrical checks, gas safety checks, grass cutting and open space maintenance.

## 5.3.7 Reactive Maintenance

In the 2 years to March 18 spend per unit has averaged £404 with the 2019 draft costs per unit at a higher £464 per unit.

Year 1 of the projections is based on spend of £400 per unit with gradual additions per unit to reflect new build completions. A real 0.5% cost rise is assumed annually.

## 5.3.8 Management and Administration

The Association's management costs in the Association's annual accounts refer to staff and overhead costs relating to the mainstream rented stock.

Management costs were £1537 per unit in 17/18 (peers £1487) and draft results for 18/19 are noted at £1682.

In year 1 of the plan period management costs per unit total £1,677 per unit based on the annual budget but are inclusive of a number of one off costs related to the office move. By year 5 overall running costs are projected at a lower £1,266 per unit reflecting the financial benefit of increasing stock numbers.

Management costs are assumed as increasing in real terms by 0.5% per annum until year 10. This is a prudent planning assumption as opposed to a specific target.

## 5.3.9 Other Fixed Assets

The long term projections have included replacement costs for furniture, fittings and equipment over the plan period. Average annual spend of around £11k per annum and this excludes the year 1 higher costs which relate to new office accommodation.

### 5.3.10 Loan Finance and Stock Value

Loan debt at the start of the plan period is projected at-

- Santander £5.6m
- Bank of Scotland £2.7m
- CAF Bank £4.8m

Around 40% of all debt is currently on a fixed rate basis with fixes expiring in 2023, 2026, 2027 and 2028. A facility of £9m is available from BOS to fund the Dumbarton Harbour and new office accommodation projects and will be drawn in full by March 2020. A forward fix arrangement is already in place for this debt.

Further facilities of around £7.7m shall be required from 20/21 to fund the new build projects and, subject to appropriate timing, may

be arranged as a single facility via a tender process. Peak debt is year 4.

Variable rate debt assumes pre margin lending rates of 1.25% in year 1 increasing gradually to a level of 3.5% by year 5. Margins range from 0.24% to 2.55%.

The loan covenant analysis within the full financial model confirms no issues with covenant compliance.

All housing stock was revalued in September 2017 and is valued on an Existing Use Value basis. There is sufficient asset over for all arranged debt and it is currently projected that capacity exists to raise further loan finance in excess of £12m.

## 5.4 Risk Management

The Association regularly considers risks facing the organisation and updates its risk register accordingly. Risks associated with welfare reform, new build activity and loan agreement compliance feature as main risks for the Association.

## 5.5 Summary

The Association commences the plan period with total reserves of £8.4m.

Based on reasonable assumptions the Association's financial projections show annual surpluses and confirm more than adequate liquidity in order to allow implementation of the financial plans. No material concerns arise in respect of loan covenant compliance and the Association continues to operate satisfactorily in comparison to peer RSL financial ratios.

In the 5 year period surpluses of £5.8m add to the net assets of the organisation and cash balances average £1.6m. This is all after increased staff and overhead costs provision, additional rental losses have been provided

for and rent arrears have increased to a level of 8% via the potential adverse impact of welfare reform. Debt levels increase by 82% in the same period, but this is a reflection of new build activity and a 35% increase in stock levels.

The Association shall continue to produce its long-term projections on an annual basis. The short term annual budget exercise considers the first 12 months of the plan period in detail and the quarterly management accounts shall be used to monitor achievement of the short term budget. As long as the short term position remains broadly in line with the annual budget then the Association's overall financial plans shall remain on target.

# Asset Management

## 6.1 Introduction

Our Asset Management Strategy was last reviewed and approved by the Board in October 2015, however, will be updated during 2019. This complements and informs our Business Plan, setting out priorities for the physical care and improvement of our housing stock as well as tenancy sustainment. We carry out internal on-going Stock Condition Surveys of individual & targeted properties with the aim of covering our whole stock base over a 5-year period.

Through our internal surveys we are confident that our planned and capital programmes will meet our current need to maintain and develop our housing stock. This is a useful exercise to measure the longevity of our components and plan accordingly.



We have a number of objectives which underpin our Asset Management Strategy. These include:

- Providing good quality affordable homes to people in housing need and to those requiring care and support
- Maintaining the stock to a 'market leading' standard
- Maintaining a balanced portfolio through new build, acquisitions, remodelling, tenure diversification and redevelopment
- Contributing to neighbourhood regeneration
- Ensuring the stock complies with relevant regulatory requirements such as Scottish Housing Quality Standard and Striving to meet the Energy Efficiency Standard for Social Housing (EESH 2020) and EESH 2)
- Aiming to maintain the continuing demand for our properties and quickly identify stock that may become a liability or a drain on our resources, disposing of such stock where appropriate and practical. We will include an Asset Disposal statement as part of updating our Asset Management Strategy
- Ensuring tenancy support where practical to enable tenants to sustain their tenancies
- Ensuring resident involvement in any proposals for strategic development, major repairs and Wider Role activities
- Ensuring we have the financial, human and technological resources to deliver on our Strategy
- Embedding sustainability as a principle in all our activities

All of our stock is in high demand and we have no 'difficult to let' properties. Our waiting list is extensive for both local authority areas. We recognise that we have an ageing stock profile and we need to plan appropriately to cover maintenance and component replacement costs effectively. We also live in a society with an ageing population so the needs of our tenants will

change as the age profile changes. In addition, we need to ensure that we identify and explore contingencies for our supported accommodation units should any of the support providers decide operating these premises is no longer viable. It is our intention during 2019/2020 to meet with providers and evaluate these services within our stock.

Our Asset Management Strategy analyses the suitability of our stock for the longer term. We are confident that we have a strong asset base and have met the requirements of the SHQS in the majority of our stock (95.39%). There are 2 properties requiring the installation of close entry systems in circumstances we are not the majority owner in the block, so this presents a hurdle in respect of meeting SHQS. We also have 36 properties (including the 2 already referred to) that do not meet SHQS primarily because of their energy efficiency. These properties are located in Rosneath and off the gas grid.

Various options are being considered for addressing their heating and insulation requirements, but at present we have applied an exemption to these properties in accordance with the SHQS reporting requirements.

## 6.2 What is Value for Money?

At Dunbritton we believe that value for money is about achieving the right balance between the three E's – economy, efficiency and effectiveness. This means spending less, spending well and spending wisely.

- Economy is the price paid for what goes into providing a service
- Efficiency is a measure of productivity or how much is gained from what is put in

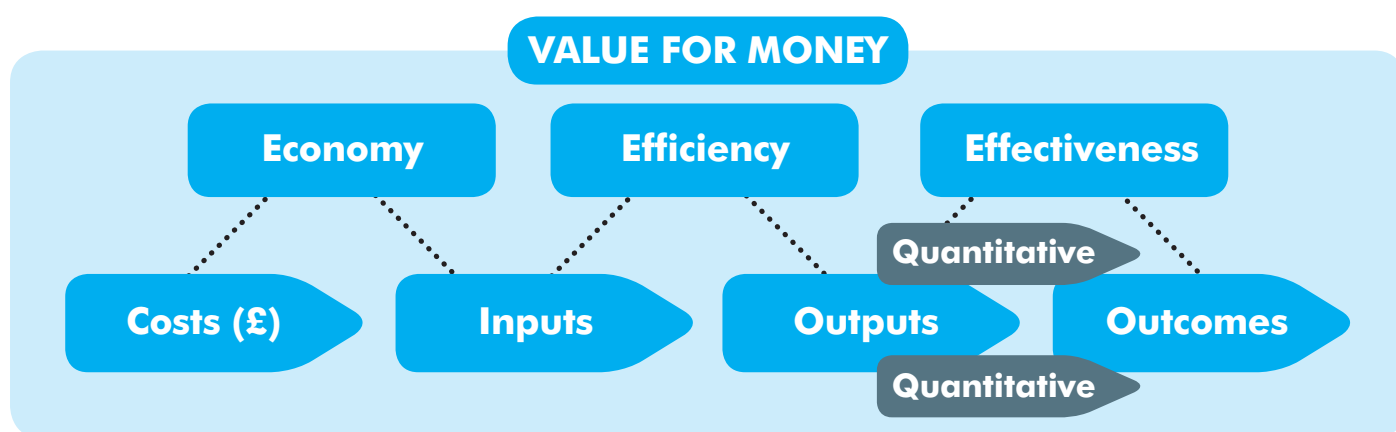
We are working on ensuring our stock database contains sufficient information to inform our investment strategy for achievement of EESSH by 2020. The Association is in the process of upgrading its IT system to record planned maintenance and during 2019/20 all components will be uploaded to the system allowing us to model future investments and also scenario plan. This programme will further enhance our information to assist in financial forecasts. DHA will be able to explore scenarios for longer contracts and maximise economies of scale and ensure best value in all our procurement activities.

Procurement has figured high on our priority list and we have developed a Procurement Strategy and policy to ensure we are fit for purpose to deliver effective services that provide quality and value for money.

- Effectiveness is a measure of the impact achieved and can be both qualitative and quantitative

Value for Money is high when there is an optimum balance between all three 'E's'; relatively low costs, high productivity and successful outcomes.

This can be seen in the VfM flow chart below:



We intend to introduce a programme of continuous improvement reviews which examine the services we provide in terms of cost, process, customer expectations and demands, customer satisfaction and performance. We will regularly compare our costs to other social housing providers to see where we can improve.

We will provide training for our staff to ensure that they understand the importance of Value for Money and are aware of how to identify ways in

which the Association can improve its services.

We have a Tenants Scrutiny Panel who have an open remit to look at any area of service delivery and operation within the Association. They will provide their views, the views of customers that they engage with as part of their scrutiny work and submit their findings to the Board and the Management Team to help shape the way we deliver our services.

## SECTION 7

# Putting Our Tenants First: Ensuring Customer Participation; Resident Satisfaction and Delivering Value For Money

### 7.1 Introduction

In striving to provide the best service to our tenants, we are committed to undertaking a 'Journey to Excellence' as part of the Quality Scotland EFQM standards for excellence. Having achieved 'Committed to Excellence' recognition in 2013, we have made significant progress and achieved the next level – Committed to Excellence Assessment – 2 Star Award in February 2016.

We remain fully committed to developing and improving everything that we do, and the Board have agreed that the Association should continue with our Journey'. We are currently working toward the next level – Recognised for Excellence' and we aim to be ready for the formal assessment by Quality Scotland in the Spring of 2019.

### 7.2 Customer Participation

Dunbritton has a strong commitment to involving tenants through tenant participation. We have held a number of consultation events averaging two per year and involved tenants and sharing owners and formed residents' groups on a range of issues including our rent and service charge levels, planned maintenance programmes, our repairs service, Policy reviews and our Community Regeneration priorities.

Customer participation continues to be an integral part of our commitment to continuous improvement. We firmly believe in the importance of tenant's views and experiences being at the core of driving the direction of the Association and shaping the way we deliver our services.

We are fully committed to achieving the outcomes detailed within the Scottish Social Housing Charter for our customers.

Our Tenant Scrutiny Panel, formed in 2017, established themselves as a cohesive group with training provided by the Tenant Information Services. Our Housing Officers provide admin support and attend the meetings. Members of the Management Team provide a detailed brief on the specific area of scrutiny the Panel choose to look at as part of their programme of inspection.

In 2018/19 the Panel looked at Indicator 16 of the Scottish Social Housing Charter and reviewed

our internal repairs survey (Asset Management). Their second area of scrutiny considered the Association's new, pre-recorded telephone messages (Corporate) and made suggestions to change options and formats in both these areas. These changes were implemented in January 2019.

For the reporting year 2019/2020 the Panel have advised that they would like to;

- Accompany our independent tenant survey company Management Information Housing Services (MIS) on some doorstep visits;
- Look at how the Association procures contracts for services;
- Understand Void management – from end of tenancy to re-let (the end to end process)

The Association recognises the commitment of the Panel and their role as customers in helping shape our services.

Starting in Spring 2019 we are going to hold a number of consultation events with customers on the following areas;

- Playpark upgrades
- Reviewing our Pets Policy
- Communication – how should we engage with customers



Rent Consultation meeting

The consultation events on playpark upgrades and our Pets Policy review will be delivered locally by Housing and Maintenance Officers, using our Pop-Up Office format which was popular last year.

We are keen to increase our customer involvement and improve how we communicate as part of our Tenant and Resident Participation Strategy. We are considering the option of an independent survey of customers, using a variety of methods of communication and meetings to feed into a reviewed Strategy.

We are keen to establish an Owners Factoring Forum and invited interested owners to express their interest as part of our annual Factoring Survey.

We are fully committed to our customers shaping our services to deliver excellent service delivery in an efficient and effective way.

We hope to develop a more proactive relationship with our factoring customers through establishing an Owners Forum.

## 7.3 Resident Satisfaction

In line with the requirements of the Scottish Housing Regulator and as part of our Charter reporting we continue to carry out satisfaction surveys. These are conducted by an independent company and tenants are selected by the company on a rolling 3-year cycle for interview.

When the survey results are received these are analysed and provide us with an up to date snapshot of how our customers are feeling about the various aspects of our service, including their overall satisfaction with Dunbritton as a landlord.

Where there are levels of dissatisfaction and specific issues raised by customers as part of the survey results, Housing and Asset Management staff make follow-up calls to customers with a

view to offering resolution or further discussion on the dissatisfaction. This can then be fed back as part of our continuous improvement approach to how we do things.

There are a number of other landlords who are part of the same survey pool and this allows us to benchmark our results with them. As well as the benchmarking reports there are regular meetings held where a review of the results, trends and good practice is shared.

Our satisfaction levels have been consistently high throughout this year and following consultation with tenants will be published in our Annual Report.

## SECTION 7

# Putting Our Tenants First: Ensuring Customer Participation; Resident Satisfaction and Delivering Value For Money

### 7.4 Value for Money

At Dunbritton we recognise the importance of delivering services that represent Value for Money for our customers. Our rents must be affordable for our tenants balanced against the costs of running our business and maintaining our homes.

In consultation with customers, staff and our Board of Management we developed a Value for Money statement in 2016. This outlined the ways in which we would deliver, review and procure goods and services to ensure that best value and quality were the drivers for all aspects of our business.

We have continually reviewed our processes and Policies to ensure that efficiencies are delivered in an efficient and cost-effective way, without compromising on the quality of the services customers receive. Examples of this include the introduction of Direct Debits and the phasing out of Standing Orders and All Pay. As well as reducing costs associated with providing these services, processing time involving staff, direct debit by default allows closer monitoring of payment of rent and management of arrears.

The Asset Management team has delivered a substantial Procurement programme in respect of a number of services - reactive, cyclical and planned maintenance through Public Contracts in Scotland. IN 2019 Scotland Excel carried out a validation assessment through Public and Commercial Investment Programme (PCIP)

At the end of 2019 we are going to take part in a Value for Money benchmarking group run by Scotland's Housing Network.

This will be used to support a further review of our Value for Money statement by our key stakeholders, tenants, owners, staff and Board of Management in 2021.



# SECTION 8

## Working With Our Stakeholders And Partners

### 8.1 A track record in partnership working

We have many collaborative working arrangements in place and have an excellent track record of promoting partnership working with both statutory and third sector organisations. We contribute positively in the Argyll & Bute Strategic Housing Forum, the SHIP development group, HOME Argyll (Argyll's common housing register and common allocations policy), the Helensburgh & Lomond Community Planning Partnership, Argyll & Bute Community Safety Partnership Tasking Group and we are working with the National Park to address housing need.

In West Dunbartonshire we are represented on the Housing Providers' Forum, Homelessness Forum, Anti-Social Behaviour Forum and have been actively involved in community planning and other relevant strategic forums as well as with local regeneration groups such as in the Mill of Haldane, Castlehill and Westcliff.

Further afield we are active participants in the Rural & Islands Housing Associations Forum (RIHAF), the Glasgow & West of Scotland Forum (GWSF) and Employers in Voluntary Housing (EVH).

We founded Lomond & Clyde Care & Repair in 1992 and launched it as an independent charity in 2002. We were also founder members of Argyll & Bute Care & Repair. We maintain contact with them and 3 of our own Board members are on the Boards of these charities.

As founder members of Community Links Scotland and through our own 'Wider Role' Strategy, we have a track record of partnership working with communities and other RSLs in delivering a plethora of projects and activities that have and continue to benefit the local area and beyond.



# SECTION 8

## Working With Our Stakeholders And Partners

### 8.2 Stakeholder Engagement

Effective Stakeholder Engagement is critical to the effective running of any organisation and we began developing our Communication & Stakeholder Engagement Strategy in 2018.

Having completed the Stakeholder Mapping exercise, we then developed a matrix that identified the levels of interest in and influence on the Association for each stakeholder.

We then developed the matrix to determine the methods and frequency of communication with each of our stakeholders and this is reviewed regularly to ensure that we are communicating effectively with stakeholders.

In 2018 we developed our own bespoke website and the Stakeholder Matrix is used to review and identify those stakeholders whom we can more effectively communicate with via the website.

Again in 2018 we developed the Association's Communications Policy and during 2019/20 we will review and update our Communications Strategy to incorporate our Stakeholder Engagement Strategy. Having completed the Stakeholder Mapping exercise we are confident that we have developed a comprehensive list of our stakeholders.

Listed below are some of our key stakeholders, this list is not exhaustive.

- Tenants and Owners
- Board members / Members of the Association
- Staff
- Scottish Housing Regulator (SHR)
- Scottish Government
- Financial institutions
- Local authorities



AGM 2018

# ‘More Than Just Housing’: Our Community Regeneration Strategy

## 9.1 Celebrating Our Success in Community Regeneration

Over the years the Association has helped numerous local communities bring about improvements in their area. Our projects included environmental improvements, new and refurbished community centres, youth activities, apprenticeships, employment and training for local people, community woodlands, arts projects and much more.

With the help of Community Links Scotland (an organisation we helped to establish) and numerous partner organisations and community groups & volunteers, we have secured investment of over £5m in our area of operation. £1.2m of this was from Wider Role Grant, with the balance being funded from other sources including the People & Communities Fund (PCF).

In recent years we have concentrated our ‘wider role’ activities on smaller environmental improvement projects, providing local training & employment opportunities, funding for modern apprenticeship positions, supporting Dumbarton & District Women’s Aid and participating in projects that deliver support to people affected by Welfare Reform.

In April 2018 we secured funding from Keep Scotland Beautiful and the Climate Challenge Fund for a 2-year community gardening, carbon emission reduction project. We called the



Plot to Pot

project Plot to Pot and throughout 2018/19 our Project Co-Ordinator worked throughout our communities delivering food waste awareness workshops, cook from fresh cookery sessions and developed two community garden sites one in Lochgoilhead and one in Helensburgh with constructed raised beds producing fresh and seasonal vegetables, run by tenants and community volunteers.

There is a further community garden site being established in Alexandria due spring 2019. This project has been well received by tenants and there have been some staff sessions run in the office to increase our awareness of important issues in waste reduction.

## 9.2 What is Community Regeneration?

Community Regeneration or Wider Role is not about building new houses or the on-going maintenance of our existing properties. It is all our other activities beyond this; the activities through which we help local communities to bring about improvements in their area, improving quality of life for people living in our communities and tackling social exclusion: environmental improvements, new community

centres, youth activities, training for local people, community woodlands, arts projects, recycling projects, employment opportunities and much, much more. These projects can help people to find work, support young people to make a contribution to society, provide advice issues ranging from debt to diet, or simply to provide a much needed venue for evening classes, dances and pipe band rehearsals!

*Continues overleaf...*

# ‘More Than Just Housing’: Our Community Regeneration Strategy

*Continued...*

The People and Communities Fund (PCF) replaced Wider Role grant and was extended to enable community groups to apply for funding. PCF supports community organisations to grow and strengthen by delivering outcomes to meet and respond to the aspirations of their communities. It is available to organisations to allow them to deliver the projects that have been identified by the community as helping to achieve the identified outcomes.

The Scottish Government has set 2 main priorities for PCF funding and these are:

- Employability
- Preventative action

We review our Community Regeneration Strategy on an on-going basis to ensure that, as far as practical, we can develop and sustain projects within the context of the core services that we need to deliver as well as the current economic climate and the ever reducing amount of public and private funding opportunities available for Community Regeneration. In the context of ensuring Value for Money in our operations, it is even more crucial now that we weigh up options for concentrating on our core services of managing and delivering more homes and providing a wider service through community regeneration activities.

## 9.3 Delivery of our Community Regeneration Programme

We have a Service Level Agreement with Community Links Scotland (CLS) to help us co-ordinate and deliver our projects.

CLS is a social enterprise and registered charity set up by the West Dunbartonshire RSLs in 2002 to provide support to RSLs in the development and delivery of Wider Role/Community Regeneration projects including sourcing funding for projects. CLS provide regeneration consultancy services for 27 RSLs throughout Scotland in addition to carrying out independent pieces of consultancy for a large number of community organisations, trusts and voluntary groups. They provide assistance identifying and accessing funding for a range of capital community projects, and help to deliver business plans, regeneration plans, options studies and a wide variety of services for RSLs and community groups.

Critical to the development and success of our Community Regeneration projects is partnership working. Many of our projects are developed in partnership with other RSLs and community groups. CLS has worked with Dunbritton to support community groups sustain

projects therefore bringing lasting benefits to communities.

During 2019/20 we will undertake a comprehensive review of our Community Regeneration Strategy. Whilst the Board supports continuation of an active programme, this must be measured against Value for Money as the resources to support the delivery of a programme are from tenants' rents.



Ardencaple football team

## 10.1 Development Strategy

Dunbripton since its inception in 1992 as a Registered Social Landlord has always been committed to the development of social housing to rent in the communities that we serve. Indeed, over the years this has remained as a strategic objective, which we have been able to meet despite periods of restricted economic growth.

As a developing Association we welcome the opportunity to assist the Scottish Government to meet its target to provide an additional 50,000 affordable homes across all tenures. We currently have one project underway in Dumbarton (150 homes) and one recently completed in Succoth (26 homes).

Our Strategy aims to:

- Support the physical, social, economic and environmental regeneration of communities
- Consult with communities and stakeholders in our activities
- Work in partnership with statutory and voluntary organisations

The Association actively participates in relevant meetings organised by each local authority, Argyll & Bute and West Dunbartonshire, to develop the Local Housing Strategy and the Strategic Housing Investment Plan (SHIP).

The 5 housing associations in Argyll are involved jointly with Argyll & Bute Council in developing and annually updating a SHIP that is based on a matrix for prioritising housing developments throughout Argyll. Prioritisation is based on analysis of the Housing Need & Demand Assessment, HOME Argyll Common Housing Register (CHR) waiting lists, the LHS and any needs identified by health & social work colleagues or the National Park Authority. This approach is proving to be an effective means of attracting Scottish Government funding support

- Deliver a range of safe, affordable and accessible housing where people want to live
- Ensure projects represent Value for Money and procured in the correct manner

The Development Strategy, which was last reviewed in 2018, is currently being updated to reaffirm our Board's commitment to continue as a developing Association.

At present we continue to explore a number of other development opportunities, however the Association does not intend to make commitments to projects unless the following criteria are met:

- Their inclusion in the Strategic Housing Investment Plan (SHIP) is agreed by the relevant local authority and Scottish Government
- Financial viability is within the risk parameters that the Association is prepared to take.
- Funders are prepared to lend on conditions acceptable to the Association

as well as making best use of the Council's Strategic Housing Fund (funded from 2nd homes Council Tax).

In West Dunbartonshire, the Council has a Housing Providers Forum involving all the locally operating RSLs. Individually RSLs meet with WDC to discuss development opportunities and WDC invites comments from RSLs on the SHIP as it is drafted. WDC does not have the equivalent of a Strategic Housing Fund, so the viability of DHA pursuing new developments in West Dunbartonshire until recently was more limited. Following the grant increase announcement, a number of joint venture opportunities with private developers or other RSLs have now opened up most notably at Dumbarton Harbour.

*Continues overleaf...*

## SECTION 10

# Future Direction And Aspirations

*Continued...*

### Dumbarton Harbour:

DHA has entered into a Development Agreement with Cullross Limited to deliver 150 new build affordable homes for rent and a new DHA office. This project is now on site and is due for completion by March 2020.

### Succoth, Arrochar:

DHA took handover of 26 new build affordable homes for rent on land within the Association's ownership in Arrochar. The construction of this Phase 1 development was completed by TSL Contractors Ltd in October 2018 and a further phase of 12 units will follow subject to housing need analysis.

### 18th Tee & Helensburgh Golf Club, Helensburgh:

The Association acquired the 18th Tee in 2012 and it has a site capacity of 16 units. The 18th Tee site forms part of the overall development area highlighted in the Local Plan for the development of 300 housing units. Helensburgh Golf Club has appointed a private developer to work in partnership with them to deliver the proposed housing development which will also require re-development of areas of the golf course along with the development of a new club house. DHA is the preferred Housing Association for the overall housing project, which could see up to 75 affordable housing units developed. This includes the 18th Tee site already owned by DHA. The development of the 75 housing units is included within current Argyll & Bute Council SHIP 2017-2022.

## Other development Opportunities:

### Burnbrae, Gartocharn

This is a small development in the National Park boundary which is notionally in the WDC SHIP for 2020-21 and will be explored further once other larger projects are on site or nearing completion.

### Golfhill Drive, Bonhill

Owned by DHA, this site presents challenges due to its small scale but given the increase in funding available a financial appraisal is currently being carried out to see if this project is now viable.

### Former Cottage Hospital site, Dumbarton

DHA are in discussions with the National Health Service (NHS) Estates Department in relation to the acquisition of the former Cottage Hospital

Site. The Association appointed a design team to undertake feasibility work and to develop design up to the point of achieving planning consent however the development has stalled with ongoing title issues which have prevented detailed site investigation and design work continuing.

### Dumbain Road

This is a phase 2 development of this site located within the Haldane area of WDC which could see up to 44-46 housing units developed. DHA is presently discussing with WDC site acquisition, which will hopefully be concluded before the end of March 2020 to deliver through the SHIP. Any proposal for development of the site will be subject to financial appraisal by DHA and full support from WDC.



Dumbarton Harbour work in progress

## 10.2 Future Business Opportunities

We have re-registered to participate in the Homeowners Support Fund (Mortgage to Rent). We have a robust risk assessment and financial analysis process in place that will look at every new developments potential and Mortgage to Rent property closely before committing the Association to any such opportunity.

During 2018/19 we conducted a procurement exercise for the provision of development services. Gregor Cameron Limited was the successful applicant and they will continue to support the Association with our development programme.

In addition, the Association is currently progressing with an application to join West Hub. This will give us the opportunity to build on other available sites and provide access to other partners that may be able to assist or support our development programme.

# Profiles of Present Board of Management Members

## William Clark (Chair)

William a tenant of Dunbritton was appointed to the Board at the AGM in September 2016 He previously served as Convenor of the Asset Management Committee; and he was elected as Chair of the Board in September 2018. Prior to joining the Board William played an active part in the Association's Resident Involvement Group.



## Sephton (Mac) MacQuire (Vice Chair)

A tenant of Dunbritton, Mac was first co-opted on to the Management Committee in June 2007 and elected on as a full member later that year. He served as Vice-Convener from 2009; took on the role of Acting Convenor in February 2013 and was elected as Convenor (now Chair of the Board of Management) in May 2013. He brings a wealth of experience particularly in Health & Safety, having previously served as a departmental head of a military fire service in the Middle East and as a Fire Officer in Scotland. Mac is on the Boards of Community Links Scotland and Argyll & Bute Care & Repair. He instigated the revival of the Helensburgh & Lomond Highland Games which has become a growing event over the past 9 years. Mac stood down as Chair at the Annual General Meeting (AGM) in 2018. He is also the Association's Treasurer.



## Sonja Aitken

Sonja joined the Management Board in 2004 and was formerly the Convenor of the Customer Services Committee. She also acted as the Company Secretary for many years. Since retiring as a Chemist's Assistant, she has been very active in voluntary work. Past roles include being on the Social Inclusion Program (SIP) Strategic Board (Kirkmichael), Kirkmichael Tenants & Residents Association and the Helensburgh & Lomond ETHOS Project. Currently she is on the Area Committee for Argyll Community Housing Association (ACHA) and is on Helensburgh Community Council. She also acted as a Community Representative for the Helensburgh and Lomond area.

## Mike Appleton

First co-opted on to the Management Committee in April 2013 then elected as a full Board Member in September 2013, Mike is a Dunbritton tenant and joined the Tenant Consultation Group which was set up in 2011. This sparked his interest in joining the Board. Before his retirement, Mike served in the Ministry of Defence Guard Service for 14 years. Prior to that he was in the Corps of Commissionaires for 4 years following 19 years as a fireman in the RAF. On a voluntary basis he was a Governor at Keil School, Dumbarton for a number of years until its closure in 2001.

## Tony Davey, BEM\*

Tony was elected on to Dunbritton's Management Committee in September 2009. He retired from the Royal Navy after 32 years' service in 1993 and worked in administration at Glasgow City Council for 15 years, retiring in August 2009. He has held various office bearer positions with voluntary organisations, including Cardross Primary School Board, Hermitage Academy School Board and Cardross Community Council (Past Chair). He has also served on the Helensburgh & Lomond Disability Access Forum and Cardross Tenants & Residents Association. Tony is Chair of the Board of Argyll & Bute Care & Repair. He was elected as Convenor in September 2012 -13. Tony received a British Empire Medal in the Queen's New Year Honours list in 2013 for services to his local community.

## Gary Mulvaney

Gary has represented Argyll & Bute Council on Dunbritton's Management Board since his election in 2003. He is a Councillor for the Helensburgh Central Ward and is currently Deputy Leader of Argyll & Bute Council. In a professional capacity he is a Fellow of the Association of Chartered Accountants (FCCA). He is currently Managing Director of a car dealership in Helensburgh, previously having served as Finance Director since 2004. He is a Director of two other associate companies and Company Secretary for the Group.

## Alistair Tuach

One of Dunbritton's founder members Alistair, until his retirement, was a History & Sociology lecturer at Clydebank College. He has served as a local authority Councillor and Council Leader (Dumbarton District Council) and Housing Convener (Dumbarton District Council) and has done a variety of voluntary work over many years, including the Children's Panel, Citizens Advice Bureau and Dumbarton Community Forum. He is a Director on both the Lomond & Clyde Care & Repair Board and the West Dunbartonshire Environment Trust. He has been Convenor of the Audit Committee since 2006 and was Convenor of the Operational Services Sub-Committee until September 2013. Alistair served as Vice-Chair of the Association until he resigned from that position in September 2017. He remains an active Board Member and is currently Convenor of the Audit & Risk Committee.

## Brian Walker

Brian is currently an elected Councillor and represents West Dunbartonshire Councillor on the Board of Management at Dunbritton. He serves on a number of Council Committees and is employed at the naval base near Garelochhead.

# Profiles of Present Board of Management Members

## Julie Smillie

Julie has over 25 years experience in the Social Housing Sector. She is the current Director of Molendinar Park Housing Association in Glasgow. Julie is passionate about Social Housing and is committed to assisting Dunbritton Housing Association achieve its aims and objectives to ensure the best possible outcomes for its tenants and service users.

## Darren Clark

Darren has worked in the social housing sector for 21 years covering a variety of roles within Housing Management and Business Improvement sections.

The vast majority of his career has been spent in the Glasgow area and he has made a breadth of experience gained both in local government and housing associations. Latterly this has extended to Paisley, Johnstone and Kilbarchan.

He currently works as a Housing Officer with New Gorbals Housing Association delivering a comprehensive housing management service.

He studied at the University of Stirling and was awarded a Post Graduate Diploma in Housing and Social Studies in 2014. He is also an Accredited Member of the Chartered Institute of Housing (CIH) having completed their level 2 and 3 qualification.

## George Morrison

George, originally from Glasgow has lived in Dumbarton East for over 40 years.

He brings a wealth of experience of local government to the Board, having worked with Glasgow City Council, Glasgow City Building and the Council's Shared Services Department for 40 years.

George has built up and in-depth knowledge of public sector finance in general with a particular focus on Wages & Salaries, having played a key role in setting up and managing Payroll for over 40,000 staff through Glasgow City Council's Shared Services Department at Glasgow. His qualifications include an Executive Diploma in Management.

Having retired early, George is keen to give something back to his local community. He currently works part-time, plays golf, and is keen to apply his skills and knowledge to develop his contribution on the Board at Dunbritton moving forward.

# PEST Analysis

## Dunbritton Housing Association: PEST Analysis

PEST analysis (political, economic, social, and technological) assesses a market, including competitors, from the standpoint of a particular proposition or a business.

### Political

- Welfare Benefit Reforms; Scottish Government's devolved Welfare Powers (Scottish Flexibilities)
- Establishment of Scottish Social Security system
- Changing government policies on housing: increased commitment to and funding for new supply of affordable homes, particularly social rented housing
- Freedom of Information Act (FOI) applies to Housing Associations from 11 November 2019
- Scottish Housing Regulator regulations and interventions
- Assurance Statements
- Potential knock-on effects of Westminster political decisions (English RSL rent reductions; austerity measures)
- Brexit uncertainties
- Value for Money – different approaches by regulators in Scotland and England/Wales
- Local Authority House Building
- Local authority political make-up; leadership/ ruling-group changes
- Challenges to local authority finances – may impact on support to Housing Strategy in general; in A&B impact on Strategic Housing Fund
- Council Tax – implications for Council services
- Government's review of Council Tax banding/ charges- affordability in new build properties
- Government changes to legislation surrounding fire safety in high rise blocks and cladding in general properties

## Dunbritton Housing Association's Business Plan: Factors affecting our future direction

(Reviewed by Board: 14.09.16)

### Social

- Impact of welfare reform on ability to pay rents
- Universal Credit for working age customers
- Fuel poverty
- Health & Social Care Integration – lack of practical involvement of housing in addressing challenges despite Housing Contribution Statements– diversionary funding challenges of Integrated Joint Boards
- Ageing population – need for more amenity housing and aids & adaptations funding; dealing with older person support needs, ill health & disabilities
- Grant funding cuts: fewer community development activities – uncertainties over future of PCF funding
- Smaller households: mismatch to house types – but is building more 1 bedroom houses for the best in long term
- Increased benefit dependency and poverty
- Fewer jobs; area of high unemployment; properties in areas of highest deprivation (SIMD)
- Lack of government initiatives on job creation/ employment and training
- Homelessness
- Fewer people able to purchase own home – pressures on social and private rented sector
- Housing market changes
- ASB/Criminal activity – fewer resources to tackle this
- Increased family stress and outcomes
- Diverse communities: issues of integration

# PEST Analysis

## Dunbritton Housing Association: PEST Analysis

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## Dunbritton Housing Association's Business Plan: Factors affecting our future direction

*(Reviewed by Board: 14.09.16)*

### Economical

- Pensions liability/affordability
- Welfare Reform
- Public sector service cuts
- Inflation – impact on costs to maintain value for money
- Cuts to aids & adaptations funding
- Brexit uncertainties
- Growing number of capital projects – growing opportunities but challenges due to recent losses in construction skills and fewer apprenticeships. Market response may not be able to meet demand in short/medium term due to skills shortages as well as material shortages. Contract inflation as a result
- Historic loss of development skills in RSLs – competition for resources
- Impact of economic climate – less disposable income; fewer people able to buy a home – increasing waiting lists
- Lending/interest rates/availability of loans
- Cost of meeting new building regulations
- People & Communities Fund limiting funding for community projects – annual review of funding - uncertainties
- Changes to state pension age

### Technological

- Funding for energy efficiency measures - new build & retrofitting
- Energy efficiency standards (EESH) and updates awaited from the Scottish Government in 2018
- Tenant expectations and affordability
- Costs vs. benefits of new technologies
- Communications - use of social networking sites
- Rapid changes in technology and public expectations
- Job market changing; fewer 'traditional' jobs
- Sustainability of new technologies
- Addressing climate change agenda
- Confidence (or lack of) in using new technologies

# SWOT Analysis

<b>Dunbritton HA: SWOT Analysis</b> <i>(Reviewed by Board: 14.03.18)</i>	<b>Dunbritton Housing Association's 5 year Business Plan: Our future direction</b>
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Staff skills &amp; experience and collective specialist knowledge among Board &amp; staff</li> <li>• Reputation – highly thought of</li> <li>• Forward thinking</li> <li>• Attitude to Risk and Internal controls</li> <li>• Positive resident satisfaction surveys</li> <li>• Values of the Association</li> <li>• Strongly focused Management Team that embrace change</li> </ul> <p><b>Professionalism</b></p> <ul style="list-style-type: none"> <li>• Investing in staff development and training</li> <li>• Board leadership – good mix of tenants, professionals &amp; community activists</li> <li>• Strength in age profile of and attracting new members to the Board</li> <li>• Quality of services and product</li> <li>• Following stock valuation we continue to increase our Asset value</li> <li>• Reaching communities: proactively improving level of face to face contact with tenants – tackling tenancy sustainment and condition of properties (how tenants treat their homes)</li> <li>• Improving Benchmark/performance reporting</li> <li>• Good performance outcomes</li> <li>• +95% of stock meeting SHQS/EESSEH</li> <li>• Track record in partnership working</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of sufficient reserves limits. Opportunities to grow and to deliver community initiatives without dependency on grants</li> <li>• Low engagement with customers</li> <li>• Area of operation – time &amp; travel costs</li> <li>• Lack of connectivity in rural areas impacting on introduction of efficient working for front line staff line delivering services to rural customers</li> <li>• Experience in dealing with renewable technologies – past failures mean we are not so ready to embrace innovation – tenants may be losing out, but need to ensure anything we install is beneficial for as well as readily understood and manageable by householders</li> <li>• Capacity/resources to manage challenges (good and bad) as we grow and develop more homes</li> <li>• Capacity to bulk procure services, contracts and supplies</li> <li>• Resources to pursue partnership opportunities – development, maintenance and community support</li> <li>• Development services capacity/internal staff resources to deliver sustained and growing development programme</li> </ul>

# SWOT Analysis

Dunbritton HA: SWOT Analysis (Reviewed by Board: 14.03.18)	Dunbritton Housing Association's 5 year Business Plan: Our future direction
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Tackling fuel poverty, energy efficiency &amp; climate change issues</li> <li>• Working with others: shared services; joint development; HOME Argyll, formal partnerships</li> <li>• Community development needs – community sustainment</li> <li>• Wide area of operation/New development opportunities</li> <li>• Develop Factoring service – to be more cost effective</li> <li>• Renewables – funding opportunities to offset costs of bringing stock up to EESSH</li> <li>• Addressing needs of vulnerable tenants – welfare rights advice etc</li> <li>• Proactively show case Dunbritton as an employer of choice and as a proactive RSL</li> <li>• Continue to develop current growth in membership of the Association</li> <li>• Utilise our new website to be an effective communication tool for current /future customers and stakeholders</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Sustainability of tenancies in current economic climate - welfare reform &amp; Universal Credit – impact on rental income through direct payments to tenants</li> <li>• Pension deficit liabilities</li> <li>• Competition from other RSLs and local authority building programme</li> <li>• Interest rates – impact on loans/impact on investments</li> <li>• Unknown impact of Scotland Block Grant allocation</li> <li>• Reducing availability of A&amp;B Council's Strategic Housing Fund</li> <li>• LHA cap particularly on our supported accommodation</li> <li>• Extension of FOI to RSLs</li> <li>• Introduction of General Data Protection Regulations.(GDPR )</li> </ul>





Dunbritton Housing Association  
1st Floor, 32 High Street, Dumbarton G82 1LL  
Email: [admin@dunbritton.org.uk](mailto:admin@dunbritton.org.uk)  
Tel: 01389761486 Fax: 01389 730067

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