



*"Great Homes, Great People,
Vibrant Communities"*

Annual Performance Report 2022/23



The Government Standard

Welcome from our Chairperson

I am delighted to bring you our **2022/23 Annual Performance Report**. Last year was Shire's **25th Anniversary** and we celebrated this milestone by recognising and rewarding the contributions of our Board, staff and tenants.

Our anniversary celebrations were muted because of our awareness of the challenges within our communities due to the impact of the Cost-of-living Crisis following on from the Pandemic. Despite these challenges, we continued to deliver high-quality services to our tenants and customers. This report shows our performance in delivering the Scottish Social Housing Charter and compares our performance to previous years and with other landlords.

The key focus of our staff and Management Board continues to be on delivering our vision of **"Great Homes, Great People, Vibrant Communities"**. We delivered an investment of £1.4 million in our homes, helping us meet the Scottish Government's targets and making homes more energy efficient, reducing fuel usage and we have started an innovative

Smarter Homes pilot that uses technology to understand the performance of our property types. Our tenants also benefited from external wall insulation at their homes supported by £412,000 from the Scottish Government's Net Zero Heat Fund, with adjoining owner properties getting the option to have their homes included with 80% grant funding from the Energy Savings Trust.

We pride ourselves on being more than a landlord - what matters to you, matters to us. As a community anchor, in the past year we successfully bid for £138,000 of grants which were distributed directly to our communities to help deal with the Cost-of-Living Crisis. This included £86,092 from the Scottish Government's Fuel Support Fund, which allowed us to provide practical and financial support to 573 households. With £25,000 from Big Lottery, we also funded six "warm spaces" in partnerships with local groups and facilitated "get togethers" to combat social isolation.

The year ahead presents significant challenges with continued high inflation, the cost-of-living crisis,



and the focus on climate change, but I am confident in our ability and commitment to deliver high quality services whilst working as a community anchor to help our communities thrive.

This year marks the end of my five-year term as the Association's Chairperson, and I would like to thank my colleagues on the Management Board and the staff team for all their hard work and support which contributed to our successes during that time.

I hope you find this report helpful in understanding how we have performed, and we would welcome any comments that you may have.

Lorne Campbell
Chairperson

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Our Performance 22/23

Our Performance Report for 22/23 allows you to see how well we performed in meeting the standards and outcomes of the Scottish Social Housing Charter. The Charter requires all Registered Social Landlords and Councils to submit annual performance information to the Scottish Housing Regulator.

The Charter Outcomes

There are 16 outcomes and standards that the Regulator uses to assess the performance of social landlords across a range of indicators from the 2022/23 Annual Return on the charter (ARC). Fourteen of these standards apply to housing associations with a further two, which relate to homelessness and gypsies/travellers applying only to councils.

1 - 3. Customer Relationships

- Equalities
- Communication
- Participation

4 - 5. Housing Quality & Maintenance

- Quality of Housing
- Repairs, Maintenance & Improvement

6. Neighbourhood and Community

- Estate Management
- Anti-social Behaviour
- Neighbour Nuisance and Tenancy Disputes

7 - 11. Access to Housing and Support

- Housing Options
- Access to Housing
- Tenancy Sustainment

13 - 15. Rents and Service Charges

- Value for Money
- Rents and Service Charges

Telling you about Our Performance

This report details our performance information for the year ending 31 March 2023 and that of the two previous years. This will allow our tenants, stakeholders, and other interested parties to assess how we are performing over time.

We provide you with the Scottish Average performance and compare our performance with some of our local Ayrshire partners in EYDENT - ANCHO, Atrium Homes, and Ayrshire Housing and those of East

Ayrshire Council to allow you to compare how well we are doing locally and at a more national level.

The Scottish Housing Regulator publishes its own reports on all social landlords that allow you to compare our performance across a range of services. This information can be found at the Scottish Housing Regulator's website:

www.scottishhousingregulator.gov.uk



Great Homes, Great People, Vibrant Communities

Our Business Plan Vision of “Great Homes, Great People, Vibrant Communities” commits us to working with our tenants and local partners to deliver excellent services. Like many organisations, the Association faced unprecedented challenges in continuing to deliver high quality services that are value for money for our services and supporting tenants across our communities during the cost of living crisis.

We carried out numerous projects including our Fuel Support Surveys and Community Placemaking actions in addition to the following:

- Tenant and Resident Satisfaction Survey
- Raising Customer Voices with elected representatives
- £412,000 Net Zero Heat Fund award for multi-tenure projects and partnership funding.
- SMARTER Homes pilot in 21 tenant homes.

We continued to deliver the services our tenants tell us that they want, and we do this as cost effectively as possible. We remain committed to capturing and reducing our Carbon Footprint and this is as a key feature of our Business Plan. In addition, we are working in partnership with numerous community groups developing innovative projects to meet future service and community challenges.

Staff members who are Digital Ambassadors supported our Digital Drop-ins where we offered free access to digital devices that were provided through a successful funding bid from Connecting Scotland. We also received over 900 free SIM cards from

Vodafone, and these were distributed to every household with our Winter Newsletter.

Our quality of service has been measured against Investors in People (IIP) and Investors in Young People (IiYP). We currently hold Gold for IIP and Silver for IiYP. We have continued with our aim to develop the young workforce and were delighted with our Modern Apprentice winning Best Presentation at the Developing Young Workforce awards. Our work also included providing two work placements for senior school pupils and a week’s work placement for an Ayrshire College Construction technology student.

During 2022/23, our Community Co-Ordinator and Financial Inclusion Officer were able to access further funding from the Big Lottery Fund and the Scottish Federation of Housing Association (SFHA) Winter hardship fund amounting to £135,926. This allowed us to work with several local groups and partners to provide funding for local Warm Spaces, ensuring that those in need were able to access these. We provided every household with a supermarket voucher and were able to support our tenants with an emergency cash fund to assist with increasing fuel costs. Our pensioners and various tenant groups were provided with an energy savings pack that consisted of duvets, air fryers, reflective radiator panels and LED bulbs.

We worked in partnership with East Ayrshire Council’s Refugee Resettlement Team, providing secure accommodation for several Ukrainian families in Newmilns and Dalmellington.



Rents

The Scottish Social Charter Indicators for rents and arrears are set out below.

Rent Arrears Performance

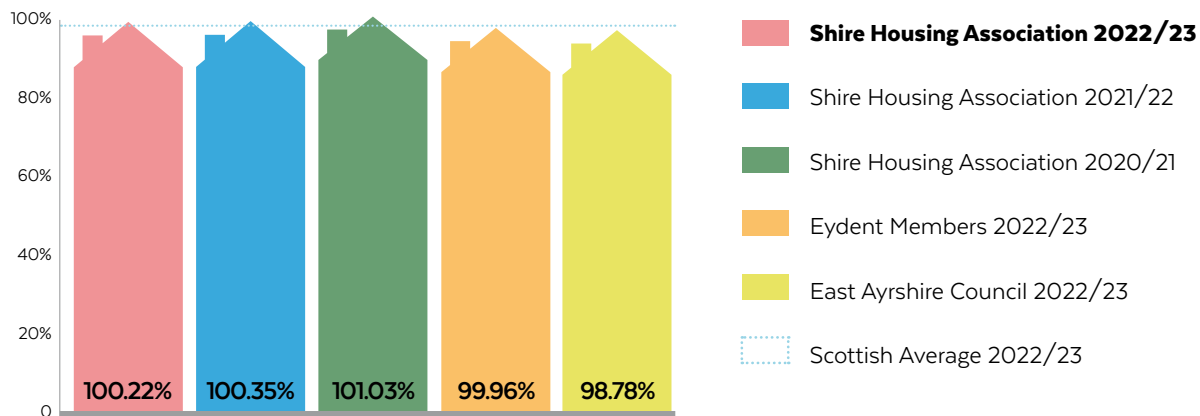
	2020/21	2021/22	2022/23
Current Tenant Arrears	£81,689	£72,390	£84,790
Former Tenant Arrears	£96,959	£75,629	£48,550
Gross Arrears	£178,648	£148,019	£133,340



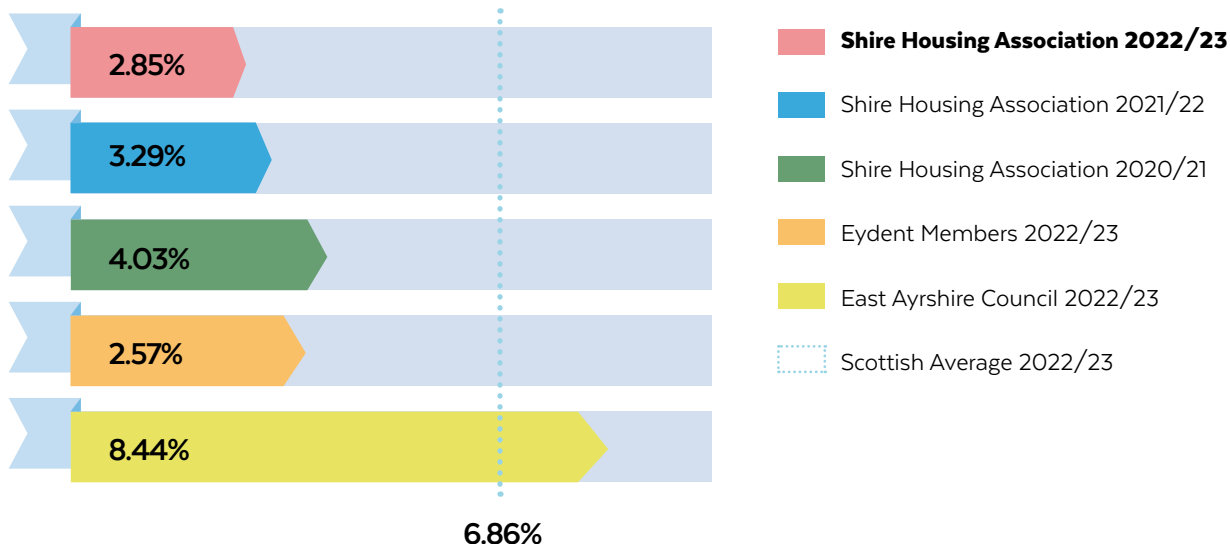
Although current rent arrears have increased our gross arrears figure of £133,340 is a significant reduction from last year and represents 2.85% of the total rent due, which is a decrease of 0.44% on the previous year. Former tenant arrears have also decreased by £27,079.

Our focus remains on preventing debt and providing help and support to our tenants to allow them to take responsibility for paying their rent. We recognise that this will be an ongoing challenge due to the cost-of-living crisis especially over the winter months.

Rent collected as a % of total rent due in the reporting year - Indicator 26



Gross rent arrears as a % of the rent due for the reporting year - Indicator 27



Voids and Relets

Minimising lost rental income from empty homes is a key priority of our Business Plan.

Allocations and Voids - Indicator C2

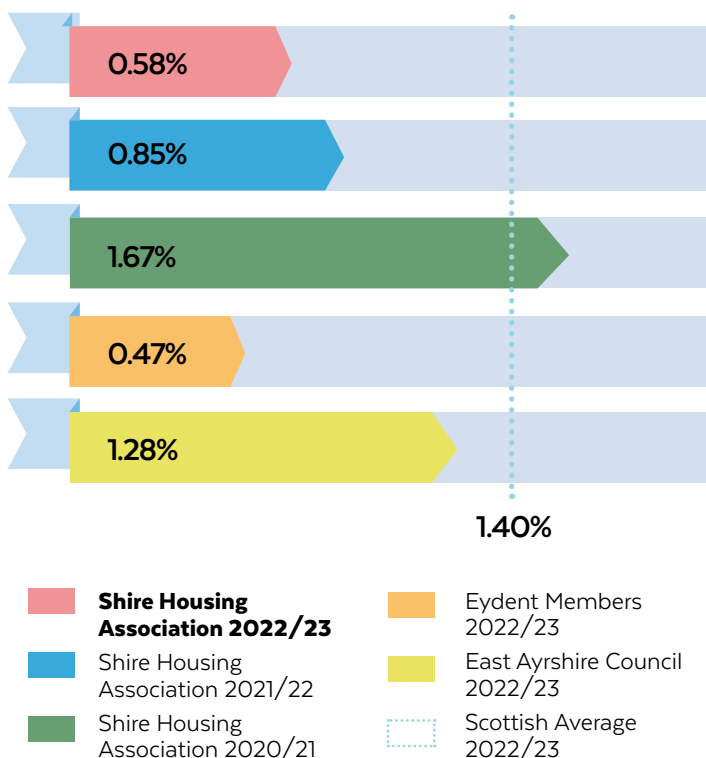
In 2022/23 we re-let a total of 75 properties using the East Ayrshire Common Housing Register - known as SEARCH. This is a reduction of 6 compared to the previous year. Properties were let to the following groups of applicants:

	2020/21	2021/22	2022/23
Transfer Applicants	7	1	6
Waiting List Applicants	89	75	63
Homeless	4	5	6
Totals	100	81	75

There was an increase of 1 in the number of statutory homeless applicants housed, however, we continue to experience low levels of homeless allocations. This is reflective of the the low demand for housing from homeless applicants in our rural communities compared to the larger towns in the Kilmarnock area. The Homeless Group on the Common Housing Register is given the highest priority and these applicants are considered first for every void property. We continue to seek opportunities and work closely with the Refugee Resettlement Team at East Ayrshire Council to identify potential demand, ensuring that we do all we can do to make best use of our stock to those in the greatest housing need.

Rent lost from empty properties Indicator 18

Our performance on the amount of rent lost from empty properties improved with a reduction to 0.58%. We recognise that moving forward, this will be a challenge especially in our difficult-to-let areas.



Time to re-let - Indicator 30

Reducing lost rental income from empty homes is a key objective of our Business Plan. Our average time taken to re-let empty properties increased to 56.16 days during 2022/23 compared to 47.27 days in 2021/22. This is still favourable with the Scottish average of 55.61 days.

However, we successfully re-let 28 low demand properties that had been empty for lengthy periods of time. This affected our performance on this indicator but stripping out the effect of these lets significantly reduced the average time taken to 16 days.



Satisfaction and Relationships

How well do we handle complaints, do we learn from them? Indicators 3 and 4

Handling complaints well and understanding how we can improve our customer experience is important to us. This helps staff and contractors identify what went wrong and how we can improve the delivery of our services.

Our complaint handling procedure is based on the Scottish Public Services Ombudsman (SPSO) Model for Housing Associations and sets out how we deal with complaints and the timescales for doing so.

During 22/23, we received a total of 86 complaints compared to 46 during 2021/22. Our Complaints Policy that outlines our Aims and Objectives was reviewed during 2022, and improved customer awareness of our process has increased the number of complaints received during 22/23.

- Stage 1 Complaints - 81
- Stage 2 Complaints - 5



Percentage of all complaints responded to in full at Stage 1 - 100%

Percentage of all complaints responded to in full at Stage 2 - 100%

The average time for a full response at Stage 1 - 1.26 working days

The average time for a full response at Stage 2 - 9.80 working days

Both are well within the target of 5 working days for Stage 1 complaints and 20 working days for Stage 2 complaints.

The following tables show how we compare:

Percentage of complaints responded to in full	2022/23 - Stage 1	2022/23 - Stage 2
Shire Housing	100%	100%
East Ayrshire Council	97.73%	76.92%
Eydent	99.65%	97.78%
Scottish Average	95.34%	92.53%

Average time taken for a full response in Working Days	2022/23 - Stage 1	2022/23 - Stage 2
Shire Housing	1.26	9.80
East Ayrshire Council	5.02	17.30
Eydent	3.09	13.25
Scottish Average	5.75	19.34

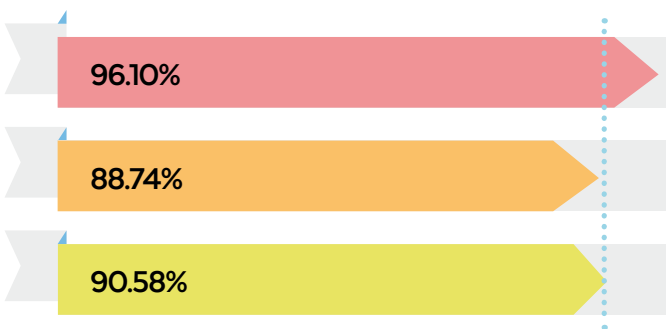


The Customer Landlord Relationship

Our tenants and residents' opinions really matter to us. They help us continue improving and developing services that are right for them and the communities where they live. In October 2022, we completed a Tenant and Resident Satisfaction Survey, undertaken by an external provider completing a mix of face-to-face and telephone surveys. This survey is a key measurement of satisfaction levels against a number of key indicators designed to meet our Scottish Housing Regulator benchmarking standards and is conducted every 3 years. Here are some of the key results from the latest survey.

How well do we keep you informed about services and decisions?

Indicator 2



Shire Housing Association 2022-23

Eydent Members 2022-23

East Ayrshire Council 2022-23

Scottish Average 2022-23



Rent charge as value for money

Indicator 25

We know that getting value for money is important to you and we continue to test how our tenants determine what they feel this means. We aim to keep our rent increase to a minimum whilst continuing to invest in our properties and consult with our tenants through various forums and surveys.



Shire Housing Association 2022-23

Eydent Members 2022-23

East Ayrshire Council 2022-23

Scottish Average 2022-23



Quality and Maintenance of our Homes

Emergency Repairs - During 22/23 we completed 716 emergency repairs. We took an average of 3.80 hours to complete emergency repairs, an increase from 2.17 hours during 2021/22.

This increase in response time was the result of severe weather during December 2022 resulting in increased emergency repairs being logged.

Non-Emergency Repairs completed during 2022/23 totalled 2,728, a small decrease on the previous year of 2,786. The average time taken to complete non-emergency repairs was 5.73 days compared to 6.09 days in 2021/22.



Indicator 8 - Average time for Emergency Repairs

Average Hours	2020/21	2021/22	2022/23
Shire Housing Association	9.72	2.17	3.80
Eydent	7.82	3.42	4.09
East Ayrshire Council	1.06	1.40	1.66
Scottish Average	4.22	4.16	4.17

Indicator 9 - Average time for Non-Emergency Repairs

Average Days	2020/21	2021/22	2022/23
Shire Housing Association	5.92	6.09	5.73
Eydent	6.97	9.21	6.43
East Ayrshire Council	5.88	8.49	9.03
Scottish Average	6.74	8.87	8.68

Indicator 12 – Satisfaction with Repairs Service

Average Hours	2020/21	2021/22	2022/23
Shire Housing Association	99.07%	95.77%	82.32%
Eydent	87.38%	88.52%	82.86%
East Ayrshire Council	97.65%	98.71%	98.56%
Scottish Average	90.05%	88.01%	88.02%

Satisfaction with our repairs’ service decreased during this year. There was a downward trend across the sector as a whole as evidenced by our external survey consultant. 82.32% of our tenants who used the service were either satisfied or very satisfied with the service provided.

Repairs Complete Right First Time – Indicator 10

Our performance during 2022/23 decreased from 80.90% to **77.89%**. This was again a common trend due to a dip in material availability across the sector. We continue to work closely with our contractors to identify and drive service improvements to meet our target of 85%.

Housing Quality – Indicator 6

71.18% of our housing stock met the Scottish Housing Quality Standard (SHQS) at the end of 22/23 which is slightly under the Scottish Average of **79.02%**.

We have Energy Performance Certificates (EPCs) for 100% of our homes and continue to utilise this data in profiling our energy efficiency programmes for future years.

Gas Safety Certificate completed within anniversary date – Indicator 11

We completed **99.68%** of gas safety inspections within the 12-month timescale. We completed a full-service programme and continue to audit this process to ensure 100% compliance.

Medical Adaptations Performance – Indicator 21

We receive Occupational Health referrals through Social Work to install adaptations for tenants who need help to continue living independently in their own home. The cost of this work comes from a Scottish Government grant.

During 22/23, we completed **38** approved adaptations to tenant’s homes, a decrease of 16 compared to 54 during 21/22. This decrease was due to the scale and cost of each adaptation request. The average time taken to complete these was 64 days, a reduction of 29.94 days from the previous year.



Neighbourhood and Community, Estate Management, Anti-Social Behaviour and Tenancy Sustainment Performance

A full Tenant Survey is completed every 3 years. Our last survey was completed in October/November 2022 when 92.21% of our tenants told us they were satisfied with the management of the neighbourhood they live in. This is decrease from 97.14% in our full survey in 2019 but is still reflective of our commitment to delivering high quality services.

Indicator 13 – How satisfied are you with the management of the neighbourhood you live in?

	2020/21	2021/22	2022/23
Shire Housing Association	97.14%	97.14%	92.21%
Eydent	91.22%	89.42%	80.96%
East Ayrshire Council	84.90%	84.90%	84.90%
Scottish Average	86.08%	85.09%	84.30%

New Tenancies Sustained for more than a year – Indicator 16

	2020/21	2021/22	2022/23
Shire Housing Association	85.44%	86.00%	86.42%
Eydent	91.49%	89.91%	90.76%
East Ayrshire Council	85.87%	86.35%	88.59%

Performance to the end of the year was **86.42%**, a slight increase from 2021/22. Sustainability remains a significant challenge across the whole of East Ayrshire due to the social and economic challenges faced by our rural communities. Our Housing Officers and Financial Inclusion team continue to be proactive to ensure new tenants have the capacity or support required to sustain a settled tenancy with us by increasing new tenancy contact to enable easy access to financial and welfare benefit advice during these early months of their tenancy to help support longer term sustainability.

Anti social behaviour – Indicator 15

During the year we received 19 reports of anti-social behaviour with 94.73% (18) of these being resolved prior to the end of the year. We continue to receive a small number of anti-social and nuisance reports.

Access to Housing and Support – Indicator 17

We had a total of 64 properties that became available for let during 22/23 compared to 77 properties during 21/22. This represents 6.64% of the available lettable stock. 11% of our properties continue to be identified as difficult to let due to low levels of demand for larger social housing in rural parts of East Ayrshire. Our Lettings initiatives focus on proactively promoting and marketing these properties using a wide range of incentives to identify opportunities to maximise use of our stock and reviewing asset management options. We promote these properties on social media platforms and seek out opportunities to support partners in meeting specialist housing need including Refugee Resettlement, to increase interest and attract new customers.

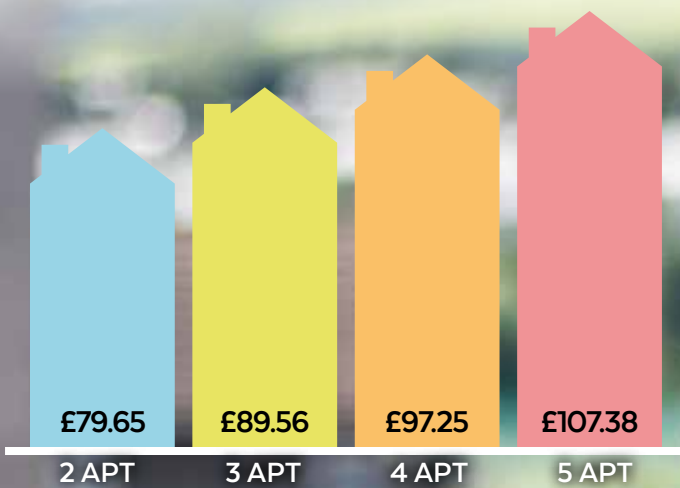
Comparative stock turnover performance

	2020/21	2021/22	2022/23
Shire Housing Association	10.25%	8.10%	6.64%
Eydent	7.66%	6.54%	6.65%
East Ayrshire Council	7.99%	8.27%	8.71%
Scottish Average	6.95%	7.76%	7.42%

Homes and Rents 2022/23

Location	2 apt	3 apt	4 apt	5 apt	Grand Total
Auchinleck		14	16	1	31
Catrine		11	9		20
Craigens		40	30		70
Cumnock		41	21	1	63
Dalmellington		9	78		87
Galston		24	8	1	33
Hurlford	10	42	4		56
Kilmaurs		1			1
Kilmarnock		1			1
Logan			71		71
Mauchline	10	18	27		55
Netherthird		6	171		177
New Cumnock		68	67	3	138
Newmilns	13	22	1		36
Patna		15	102		117
Rankinston			5		5
Grand Total	33	312	613	6	961

AVERAGE WEEKLY RENT BY APARTMENT SIZE



Financial Information 2022/23

The Association operates from a strong financial base with turnover for the year of just over £5.6 million.

From the surplus for the year of £1.4 million, we invested £1.45 million in upgrading your homes and repaid £571,000 of our loans. Surpluses from prior years will contribute towards further improvement works in the coming years, including our energy efficiency scheme which aims to reduce the carbon footprint of our homes and to reduce energy costs for our tenants.

Inflation remains high, with much of our cost base increasing well above reported headline rates due to

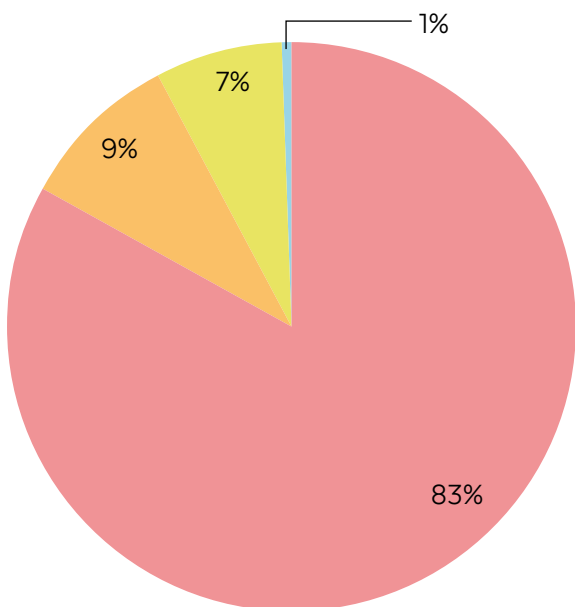
labour shortages and material price increases. We were pleased to keep the rent increase at April 2023 to 5% given the cost pressures on the Association, but recognise rents must remain affordable for tenants.

Our loan balance is currently £7.1 million, with cash of £4.6 million, providing the financial flexibility required to achieve our future Business Plan aspirations.

Our balance sheet remains healthy with net assets of £13.3m demonstrating financial security for the future of the association.

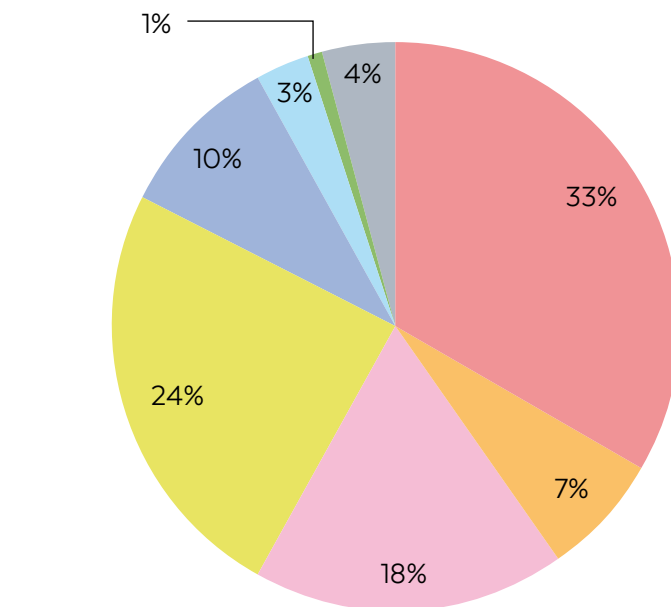
The main sources of income and expenditure in 2022/23 were as follows:

Income 2022/23



Rents and service charges	£4,654
Grants	£527
Care and repair	£394
Factoring	£28

Operating Expenditure 2022/23



Staffing & Admin costs	£1,385	Care & Repair	397
Planned & cyclical maintenance	£297	Interest	131
Reactive maintenance	£740	Factoring	28
Depreciation	£1,006	Grants distributed	170

Cashflows

It is often easier to understand how cash has been used, rather than reviewing the different accounting measures used in calculating a surplus. We maintain a healthy balance sheet, which provides us with a solid foundation for the future running of the business and allows us to be ambitious going forward with our investment in your homes.

For 2022/23, our cash was used as follows:

	£000
Cash inflow from operating activities	2,096
Net cash outflow on property improvements and acquisitions	(1,170)
Cash outflow on office equipment and improvements	(31)
Net cash outflow on interest	(118)
Net cash outflow on loan balances	(571)
Net cash inflow	206

Great Homes – Investment in property 2022/23

During 2022/23, we invested £1.4 million in capital improvements to tenants' homes with a further small investment to acquire an additional property. Our investment decisions are being driven by the need to reduce the carbon footprint of our homes and our Business Plan objective to address the Climate Challenge. This means that our programme was focused on improvements that helped to make our homes more energy efficient, safe, and warm. This also reduces energy costs for tenants but leads to less being spent on replacing internal fixtures such as kitchens and bathrooms.

Our capital investment spend is on top of the day-to-day reactive repairs service and cyclical maintenance program carried out annually.

Highlights include:

External Wall Insulation	£472,000
Central Heating	£310,000
Kitchens	£223,000
Roof Replacement	£208,000

We were able to improve the energy efficiency of our homes and reduce fuel bills for tenants with our investment in External Wall Insulation for properties in Netherthird and Dalmellington, and successfully negotiated with the Energy Agency for funding support for owners in our mixed tenure blocks. This allowed owners to contribute to having their homes included in the programme.

Kitchens were replaced in 40 and roofs in 20 of our homes.

We accelerated our central heating replacement work to provide tenants with more energy efficient boilers to reduce gas usage at a time of high energy prices.

For 2023/24, our investment plan continues to be driven by making our homes more energy efficient and will include:

- A continuation of our External Wall Insulation project
- More than 150 boiler replacements
- New kitchens in 36 properties
- Continuing with roof replacement works



Corporate Governance

Board Members who served during the year 2022/2023 were as follows:



Lorne Cambell
Chairperson



Simon Roberts
Vice-Chairperson



Hugh Carr
Convener Audit Committee



Nick Allan



Alexander Rae



Willie Paterson



Liam Gallacher



Rachel Irvine



Ross Morris



Shaun Lowrie



Wendy Pring
Co-opted as of 29/03/2023



Kirsty Hair
Resigned Position as of
29/03/2023



Alisha Malik
Retired at AGM on
22/09/2022



Debra MacLeod
Retired at AGM on
22/09/2022

During 2022/2023 the Management Board oversaw:

- The development of a new risk management strategy
- The furthering of our position as a community anchor securing additional funding for our communities
- A new asset management strategy which also considers the green agenda.

Staff List

Staff Compliment at
31st March 2023

Directorate

Jim Munro

Director and Secretary

Customer Services

Julie Allison

Head of Housing

Ann Black

Customer Services Manager

Wendy Torrance

Customer Services Officer

Grace Scott

Customer Services Officer

Diane Balfour

Financial Inclusion Officer

Leanne Morrison

Financial Inclusion Assistant

Mark Scott

Asset Manager

Mark McKelvie

Maintenance Officer

Ross McCrindle

Asset Officer

Nicola McMillan

Repairs Assistant

Dawn Blackhurst

Customer Services Adviser

Lucy Urquhart

Customer Services Assistant

Alan Thomas

Community Engagement

Co-ordinator



Corporate Services

Claire Donnelly

Head of Corporate Services

Jamie Dickson

Finance Officer

Vince Gregory

ICT Performance Officer

Jade McLelland

Governance Assistant

Lana McCurdy

Temporary Governance Assistant

Care and Repair

Charles Murphy

Care and Repair Officer

Peggy-Anne Miller

Assistant Care and Repair Officer

Laura Kerr

Temporary Care and Repair
Assistant

Elizabeth Robertson

Cleaner

Registered Office

Netherthird House

Netherthird

Cumnock

Ayrshire, KA18 3DB

External Auditor

Chiene + Tait LLP

61 Dublin Street

Edinburgh, EH3 6NL

Internal Auditor

Wylie & Bisset LLP

168 Bath Street

Glasgow, G2 4TP

Bankers

Bank of Scotland

43/45 Townhead Street

Cumnock, KA18 1LF

Solicitors

Addleshaw Goddard

Exchange Tower

19 Canning Street

Edinburgh, EH3 8EH

Lenders

Royal Bank of Scotland plc

Kirkstane House

139 St Vincent Street

Glasgow, G2 5JF

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Regular updates are available on



facebook.com/shirehousing



[@shire_HA](https://twitter.com/shire_HA)

This report is available in PDF format on our website

Shire Housing Association Limited is a Registered Charity number SC038664