



Annual Performance Report 2023/24

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



Welcome from our Chairperson

I am delighted to bring you our **2023/24 Annual Performance Report**. Whilst the last year has been a challenge for our communities with the ongoing impact of the cost-of-living crisis, we have 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.

Delivering our vision of “Great Homes, Great People, Vibrant Communities” remains the key priority for our staff and Management Board. We delivered an investment of approximately £1.7 million in our homes, helping

us meet the Scottish Government’s targets and making homes more energy efficient for our tenants and reducing fuel usage.

As a Community Anchor, what matters to you, matters to us.

Helping our communities reduce fuel poverty, has been a key objective. During 2023/24 we secured £47,000 from the Scottish Government’s Fuel Support Fund, allowing us to help 330 tenants during this time of high energy costs. This also allowed us to provide new tenant packs containing duvets, radiator reflective covers and an air frier to promote tenancy sustainment.

2023/24 also saw us continue to work in partnership with over 40 community groups across East



Ayrshire sustaining and improving our communities. We were delighted to see the success of this work recognised in the Ayrshire Chamber of Commerce Business Awards in October 2023 when we won the Community Champion Award.

Overall, 2023/24 was another very positive year for the Association and I would like to thank my colleagues on the Management Board and the staff team for all their hard work and support. 2024/25 will be another exciting year. Despite this, we are committed to delivering high quality services ensuring our community’s flourish.

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

Simon Roberts
Chairperson



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Our Performance 23/24

Throughout our Performance Report for 23/24 you will be able 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 Local Authorities to submit their annual performance information to the Scottish Housing Regulator.

The Charter Outcomes

There are 16 outcomes and standards that the Regulator uses to assess performance across a range of indicators from the 2023/24 Annual Return on the charter (ARC). 14 of these standards apply to Housing Associations with a further 2 relating to homelessness and gypsies/travellers applying only to Local Authorities. It forms a key part of the Regulatory Framework which also includes the requirement to submit an Annual Assurance Statement to the Scottish Housing Regulator.

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 2024 and that of the two previous years. This will allow our tenants, stakeholders, and other interested parties to assess how we have performed over these years.

We also 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, stakeholders and local partners to deliver excellent services. Like many organisations, the Association continues to face significant challenges that affect our tenants and communities.

Delivering high quality services that provide value for money to our tenants and communities remains a key priority for us. We continue to embrace and invest in new technology to deliver the services our tenants tell us that they want, and we do this as cost effectively as possible ensuring value for money. In addition, we are developing innovative projects to help meet future service and community challenges. For example, during 2023/24 we have:

- Worked closely and supported community groups across all our areas.

- Been successful in obtaining more grant funding to allow us to continue to support our tenants with supermarket vouchers and a cash fund to assist with increasing fuel costs.
- Provided energy savings packs that consisted of duvets, air fryers, reflective radiator panels and LED bulbs to new tenants to promote sustainability.
- Held Digital Drop-ins where we offered free access to digital devices that were provided through a successful funding bid from Connecting Scotland.

We remain committed to capturing and reducing our Carbon Footprint and this is as a key feature of our Business Plan. We were successful in obtaining £207,000 of Scottish Government Net Zero Grant to accelerate work in this area.

As well as the work explained at page 14, we have been installing SMART homes sensors in a selection of properties to monitor the success of the energy efficient measures.



Rents

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

Rent Arrears Performance

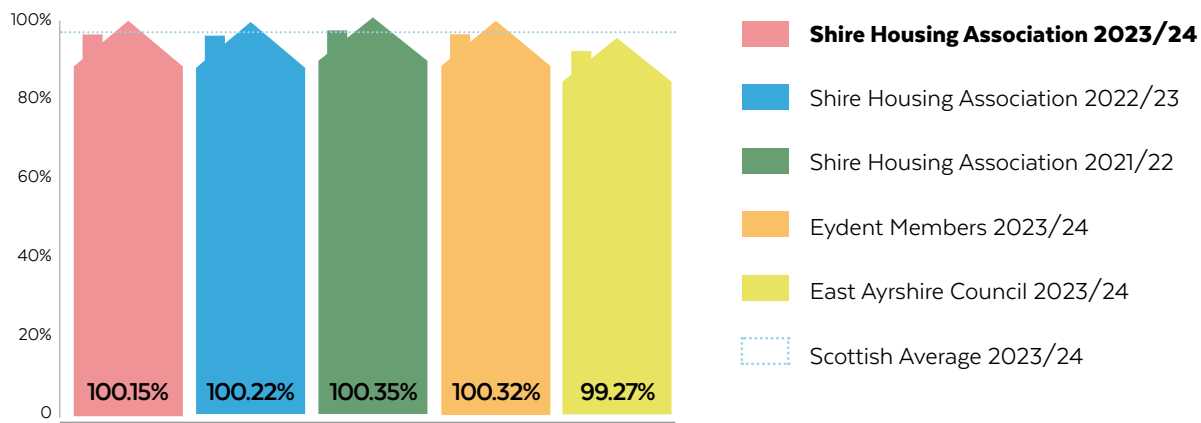
	2021/22	2022/23	2023/24
Current Tenant Arrears	£73,390	£84,790	£78,598
Former Tenant Arrears	£75,629	£48,550	£48,146
Gross Arrears	£148,019	£133,340	£126,744



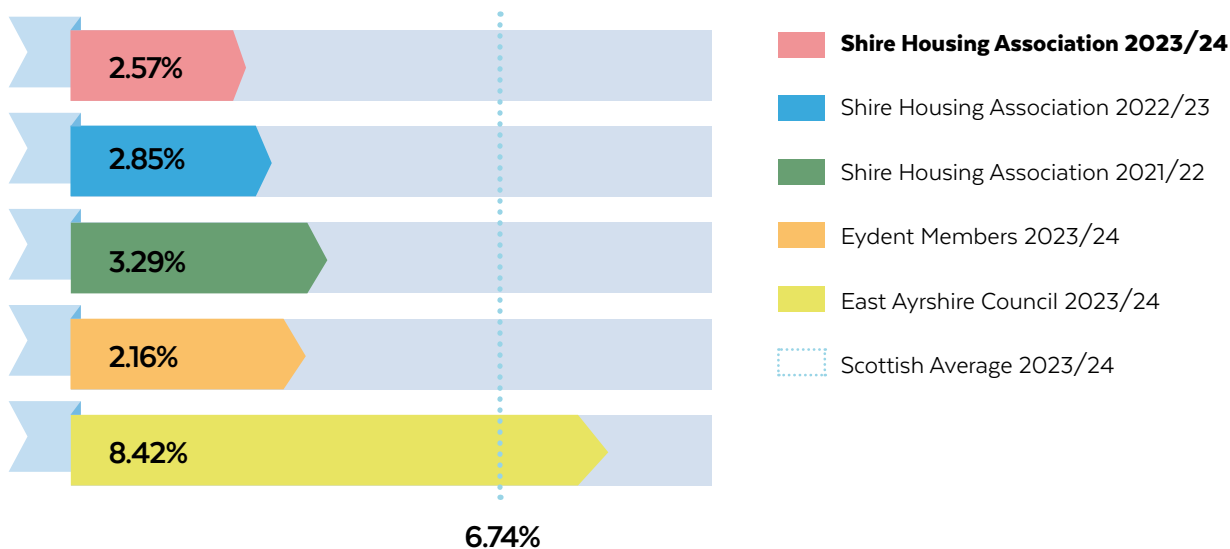
Current and former rent arrears reduced during 2023/24. Our gross arrears figure of £126,744 is a significant reduction from last year and represents 2.57% of the total rent due, which is a decrease of 0.18% on the

previous year. Our focus remains on preventing debt and providing help and support to our tenants to allow them to take responsibility for paying their rent.

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

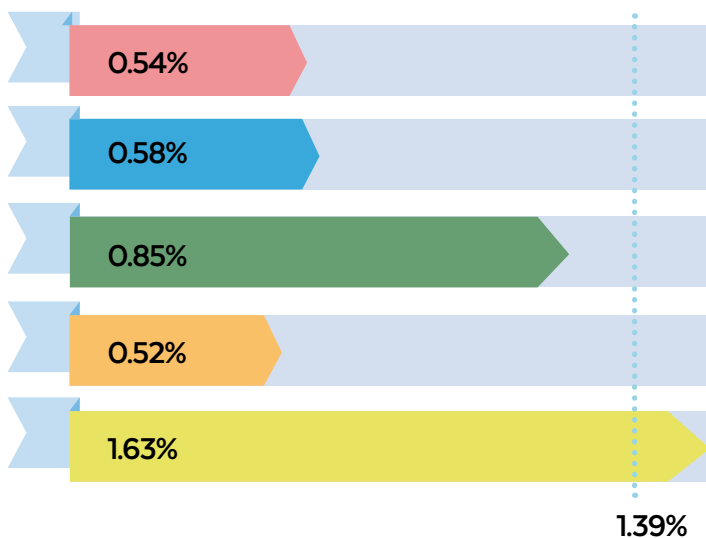
In 2023/24 we re-let a total of 65 properties using the East Ayrshire Common Housing Register - known as SEARCH. This is a reduction of 10 compared to the previous year. Properties were let to the following groups of applicants:

	2021/22	2022/23	2023/24
Transfer Applicants	1	6	5
Waiting List Applicants	75	63	52
Homeless	5	6	8
Totals	81	75	65

There was an increase of 2 in the number of statutory homeless applicants, however, we continue to experience low levels of homeless allocations. This is reflective of 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 and the Home Office for displaced Ukrainian families, 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 0.54%. We recognise that moving forward, this could be a challenge especially in our difficult-to let- areas.



- Shire Housing Association 2023/24
- Shire Housing Association 2022/23
- Shire Housing Association 2021/22
- Eydent Members 2023/24
- East Ayrshire Council 2023/24
- Scottish Average 2023/24

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 reduced significantly, from 56.16 days in 2022/23 to 31.65 days in 2023/24. This is well under the Scottish average of 62.02 days. This performance improvement correlates to better communication between staff and contractors, as well as a reduction in terminations of Difficult to Let properties and the success in re-letting Difficult to Let stock.



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 23/24, we received a total of 31 complaints a reduction of 55 compared to 86 during 2022/23. Our Complaint Policy outlines our Aims and Objectives and improves customer awareness of our process

- Stage 1 Complaints - 24
- Stage 2 Complaints - 7



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 - 2.33 working days

The average time for a full response at Stage 2 - 12.57 working days

Response times 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	2023/24 - Stage 1	2023/24 - Stage 2
Shire Housing	100%	100%
East Ayrshire Council	97.37%	85.71%
Eydent	93.88%	90.17%
Scottish Average	96.70%	90.69%

Average time taken far a full response in Working Days	2023/24 - Stage 1	2023/24 - Stage 2
Shire Housing	2.33	12.57
East Ayrshire Council	4.49	21.75
Eydent	3.97	13.08
Scottish Average	5.11	17.52

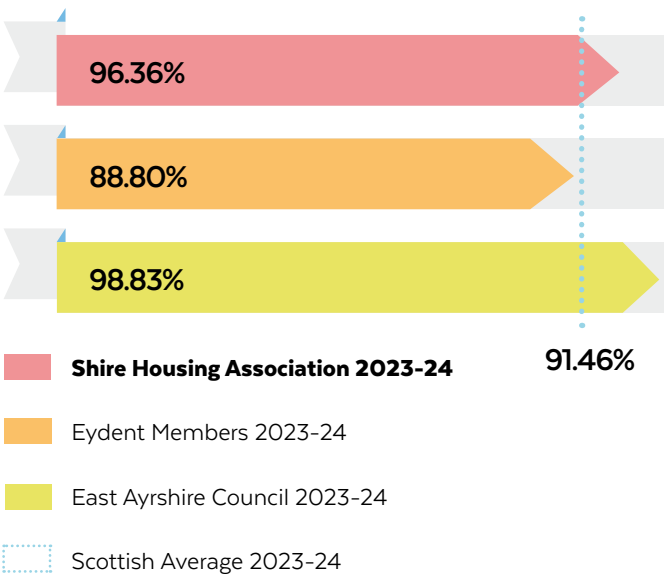


The Customer Landlord Relationship

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. The Tenant and Resident Satisfaction Survey, undertaken by an external provider in October 2022 is a key measurement of satisfaction levels against the key indicators designed to meet our Scottish Housing Regulator benchmarking standards. This Survey is conducted every 3 years and will be carried out again during 2025. Here are some of the key results from the latest survey.

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

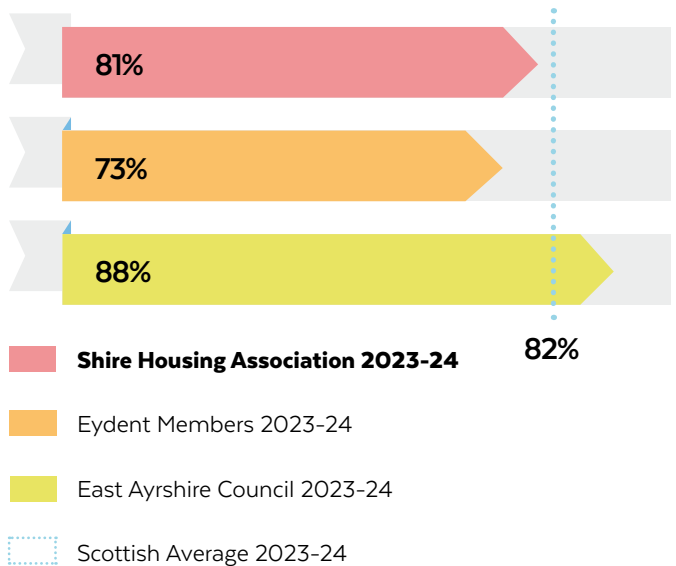
Indicator 2



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.



Quality and Maintenance of our Homes

Emergency Repairs - During 23/24 we completed 526 emergency repairs. We took an average of 3.09 hours to complete emergency repairs, a decrease of 0.71 hours.

The number of **Non-Emergency Repairs** completed during 2023/24 was 2,530 a small decrease on the previous year of 2,728. The average time taken to complete non-emergency repairs was 4.04 days, an improvement compared to 5.73 days in 2022/23.

Indicator 8 - Average time for Emergency Repairs

Average Hours	2021/22	2022/23	2023/24
Shire Housing Association	2.17	3.80	3.09
Eydent	3.42	4.09	2.36
East Ayrshire Council	1.40	1.66	1.38
Scottish Average	4.16	4.17	3.96

Indicator 9 - Average time for Non-Emergency Repairs

Average Days	2021/22	2022/23	2023/24
Shire Housing Association	6.09	5.73	4.04
Eydent	9.21	6.43	5.35
East Ayrshire Council	8.49	9.03	7.71
Scottish Average	8.87	8.68	8.95

Indicator 12 – Satisfaction with Repairs Service

Average Hours	2021/22	2022/23	2023/24
Shire Housing Association	95.77%	82.34%	82.34%
Eydent	88.52%	82.86%	83.53%
East Ayrshire Council	98.71%	98.56%	98.73%
Scottish Average	88.01%	88.02%	87.31%

The tenant survey carried out in October 22 showed that overall satisfaction with our repairs’ service had decreased. There was a downward trend across the sector as a whole at this time. 82.34% of our tenants who used the service were either satisfied or very satisfied with the service provided at the time of the survey.

Repairs Complete Right First Time – Indicator 10

Our performance during 2023/24 increased from 77.89% to **91.16%**. Improved performance was down to ongoing liaison between the Association and our contractors and was well above our target.

Gas Safety Certificate completed within anniversary date – Indicator 11

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

Medical Adaptations Performance – Indicator 21

Medical Adaptations are funded by an annual grant from the Scottish Government. Occupational Health referrals are made through Social Work, to install adaptations for tenants who need help to continue living independently in their own home.

During 23/24, we completed **41** approved adaptations to tenant’s homes, compared to 38 during 22/23. The average time taken to complete these was 83 days, an increase of 19 days on the previous year’s average of 64 days. We expect timescales to grow as demand increases and Scottish Government grant levels decrease.

Housing Quality – Indicator 6

84.50% of our housing stock met the Scottish Housing Quality Standard (SHQS) at the end of 23/24 which is slightly under the Scottish Average of 89.90%. The properties that didn’t meet the standard require additional energy efficiency work to be undertaken. This is planned for future years.

100% of our homes have Energy Performance Certificates (EPCs) and we continue to use this data to profile our energy efficiency programmes for the future.



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

In 2022, 92.21% of our tenants told us they were satisfied with the management of the neighbourhood they live in. This is a small decrease of 4.93% from 97.14% in the previous full survey carried out 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?

	2021/22	2022/23	2023/24
Shire Housing Association	97.14%	92.21%	92.21%
Eydent	89.42%	80.96%	80.95%
East Ayrshire Council	84.90%	84.90%	93.92%
Scottish Average	85.09%	84.30%	84.68%

New Tenancies Sustained for more than a year – Indicator 16

	2021/22	2022/23	2023/24
Shire Housing Association	86.00%	86.42%	88.00%
Eydent	89.91%	90.76%	91.58%
East Ayrshire Council	86.35%	88.59%	88.35%

Performance to the end of the year was **88.00%** an increase of 1.58% from 2022/23. 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 team continue to be innovative and proactive to ensure new tenants have the capacity or support required to sustain a settled tenancy. Our dedicated Financial Inclusion Team ensure that tenants have easy access to financial and welfare benefit advice during their tenancy to help support longer term sustainability.

Anti social behaviour – Indicator 15

During the year we received 3 reports of low-level nuisance anti-social behaviour with 100% 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 termination of tenancies during 23/24, This represents 6.67% 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.

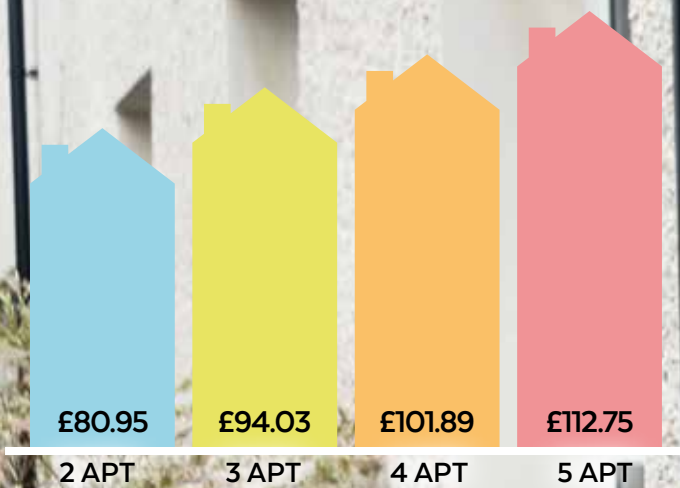
Comparative stock turnover performance

	2021/22	2022/23	2023/24
Shire Housing Association	8.10%	6.78%	6.67%
Eydent	6.54%	6.65%	6.52%
East Ayrshire Council	8.27%	8.71%	9.03%
Scottish Average	7.76%	7.42%	7.18%

Homes and Rents 2023-24

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 2023/24

The Association operates from a strong financial base with turnover for the year of just over £5.7 million.

Whilst we recorded a surplus for the year of £1.5 million, we also invested £1.68 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.

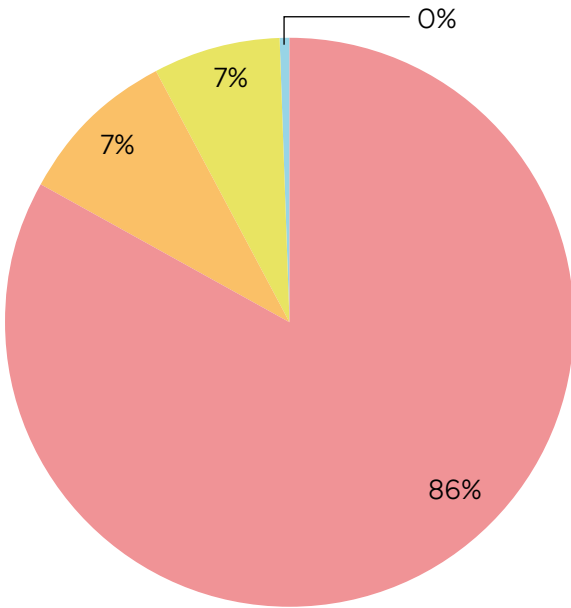
We place a significant emphasis on achieving value for money for Shire and rent affordability for our tenants.

Our loan balance is currently £6.5 million, with cash of £4.7 million, providing the financial flexibility required to achieve our future Business Plan aspirations.

Our balance sheet remains healthy with net assets of £14.5 million demonstrating financial security for the future of the association.

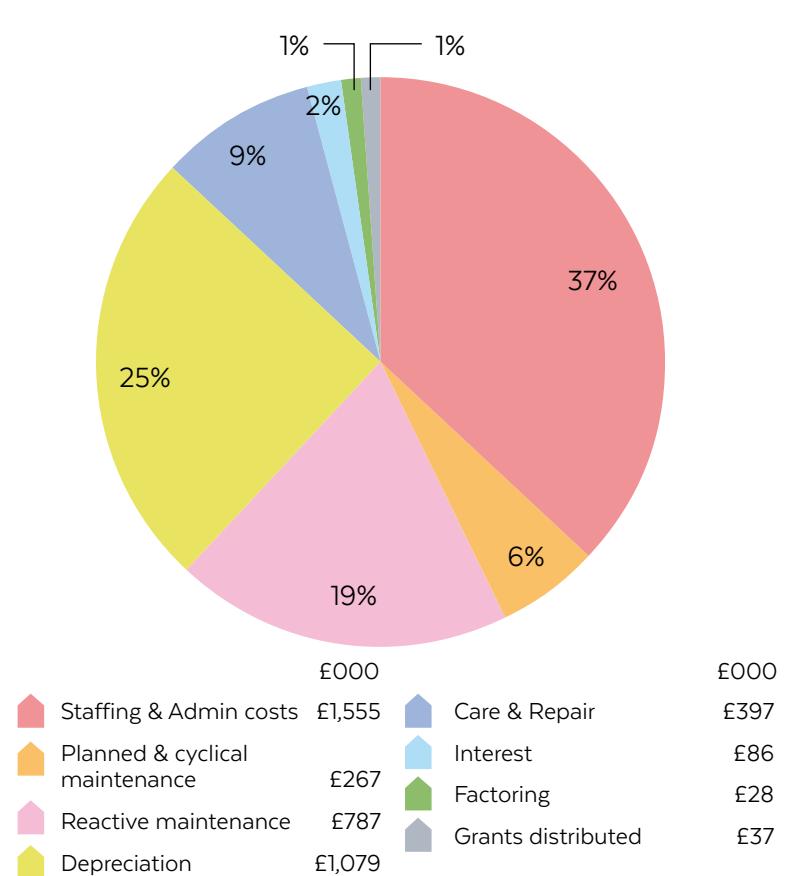
The main sources of income and expenditure in 2023/24 were as follows:

Income 2023/24



	£000
Rents and service charges	£4,902
Grants	£388
Care and repair	£392
Factoring	£28

Operating Expenditure 2023/24



	£000	£000	
Staffing & Admin costs	£1,555	Care & Repair	£397
Planned & cyclical maintenance	£267	Interest	£86
Reactive maintenance	£787	Factoring	£28
Depreciation	£1,079	Grants distributed	£37

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 2023/24, our cash was used as follows:

	£000
Cash inflow from operating activities	2,440
Net cash outflow on property improvements and acquisitions	(1,695)
Cash outflow on office equipment and improvements	(13)
Net cash outflow on interest	(61)
Net cash outflow on loan balances	(571)
Net cash inflow	100

Great Homes – Investment in property 2023/24

During 2023/24, we invested £1.7 million in capital improvements to tenants' homes. Our investment decisions are being driven by the need to reduce the carbon footprint of our homes and our Business Plan objective to meet 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	£796,000
Central Heating	£464,000
Kitchens	£201,000
Roof Replacement	£169,000

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 61 properties.

Kitchens were replaced in 33 of our homes and roofs in 12 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, replacing 192 boilers.

For 2024/25, 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 37 properties
- Continuing with roof replacement works



Corporate Governance

Board Members who served during the year 2023/2024 were as follows:



Simon Roberts
Chairperson from 20/09/23 -
previously Vice Chairperson



Liam Gallacher
Vice Chairperson from
20/09/2023



Hugh Carr
Convener Audit Committee



Nick Allan



Willie Paterson



Ross Morris



Shaun Lowrie



Wendy Pring



Bruce Cuthbertson
appointed at AGM 20/09/23



Ruth Patterson, Fixed Term
Appointee as of 27/09/2023



Lynsay Logan,
Co-opted as of 27/03/2024



Alexander Rae,
Retired at AGM on
20/09/2023



Lorne Campbell
Chairperson, Retired at AGM
on 20/09/2023



Rachel Irvine
Retired at AGM on
20/09/2023

Staff List

Staff Compliment at
31st March 2024

Directorate

Jim Munro
Chief Executive and Secretary

Customer Services

Julie Allison
Director of Housing

Ann Black
Housing Manager

Wendy Torrance
Housing Officer

Grace Scott
Housing Officer

Diane Balfour
Financial Inclusion Officer

Leanne Morrison
Housing Assistant

Dawn Blackhurst
Housing Assistant

Mark Scott
Asset Manager

Mark McKelvie
Maintenance Officer

Ross McCrindle
Asset Officer

Nicola McMillan
Repairs Assistant

Lucy Urquhart
Asset Assistant

Alan Thomas
Community Engagement
Co-ordinator



Corporate Services

Claire Donnelly
Director of Corporate Services

Jamie Dickson
Finance Officer

Vince Gregory
ICT Performance Officer

Jade McLelland
Governance Assistant

Amy Coldicott
Modern Apprentice

Elizabeth Robertson
Cleaner

Care and Repair

Ed Vorsterman
Care and Repair Manager

Peggy-Anne Miller
Care and Repair Assistant

Laura Kerr
Care and Repair Assistant

Registered Office

Netherthird House
Netherthird
Cumnock
Ayrshire, KA18 3DB

External Auditor

CT 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
36 St Andrews Square
Edinburgh, EH2 2YB

Shire Housing Association Limited

Netherthird House, Netherthird, Cumnock, Ayrshire KA18 3DB

Telephone: 01290 421130 Email: info@shirehousing.com Website: www.shirehousing.co.uk

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