



shire

housing

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

Annual Performance Report 2019/20



GOOD PRACTICE AWARD SILVER



The Government Standard

Foreword from the Chairperson

I am delighted to welcome you to our 2019/20 Annual Performance Report. Publication has been delayed slightly due to the Covid-19 Pandemic but continues to demonstrate the high-quality services we provide to our tenants. It highlights how we performed in 2019/20, the challenges we faced and our exciting plans for the future. The Report shows our performance in delivering the Scottish Social Housing Charter and compares our performance to previous years and with other landlords.

During 2019/20 the Management Board and staff team worked hard to deliver our vision of **Great Homes, Great People, Vibrant Communities**, creating a dynamic community anchor across our communities. We invested £1.5 million in our housing stock, ensuring we meet the requirements of the Scottish Government's Energy Efficient Standard for Social Housing targets. The Association also continued strengthening partnerships with a range of stakeholders. Collaborating, for example, with Ayrshire Chamber of Commerce delivering innovative initiatives such as the Developing Young Workforce Project with local schools.

Our progress in transforming the Association into a dynamic community anchor was recognised through our project with Doon

Academy being short-listed for the Developing Young Workforce Award at the 2019 Ayrshire Chamber Business Awards. Nominations and awards recognise the excellent work being carried out by our staff team and we look forward to continued recognition of that hard work during 2020/21.

2019/20 saw the Association continue to face significant challenges that adversely affect our communities. However, we worked with our tenants, local groups and partners to help regenerate our communities. During the last year we have:

- Worked closely with C.A.N.I who are a group of local residents in Bellsbank who have a vision for the need and development of a community space and a Hub that connects and supports local people, stakeholders and service providers.
- Secured a National Lottery Supporting Communities award for £5,497 to support a Community Mosaic Project in Netherthird to create an engaging and inclusive roving arts project. This promotes intergenerational engagement, arts for better wellbeing and aims to increase confidence and self-worth within the community.

Engaging with our tenants and stakeholders, listening to their views, is a key element of our commitment



to continuous service improvement and ensuring we deliver value for money. Consultants from Research Resource interviewed 385 tenants during October 2019, getting feedback on a wide range of our services. The survey highlighted 92% of our tenants were happy with our services, but also showed a small number of service areas where we can improve, and we are committed to doing this.

Overall, 2019/20 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 of their hard work and support. 2020/21 will be a challenging year due to the Covid-19 Pandemic, despite this, we are committed to delivering high quality services.

I hope you find this report interesting and we would welcome any comments that you may have.

Lorne Cambell
Chairperson

Contents

Our Performance in 2019/20	p3	Neighbourhoods and Communities	p10
Rents	p4	Homes and Rents 2019/20	p11
Voids and Relets	p5	Financial Information	p12
Satisfaction and Relationship	p6	Investment in Property	p13
Quality and Maintenance		Board Members	p14
of our Homes	p8	Staff List	p15

Our Performance in 2019/20

Throughout our Performance Report for 2019/20, 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 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 2019/20 Annual Return on the charter. Fourteen of the standards apply to housing associations with a further two, which relate to homelessness and gypsies/travellers applying only to councils. It forms a key part of the Regulatory Framework including 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

The report includes our performance information for the year ending 31 March 2020 and also that of the two previous years, to 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 also compare our performance with 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.

Rents

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

Rent Arrears Performance

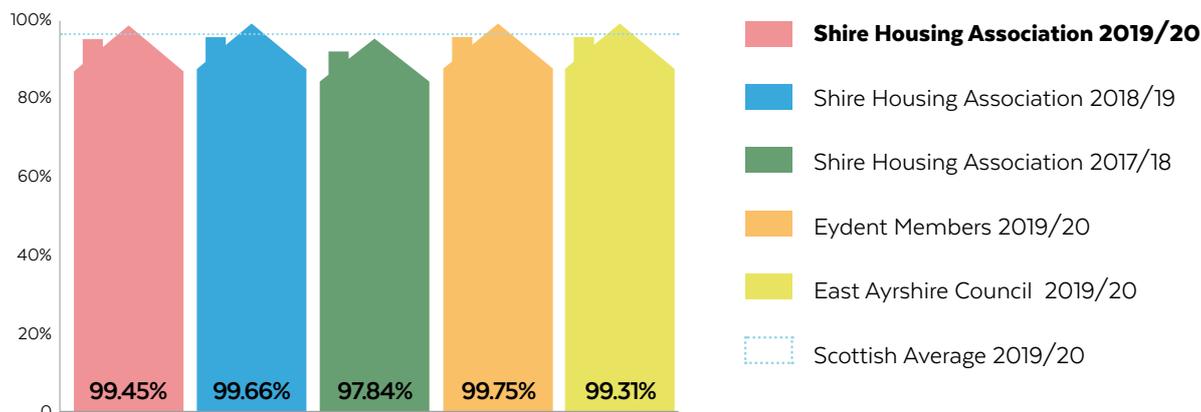
	2017/18	2018/19	2019/20
Current Tenant Arrears	£130,354	£114,683	£111,804
Former Tenant Arrears	£65,474	£81,730	£85,411
Gross Arrears	£195,828	£196,413	£197,215



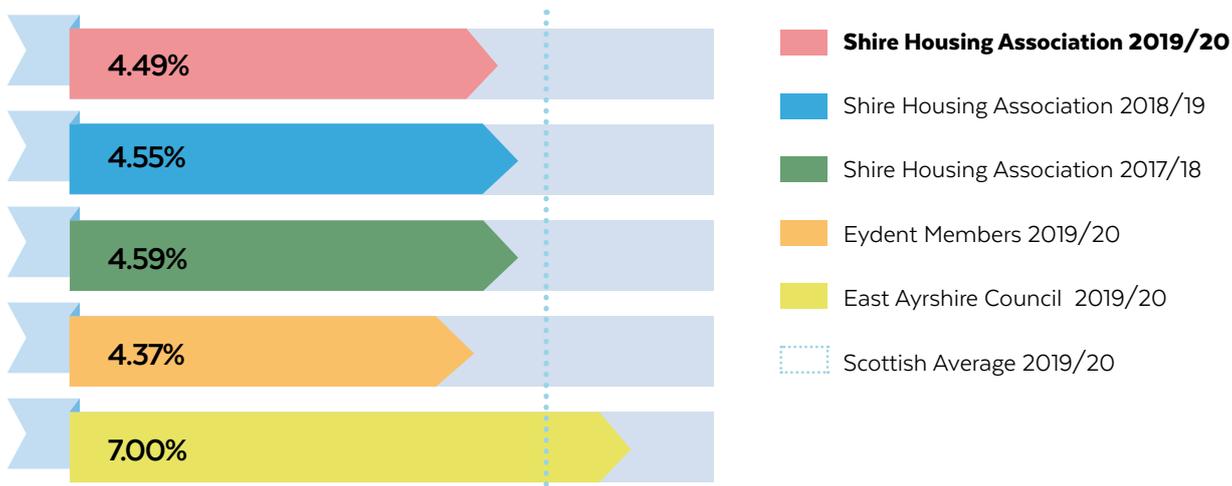
Although our gross arrears figure of £197,215 was a slight increase from last year, it represents 4.49% of the total rent due, which is a marginal decrease of 0.06% on the previous year. Former tenant arrears have increased by £3,681 which reflects the impact of Universal Credit (UC) Housing Costs not covering

rental costs at the point of tenancy termination. Our focus remains on preventing debt and helping tenants to take responsibility for paying their rent. We recognise that this will continue to be a challenge for the Association going forward.

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 2019/20 we re-let a total of 103 properties using the East Ayrshire Common Housing Register - known as SEARCH. Properties were let to the following groups of applicants:

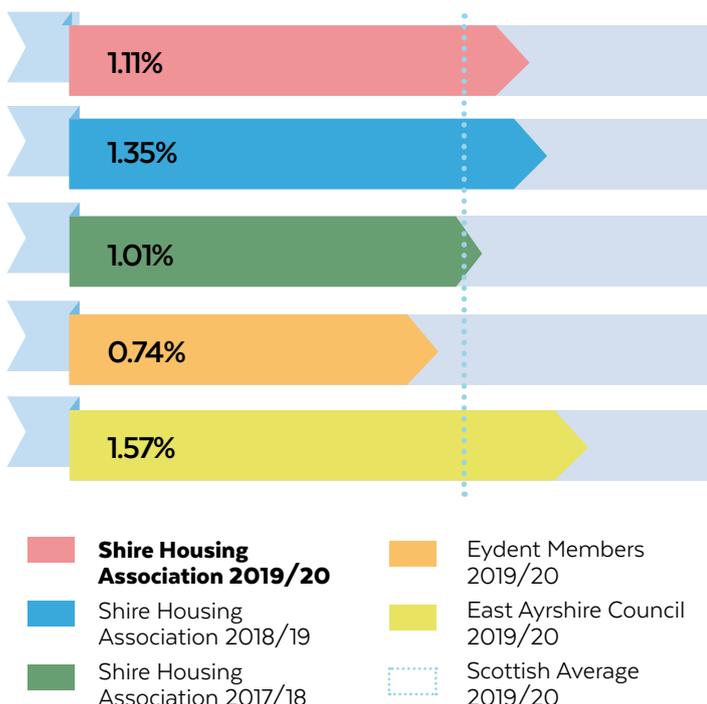
	2019/20	2018/19	2017/18
Transfer Applicants	7	24	18
Waiting List Applicants	91	72	69
Mutual Exchanges	2	4	1
Homeless	5	0	1

Although there was an increase in the number of statutory homeless applicants, we re-housed in 2019/20, we continue to experience low levels of homeless allocations. This reflects the low level of presentations to East Ayrshire Council. During 2019/20 204 or 5.6% of applications were assessed as statutory homeless. The demand on services is greater in the Kilmarnock Housing Area and lower in our rural communities. East Ayrshire Council recognise this, with the Homeless Group on the Common Housing Register continuing to receive the highest priority and applicants considered first for every void property. We continue to seek opportunities to identify potential demand, ensuring that we do all we can do to make best use of our stock to those in housing need.

Rent lost from empty properties

Indicator 18

Our performance on the amount of rent lost from empty properties continues to be a challenge especially in our difficult-to let- areas. However, we reduced our rent loss from £58,477 in 2018/19 to £48,905 in 2019/20- a reduction of £9,572.



Time to re-let - Indicator 30

Our average time to re-let empty properties during the year was 44 days. We successfully re-let 20 low demand empty properties which adversely affected our re-let time. As a result, our performance is above the Scottish average of 31.8 days. However, stripping out the effect of these difficult-to-let properties, our performance improves significantly to 16.5 days which out-performs the Scottish Average.



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 do things better is very important to us. This helps staff and contractors identify what went wrong and what is required to improve services.

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

During 2019/20, we received a total of 47 complaints.

- Stage 1 Complaints - 44
- Stage 2 Complaints - 3

- 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 - 1.48 working days
- The average time for a full response at Stage 2 - 13.67 working days

Both are well within the target of 5 working days for Stage 1 complaints and 15 working days for Stage 2 complaints.

The following tables show how we compare:-

Percentage of complaints responded to in full	2019/20 Stage 1	2019/20 Stage 2
Shire Housing	100%	100%
Eyedent	100%	100%
East Ayrshire Council	97.06%	100%

Average time taken for a full response in Working Days	2019/20 Stage 1	2019/20 Stage 2
Shire Housing	1.48	13.67
Eyedent	2.30	12.48
East Ayrshire Council	4.64	17.80

Some example of your complaints and what we did:

YOU SAID - "I was unable to get through to the out of hours service to report a repair."

WE DID - **Apologised to tenant for service outage and immediately logged a job for the repair.**

YOU SAID - "I am unhappy with condition my garden was left after having steps and handrail fitted."

WE DID - **Apologised to tenant and reported back to the contractor who rectified the issue.**



The Customer Landlord Relationship

Your opinions really matter to us. They help us continue improving and developing services that are right for you.. We completed a full Independent Tenant Satisfaction Survey in November 2019. This is carried out every 3 years and is required by the Scottish Housing Regulator. Here are some of the key results from the latest survey.

Rent charge as value for money Indicator 25

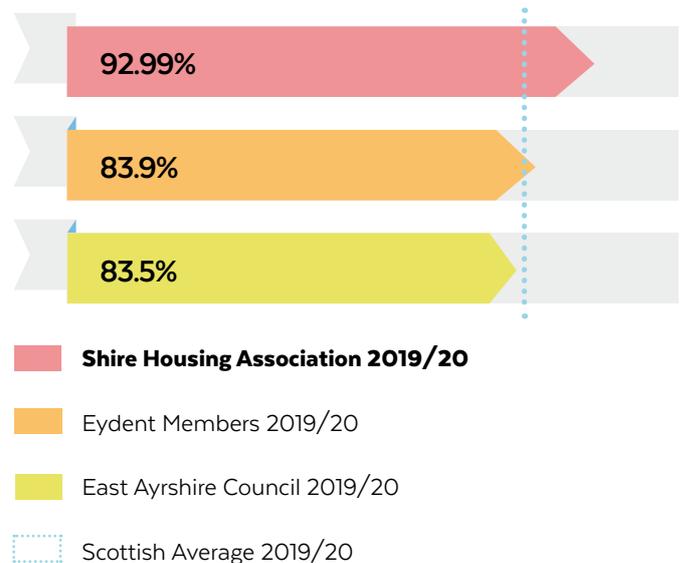
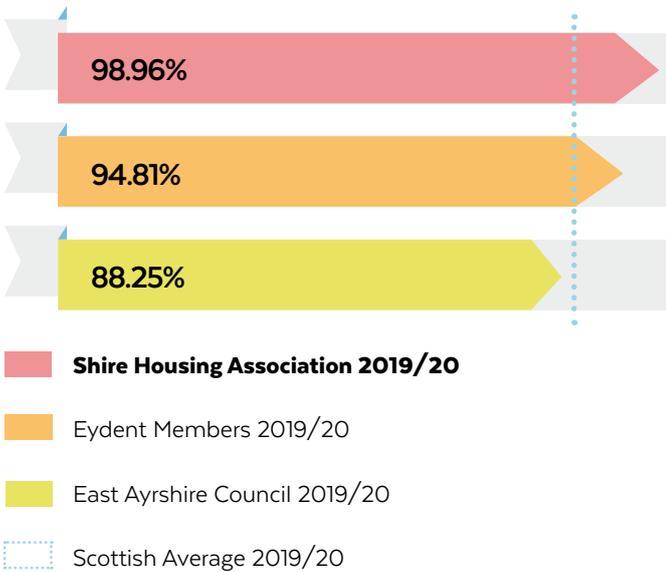
We know that getting value for money is very important to you and we continue to test how our tenants determine what they feel this means. For the fifth year in a row we have delivered below average rent increases whilst continuing to invest significantly in our properties.

92.99% of our tenants feel that they get good value for money compared with 84.43% during our last survey carried out in 2016.

How well do we keep you informed about services and decisions? Indicator 2

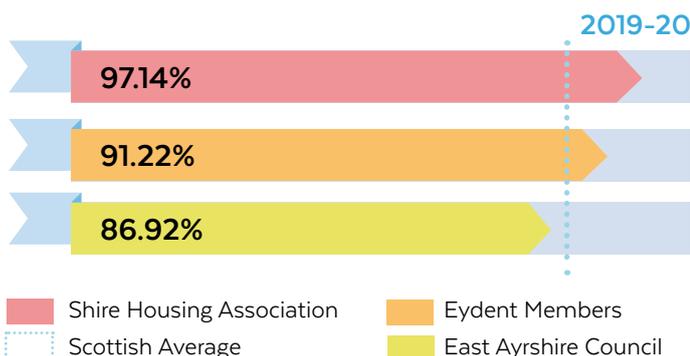
Indicator 2

Our tenants feel we are better at keeping them informed and get good value for money compared to other landlords.



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

Indicator 13



A full Tenant Survey is completed every 3 years. Our last survey was completed in 2019. 97.14% of our tenants told us they were satisfied with the management of the neighbourhood they live in. This is an increase from 95.23% in our full survey in 2016 and reflects our commitment to delivering high quality services.

Quality and Maintenance of our Homes

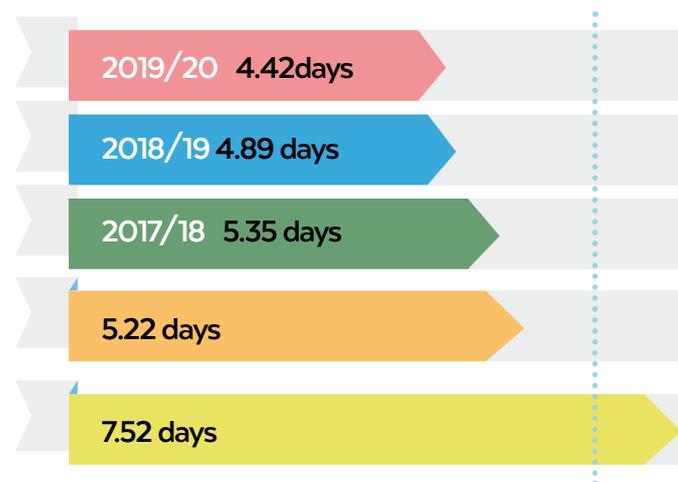
A fast and efficient repairs service is a priority for our tenants. Here is how we performed during 2019/20.

Non-Emergency Repairs: Repairs only increased by 28 on the previous year to 2,709. We improved performance with the average time taken to complete non-emergency repairs being 4.42 days compared to 4.89 days the year before.

Emergency Repairs: In 2019/20 we had a reduction of 47 emergency repairs to 279 compared to 326 in 2018/19. We took an average of 2.01 hours to complete emergency repairs - a slight decrease from the previous year- but well within our target of 3 hours.

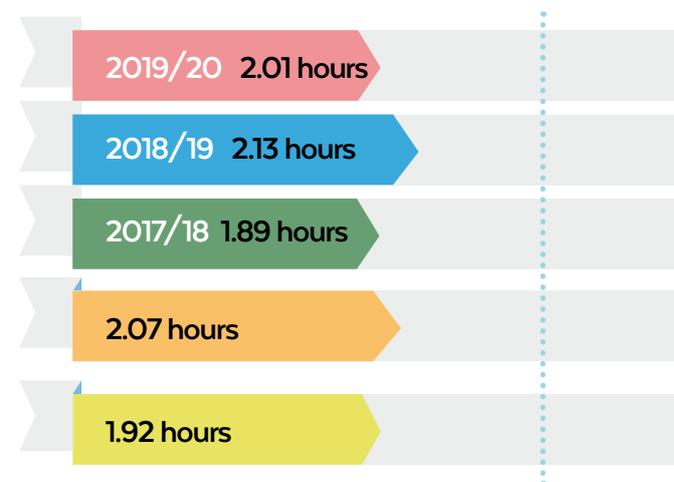
Our Reactive Repair services continue to deliver above average performance.

Average time for Non-Emergency Repairs. Indicator 9



- Shire Housing Association 2019/20
- Shire Housing Association 2018/19
- Shire Housing Association 2017/18
- Eydent Members 2019/20
- East Ayrshire Council 2019/20
- Scottish Average 2019/20

Average time for Emergency Repairs Indicator 8

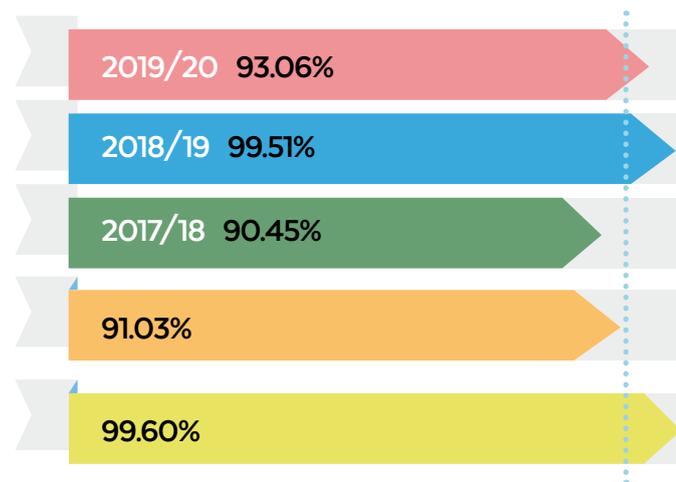


- Shire Housing Association 2019/20
- Shire Housing Association 2018/19
- Shire Housing Association 2017/18
- Eydent Members 2019/20
- East Ayrshire Council 2019/20
- Scottish Average 2019/20



Satisfaction with Repairs Service

Indicator 12



Shire Housing Association 2019/20

Shire Housing Association 2018/19

Shire Housing Association 2017/18

Eydent Members 2019/20

East Ayrshire Council 2019/20

Scottish Average 2019/20

Repairs complete right

1st time Indicator 10

Our performance improved during 2019/20 in the number of non-emergency repairs completed right first time. Although the increase from 82.07% to **89.60%** is below the Scottish Average of 92.36%, we continue to work closely with our contractors to identify and drive service improvements in order to meet our target of 90%.

Housing Quality - Indicator 6

92.41% of our housing stock met the Scottish Housing Quality Standard (SHQS) at the end of 2019/20 which is marginally below the Scottish average of 94.36%. We have 120 properties that we report are exempt from the standard.

We have Energy Performance Certificates (EPCs) for all our homes. **76.92%** meet the Energy Efficiency in Scottish Social Housing (ESSH) standard with an energy rating of "C" or above. We have a number of properties that are likely to be exempt. Our investment plans include an on-going External Wall Insulation programme to continue to improve the energy efficiency of our stock in 2020/21.

Satisfaction with our repairs' service decreased slightly during this year. However, satisfaction still remains high with **93.06%** of tenants who used the service during 2019/20 being either satisfied or very satisfied with the service provided. This is above the Scottish Average of 91.33%.

Gas safety certificate completed within anniversary date - Indicator 11

We completed **100%** of gas safety inspections within the 12-month timescale.

Medical adaptations

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 2019/20, we completed **36** approved adaptations to tenants' homes. The average time taken to complete these was 42.61 days compared to 81.41 days in 2018/19.



Neighbourhoods and Communities

Anti social behaviour - Indicator 15 We continue to receive a low number of anti-social or nuisance reports. During the year we received 14 reports of anti-social behaviour with 71.43% of these being resolved prior to the end of the year.

New tenancies sustained for more than a year - Indicator 16

	2019/20	2018/19	2017/18
Shire Housing Association	86.46%	84.09%	90.83%
Scottish Average	89.14%	88.82%	88.66%
Eydent	87.80%	89.53%	86.20%
East Ayrshire Council	81.91%	79.98%	81.23%

Tenancy sustainment increased slightly to **86.46%** compared to 84.09% the year before. This remains a significant challenge across East Ayrshire as performance is below the Scottish average of 89.14%. We recognise this and our staff are committed to supporting new tenants with assistance and welfare benefit advice to help sustain a successful tenancy.

Access to housing and support Indicator 17

We had a total of 105 properties become available for let during 2019/20, which represents 11.03% of the available lettable stock. 11% of our properties continue to be identified as difficult to let due to low levels of demand for properties of any size or type from applicants on the Common Housing Register. We continue our proactive marketing campaign to promote these properties using a wide range of initiatives and social media to increase interest and attract new customers.

Comparative stock turnover performance

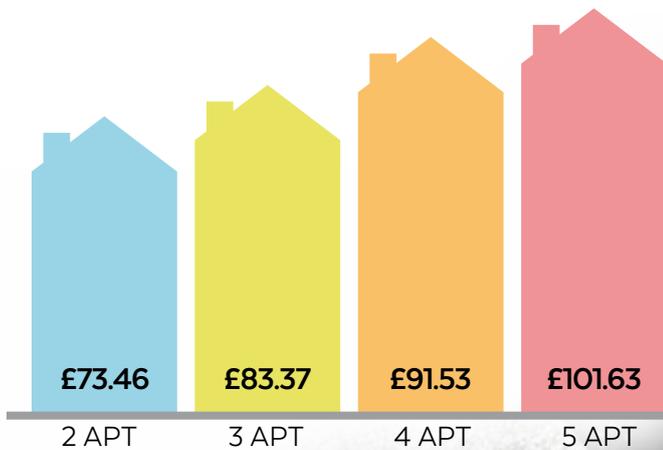
	2019/20	2018/19	2017/18
Shire Housing Association	11.03%	10.21%	8.91%
Scottish Average	8.42%	8.56%	8.56%
Eydent	8.88%	8.89%	8.46%
East Ayrshire Council	10.84%	11.61%	11.45%



Homes and Rents 2019/20

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		8	82		90
Galston		24	8	1	33
Hurlford	10	42	4		56
Kilmaurs		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	101		116
Rankinston			5		5
Grand Total	33	310	613	6	962

AVERAGE WEEKLY RENT BY APARTMENT SIZE



Source: ARC Return 2019/20



Financial Information

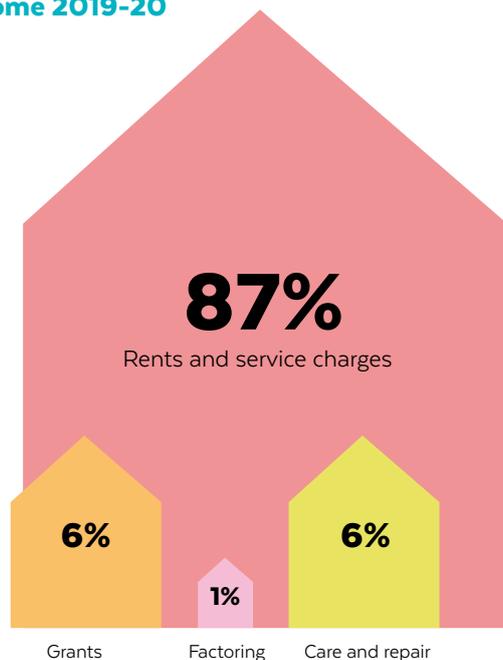
The Association operates from a strong financial base with turnover for the year of just over £5 million.

Whilst we made a surplus for the year of £1.4million we used this to invest £1.5 million in upgrading your homes and repaid £750,000 of bank loans

Our balance sheet remains healthy with net assets of £10.2m and cash reserves of £5.3m which demonstrates financial security for the future of the association.

The main sources of income and expenditure in 2019/20 were as follows:

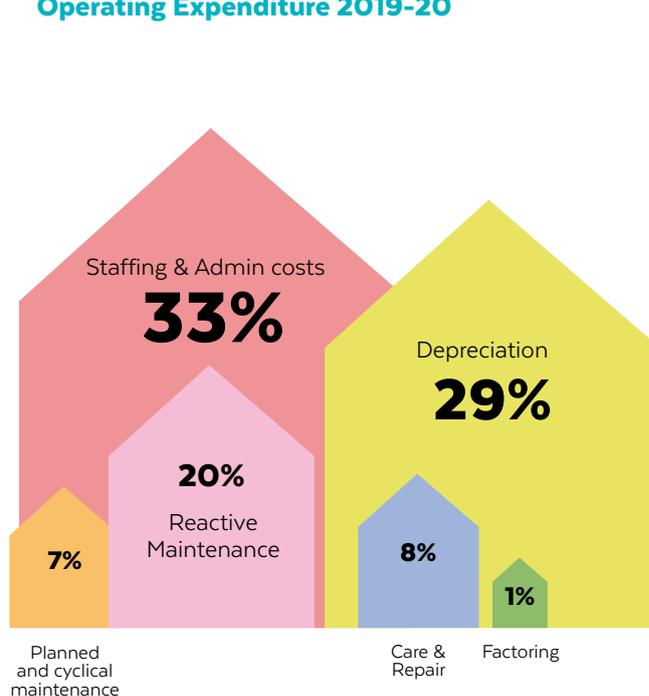
Income 2019-20



	£000
Rents and service charges	4,342
Grants	324
Care and repair	311
Factoring	25

Total Income: £5,002,000

Operating Expenditure 2019-20



	£000	£000	
Staffing & Admin costs	1,135	Care & Repair	279
Depreciation	974	Planned & cyclical maintenance	242
Reactive maintenance	680	Factoring	26

Total Expenditure: £3,336,000

How we used our cash resources

It is often easier to understand how cash has been used, than the different accounting measures used in calculating a surplus. We had a net outflow of cash for the year, but still have a healthy balance at the year end for the future running of the business and investment in your homes. For 2019/20, our cash was used as follows:

For 2019/20, our cash was used as follows:

	£000
Cash inflow from operating activities	2,192
Cash outflow on property improvements	(1,417)
Cash outflow on office equipment	(25)
Net cash outflow on interest	(79)
Cash outflow on loan repayments	(750)
Net cash outflow	(79)

Great Homes – Investment in property

Highlights include:

During 2019/20 we invested a huge £1.5 million in capital improvements to your homes. This builds on the last year's spend of £1.1 million. It is also on top of the day to day reactive repairs service and cyclical maintenance program.

Electrical Rewires

£800,000

External Wall Insulation

£456,000

Roofs

£88,000

In year 2 of the rewiring programme, with your help, we managed to rewire in excess of 200 homes at a cost of approximately £800,000.

In addition to these major projects, 18 properties had new kitchens fitted and we replaced a number of bathrooms and central heating systems in the year.

To improve the energy efficiency of our homes and reduce fuel bills for tenants we invested £456,000 in External Wall Insulation for properties in Patna and Mauchline. This project continues into 2020/21.



We replaced 18 roofs at a cost of £88,000.

Despite the restrictions placed on us by Covid 19, we hope to spend in excess of £1 million over the next financial year to:

- Continue with our planned electrical rewire programme
- Progress with external wall insulation to more properties
- Replace more timber windows and doors



Board Members who served during the year 2019/2020 were as follows:



Lorne Cambell
Chairperson



Hugh Carr
Vice-Chairperson



Nick Allan
Convener Audit Committee



Shaun Lowrie



Ross Morris



Laura Murphy



Alexander Rae



Simon Roberts



Willie Paterson



Stuart Murray



Terri Bardell
Resigned 19/09/19



Alisha Malik
co-opted 25/9/19



Debra MacLeod
co-opted 27/11/19

During 2019/20 the Management Board oversaw:

- Continued low level of engagement with the Scottish Housing Regulator, reflecting our strong governance performance.
- Development of a governance self-assessment Assurance Map. and
- Business Plan Review

Staff List

Staff Compliment at 31st March 2020

Directorate

Jim Munro Director and Secretary

Customer Services

Lynn Miller Head of Customer Services
Ann Black Senior Customer Services Officer
Wendy Torrance Customer Services Officer
Grace Scott Customer Services Officer
Diane Balfour Financial Inclusion Officer
Leanne Morrison Financial Inclusion Assistant
Chris McHardy Senior Asset Officer
Robert Howat Maintenance Officer
Norman Burns Maintenance Officer
Nicola McMillan Repairs Assistant
Dawn Blackhurst Customer Services Adviser
Vacant Community Engagement Co-ordinator

Corporate Services

Claire Donnelly Head of Corporate Services
Steve Bruce Finance Officer
Vince Gregory ICT Performance Officer
Jade McLelland Clerical Assistant
Jenna Croasdale Modern Apprentice

Care and Repair

Charles Murphy Care and Repair Officer
Peggy-Anne Miller Assistant Care and Repair Officer
Lucy Urquhart Care and Repair Assistant

Elizabeth Robertson Cleaner

Registered Office

Netherthird House
Netherthird
Cumnock
Ayrshire
KA18 3DB

External Auditor

Alexander Sloan & Co
38 Cadogan Street
Glasgow
G2 7HF

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

Co-operative Bank
Social Housing Team
3rd Floor Department 20108
Balloon Street
Manchester
M60 4EP



Shire Housing Association Limited

Netherthird House, Netherthird, Cumnock, Ayrshire KA18 3DB

Telephone: 01290 421130 Fax: 01290 428025

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 Ltd is a Registered Charity number SC038664