



shire

housing

*“Great Homes, Great People,
Vibrant Communities”*

Annual Performance Report 2021/22



The Government Standard

Welcome from our Chairperson

I am delighted to bring you our 2021/22 Annual Performance Report. The last year has continued to be a challenge for all our communities with the ongoing impact of the Covid 19 pandemic. Despite the restrictions, we continued to deliver high-quality services to our tenants. We retained our Customer Service Excellence accreditation and are thrilled that we achieved a compliance plus award for our work in our communities. 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”. Despite the restrictions on household mixing, we delivered an investment of £1.1 million in your homes, helping us meet the Scottish Government’s targets and making homes more

energy efficient to reduce fuel usage in these turbulent times.

We are proud of our role as a community anchor and secured further Covid recovery funding, taking the total to £175,000. All these funds are distributed within your communities. We have worked with over 40 groups and at the peak, we helped pay for 800 meals per month. Other activities included tea-dances, Christmas lunches and community film events. We are passionate about improving social inclusion and secured funding to provide a number of IT devices to our tenants to assist with digital inclusion.

The staff team successfully secured 323 additional financial grants to assist tenants including:

- £195,000 of Department of Work and Pensions Benefits,
- £106,000 of Universal Credit,
- £8,000 from the Scottish Welfare Fund assisting tenants setting up new homes, and
- £4,000 in assistance from the Housing Association Charitable Trust (HACT).



I would like to thank my colleagues on the Management Board and the staff team for all their hard work and support which delivered our successes in 2021/22. The year ahead presents its own challenges with 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.

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

Lorne Cambell
Chairperson

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Our Performance in 2021/22

Our Performance Report for 2021/22, 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 2021/22 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. 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

This report details our performance information for the year ended 31 March 2022 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 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 which 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 to continue to deliver high quality services that provided value for money for our services and supporting tenants across our communities.

The pandemic continued during 2021 and this had an impact on how we interacted with our customers and communities on a face-to-face level, but we were quick to implement changes as directed by Government guidance while continuing to adopt a hybrid working model with a mix of office and remote working. We continued to review and upgrade our remote capacity and communication tools with a renewed focus on information sharing. We continued to deliver the services our tenants tell us that they want, and we did 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 for 2022/23. In addition, we are working in partnership with numerous community groups developing innovative projects to meet future service and community challenges. During June 2021, our Community Co-Ordinator was able to access additional funding from the Government Covid Relief 2 fund to the value of £70,000 extending our work with several local groups and partners ensuring that those in need were able to access this funding and support. We were also awarded digital devices and internet access from Connecting Scotland to increase employability skills. A new project to encourage residents to become more digitally engaged is scheduled to begin during 2022/23. In partnership with East Ayrshire Council's Refugee Resettlement Team, we provided secure accommodation for the resettlement of 2 Afghan families and provided space for English lessons. This helped break down many barriers for the families, who got used to visiting our offices on a weekly basis and meeting many of our staff team.

Rents

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

Rent Arrears Performance

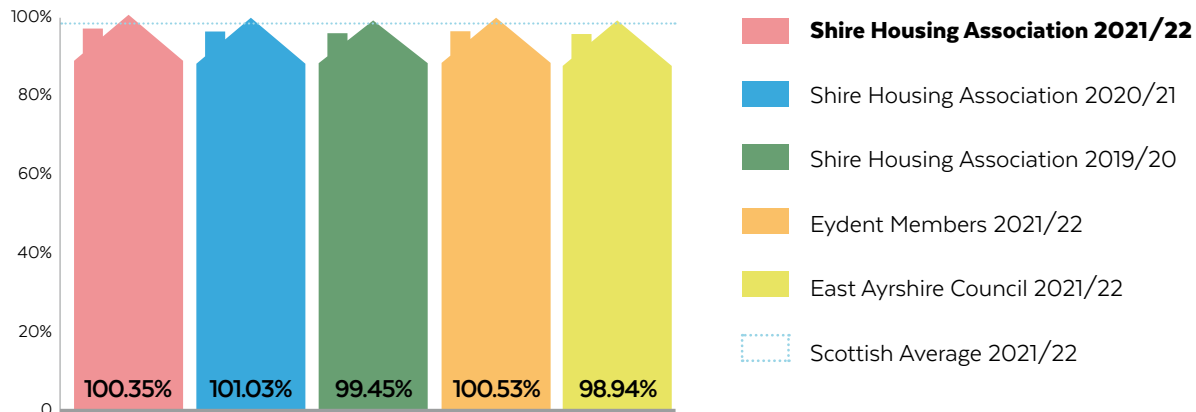
	2019/20	2020/21	2021/22
Current Tenant Arrears	£111,804	£81,689	£72,390
Former Tenant Arrears	£85,411	£96,959	£75,629
Gross Arrears	£197,215	£178,648	£148,019



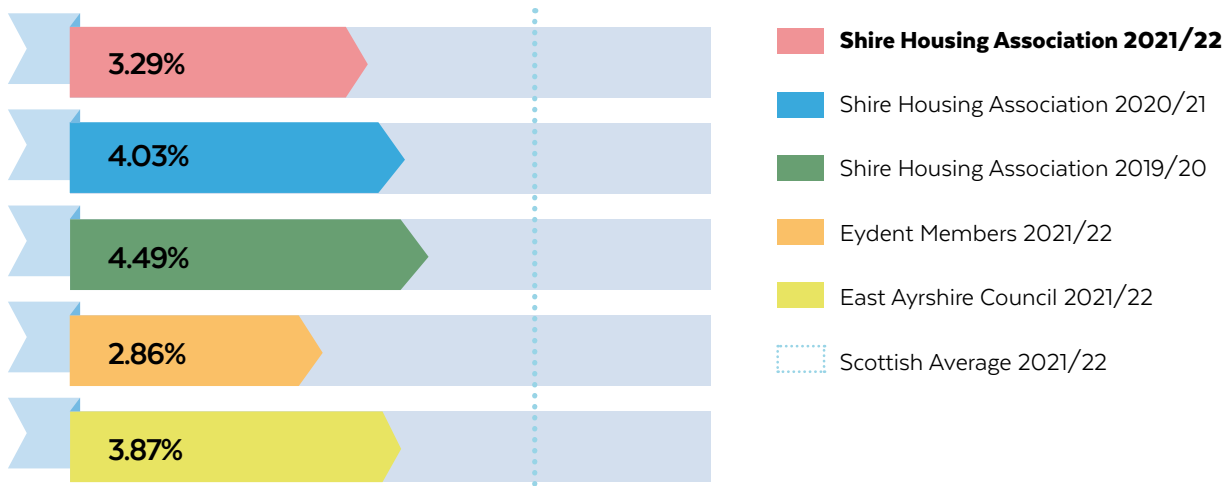
Our gross arrears figure of £148,019 is a significant reduction from last year and represents 3.29% of the total rent due, which is a decrease of 0.74% on the previous year. Former tenant arrears have also decreased by £21,330. Our focus going forward will remain on

preventing debt and helping tenants take responsibility for paying their rent. We recognise that this will be a challenge for the Association, especially during 22/23 with the increase in the cost of living and fuel crisis.

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 2021/22 we re-let a total of 81 properties using the East Ayrshire Common Housing Register - known as SEARCH. This is a reduction of 20 compared to the previous year. Properties were let to the following groups of applicants:

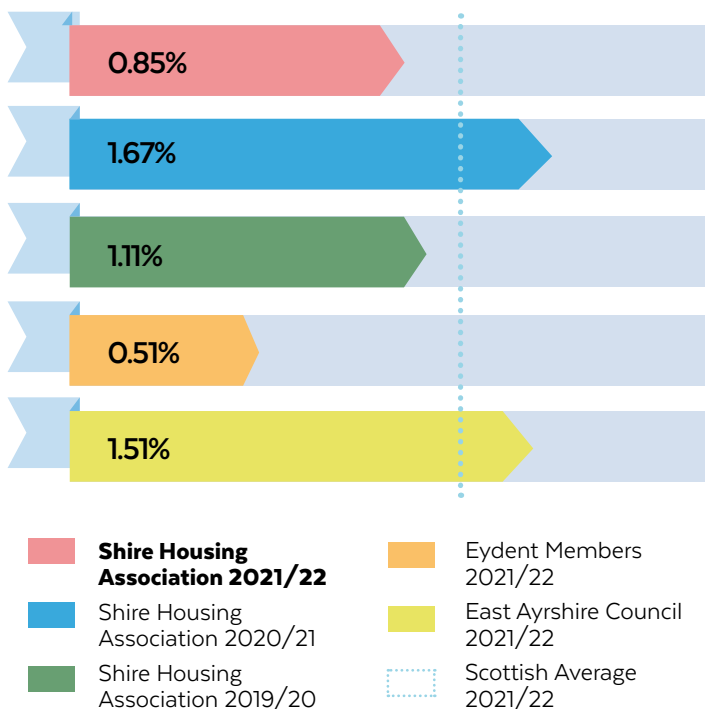
	2019/20	2020/21	2021/22
Transfer Applicants	7	7	1
Waiting List Applicants	91	89	75
Homeless	5	4	5

There was an increase of 1 in the number of statutory homeless applicants, however, we continue to experience low levels of homeless allocations. This is reflective of the low level of presentations to East Ayrshire Council and the low demand for housing from homeless applicants in our rural communities compared to the Kilmarnock area. This is recognised by East Ayrshire Council, however, 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 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 reduced to 0.85%, however maintaining this will be a challenge especially in our difficult to let areas.



Time to re-let - Indicator 30

Our average time to re-let empty properties during the year reduced from 54.85 days in 20/21 to 47.27 days which outperforms the Scottish Average. We successfully re-let 23 low demand empty properties an increase of 5 which adversely affected our overall re-let time. However, stripping out the effect of these difficult to let properties, our performance improves significantly to 17 days.



Satisfaction and Relationships

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

We updated our complaint handling process and completed staff awareness sessions during April 21 and completed a review of our Complaint Policy which now outlines our Aims and Objectives relating to complaints. This has improved customer awareness of our process as the number of complaints has increased.

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 how we can improve our services.

During 2021/22, we received a total of 46 complaints compared to 36 complaints during 2020/21.

- Stage 1 Complaints - 36
- Stage 2 Complaints - 10

- 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 - 1.91 working days
- The average time for a full response at Stage 2 - 13.9 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	2021/22 - Stage 1	2021/22 - Stage 2
Shire Housing	100%	100%
East Ayrshire Council	100%	100%
Eydent	100%	100%
Scottish Average	96.79%	93.79%

Average time taken far a full response in Working Days	2021/22 - Stage 1	2021/22 - Stage 2
Shire Housing	1.91	13.9
East Ayrshire Council	4.96	15.57
Eydent	3.53	8.33
Scottish Average	5.76	27.44

Some example of your complaints and what we did:

YOU SAID - "A joiner was due to attend this morning to renew the full kitchen ceiling and hasn't shown up."

WE DID - Apologised to our tenant and contacted the contractor to find out why the joiner did not attend as planned. Arranged an appointment for the joiner to attend at a time that was convenient for our tenant.

YOU SAID - "Your contractor dropped rubbish in my garden while working on a neighboring tenant's property and the access gate is being left open by the tradesmen."

WE DID - Asset Officer carried out a site visit and apologised to the tenant. The Asset Officer arranged for the rubbish to be uplifted and spoke to the contractor to advise that this should not be happening and to take more care."



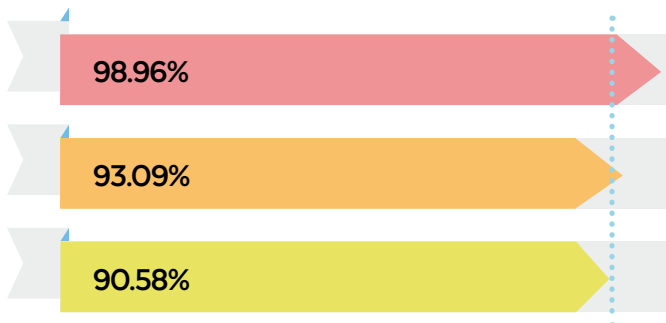
The Customer Landlord Relationship

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. 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. A new survey is being undertaken during August/September 2022. Here are some of the key results from the latest survey.

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

Indicator 2

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



Shire Housing Association 2021-22

Eydent Members 2021/22

East Ayrshire Council 2021/22

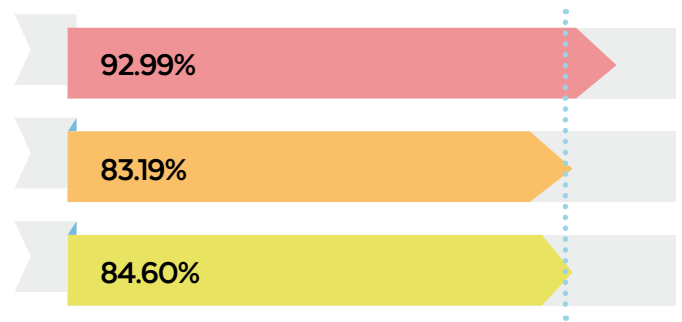
Scottish Average 2021/22

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. We continue to deliver 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.



Shire Housing Association 2021-22

Eydent Members 2021/22

East Ayrshire Council 2021/22

Scottish Average 2021/22

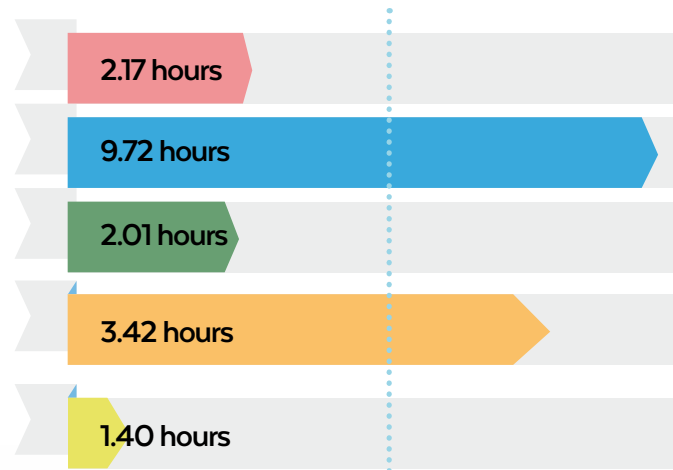
Quality and Maintenance of our Homes

In 21/22, emergency repairs increased by 203. This large increase is the result of more accurate reporting on these types of repairs. We took an average of 2.17 hours to complete emergency repairs – a decrease from the previous year, which was high due to the direct impact of the pandemic.

Non-Emergency Repairs increased by 291 on the previous year from 2,495 to 2,786. The average time taken to complete non-emergency repairs was 6.09 days, a slight increase compared to 5.92 days in 20/21.

Average time for Emergency Repairs

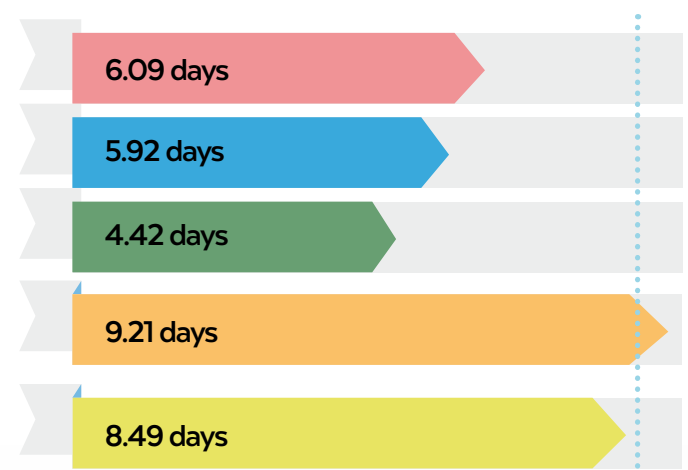
Indicator 8



- Shire Housing Association 2021/22
- Shire Housing Association 2020/21
- Shire Housing Association 2019/20
- Eydent Members 2021/22
- East Ayrshire Council 2021/22
- Scottish Average 2021/22

Average time for Non-Emergency Repairs

Indicator 9

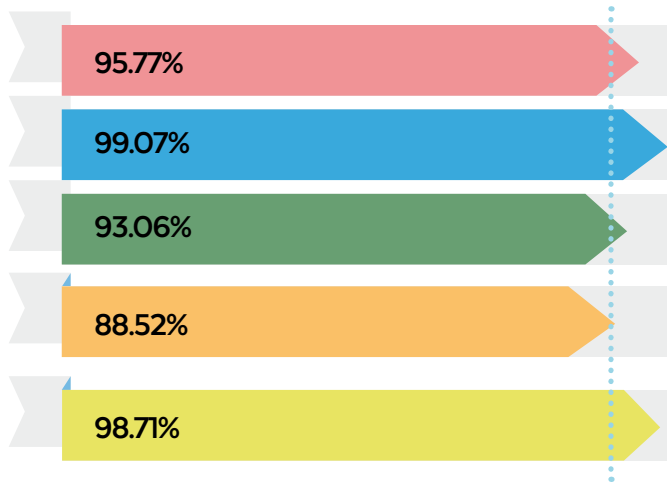


- Shire Housing Association 2021/22
- Shire Housing Association 2020/21
- Shire Housing Association 2019/20
- Eydent Members 2021/22
- East Ayrshire Council 2021/22
- Scottish Average 2021/22



Satisfaction with Repairs Service

Indicator 12



- Shire Housing Association 2021/22
- Shire Housing Association 2020/21
- Shire Housing Association 2019/20
- Eydent Members 2021/22
- East Ayrshire Council 2021/22
- Scottish Average 2021/22

Satisfaction with our repairs' service decreased slightly during this year, however satisfaction levels remain very high with **95.77%** of our tenants who used the service being either satisfied or very satisfied with the service provided. This is well above the Scottish Average of 88.01%.

Gas safety certificate completed within anniversary date - Indicator 11

We completed **99.68%** of gas safety inspections within the 12-month timescale. We have revised our internal processes and reporting to ensure 100% compliance in the future.

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 Scottish Government grant funding.

During 21/22, we completed **54** approved adaptations to tenant's homes an increase of 25 compared to 29 during 20/21. The average time taken to complete these was 93.94 days a reduction of 39.20 during the previous year.

Repairs complete right first time Indicator 10

Our performance during 2021/22 decreased from 86.77% to **80.90%**. Whilst the Scottish Average is 88.27%, we continue to work closely with our contractors to identify and drive service improvements in order to meet our target of 85%.

Housing Quality - Indicator 6

71.16% of our housing stock met the Scottish Housing Quality Standard (SHQS) at the end of 21/22 which is slightly under the Scottish Average of **74.57%**.

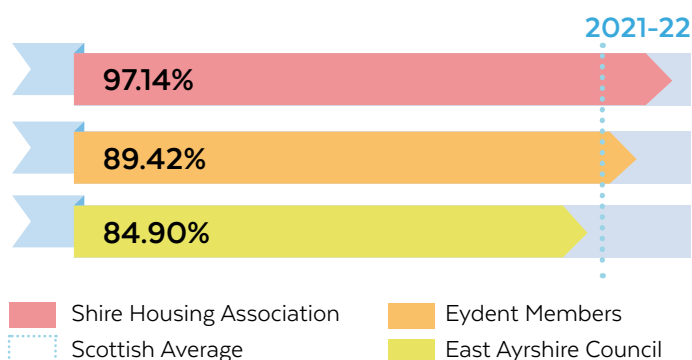
We have Energy Performance Certificates (EPCs) for all our homes and continue to utilise this data in profiling our energy efficiency programmes for future years.



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 November 2019 when 97.14% of our tenants told us they were satisfied with the management of the neighbourhood they live in. This was an increase from 95.28% in our full survey in 2016 and reflects our commitment to delivering high quality services. A new tenant survey is taking place during August/September 2022. We will report the results next year.

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



Access to Housing and Support Indicator 17

We had a total of 77 properties that became available for let during 21/22 compared to 98 properties during 20/21. This represents 8.10% 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 in their area from applicants on the Common Housing Register. We continue to proactively promote and market these properties using a wide range of incentives and social media to increase interest and attract new customers.



Anti social behaviour – Indicator 15

During the year we received 11 reports of anti-social behaviour with 100% of these being resolved prior to the end of the year. We continue to receive a low number of anti-social and nuisance reports.

New tenancies sustained for more than a year - Indicator 16

	2021/22	2020/21	2019/20
Shire Housing Association	86.00%	85.44%	86.46%
Eydent	89.91%	91.49%	87.80%
East Ayrshire Council	86.35%	85.87%	81.91%

Performance to the end of the year was **86.00%**, which was a small increase from 85.44% in 2020/21. Sustainability remains a significant challenge across the whole of East Ayrshire due to the social and economic challenges faced by our rural communities. Our Customer Service Officers and Financial Inclusion team continue to be proactive by increasing new tenancy contact to enable easy access to financial and welfare benefit advice to help support longer term sustainability.

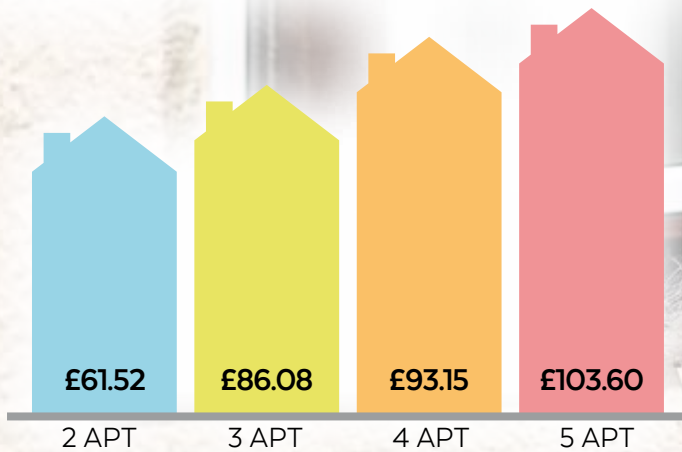
Comparative stock turnover performance

	2021/22	2020/21	2019/20
Shire Housing Association	8.10%	10.25%	11.03%
Scottish Average	7.76%	6.95%	8.42%
Eydent	6.54%	7.66%	8.88%
East Ayrshire Council	8.27%	7.99%	10.84%

Homes and Rents 2021/22

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	82		91
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	101		116
Rankinston			5		5
Grand Total	33	312	613	6	964

AVERAGE WEEKLY RENT BY APARTMENT SIZE



Financial Information 2021/2022

The Association operates from a strong financial base with turnover for the year of just over £5.3 million.

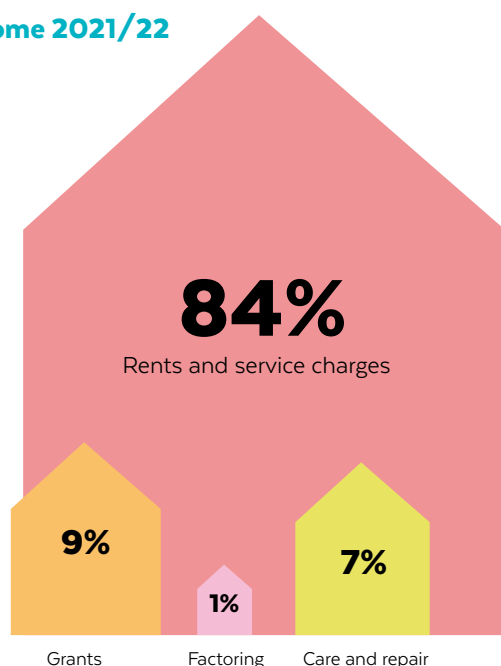
Whilst we made a surplus for the year of £1.3 million, we used these funds to invest £1.12 million in upgrading your homes. The remainder of the surplus will contribute towards further improvement work in the coming years, including our energy efficiency scheme which aims to reduce the carbon footprint of our homes and to reduce the energy costs for our tenants.

We have also continued to reduce the overall debt of the Association. Loans outstanding total £7.7 million. We currently have the financial flexibility required to achieve our future Business Plan aspirations.

Our balance sheet remains healthy with net assets of £12m and cash reserves of £4.4m, demonstrating financial security for the future of the association.

The main sources of income and expenditure in 2021/22 were as follows:

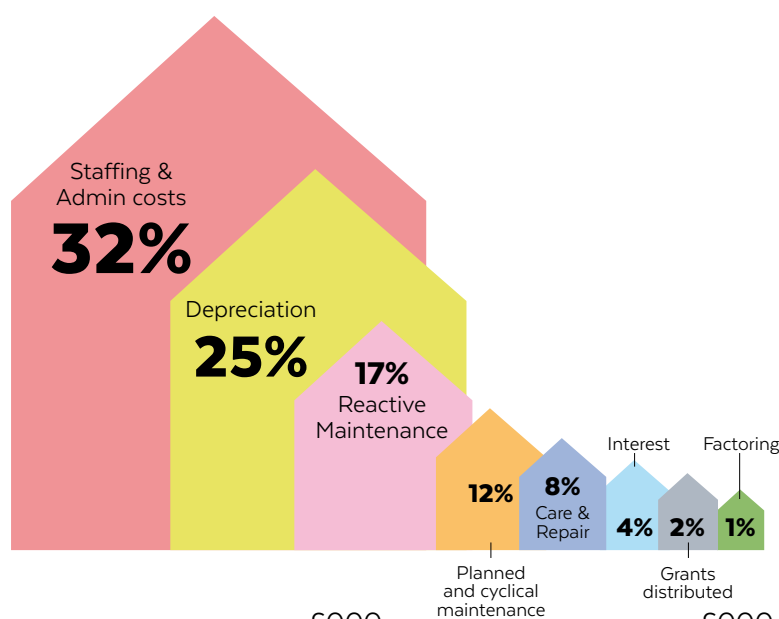
Income 2021/22



	£000
Rents and service charges	4,459
Grants	475
Care and repair	353
Factoring	28

Total Income: £5,315,000

Operating Expenditure 2021/22



	£000
Staffing & Admin costs	1,280
Depreciation	998
Reactive maintenance	673
Planned & cyclical maintenance	471
Care & Repair	340
Interest	172
Grants distributed	82
Factoring	28

Total Expenditure: £4,044,000

Cashflows

It is often easier to understand how cash has been used, rather than reviewing the different accounting measures used in calculating a surplus. Due to the timing of suppliers providing invoices at the year end, we had a larger net inflow in cash for the year than expected. However, this has allowed us to maintain a healthy balance sheet, 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 2021/22, our cash was used as follows:

	£000
Cash inflow from operating activities	2,315
Net cash outflow on property improvements and acquisitions	(827)
Cash outflow on office equipment and improvements	(15)
Net cash outflow on interest	(144)
Net cash outflow on loan balances and fee	(286)
Net cash inflow	1,043

Great Homes – Investment in property

During 2021/22, we invested £1.1 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 leading 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	£364,000
Electrical Rewires	£160,000
Roof Replacement	£150,000
Door and Window Replacement	£144,000
Kitchen & Bathroom Replacement	£130,000
LD2 – Fire Safety Installations	£115,000
Central Heating	£56,000

During 2021/22, we completed a number of electrical rewires and also successfully ensured all of our properties met Fire Safety Regulations by 31st January. Specifically, installing the appropriate fire detection equipment into all of our properties.

To ensure homes remain wind and watertight, our replacement roofing programme continued with roofs replaced in Netherthird, Craigens and New Cumnock.

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 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.

For 2022/23, our investment plan continues to be driven by making our homes safe and more energy efficient and will include:

- Our largest spend to date on an External Wall Insulation programme, with owner funding support available.
- A kitchen replacement programme
- Continuing with roof replacement works
- A new SMART Homes pilot project, aimed at helping tenants manage fuel costs

Corporate Governance

Board Members who served during the year 2021/2022 were as follows:



Lorne Cambell
Chairperson



Simon Roberts
Vice-Chairperson



Hugh Carr
Convener Audit Committee



Nick Allan



Alexander Rae



Willie Paterson



Alisha Malik



Debra MacLeod



Rachel Irvine



William Gallacher



Ross Morris - Fixed
Term Appointee as of
27/10/2021



Shaun Lowrie - Fixed
Term Appointee as of
27/10/2021



Kirsty Hair - Fixed
Term Appointee as of
26/01/2022

During 2021/22 the Management Board oversaw:

- Continued compliance with the Scottish Housing Regulator's Regulatory Framework, reflecting our strong governance performance; and
- A New Business Plan.



Staff List

Staff Compliment at 31st March 2022

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
Jayden McWilliam Modern Apprentice

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
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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