



WHITEINCH & SCOTSTOUN
HOUSING ASSOCIATION LTD

Whiteinch & Scotstoun Housing Association Ltd



***Internal Management Plan
2019-2020***

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1. Introduction

This document is Whiteinch & Scotstoun Housing Association's Internal Management Plan (IMP) for the operational year 1st April 2019 to 31st March 2020, which was approved by the Committee of Management at its meeting on 3rd March 2019.

In preparing the plan, the Association has endeavoured to embrace

Regulatory Standards of Governance and Financial Management:

Standard 1. *The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.*

Standard 3. *The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.*

Standard 4. *The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.*

To this end, the IMP is laid out in such a way that there is a clear path from the Association's Mission and Aims, to the Activities which the Association will undertake in the coming year to improve the effectiveness of the service it offers to its tenants, factored owners and other customers and potential users.

The IMP will be subject to a half-year review but as a live document throughout the period in which it is in operation, it will be revised should events dictate or as relative priorities change.

2. Vision & Mission Statements/Aims

Vision:

Aiming for High Quality Homes in a Desirable Environment

Mission Statement:

At Whiteinch & Scotstoun Housing Association, we aim to provide and maintain the highest quality rented housing and environment. We also aim to support this with quality services and associated activities for the betterment of our community.

Aims:

- *To seek achievable development opportunities to extend the range of affordable quality housing choices within the area.*
- *To provide responsive, quality services which reflect the identified needs and demands of our community.*
- *To assess, plan, fund and carry out long-term maintenance and replacement requirements.*
- *To continuously support and develop our staff to enable them to maximise their personal potential and to better deliver services.*
- *To contribute to and participate in the social, economic, cultural and environmental regeneration of the area.*
- *To openly and actively work in partnership with whatever groups or organisations can assist the realisation of these aims.*

3. Strategic Direction

In recent years three strategic avenues have been agreed for the Association to pursue. These are all affected to a greater or lesser degree by radical changes in the political and economic environment since then. In light of this, the Committee is aware that the Strategic Direction may also have to change but has decided to retain the current format until the full impact of these changes is clearer.

The strategic directions may be revised as the Association reconsiders its longer-term strategy over the life of this Plan and its immediate successors.

Growth: the Association had identified growth opportunities through increasing house numbers over the past few years to be achieved by two routes, development and stock transfer. This has been successful in the provision of 43 new build units and the addition of 316 former GHA houses.

Following the financial downturn in 2008, however, the Council stopped requesting the submission of an annual development bid (the Strategy & Development Funding Plan). However, since then they have since revived a form of this and have requested speculative proposals, advising that they wish to support the Association in any feasible development opportunities, if they can. Further to this, the Scottish Government now have a policy that expects an ambitious delivery of new social housing.

Unfortunately, all development possibilities within the area sit within the ownership of private concerns so the Association can merely seek to keep track of any movement or plans that may come to light.

Having been approached by the owner of a site within the Association's area of operation, efforts will continue to realise a housing developments on this.

In recent years, grant support was available from GCC, allowing the purchase and improvement of a small number of flats each year-end. While this now appears to have come to a conclusion, the Association will continue to identify possible properties should it be revived.

Diversification: Whiteinch & Scotstoun Housing Association has been involved in Wider Role (that is, non-housing projects and activities) for some years now. This includes activities, such as regeneration projects (one-stop-shop; welfare advice; environmental developments; Whiteinch Community Association/Neighbourhood Centre support).

The Association has assisted Whiteinch Community Association to develop and run the Whiteinch Centre through setting up a joint company, Whiteinch Centre Ltd, which, amongst other things employs the Business Development Manager, to co-ordinate and seek funding for centre activities.

The government and the Scottish Housing Regulator have made clear that they see housing associations as key players in the delivery of regeneration and wider role activities to communities. The Association will therefore continue to focus Wider Role through its support of the Whiteinch Centre but has also decided that, in light of the effect of welfare reforms and the general economic downturn, it will specifically target projects aimed at assisting tenants economically and ensuring that the community and environment is as safe and attractive as possible.

This currently includes the employment of a Money & Financial Inclusion Officer and commissioning of an Energy Adviser. Grant funding for these services has now ended. Efforts will now be focussed on sourcing further funding to allow these services to continue beyond 2019.

The Association will also seek to continue working with such groups as Working Rite (seeking to get young people into

employment) and the Aberlour Trust (delivering outreach work to youths, seeking to divert them from antisocial behaviour towards employment, learning and leisure).

Towards the end of 2017 the Association set up WS Estate Services, a social enterprise, to deliver a range of services previously contracted out (initially, close cleaning, backcourt cleaning & uplifts, concierge services, etc). This project is now being expanded to include grounds maintenance and void clearance works with a view to these services also being provided in a more flexible, cost-efficient and effective way.

Consolidation: in order to face continuing challenges (Welfare Reform, procurement changes, Data Protection legislation, the continuing austerity agenda, etc) and to best place the Association to face them for the future, detailed consideration of its continuing strategy is required.

A strategic review, therefore, will be expected to identify not only how the organisation will consolidate past successes but also how it will ensure that these are fit for the challenges ahead. A Committee-Staff exercise will address this, looking at the Association's approach to planning.

Structural Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	OSCR/Charitable Status is breached with regulatory and tax implications	3	2	6	6	- Committee Code of Governance -Policies & Procedures - External Audit	Training and continuous assessment of charitable regulations.	Chief Executive/ Financial Services Manager
2007	Gas Regulations prove over-onerous and unachievable with regulatory implications	1	3	3	6	-Systematic Gas Safety Check procedures	Continuing development of procedures/improve service performance.	Projects Manager
2007	Welfare Reforms increasing risk of arrears	3	3	9	9	- Proactive Arrears Policy - Welfare Rights Service	Dedicated information campaign to educate and assist tenants. Review of policies to suit.	Housing Manager
2016	EESHS expectations not met by due date/SHQS failings continuing	1	3	3	3	- EESHS delivery plan in place - SHQS delivery plan in place - Annual budget setting process - Close dialogue with Regulator	Continue to monitor and adapt delivery plans.	Projects Manager
2007	Legionella; outbreak causes health risk to and need to temporarily re-house WSHA tenants	1	3	3	3	- Testing regime in place - All appropriate units identified and recorded	Continuous review of Policy & Procedures	Projects Manager
2007	Section 5 Referrals increase with inappropriately supported clients leading to increased workload and turnover	3	2	6	6	- Engagement with Housing Access Team - Liaison with Case Work Team - Monitoring of allocations. -Tenancy Sustainment Officer support	Continued development of tenancy sustainability initiatives	Housing Manager
2009	Deposit Banks Collapse leaving Association with no reserves	2	3	6	6	- Treasury Management Policy; investment only in institutions appearing sound	Appeal to government should collapse threaten solvency	Financial Services Manager/Chief Executive
2009	Lenders provide funding on less advantageous terms	3	3	9	6	- Short-term support from reserves and review development activities - External financial advice employed	Continued lobbying of government to support with realistic grant rates; consider alternative funding sources.	Financial Services Manager/Chief Executive
2014	Factoring Subsidiary proves unsustainable	1	3	3	3	-Board made up of Committee and Staff to oversee activities -Operating on prudent scale -Reviewed by Auditors	Continued monitoring and policy and procedural development.	Deputy Chief Executive/Chief Executive/Financial Services Manager
2016	Government impose rent levels	2	3	6	6	- Continuous prudent budgeting - VFM review	Planned maintenance and scenario planning.	Chief Executive/ Executive Team
2017	Removal of Supported Housing funding; threat to sheltered tenants	3	3	9	N/A	- Continued pressure on politicians - Support from GWSF, SFHA, specialist providers, etc.	Consideration of approach to supported housing including use and design of buildings.	Deputy Chief Executive/Housing Manager
2018	Post-Grenfell Fire Regulations/External Wall Insulation	3	3	9	N/A	- Existing H&S programme - Full Stock Condition Survey - Special, one-off surveys	Close work with SFHA/GWSF/Glasgow City Council/government	Projects Manager

Custodial Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	Committee Membership declines, threatening constitutional continuation	2	2	4	4	- Continuous advertising - Promotion of membership to new tenants	Explore options to recruit new Members/training for retention.	Chief Executive
2007	Disaster (unforeseen) prevents operation of services	2	2	4	4	- Insurance cover	Develop disaster recovery plan	Chief Executive/ Executive Team
2012	Regulator's expectations destabilise committee involvement and prove to be onerous to administer	2	3	6	6	- Code of Governance - Training Policy	- Review of relevant policies & procedures - Full Governance Assessment to be implemented	Chief Executive/ Executive Team
2018	General Data Protection Regulation	3	2	6	-	- Committee approved exercise to develop new systems and overhaul existing records and procedures.	- Consultant to be appointed to carry out the exercise.	Deputy Chief Executive/ Executive Team

Strategic Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	Organisational Structure fails to deliver efficient services	2	3	6	6	- Continuous reviews planned	Consider imbedding structural considerations as an ongoing process	Chief Executive
2007	Policies & Procedures become outdated and fail to deliver appropriate services	2	3	6	6	- Policy Management System in place	Review Policy Management System and develop a Procedure Management System	Chief Executive
2007	Whiteinch Centre Ltd becomes a serious drain on the Association's staff resources to the detriment of core services	2	3	6	6	- Assisting WCL to develop a viable strategy for the Whiteinch Centre.	Assist in seeking longer term financial support and explore sustainability options with other organisations	Chief Executive

Operational Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	Target Setting and monitoring to be expanded leading to increased Committee workload with implications for involvement	3	2	6	6	- Committee clear about what they want - Review of Reporting Systems	- Committee training	Chief Executive
2018	Political Activism affects service delivery, day-to-day operations and reputation.	3	2	6	-	- Close communication with the Regulator - Legal advice - PR advice	- SFHA/GWSF active support	Chief Executive

Communication Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	Committee Reporting becomes too onerous, leading to reduced participation	3	2	6	6	- Review of Reporting needs and formats	- Committee training - Introduction of Capita Reporting tool	Chief Executive
2007	Committee System fails to allow adequate contributions and development of understanding, leading to reduced participation	2	2	4	4	- Members Training Policy in place - Support from professional staff	- Review Committee Meeting systems.	Chief Executive
2007	Staff Communications operate inefficiently leading to lack of morale and inefficient service provision	3	2	6	6	- Communication Strategy - Regular staff in-service meetings - Regular staff section meetings	- Fully implement Communications Strategy - Review Staff In-service meetings	Chief Executive/ Executive Team
2016	Staff-Committee relations continue to be weak following pensions issue	2	2	4	4	- Conditions of Service - Committee Code of Governance - Staff Code of Governance	- Committee-Staff exercise to be arranged	Chief Executive/ Executive Team

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<p>Strengths</p> <ul style="list-style-type: none"> • Financially 'sound'/Strong Capitalisation (Liquidity) • Good, established reputation with tenants/community • High levels of tenant satisfaction • Core of committed and experienced Committee Members/Networks/Involvement/Continuity • Staff – experienced/dedicated/conscientious/flexible • Majority of good housing/estates • External (Tenants) Communication • Organisational structure • Training • Caring organisation • Location • Infrastructure/Well organised • Good knowledge base • Active Community • Wider Role Activities • Partnership – Government bodies • Welfare Rights service • High housing demand area • Positive development relationship with DRS • Good office accommodation • Good defined catchment area • Reputation for delivering projects • Regulation • Affiliation to support organisations • Positive support from elected members • CSG Contract • Factoring subsidiary • Pension Scheme • Estate Services subsidiary 	<p>Weaknesses</p> <ul style="list-style-type: none"> • General Communication • Defining/Resourcing Wider Action • Staff morale • Tenant Participation/Involvement/AGM attendance • Optimisation of Resources – Staff levels/costs • Committee profile (diversity)/knowledge (more training)/representation • Working together as a team (all Staff/Committee) • Language barriers with some tenants • Limited Availability of sites for development • Too much information to Committee • Housing Benefit issues • Current/Former tenant arrears • Factoring arrears • Office environment • Centre management regime • Performance of Utilities Companies • Funding environment • Pension Scheme • Age Profile of Staff
<p>Opportunities</p> <ul style="list-style-type: none"> • Wider Action/WCL • Review of Committee Structure • Training • ICT System/Data use • Local development opportunities (land assembly and developer acquisitions) • Future development (innovative approaches) • Maximising income – factoring revenue/rental income – continue to reduce arrears – void turnover • Improving communication – tenants/staff/committee • Welfare Rights Service • Expansion/tenancy sustainment initiative • Ability to provide special/special needs developments • Relationships with local and wider partners • Committee/Staff Events • Change & opportunity to re-evaluate • High profile Office location • Section 5/other referrals • The Scottish Social Housing Charter • New funding methods • Extension of WS Estate Services activities • Governance Assessment Exercise 	<p>Threats</p> <ul style="list-style-type: none"> • Changes in legislation/Government Policy/regulation • Reform of Benefits System • Continuing economic uncertainty/volatility/Brexit • Increasing arrears • Factoring • Charitable Status • HA's wishing to develop in our location • Section 5 referrals/tenant sustainability • Environmental issues • Debt – factoring, rent & others • Gas Safety expectations • Housing Support Framework • WCL viability (impact on WSHA) • Legionella management • SHQS/ESSH/Planned Maintenance/Repairs Costs • Procedures for Housing of Sex Offenders • The Scottish Social Housing Charter • Regulator's governance/risk expectations • Movement of benefit administration to DWP • Future development (innovative approaches) • New Energy Efficiency Measures • Funding climate • Government imposed rent levels • Committee strength/succession planning • Social Enterprise • Removal of Supported Accommodation funding • Mainstream/Social Media Activity • Politically Motivated Activists • Data Protection Legislation • Post-Grenfell Fire Regulations

5. Strategic Objectives

While this Plan is set up for the current year of operation, it is always seen as part of a continuing process. As such, although it will be reviewed at least annually, it needs to state what is aimed for over the short-to-medium-term of about three to five years.

This is done by formulating Strategic Objectives. These should be seen as “outcomes”, that is “what” the organisation hopes to achieve as opposed to “why” we are doing things (as covered by the Mission Statement and Aims). They do not deal with “outputs” which can be found in the following section. Following the SWOT Analysis and Risk Assessment carried out for this year and taking into account the defined Strategic Direction, the Strategic Objectives listed below cover the whole organisation and are specific to the intentions of the Association. And, while it is anticipated that they are likely to apply for the period, they too, being “strategic” are open for review and could change, possibly even annually.

- Review the organisation’s strategic direction and define how it will address identified and potential challenges for the foreseeable future.
- Continue to seek stock growth opportunities building partnerships with funders and other stakeholders to maintain this.
- Continue the medium-to-long-term strategy for Wider Action and regeneration that does not compromise core activities.

- Consolidate the continuing delivery of the Association's factoring service through the activities of its subsidiary (WS Property Management Ltd).
- Extend and consolidate the Stock Condition Survey data and input to Planned Maintenance Systems when operational.
- Continue to address rent arrears against a background of welfare benefit reforms.
- Continue to positively address changes and challenges presented by government (central and Scottish) policies.
- Continue a value-for-money and efficiency review, with particular focus on services bought in and related overheads.
- Consolidate WS Estate Services with the express aim of better delivering services to tenants and owners.

Operational Objective	Outputs	Timescale	Responsibility	Resources/ Costs	Performance Measure
1. Governance					
Strategic Planning Review	Revised Planning process based on assessment of the Association's current and projected direction.	December 2019	CE/Executive Team/Committee	Committee & Staff Time/ Consultant Costs.	New plan in place drawn up following Committee-Staff event.
Web Site Review (Possible Rebranding)	New interactive Website (and possible brand) reflecting the Association's strategic direction.	December 2019	DCE/Executive Team	Staff Time/ Tendering & Consultant Costs	Clear brand identity and interactive website suited to tenants and other users' needs (allied to the strategic review, above).
Seek to revise the WSHA support to Whiteinch Centre.	More efficient support service to WCL.	March 2020	CE/DCE/FSM	Staff Time	Revised approach to servicing WCL that reduces WSHA input and time and is affordable to WCL.
Review Provision of Legal Services	A tendering exercise for the provision of all of the Association's legal requirements.	February 2020	FSM/Executive Team	Staff Time	Legal services provided by the one law firm at a more cost-effective and manageable level.
Review of Committee Reporting/Servicing.	Revised reporting format/system/IT use.	October 2019	FSM/Executive Team	Staff Time	Revised suite of reporting formats taking account of Committee preferences, Regulatory Standards and use of IT.
2. ICT					
Fully implement Component Accounting Module.	Module operating to full capacity.	June 2019	FSM/Finance Staff	Consultants, software, staff time.	Production of final, year-end accounts.

3. Finance					
Review use of Allpay rent payment system.	Define whether to move to Pay 360.	January 2020	FSM/HM	Staff Time/Consultant Costs	Most suitable, cost-effective rent payment system in place.
4. Development Programme/Stock Growth Opportunities					
Maintain interest in local sites, retaining dialogue with DRS and developers.	Achieve a supported project for Northinch Street site.	March 2020	CE/FM/PSM	Staff time.	Project agreed and funded with DRS; agreement reached with site owner for sale of land and/or Design & Build.
Increase and consolidate RSL ownership in factored blocks to enable communal repairs to be completed.	Acquisition of additional stock in closes to provide majority ownership.	March 2020	CE/PSM	Staff time	Subject to available grant, purchase flats for rent in factored closes.
5. Planned Maintenance					
Stock Condition Information	Validate stock condition survey data, fully utilise Maintenance Planner.	August 2020	PSM/SPO/PO's	Staff time/Consultants' costs.	Fully operating planning module.
	Finalise EESSH compliance exercise; prepare for EESSH 2.	December 2019	PSM/SPO/PO's	Staff time/Consultants' costs.	Compliance with EESSH as far as possible; outline plans for addressing EESSH2.
Planned Maintenance Programme 2019/2020	Communal Heating: installation of heat metering systems.	March 2020	PSM/SPO/PO's	Staff time/Consultant's costs.	Metering systems installed and operating for all communal heating systems (subject to Regulations when implemented).

	Major Repairs' procurement compliance.	November 2019	PSM/SPO/PO	Staff time/Consultant's costs.	Procurement framework/contracts in place.
	Smoke Alarm programme.	March 2020	PSM/SPO/SRO/PO/MO	Staff time	Progress towards full compliance with legislation.
Planned, cyclical and service budgets (2019 - 2024)	Prepare for WSES Year 2 painting contract.	March 2020	PSM/SPO	Staff time	Contract in place for WSES to take on painting from 2020.
6. Housing Management					
Finalise the requirements of Housing (Scotland) Act 2014.	Implement revised Allocations Policy and Model Tenancy Agreement and review Tenants' Handbook.	May 2019 (Policy and Tenancy Agreement); September 2019 (Handbook)	HM/CE	Committee/Staff time	Revised Allocations Policy and SST in place, compliant with statutory requirements and general best practice as well as updated SG Guidance; new Tenants' Handbook to reflect these.
Rent Structure Review	Revised rent structure with programme for implementation.	March 2020	HM/CE/FSM	Staff time/Consultant's Costs	New rent structure, commencement of implementation.

7. Review

This Internal Management Plan covers the period from 1st April 2019 until 31st March 2020. As such it shall be subject to a routine review at the mid-point of the year, being the Committee Meeting falling closest to the end of September.

This review shall consider progress against the Operational Plans and the Targets and Performance Measures as agreed by the Committee. Members will take a view on performance against these and take a view on whether amendments are required as they see fit.

Should any events occur or developments arise in the course of the year which are considered likely to have a significant effect on the Plan as a whole or any of its constituent aims or objectives, staff will alert Committee who may then wish to carry out appropriate revisions outwith the regular process.

By the close of the financial year, that is 31st March 2020, the Committee shall consider a final review of performance for the period, essentially as part of the Planning Process for the following year.

Appendix i: Financial Projections 2019-2024

Detailed Consolidated Statement of Comprehensive Income | WSHA 5 YEAR PLAN 2019-2024 | Plan

Period: 01 April 2019 - 31 March 2024	2020	2021	2022	2023	2024	Total
	£000's	£000's	£000's	£000's	£000's	£000's
TURNOVER						
Gross Rental Income						
Rent Receivable	6,249.7	6,480.9	6,720.7	6,969.4	7,227.2	33,647.8
Service Charge Income						
Charges For Support Services						
Gross Rental Income	6,249.7	6,480.9	6,720.7	6,969.4	7,227.2	33,647.8
Management Charge Income						
Less Voids	(93.7)	(97.2)	(100.8)	(104.5)	(108.4)	(504.7)
Net Rental Income	6,155.9	6,383.7	6,619.9	6,864.8	7,118.8	33,143.1
HC Grants For Major Repairs						
Other Housing Corporation Revenue Grants						
Other Revenue Grants						
Other Income						
Total Turnover From Social Housing Lettings	6,155.9	6,383.7	6,619.9	6,864.8	7,118.8	33,143.1
Turnover - Other Social Housing Activities						
Turnover - Non Social Housing Lettings						
NSHO Turnover	287.3	244.9	252.0	259.2	266.7	1,310.2
Grant Amortisation Accrual Method Total	23.6	23.6	23.6	23.6	23.6	117.8
Grant Amortisation Performance Method Total						
Other Capital Grant Amortised						
PRS Stock Grant Amortised Amount						
Total Turnover	6,466.7	6,652.2	6,895.5	7,147.6	7,409.1	34,571.1
OPERATING EXPENDITURE						
Operating Costs Social Housing						
Management Costs Total						
Operating Expenditure						
Management Costs - Overheads	(582.9)	(570.7)	(589.0)	(607.8)	(627.3)	(2,977.6)
Management Costs - Staff Salary Costs	(1,686.8)	(1,621.3)	(1,661.4)	(1,702.4)	(1,744.4)	(8,416.2)
Management Costs - Insurance	(131.9)	(136.1)	(140.4)	(144.9)	(149.6)	(702.9)
Operating Expenditure Total	(2,401.5)	(2,328.0)	(2,390.8)	(2,455.2)	(2,521.2)	(12,096.7)
Opening Balance 01/01/2019						
Offices	(14.2)	(14.2)	(14.2)	(14.2)	(14.2)	(70.9)
Furniture Fittings & ICT	(38.1)	(38.1)	(38.1)	(38.1)	(38.1)	(190.4)
Opening Balance 01/01/2019 Total	(52.2)	(52.2)	(52.2)	(52.2)	(52.2)	(261.2)
Management Costs Total Total	(2,453.8)	(2,380.3)	(2,443.0)	(2,507.4)	(2,573.4)	(12,358.0)
Service Costs	(585.8)	(604.6)	(623.9)	(643.9)	(664.5)	(3,122.7)
Care And Support Costs						
Routine Maintenance	(932.8)	(913.3)	(942.5)	(972.7)	(1,003.8)	(4,765.2)
Planned Maintenance	(690.8)	(823.8)	(738.1)	(775.3)	(751.1)	(3,779.2)
Major Repairs	(1,312.3)	(2,241.5)	(2,980.0)	(2,529.5)	(1,281.4)	(10,344.7)
Bad Debts	(93.7)	(97.2)	(100.8)	(104.5)	(108.4)	(504.7)
Lease Charges						
Depreciation of Housing Properties	(808.8)	(808.8)	(808.8)	(808.8)	(808.8)	(4,044.0)
Impairment Of Housing Properties						
Other Costs						
Operating Costs Social Housing	(6,878.1)	(7,869.5)	(8,637.1)	(8,342.2)	(7,191.5)	(38,918.5)
Other Activities Expenditure Total						
Other Social Housing Expenditure						

Detailed Consolidated Statement of Comprehensive Income | WSHA 5 YEAR PLAN 2019-2024 | Plan

Period: 01 April 2019 - 31 March 2024	2020	2021	2022	2023	2024	Total
Non Social Housing Lettings Expenditure						
Non Social Housing Other Expenditure						
Other activities						
Factoring	(71.5)	(73.8)	(76.1)	(78.6)	(81.1)	(381.0)
Wider Role Activities	(99.8)	(41.3)	(18.6)	(18.8)	(19.1)	(197.6)
Other activities Total	(171.3)	(115.0)	(94.8)	(97.4)	(100.1)	(578.6)
Non Social Housing Depreciation						
Exceptional Items						
Other Items						
Gift Aid						
Other Activities Expenditure Total	(171.3)	(115.0)	(94.8)	(97.4)	(100.1)	(578.6)
Operating Expenditure Total	7,049.4	7,984.6	8,731.9	8,439.6	7,291.6	39,497.1
Other income						
Operating Surplus/(deficit)	(582.7)	(1,332.4)	(1,836.4)	(1,292.0)	117.5	(4,926.0)
Gain/(loss) on disposal of fixed asset						
Share of operating surplus/(deficit) in joint venture						
Share of operating surplus/(deficit) in associate						
Interest Receivable						
Interest and financing costs	(88.8)	(83.7)	(78.4)	(80.6)	(90.8)	(422.3)
Movement in fair value of financial instruments						
Decrease in valuation of housing properties						
Reversal of prev. decrease in valuation of housing						
Movement in fair value of investment properties						
Surplus before tax	(671.5)	(1,416.1)	(1,914.8)	(1,372.6)	26.7	(5,348.3)
Taxation						
Surplus after tax	(671.5)	(1,416.1)	(1,914.8)	(1,372.6)	26.7	(5,348.3)
Change in fair value of hedged financial instruments						
Actuarial loss/gain in respect of pension schemes						
Unrealised surplus/deficit on revaluation of housing						
Surplus/Deficit Adjustments Total						
Comprehensive Income for the year	(671.5)	(1,416.1)	(1,914.8)	(1,372.6)	26.7	(5,348.3)
Comprehensive Income Brought Forward	(0.1)					
Transfers (to)/from Reserves						
Statement of Comprehensive Income Accumulated	(671.6)	(2,087.7)	(4,002.5)	(5,375.1)	(5,348.4)	(5,348.4)

Consolidated Statement of Cash Flow | WSHA 5 YEAR PLAN 2019-2024 | Plan

Period: 01 April 2019 - 31 March 2024	2020	2021	2022	2023	2024	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Total Receipts						
Group	6,062.2	6,286.5	6,519.1	6,760.3	7,010.4	32,638.4
Other activities						
Factoring	182.1	187.9	193.9	200.1	206.5	970.4
Wider Role Activities	38.0					38.0
Other Income	67.2	57.1	58.2	59.1	60.2	301.8
Other activities Total	287.3	244.9	252.0	259.2	266.7	1,310.2
Opening Balance 01/01/2019		(6.7)	(6.7)	(6.7)	(6.7)	(26.8)
Total Receipts Total	6,349.4	6,524.7	6,764.4	7,012.8	7,270.4	33,921.8
Total Payments						
Operating Expenditure						
Management Costs - Overheads	(582.9)	(570.7)	(589.0)	(607.8)	(627.3)	(2,977.6)
Routine Maintenance	(932.8)	(913.3)	(942.5)	(972.7)	(1,003.8)	(4,765.2)
Service Costs	(585.8)	(604.6)	(623.9)	(643.9)	(664.5)	(3,122.7)
Cyclical Planned Maintenance	(690.8)	(823.8)	(738.1)	(753.3)	(751.1)	(3,779.2)
Planned Major Repairs -WSHA Original stock	(1,312.3)	(2,241.5)	(2,980.0)	(2,529.5)	(1,281.4)	(10,344.7)
Management Costs -Insurance	(131.9)	(136.1)	(140.4)	(144.9)	(149.6)	(702.9)
Operating Expenditure Total	(4,236.5)	(5,290.0)	(6,013.9)	(5,674.2)	(4,477.7)	(25,692.3)
Other activities						
Factoring	(71.5)	(73.8)	(76.1)	(78.6)	(81.1)	(381.0)
Wider Role Activities	(99.8)	(41.3)	(18.6)	(18.8)	(19.1)	(197.6)
Other activities Total	(171.3)	(115.0)	(94.8)	(97.4)	(100.1)	(578.6)
Opening Balance 01/01/2019		12.1	12.5	12.9	13.3	50.7
Pension Liability	(271.4)	(271.4)	(271.4)			(814.2)
Total Payments Total	(4,679.2)	(5,664.4)	(6,367.6)	(5,758.7)	(4,564.5)	(27,034.4)
Cash Paid To Employees	(1,686.8)	(1,621.3)	(1,661.4)	(1,702.4)	(1,744.4)	(8,416.2)
Cash flow from Operating Activities	(16.6)	(760.9)	(1,264.5)	(448.3)	961.6	(1,528.8)
Provisions for tax						
Surplus for the year	(16.6)	(760.9)	(1,264.5)	(448.3)	961.6	(1,528.8)
Adjustment for investing or financing activities						
Proceeds from sale of tangible assets						
Government grants utilised in the year						
Interest payable (investments)						
Interest received (investments)						
Corporation Tax						
Total Adjustments for invest or financing activities						
Net cash generated from operating activities	(16.6)	(760.9)	(1,264.5)	(448.3)	961.6	(1,528.8)
Cash flow from investing activities						
Purchase of tangible fixed assets						
Proceeds from sale of tangible fixed assets						
Grants received						
Interest Received (cash)						
Total Cash flow from investing activities						
Cash flow from financing activities						
Interest paid						
Treasury	(88.8)	(83.7)	(78.4)	(72.7)	(66.7)	(390.4)
Loan - Working Capital				(7.9)	(24.0)	(31.9)
Interest paid Total	(88.8)	(83.7)	(78.4)	(80.6)	(90.8)	(422.3)

Consolidated Statement of Cash Flow | WSHA 5 YEAR PLAN 2019-2024 | Plan

Period: 01 April 2019 - 31 March 2024	2020	2021	2022	2023	2024	Total
Interest element of finance lease rental payment						
New secured loans						
Capital Repayments	(91.1)	(96.2)	(101.5)	(107.2)	(113.2)	(509.2)
Loan Working Capital Movements						
Loan Working Capital Drawdowns			110.5	636.1		746.6
Loan Working Capital Repayments					(746.6)	(746.6)
Capital element of finance lease rental payments						
Withdrawal from deposits						
Total Cash flow from financing activities	(179.9)	(179.9)	(69.4)	448.3	(950.5)	(931.5)
Cash & cash equivalents at the beginning of year	3,471.3	3,274.8	2,334.0	1,000.0	1,000.0	3,471.3
Net Change in Cash & cash equivalents	(196.5)	(940.8)	(1,334.0)	0.0	11.0	(2,460.3)
Cash & cash equivalents at the end of year	3,274.8	2,334.0	1,000.0	1,000.0	1,011.0	1,011.0

Consolidated Statement of Financial Position | WSHA 5 YEAR PLAN 2019-2024 | Plan

Period: 01 April 2019 - 31 March 2024	2020	2021	2022	2023	2024
	£ 000's				
Fixed Assets					
Intangible assets and goodwill					
Land & Buildings Total	28,885.9	28,885.9	28,885.9	28,885.9	28,885.9
Depreciation Land & Buildings Total	(808.8)	(1,617.6)	(2,426.4)	(3,235.2)	(4,044.0)
Housing Properties NBV	28,077.1	27,268.3	26,459.5	25,650.7	24,841.9
Other Fixed Assets Tangible	567.6	515.3	463.1	410.8	358.6
Tangible fixed assets	28,644.7	27,783.6	26,922.6	26,061.5	25,200.5
Investments FA					
Investments in joint ventures					
Investments in associates					
Fixed Assets Total	28,644.7	27,783.6	26,922.6	26,061.5	25,200.5
Current Assets					
Stock					
Trade and other debtors	209.1	215.8	222.5	229.2	235.9
Investments CA					
Cash and cash equivalents	3,274.8	2,334.0	1,000.0	1,000.0	1,011.0
Current Assets Total	3,483.9	2,549.8	1,222.5	1,229.2	1,246.9
Less - Creditors - amounts due within 1 year	(377.9)	(390.0)	(402.5)	(415.3)	(428.6)
Net current assets/liabilities	3,106.0	2,159.8	820.0	813.9	818.3
Assets less current liabilities Total	31,750.7	29,943.4	27,742.6	26,875.4	26,018.8
Creditors - amounts due after more than 1 year					
Outstanding Loan Balance	(1,583.0)	(1,486.9)	(1,495.8)	(2,024.7)	(1,164.9)
Loan Fees					
Fair Value Provision Total					
Deferred Income	(1,154.8)	(1,131.2)	(1,107.7)	(1,084.1)	(1,060.5)
Long Term Creditors Balance	(542.8)	(271.4)			
Deferred Premium					
Creditors - amounts due after more than 1 year	(3,280.6)	(2,889.5)	(2,603.5)	(3,108.8)	(2,225.5)
Provisions for liabilities					
Pension provisions					
Other provisions					
Net assets Total	28,470.1	27,054.0	25,139.2	23,766.6	23,793.3
Reserves					
Income and Expenditure Reserve	(671.6)	(2,087.7)	(4,002.5)	(5,375.1)	(5,348.4)
Cash Flow Hedge Reserve					
Revaluation Reserve	16,034.4	16,034.4	16,034.4	16,034.4	16,034.4
Restricted Reserves Total	13,107.2	13,107.2	13,107.2	13,107.2	13,107.2
Stockholders Equity Total	0.1	0.1	0.1	0.1	0.1
Designated Reserves Total					
Pension Reserve Total					
Goodwill Reserve					
Restricted [and/or Endowment] Reserve	13,107.3	13,107.3	13,107.3	13,107.3	13,107.3
Total reserves	28,470.1	27,054.0	25,139.2	23,766.6	23,793.3
Balance Sheet Check	Balanced	Balanced	Balanced	Balanced	Balanced

Appendix ii Wider Role Plan

1.0 Introduction

The Scottish Government's has set out a strategy, promoting a vision where our most disadvantaged communities are supported and where all places are sustainable and promote well-being:

<http://www.scotland.gov.uk/Publications/2011/12/09110320/0>

The regeneration strategy, 'Achieving a sustainable future', provides the framework for local action to tackle area inequality, create opportunities and improve communities.

(The following Bills and legislation are gaining more prominence as they gain momentum within communities and local authorities:'

The Community Empowerment (Scotland) Act 2015 came into force in 2015 and gives community bodies new rights, and public sector authorities new duties, to boost community empowerment and engagement.

Business Improvement Districts (BIDs) came into force in Scotland in 2007 as a result of primary legislation in Part 9 of the Planning etc. (Scotland) Act 2006 and other secondary legislation, including UK parliamentary regulations to implement reserved aspects of the policy.)

The regeneration strategy also sets out plans for delivering this vision in partnership with stakeholders, stating that:

“Regeneration is the holistic process of reversing the economic, physical and social decline of places where market forces alone won’t suffice.”

The Association’s Wider Role Plan seeks to support the vision and outcomes of this strategy as they improve local delivery of Services through empowering residents in learning new skills and gaining knowledge in terms of online services, financial services and affordable energy.

It is also introducing new approaches to tackling area-based disadvantage and support for community led regeneration by adopting the 'Thriving Places' agenda which sets out an asset-based approach targeting specific neighbourhoods with more focused action. This approach should assist the Association and its partners to work collaboratively in the local communities to make better use of existing resources and assets, many of which are already embedded in communities themselves.

The asset-based approach focuses on the capacity, skills and strengths in our communities rather than a 'needs'-based or 'deficit' approach which looks at the weaknesses and problematic issues within our areas. The asset-based approach is also based on the premise of 'doing with' rather than 'doing to', that is:

"Successful regeneration begins at ground level and by empowering communities to make changes for themselves."
and;

"RSLs have a key role to play in both physical and social regeneration and through their wider action role and being based within local communities play a very significant role in delivering successful outcomes."

The strategy also recommends that RSLs have

"Key roles to

- ✓ *Act as landlords and housing developers, maintaining stability and quality of both their service and the physical environment locally.*

- ✓ *Use their role in the community to deliver positive economic, social and environmental changes for the people they house.”*

Further supporting outcomes have been identified within the Strategy as follows:

Economically Sustainable Communities

- People have access to the learning and development opportunities that they need and the right support is in place to help people to work
- Infrastructure fosters the right conditions for growth and community cohesion, including good transport and digital connectivity
- Sustainable employment and reducing welfare dependency

Physically Sustainable Communities

- Well-planned neighbourhoods and local areas, with accessible facilities and amenities

Socially Sustainable Communities

- Delivery is focussed on the needs of people
- Communities are involved in designing and delivering the services that affect them
- Strong and effective community networks are in place
- People have access to appropriate community facilities and places to meet
- Communities have a positive identity and future aspirations
- People have good physical and mental health
- People have access to effective local services and facilities, including health, education and early years support

- Communities are fair and inclusive, where all have a voice and can participate

The Association's Wider Action Plan aims to contribute to the above strategy and supporting outcomes.

2.0 Existing and Potential Wider Role/Regeneration Projects

The Association has in recent years focussed its Wider Role Strategy through the Whiteinch Centre with a resource contribution being made by the Association to WCL's Activities.

The Association has also identified discrete projects that meet the Association's Wider Role Strategy, which are delivered by the Association, therefore in continuing this strategy the following projects have been identified for 2019/2020:

2.1 WS Estate Services Limited

In January 2016, Whiteinch and Scotstoun Housing Association commissioned GAP Communications to consider the feasibility of developing a social enterprise to deliver a range of close cleaning and grounds maintenance services for the Housing Association.

The Feasibility Study was carried out and determined the social enterprise could be sustainable, profitable and, above all, deliver much needed employment, volunteering and training opportunities in Whiteinch and Scotstoun. The close cleaning, bulk uplift and concierge services would also reduce, and minimise WSHA's reliance on existing outsourced contracts. Based on the success of the services

provide in the aforementioned areas, WSHA have agreed to transfer the Grounds maintenance contract to WSES Ltd as from 1st April 2019 and the Void Clearance contract during July/August 2019.

The Association's Management Committee also highlighted the key benefits would be:

- ✓ To allow WSHA to make a greater economic contribution to its tenants
- ✓ The opportunity to raise the quality of the day to day delivery to tenants
- ✓ To increase the actual levels of work being delivered in the WSHA estate
- ✓ The creation and sustainment of local employment, training and volunteering
- ✓ Opportunities to deliver increased core environmental and cleaning services to local residents in Whiteinch and Scotstoun
- ✓ Operating other initiatives on the back of the social enterprise such as employability and recycling programmes and
- ✓ A proportion of any surplus produced will be gift aided to Whiteinch and Scotstoun Housing Association Ltd

WS Estate Services Limited is a wholly owned subsidiary of Whiteinch and Scotstoun Housing Association Ltd

2.2 WSHA Energy Advice Project/ WSHA Money Advice and Financial Inclusion Officer

The post of Energy Advisor was funded by BIG 'till March 2018. The Energy Adviser left WSHA in January 18 and since then WSHA has arranged for GHeat to provide a service up to the 30th September 2019. The Money Advice

and Financial Inclusion Officer is also funded by WSHA to the 30th September 2019.

Funding for the project continues to be sought and we await the opening of a) the Bank of Scotland Foundation's Large Grants Award stream and b) The Scottish Government's Empowering Communities Fund.

2.3 Working with Whiteinch Centre (WCL)

WSHA supports the Whiteinch Centre through the joint subsidiary Whiteinch Centre Ltd (along with Whiteinch Community Association). WCL is run by a board made up of two WSHA Directors (the Chairperson and Chief Executive) and two WCA Directors and an independent Chairperson.

WSHA also provides Financial and Human Resources services to WCL, governed by service level agreements.

With assistance from WSHA, WCL is currently looking at funding for a Social Inclusion Officer and to manage the 'GET UP n OUT' project (Henry Smith Charitable funding being the grant income stream). The 'GET UP n OUT' will provide preventative, health and wellbeing services for older people through developing community opportunities to connect people. It will predominantly, but not exclusively, support people 65+ from Whiteinch, Glasgow. It will empower people by building a social network who can influence development of further support in the area. The project will combat social isolation, improve quality of life and sense of wellbeing. Whiteinch is in the top 10% most deprived areas in Scotland. Working towards diminishing this deprivation, the Whiteinch Centre provides a hub at the heart of the community which provides learning, volunteering opportunities, health and wellbeing services, advice and information.

3.0 Resourcing and Delivering the Wider Role/Regeneration Projects

The Committee of Management has recognised that the Association does not have the internal capacity to resource either the grant funding application process or the monitoring & evaluation required to deliver and coordinate the projects (and the links and processes agreed between WSHA and other local organisations, such as the Whiteinch Centre). It is also recognised that the Association could not justify or sustain the employment of an additional member of staff in respect to delivering the current Wider Role/Regeneration Strategy. The most effective way to deliver this element of the Strategy is currently considered to be the engagement of a consultant.

4.0 Wider Role/Regeneration Project Delivery Costs

The estimated projected cost of delivery of the above projects is as follows:

- Grant Funding to be confirmed in respect to the replacement of Scottish Government Peoples and Communities and grant funding for the Money and Energy Advice Service;
- WSHA matched funding of the projects forecasted at £10K during 2019/2020;
- WSHA project delivery costs forecasted at £28K during 2019/2020

Wider Role Project	Outcomes	Timescale	Responsibility	Resources/Costs	Performance Measure
Energy Advice Project	Affordable energy understanding Increased for local residents through access to advice, support and training.	Sept 19	1 x Trained Wise Group Home Energy Advisor (17.5 hours per week)	£1,200 per calendar month	<p>The Wise Group continued to provide a comprehensive energy support service to WSHA tenants to help maximise fuel bill savings and to ensure that they can sustain their tenancy. The Wise Group in-home support provided includes but is not limited to:</p> <ul style="list-style-type: none"> •Advice on general electrical appliance running costs and assistance to make behavioural changes to reduce energy costs. •Support on the efficient operation of the heating systems. •Assistance to set up realistic budget plans and to agree repayment of any outstanding balances. •Support on Supplier schemes (Warm Home Discount, Priority Services; Hardship Funding, etc, etc. Reference to WSHA Money Advice where appropriate. •Advocacy support for energy-related issues or complaints.
Money Advice & Financial Inclusion Project	1. Increased tenancy sustainment through access to advice and support on managing money and debt.	Sept 19	Money Advice & Financial Inclusion Officer/HM	Staff Time/Direct Staff Costs, April - Sept 2019 £22k	<p>During the year The Money Advice & Financial Inclusion Officer supports the following</p> <ol style="list-style-type: none"> 1. 50 cases p.a. receive Category Type I advice (Active Information, Sign-posting and Explanation); 50 cases p.a. receive Category Type II advice (Casework).

	<p>2. Improved financial wellbeing for tenants through access to financial planning and budgeting training and take-up of appropriate financial products.</p> <p>3. Increased online access for financial services and products and improved IT skills for tenants through IT training and guided support.</p>				<p>2. 30 cases p.a. attend Events/ Workshops ; 30 cases p.a. receive advice on affordable credit; 30 cases p.a. receive advice on saving accounts.</p> <p>3. 30 cases p.a. have access to IT training ; 30 cases p.a. access online services</p> <p>Note: Target 2 and 3 above may be subject to change following further monitoring throughout the year of priority issues.</p>
Money & Energy Advice Services	Grant Funding to support continuation of services.	Sept 2019	HM/FSM/ Consultant	Staff time/ Consultant costs	Tenant supporting services secured beyond September 2019.
WS Estate Services Limited	WSHA subsidiary social enterprise delivering a range of close cleaning and grounds maintenance services for the Housing Association	March 20	Operations Manager	Staff time	Consolidation of Grounds Maintenance contract; addition of Void Clearance Works; and consideration of redecoration works.
Whiteinch Centre	The continued support and promotion of the Whiteinch Centre to ensure its continuing operation.	March 20	WCL Business Development Manager	Staff time/ consultant costs/ Wider Action general budget.	Continued support of Centre operation, with benefits for WSHA tenants clearly identified.