



**DUMFRIES & GALLOWAY HOUSING PARTNERSHIP
BOARD MEETING**

Wednesday 25th May 2022 at 10.30am

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. a) Minute of meeting on 30 March 2022 and matters arising
b) Action list
4. Managing Director Update (Verbal)

Main Business Items

5. Wheatley Foundation – making a difference in our communities (presentation only)
6. Allocations policy review
7. Asset Strategy update (& presentation)
8. a) 2021/22 year-end performance and Annual Return on the Charter
b) Delivery plan and targets 2022/23
9. Update on engagement framework
10. Customer First Centre interim review
11. Fire prevention and mitigation update

Other Business Items

12. Care services update (Board action point)
13. Governance update
14. Finance report
15. AOCB



Report

To: DGHP Board

By: Alan Glasgow, Managing Director

Approved by: Steven Henderson, Group Director of Finance

Subject: Allocations policy review

Date of Meeting: 25 May 2022

1. Purpose

- 1.1 This report updates the Board on findings of an independent review of both the Group Allocations Policy and processes and the internal review of our allocations policy and processes, which inform our proposed next steps.
- 1.2 The report also seeks the approval for our new lock-up and garages policy, attached at Appendix 1.

2. Authorising and strategic context

- 2.1 Under the Group Authorising Framework, the Wheatley Board are responsible for the designation of policies as Group policies. The Subsidiary Boards are responsible for approval of individual operational policies and implementing Group policies to reflect local circumstance.
- 2.2 As part of Group Covid-19 response, our Glasgow based subsidiaries moved away from choice based letting for homeless customers in August 2020. The Group Board approved continuation of this at the April 2021 Board meeting until a full review was undertaken. The Group Allocation Policy Framework was updated to reflect this decision.
- 2.3 An independent review of Group Housing, Information, Advice and Letting Policy, Framework and processes was undertaken during 2021/22.
- 2.4 Within our Group Strategy there is a commitment to bring DGHP onto our MyHousing online allocations platform.

3. Background

My Housing

- 3.1 In February 2018 Wheatley Group Board approved the current Housing Information Advice and Letting Policy and Framework and designated it as a Group Framework with a commitment to review the policy every 5 years. Later that year, in November 2018, MyHousing was launched – a Housing Information Advice and Letting online platform to support the advertising and allocation of homes.

- 3.2 This transformed allocations activity moving to a fully online application process, putting customers in control of their applications with the ability to update their application in real time. The MyHousing platform also had processes to support vulnerable applicants unable to apply online. The launch of the new service realised considerable savings of circa £250k per annum, through efficiencies, such as staff no longer manually loading applications.
- 3.3 MyHousing is currently Groups main letting platform for Wheatley Homes Glasgow, Loretto Housing Association and West Lothian Housing Partnership. Dunedin Canmore advertise their Edinburgh properties as part of Edinburgh's Common Housing Register – EdIndex, but use MyHousing for the final part of the letting process.
- 3.4 In the last 4 years, since the launch of MyHousing, Wheatley 360s allocations team have continued to improve the blend of personalised and digital customer service offering. Some of the developments completed include:
- Improved information on properties advertised including video tours;
 - Integrated a benefit calculator into the application process to complement the budget calculator;
 - Online mutual exchange service for customers via House Exchange to make it easier for customers to find someone to 'swap homes' with; and
 - Integration between Glasgow City Council's iWorld and MyHousing to allow the automated transfer of section 5 homeless referrals and real time updates on change of circumstances.
- 3.5 We are also continuing to develop the MyHousing service offering. The next key areas currently being reviewed are performance reporting and developing digital signatures for tenancy agreements.
- 3.6 During the Covid 19 pandemic, all Group subsidiaries made a number of changes to their letting practices, some of which were initiated to minimise the risk to staff during this time, for example, undertaking viewings and sign ups on the same day to limit the amount of contact. Others were to assist with the back log of properties during the period March – August 2020 when letting was suspended, including moving away from choice based letting for homeless customers in Glasgow to a matching process. Due to the success of this, in April 2021 the Group Board approved continuation of the matching process in Glasgow until a full policy review was complete.

Dumfries and Galloway Housing Partnership, Homes 4D&G

- 3.7 We are currently the lead partner in Homes4D&G common housing register ("CHR") and have a separate Allocation Policy. Homes4D&G common housing register includes four housing associations operating in the area, DGHP, Cunninghame Housing Association, Riverside Scotland and Home Group as well as Dumfries and Galloway Council.
- 3.8 Since joining Group we have been working with partners in the common housing register to review their current systems, policy and processes. The partners agreed that a thorough evaluation of Homes4D&G should be undertaken. This evaluation was to inform the next steps in the development of allocations across the area.

3.9 In particular, the key areas of this review were to ensure that our Policy and technical solution will meet the following criteria:

- Ease of use and maximum benefit to customers;
- Increased ability for customers to “self-serve “digitally – that they can easily obtain the information, make decisions, apply and decide on a home entirely through our system if that is the way they choose;
- Those who cannot or do not use digital methodologies are not disadvantaged;
- Provides the most effective and efficient methodology to manage allocations, applications and other related processes;
- Ensures that our systems gather the information that we need to assess local needs for housing, to review our operational processes and policy implementation;
- It can easily be operated by all organisations within the partnership;
- It is cost efficient in allocating homes; and
- That it supports the effective discharge of homelessness duty.

3.10 The Homes4D&G review findings provide a clear understanding of our current approach and the need for transformational change. The key themes are:

- Complete modernisation of the Policy to recognise the importance of customer control and participation;
- A blended approach to allocating homes – matching in the most vulnerable customers and offering choice based letting to customers in other housing need priorities;
- A focus on balanced, sustainable communities;
- Housing options to underpin all aspects of the Policy;
- Policy that ensures best use of stock – improved access for customers and increased demand for Partners stock; and
- Flexibility for local letting initiatives driven by the differing demands across the region.

3.11 There is a commitment in our Group Strategy for us to move our lettings activity onto MyHousing. When this happens, this will be the final part of migration to Group systems for the subsidiary.

4. Discussion

North Star Consulting & Research (North Star) Review

4.1 North Star were commissioned during 2021 to review the Group Housing Information Advice and Letting Policy and Framework and associated processes.

4.2 Research and field work was undertaken between August and November 2021. The methodology included:

- Desktop review of our policies and processes;
- Desktop review of best practice;
- Staff and customer engagement which included focus groups and 2,000 surveys being sent to applicants – with a return rate of just over 10% from the customer survey; and
- Liaison with key local authority teams.

Strategic Outcomes

- 4.3 The independent review found that MyHousing and EdIndex play an important role in helping the Group to contribute to key outcomes as outlined in the strategy. In particular, that there are opportunities for these systems to increase digital services, primarily through service changes introduced as a result of pandemic restrictions. The pandemic has meant that many aspects of digitisation which were planned for the future have happened at a greater pace and customer attitudes towards ability to use digital services has improved. There is scope and appetite to further harness technology to drive efficiency and best value.
- 4.4 The review found that customers access online services and are confident in doing so, the majority would be happy to view homes online and to sign up for a tenancy online/ use digital signatures. While happy to view properties online the majority of customers would like this in addition not instead of an in person viewing.

Findings

- 4.5 The review also reported the following findings:
- Our choice based systems provide a better service for customers;
 - The MyHousing system provides better value for money than other systems used by the Group;
 - Wheatley is a key partner in tackling homelessness across its areas of operation;
 - Strong tenancy sustainment performance contributes to the creation of balanced communities;
 - Staff believe that the matching process for homeless customers in the west and the same day sign up process are useful procedures that should be continued beyond Covid-19;
 - That the Group Housing Information Advice and Letting Policy and Framework is compliant with current legislation, although some policy updates, particularly in Dumfries and Galloway are required;
 - There are high levels of awareness of the MyHousing and Homes 4D&G brands; and
 - Common Housing Registers can provide more opportunities for customers.
- 4.6 The North Star review made 10 recommendations. The recommendations are noted in the table below, alongside work we are already undertaking to respond:

	Recommendation	Mitigations
1	Approaches to communication with customers across both My Housing and EdIndex should be reviewed.	Customer journey mapping is being undertaken to identify areas for improvement
2	Review mechanisms to encourage MyHousing applicants to access the full range of housing opportunities (including RSLs and MMR)	Working with Lowther Homes to consider ways to bring Lowther onto MyHousing platform – we are undertaking a learning journey to Manchester Move who already have blended approach to advertising social rent and mid-market rents on one platform.
3	Improve information on location of properties (on adverts)	Reviewing ways we improve customer information with our MyHousing supplier
4	For both MyHousing and EdIndex adverts should be reviewed and standardised to ensure easily accessible information is available to customers.	Undertaking customer journey mapping to look at ways this can be improved
5	Review our current application form	Review is being undertaken
6	Both MyHousing and EdIndex should carry out a review of the banding system to ensure it is easily understood by customers and staff	Preparing for full customer consultation during summer 2022 for MyHousing. EdIndex – We will engage with the EdIndex board on the findings.
7	EdIndex should consider the value of a telephone helpline to assist non digital customers complete the application.	We will engage with the EdIndex board on the findings.
8	Work with local authority partners to ensure that they have clear sight of the commitments made and delivered in relation to homelessness	Following the successful launch of our Group Homelessness Policy during 2021 we have developed an internal and external communication strategy to ensure we are promoting our contribution to homelessness at every opportunity.
9	A review of housing options approaches should be undertaken with a view to reinvigorating the approach post pandemic.	We have been part of the testing of the new national housing options toolkit we are about to roll this out to staff and will review the way housing options is delivered in line with our new operating model.
10	Wheatley Group should carry out further work to establish customer views on relet standard	We will review the information available to customers on what is included/excluded with void works and improve communication with customers on what work will be completed once they move in.

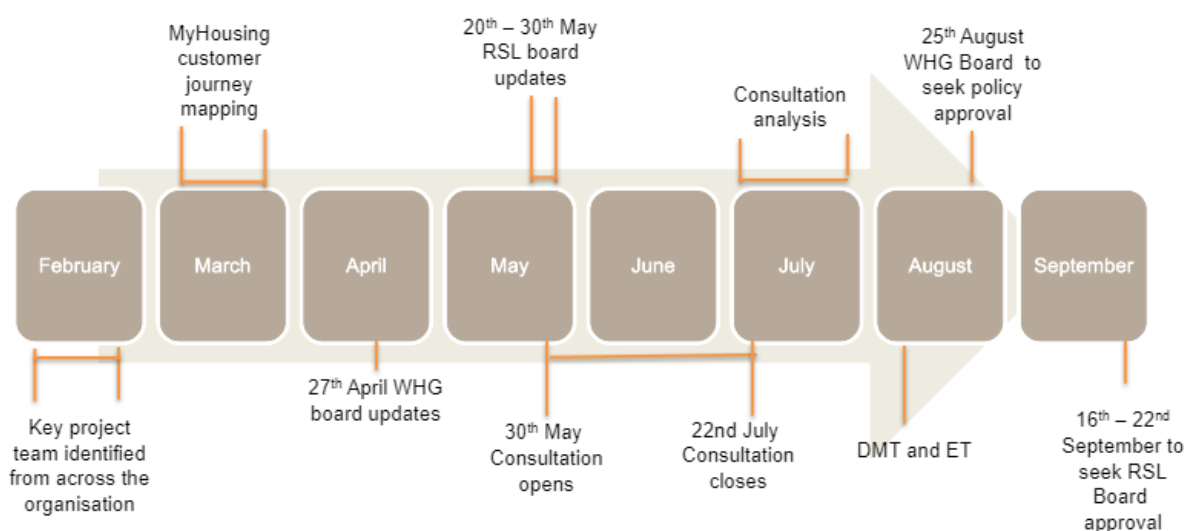
DGHP and Homes4 D&G Review

4.7 An internal review of our Allocations policy and processes has been carried out. The review found that there is the need and appetite to modernise both our Policy and digital service offerings to remove manual interventions for staff and increase digital access for our customers, allowing for enhanced customer control and choice.

4.8 The review also reported the following findings:

- Our current Policy is complicated and difficult for both customers and staff to interpret;
- Customer engagement is very limited;
- Transactional manual processes impact on our customers' experience;
- The current Group MyHousing platform is the preferred system for us and our partners on the Homes4D&G board;
- Choice based lettings and a blended approach to allocating homes will improve our customer experience and deliver a more transparent approach;
- The Partnership Agreement between us and Homes4D&G requires to be updated and a new partnership agreement is to be developed; and
- There is shared enthusiasm across our current partners to increase the Partnership to include Loreburn Housing Association.

4.9 Following the North Star and Homes4D&G reviews we now have a strong insight into what is working and our areas for improvement. We have now developed an implementation plan to deliver these. The next stage is to proceed to full customer and stakeholder consultation for both policies during summer 2022, the intention will be to align our policy with the Group Framework. The timeline for the consultation is noted below:



4.10 The key Group policy considerations being consulted on will be matching homeless customers in Glasgow and reviewing the applicant banding. The consultation will also be used as an opportunity to engage with customers on the North Star review findings, to obtain feedback on how to improve MyHousing communication methods and improve housing options.

- 4.11 Using learning from the first Group Framework, we will consider ways to ensure we successfully strike the balance between consistency and flexibility to take account of our diverse letting landscapes from the city scape in Glasgow to the rural communities in Dumfries and Galloway.
- 4.12 Following the consultation, an updated Group Housing Information Advice and Letting Policy and Framework will be presented to the CHR Board for approval. The draft policy is attached at Appendix 2.
- 4.13 We will consult on our allocation policy with our customers, partners and stakeholders across the Dumfries and Galloway region with a focus on transformational change from a points-based system to align with Groups' blended approach of allocating homes.
- 4.14 We propose to move all Homes4D&G partners to the MyHousing platform, delivering excellent housing options advice, matching in our most vulnerable customers, and offering a choice based letting service model that gives customers control and visibility of demand, availability and how we allocate homes.
- 4.15 In addition, we will consult on the governance of our proposed revised Homes4D&G Partnership Agreement to ensure a transparent approach that recognises our partnership, our individual organisational demands and ambition for growth.

Lock-up and garages policy

- 4.16 Following a wider review of the Group's Policy Framework, we have also taken the opportunity to refresh our policy position on the allocation of lock-ups and garages.
- 4.17 The arrangements for allocations of lock-ups and garages have operated effectively to date across Group and are reflected in the policy document attached at Appendix 1 for the Board's consideration and approval.

5. Customer engagement

- 5.1 As part of the North Star review, Group have already engaged with their customers. This has included 2,000 surveys being issued and 6 customer focus groups taking place.
- 5.2 Our Homes4 D&G review engaged with customers on their current experience of how we allocate our homes in the region. This involved 1000 surveys being issued with over 300 completed and 27 of our customers attending 6 themed focus groups.
- 5.3 We have also engaged with key teams across the organisation including our Stronger Voices network; the Customer First Centre; Communication and Marketing on our engagement plan for Homes4D&G and Groups policy review during summer 2022.
- 5.4 Customer engagement for the consultation on the Group Allocation Policy Framework will include all RSL subsidiary tenants, circa 29,00 applicants registered on MyHousing and circa 4,500 applicants registered with Homes4D&G.

6. Environmental and sustainability implications

6.1 Not applicable.

7. Digital transformation alignment

7.1 Our Group Strategy sets a clear direction and is underpinned by digital transformation.

7.2 We have a commitment in our Group Strategy to deliver a blend of digital and personal services via MyHousing. As Group implement recommendations from the North Star Review and any additional recommendations from the customer consultation, this will transform the current MyHousing digital service offering.

7.3 The proposals contained in this report represent the final core business function in us being aligned to Group systems and is incorporated within the wider group digital transformation programme.

8. Financial and value for money implications

8.1 The North Star review highlighted that MyHousing, Group's current online letting platform provides value for money.

8.2 The costs associated with undertaking a full customer consultation on the Group Allocation Framework, system updates and additional staffing resource costs will be undertaken within existing budgets.

8.3 The costing for delivering our Homes 4D&G common housing register (CHR) in the current Group systems is circa £800k. This will include digital solutions, resource and a full customer consultation. The cost for migrating onto MyHousing platform will be shared across our CHR Partners based on stock numbers within the region. Our share and the Group's share has been identified within this year's budgets.

9. Legal, regulatory and charitable implications

9.1 All amendments to the revised Allocation Policy Framework will be considered by legal colleagues to ensure there is no risk to legal compliance. Through the framework we will ensure we are meeting our statutory obligations.

9.2 The Housing (Scotland) Act 2014 outlines requirements for landlords to consult with identified groups before making or altering its rules governing the priority of allocation of houses. This means that landlords must consult with the following groups:

- Applicants on our housing lists;
- Existing tenants;
- Registered Tenants' Organisations;
- Other stakeholders;
- Local Authority Strategic Partners (Homeless and DRS services); and
- Such other persons as the landlord thinks fit.

9.3 We will consult with all required groups and work with our Stronger Voices network to ensure we fully capture the customer voice.

10. Risk appetite and assessment

- 10.1 The Group's risk appetite for service improvement is "open". This means we are prepared to take the risk of adopting the approach that is most likely to result in successful delivery of our service objectives.
- 10.2 Shifting the balance of power towards the customer brings some risk as we empower customers to take more decisions around priorities and resources. A robust framework within which we can support customers and use our strategic delivery plan to manage this transformation will help to mitigate any risks.

11. Equalities implications

- 11.1 We are committed to working inclusively and our activities are designed to reflect and respond to the needs of our tenants, customers and communities.
- 11.2 Equalities impact assessments will be carried out to assess and manage the impact of all our Group Allocation activities. Any particular needs and requirements will be addressed to ensure equity of access and opportunity.

12. Key issues and conclusions

- 12.1 Since the approval of the first Group Housing Information Advice and Letting Policy and Framework in February 2018, letting activity has been transformed through the online letting platform – MyHousing.
- 12.2 North Star consultancy have undertaken an independent review of Group's allocation policy and processes during 2021. They found that MyHousing provides value for money; the current policy is compliant with legislation and overall is working well. However, there are areas for improvement, such as how and when customers are communicated with, and information could be made clearer on adverts to support customers to make informed decisions.
- 12.3 For homeless customers in Glasgow, there was a move to a matching process during the covid-19 pandemic. Wheatley Group Board approved continuation of this in April 2021 until a full review of the Group allocation policy was undertaken.
- 12.4 A full review of Homes 4D&G has been undertaken during 2021. This highlighted the need for modernisation. Both our Policy and digital solutions are dated with no focus on putting our customers in control. The recommendation from our review and CHR Partners preference is to migrate to the Group MyHousing solution.
- 12.5 Our Homes4D&G Partners share an ambition to develop the Partnership further by working with Loreburn Housing Association, in addition to the current 4 Partners. There would be multiple benefits from this change to our partnership profile. Customers could access all social housing in the region with one application and one online platform and would increase the number of available homes our customers could access. There are also financial benefits for us and the current partners due to the stock profile of Loreburn Housing association.

12.6 The aim is to align all subsidiaries to a new Group Housing Information Advice and Letting Policy and Framework that strikes the balance of consistency and flexibility. We will now undertake a full consultation during summer 2022, before presenting an updated Group Housing Information Advice and Letting Policy and Framework to Wheatley Group Board in August 2022.

13. Recommendations

13.1 The Board is asked to:

- 1) Note the findings and recommendation from the North Star Review;
- 2) Note the update on the DGHP and Homes4D&G review;
- 3) Agree to
 - Fully consult with customers and stakeholders on The Group Housing Information Advice and Letting Policy and Framework; and DGHP Allocation Policy; and
 - To progress with the proposed digital solution for Homes 4D&G.
- 4) Note that the draft Homes 4 D&G policy will be presented to Homes 4D&G Common Housing Register Partner Board for approval and agree to delegate authority to the Chair to approve any changes; and
- 5) Approve the lock-ups and garages policy.

List of Appendices

Appendix 1 – Draft lock-up and garages policy [redacted. Available under publication scheme here [Publication scheme | Wheatley Homes South \(wheatleyhomes-south.com\)](https://www.wheatleyhomes-south.com)]

Appendix 2 – Draft Homes 4 D&G Housing Information, Advice and Letting Policy.



Report

To: DGHP Board

By: Alan Glasgow, Managing Director

Approved by: Steven Henderson, Group Director of Finance

Subject: 2021/22 year end performance and Annual Return on the Charter

Date of Meeting: 25 May 2022

1. Purpose

- 1.1 This report presents year end for performance for 2021/22, including:
- Draft DGHP Annual Return on Charter results for 2021/22 and seeks approval for submission to the Scottish Housing Regulator;
 - Non Charter strategic results and performance measures;
 - Wheatley Solutions Business Excellence Framework measures; and
 - Delivery Plan strategic projects.

2. Authorising and strategic context

- 2.1 Under the terms of the Group Authorising Framework, the approval of the Group strategy is reserved to the Group Board with each individual Board responsible for agreeing their own 5 year strategy within the overarching group strategic context. We agreed our own 5 year strategy in November 2020.
- 2.2 The Group Board subsequently approved the overarching structure for the implementation of our strategy via our Group Performance Management Framework (“PMF”) at its meeting in June 2021. As part of agreeing the PMF in June 2021, the Board agreed a programme of strategic projects and performance measures and targets for 2021/22. This Board subsequently agreed the DGHP specific performance measures.
- 2.3 Annual Return on the Charter (“Charter”) returns to the Scottish Housing Regulator must be approved by the Board of the RSL submitting them i.e. this Board for DGHP.

3. Background

- 3.1 2021/22 continued to be a globally unprecedented year, as the COVID-19 pandemic and its impact on the delivery of our services and in turn performance. This year-end report therefore reflects the different stages of mobilisation during the year. There remained a number of areas of performance, such as tenancy sustainment, the delivery of emergency repairs, and arrears where we performed very strongly under the circumstances and relative to the wider sector.

- 3.2 Despite the challenges caused by the continuation of the pandemic we have also managed to:
- Launch the new customer-driven operating model, including the Customer First Centre, following endorsement from tenants;
 - Onboard to Group systems;
 - Launch of the new Neighbourhood Environmental Teams across DGHP; and
 - Delivering over £35m worth of investment in our homes.
- 3.3 Registered Social Landlords (“RSLs”) are responsible for meeting the standards and outcomes set out in the Social Housing Charter and are accountable to their tenants and customers for how well they do so. The Charter is part of the SHR’s assessment of how these outcomes are being met. All RSLs and Local Authority housing services are required to complete the Charter indicators and submit these by 31 May each year. The SHR publishes results for all organisations at the end of August each year.
- 3.4 The SHR uses the Charter results to focus attention on important risks and key aspects of landlord performance. The outcomes apply to all social landlords, with the exception of those relating to local councils in relation to their homeless duties and to councils and registered social landlords that manage sites for Gypsies / Travellers.

4. Discussion

- 4.1 Draft Annual Charter returns for DGHP Board will firstly be discussed, followed by progress against other Board measures shown by strategic theme. Thereafter, an update will be provided on the year end position with strategic projects.

Charter Returns

- 4.2 This section presents a summary of key draft Charter measures, highlighting where they are also a strategic result. A full set of draft Charter results for DGHP against targets is provided in Appendix 1.
- 4.3 It should be noted that following DGHP’s migration to Group systems, and agreement with SHR, our Charter return 2021/22 covers a 50-week period (29/3/21 to 13/3/22).

Gross Rent Arrears

- 4.4 The Group’s and our strategic aim was originally to reduce gross rent arrears to below 4% by 2026. Our year end performance of 4.10% was below our target of 4.57%. The Group target of 5.03% for year one of the strategy has been surpassed at 4.80%. This was achieved due to the strong focus given to support customers during these economically difficult times.







- 4.5 Taking account, the current cost of living crisis and economic challenges, the Group Board have agreed that the 2026 target of 4% should be amended in the Group strategy to 4.5% by 2026. It is proposed this is also the case for DGHP in a separate paper on future targets.
- 4.6 Our performance throughout this year has remained favourable compared to benchmark results published by the SHR on a quarterly basis. Table 1 below provides the sector average, DGHP and Group RSLs quarterly results.
- 4.7 Quarter 4 data was submitted to the Regulator on the 29 April 2022, with results to be published at a later date.

Table 1

Gross Rent Arrears	Q1	Q2	Q3	Q4
SHR published average	5.91%	6.22%	6.53%	-
DGHP	3.95%	4.22%	4.06%	4.10%
WHG RSLs	4.53%	4.90%	4.92%	4.80%

- 4.8 Our performance of 4.10% relative to other RSLs in the group is set out in Table 2 below. It shows that we perform well relative to other group RSLs, in particular the larger ones. It also confirmed that we finished the year reducing arrears from the previous period.

Table 2

RSL	Year-end performance	2021/22 target	Projected Performance for year-end	Previous period	Variance from previous period	2020/21 Result
DGHP	4.10% 	4.57%	4.13%	4.25%	-0.15	3.86%
Dunedin Canmore	4.16% 	4.29%	4.26%	4.51%	-0.35	3.84%
GHA A	5.15% N/A	N/A	-	5.52%	-0.37	4.78%
GHA B	5.19% N/A	N/A	-	5.32%	-0.13	N/A
GHA Comb	5.16% 	5.35%	5.28%	5.50%	-0.34	N/A
Loretto A	3.40% N/A	N/A	-	3.78%	-0.38	3.05%
Loretto B	3.97% N/A	N/A	-	3.92%	0.05	NA
Loretto Comb	3.67% 	4.03%	3.61%	3.85%	-0.18	N/A
WLHP	2.94% 	3.12%	3.12%	3.44%	-0.50	2.62%
Group	4.80% 	5.03%	4.89%	5.11%	-0.31	4.48%

- 4.9 The following charts show the trend in gross rent arrears for us and at wider Group level against target and projection throughout the year. We received £50,268 of the £535,515 of Tenant Grant Funds (“TGFs”) awarded to the wider Group for by Local Authorities. Most of this award was received in March and supported the reduction seen below, with Dumfries & Galloway Council still to review some cases.

Chart 1

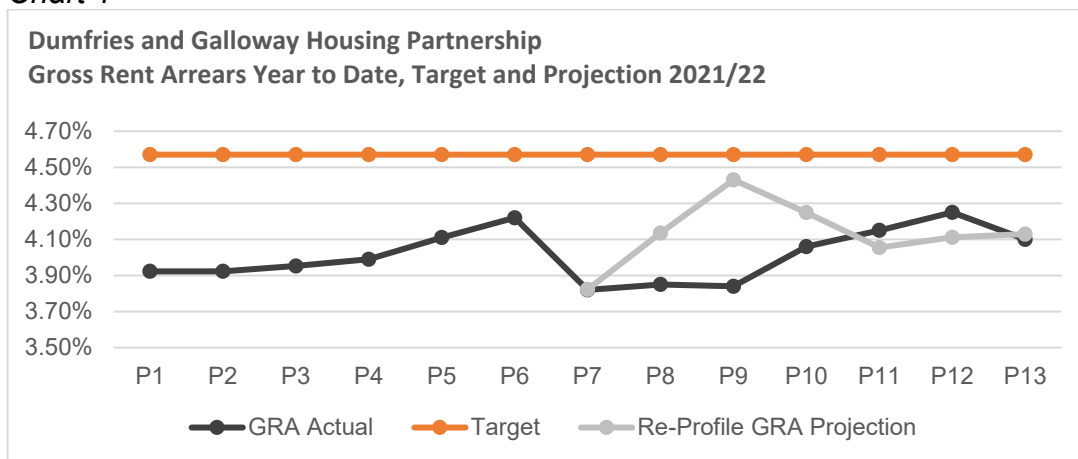
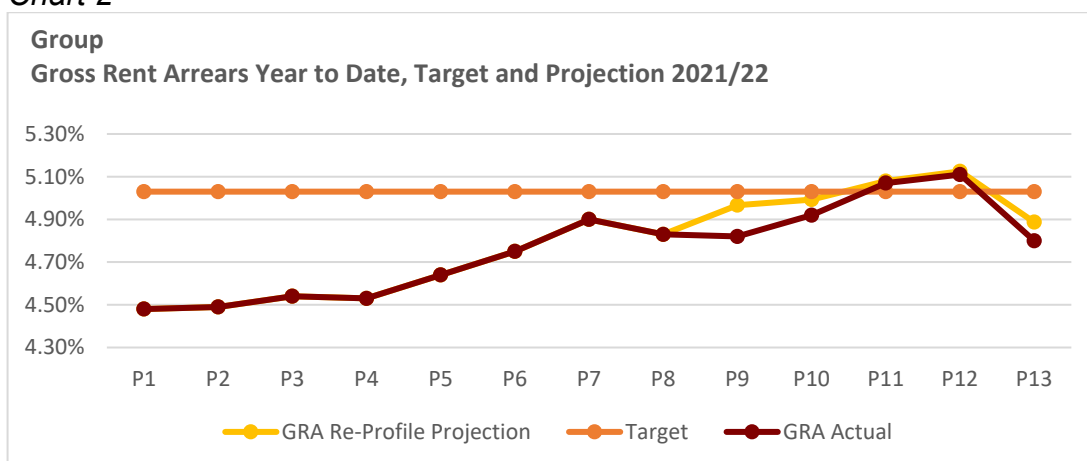


Chart 2



4.10 We currently have 3,684 tenants in receipt of Universal Credit, representing approximately 37% of our tenants.

Average Days to Re-Let

4.11 Our strategic objective is to reduce the average time to re-let to below 14 days. We have let properties on average at 17.73 days for the full year, this bettered our target of 19.1 days and a significant reduction compared to the first lockdown year in 2020/21 at 37.26 days.







4.12 Comparative quarterly data published by the SHR this year demonstrates we, and the Group more widely, perform strongly compared to sector averages as shown in the table below:

Table 3

Average days to re-let	Q1	Q2	Q3	Q4
SHR published average	51.74	49.44	50.84	-
DGHP	16.31	15.75	17.11	17.73
WHG RSLs	18.55	20.27	20.62	21.55

4.13 Our performance relative to other RSLs in the wider Group is set out in the table below. Our performance compares well within the Group:

Table 4













Average days to re-let (Charter)	2021/22 performance	2021/22 Target	2020/21 Results
DGHP	17.73 	19.1	37.26
Dunedin Canmore	18.79 	18.9	52.60
GHA	23.48 	19.9	40.96
Loretto	17.38 	18.1	35.18
WLHP	5.94 	15.0	19.78
Group	21.55 	19.5	40.87

- 4.14 Re-let times during 2021/22 were impacted by the ongoing effects of the pandemic, including additional Government restrictions, staff sickness and self-isolation and material supply issues. Based on current performance, a revised target is set out in a separate paper.

Tenancy Sustainment

- 4.15 We ended the year just below our 87% target for ARC and 89% target for revised. Tenancy sustainment considers new lets made in the previous reporting year (2020/21), and the result further demonstrates success when over 50% of our lets during the lockdown year were made to homeless applicants.
- 4.16 Our performance relative to other Group RSLs is set out in the table below. Measures in place to support improvement include joint partnership working with Dumfries and Galloway Council and increased engagement for customers with Group wrap around support services.













Table 5

RSL Tenancy Sustainment	Charter 2021/22	Target	Revised (Ex deceased/transfers) 2021/22	Target
DGHP	86.04%	87% 	88.19%	89% 
Dunedin Canmore	93.18%	90% 	95.06%	91% 
GHA	92.26%	90% 	93.85%	91% 
Loretto	88.57%	90% 	91.12%	91% 
WLHP	97.50%	90% 	100%	91% 
Group	91.00%	90% 	92.78%	91% 

Repairs






- 4.17 The average time taken to complete emergency and non-emergency repairs for us and other Group RSLs is detailed in the table below.

Table 6

Times to deliver repairs (Charter)		Emergency (hours)			Non-emergency (days)		
		Target	2021/22	In month	Target	2021/22	In month
South	DGHP	3.00	2.21 	2.15	5.50	9.91 	7.16
West	GHA	3.00	3.12 	3.09	5.50	8.07 	8.87
	Loretto	3.00	3.16 	3.24	5.50	6.98 	8.85
East	Dunedin Canmore	3.00	3.4 	4.5	5.50	6.49 	7.72
	WLHP	3.00	3.28 	4.16	5.50	6.46 	7.4
Group		3.00	3.00 	3.14	5.50	8.08 	8.52

- 4.18 We had the best performance for emergency repair timescales in the Group at 2.21. The high demand for repairs, pandemic backlogs and material supply issues have impacted significantly our average times to complete non-emergency repairs. We have found particular difficulty in obtaining materials from our supply chains and this has affected our overall performance. We have and we continue to work productively to expand our options for materials and that will support an improvement in performance for the coming year.
- 4.19 While we don't have access to in year benchmarks for these indicators, Housemark data confirms an increase in volume across the sector, mirroring our own across DGHP and Group during 2021/22.
- 4.20 The issues with increased customer demand and material supply have also affected the right first-time measures. The table below shows our own and other Group RSL performance for the year.

Table 7

Percentage of repairs right first time (Charter)		2019/20	In month	2021/22	Target	
South	DGHP	83.5%	89.46%	83.1%	92.0%	
West	GHA	96.3%	92.15%	91.03%	97.0%	
	Loretto	96.4%	92.76%	94.86%	97.0%	
East	Dunedin Canmore	96.8%	96%	94.14%	95.0%	
	West Lothian	96.4%	93.62%	93.37%	95.0%	
Group			92.63%	90.42%		

- 4.21 It is anticipated that these issues will continue to impact early 2022/23, up to July. Our materials supply chain has been an area of particular concern and has impacted us getting repairs carried out for our customers at first visit. This is being addressed and we continue to work productively to expand our options for materials.
- 4.22 As noted throughout the year, the Charter repairs satisfaction measure continues to be based on a very small sample size. For DGHP there have been 103 completed surveys in 2021/22.

- 4.23 Based on these completed surveys, satisfaction is at 89.3% and the second highest in the Group. Within the context of having brought the repairs service in house fairly recently, and the transition this necessitated, this is positive. Our performance relative to other Group RSLs is set out in the table below.

Table 8

RSL		2021/22 Target	Current Value
South	DGHP	87%	89.3%
West	GHA	87%	88.8%
	Loretto	87%	88.4%
East	DC	87%	86.4%
	WLHP	87%	90.3%
Group		87%	88.5%

- 4.24 Development of new approaches in 2022/23 to collection, monitoring and reporting of customer experiences, alongside the repairs transformation, aims to increase the number of completed surveys in future years.

Gas Safety

- 4.25 We continue to be in a 100% compliant position for gas safety, having retained a very strong focus on this area since we were able to remobilise. The year end for 2021/22 Charter indicator for DGHP and other Group RSLs is listed in the table below. With all at zero, this is a reflection of our strong focus right across the Group on gas safety.

Table 9

RSL	2020/21	2021/22
DGHP	298	0
Dunedin Canmore	122	0
GHA	1,536	0
Loretto	114	0
WLHP	8	0
Total	2,149	0

SHQS

- 4.26 Changes to the definition of the criteria for meeting SHQS have been introduced in each of the last two years, with all now applicable for the 2021/22 ARC.
- 4.27 A summary of these changes is shown in the table below.

Table 10

Year	Changes	Changes to ARC Reporting
2015	Original SHQS criteria	
2021	EESSE1 ratings apply to energy (January 2021)	<ul style="list-style-type: none"> Any properties that do not meet EESSE1, do not meet SHQS Exemptions and Abeyances for EESSE1 also apply to SHQS
2022	Smoke and CO detectors (February 2022)	A failure to install linked smoke and heat detectors as at 31 st March 2022 will mean a fail for SHQS in terms of the Tolerable Standard (A)
2022	Electrical installation checks (March 2022)	Failure to have EICRs in place as at 31 st March 2022, evidencing renewal with 5 years will mean property fails SHQS in terms of both the Tolerable Standard (A) and the Healthy, Safe and Secure criteria (E)

- 4.28 Our SHQS and EESSE levels, and those of other Group RSLs, are based on the latest currently available data and are shown in the table below.

Table 11

RSL	Percentage of properties meeting the SHQS 2021/22*	Percentage of properties meeting the EESSE 2021/22*
DGHP	85.38%	90.23%
GHA	86.76%	99.10%
Dunedin Canmore	98.83%	99.02%
Loretto	99.71%	100.00%
WLHP	99.87%	99.87%

*It should be noted that while the draft SHQS and EESSE figures shown in this report are based on the latest currently available data, numbers may change in advance of our submission to SHR as external parties report back.

- 4.29 Properties which do not meet SHQS and/or EESSE can be either because they fail the criteria or are subject to exemption or abeyance. Importantly, it should be noted that where the pass rate is lower than in previous years, this is primarily due to exemption or abeyance, not fails.
- 4.30 Less than 1% of our self-contained stock is recorded as having failed for SHQS. In terms of EESSE fails we have none, with the picture across the group as follows: GHA has 386, DC has 52, WLHP has one and Loretto none.
- 4.31 Exemptions and Abeyances for SHQS and EESSE for all RSLs are detailed in the table below. For us abeyances relate to refusals and exemptions are for properties which are unable to comply with SHQS and EESSE1.

Table 12

RSL	SHQS Exemption 2021/22*	SHQS Abeyance 2021/22*	Percentage of total with SHQS Exemption or Abeyance 2021/22*	ESSH Exemption 2021/22*	Percentage of total stock with ESSH Exemption 2021/22*
DGHP	1,022	464	14.45%	1,005	9.77%
GHA	33	5,227	12.33%	282	0.66%
Dunedin Canmore	0	10	0.19%	0	0.00%
Loretto	0	7	0.29%	0	0.00%
WLHP	0	1	0.13%	0	0.00%

*It should be noted that while the draft SHQS and ESSH figures shown in this report are based on the latest currently available data, numbers may change in advance of our submission to SHR as external parties report.

Medical Adaptations

- 4.32 During 2021/22, we have completed 686 adaptations at an average of 55.35 days. This was in part driven by increased OT referrals following remobilisation of services and clearance of the pandemic backlog have impacted on cumulative time to complete for the year.
- 4.33 The table below shows for us and other Group RSLs the number of households waiting, completions and the average time to complete adaptations:

Table 13

Medical Adaptations	Households Waiting 2020/21	Households Waiting 2021/22	Number Completed 2021/22	Average Days to Complete	Target
DGHP	80	51	686	55.35	35 ■
GHA	94	100	1,333	38.19	35 ■
Loretto	5	4	100	61.36	35 ■
DC	4	9	132	10.85	35 ■
WLHP	0	0	28	22.57	35 ■
Group	183	164	2,279	42.6	35 ■

Court Actions

- 4.34 As expected, court actions for most subsidiaries increased this year compared to last year, as restrictions on evictions began to lift. We had 2 evictions related to anti-social behaviour in 2021/22. The wider Group position is set out in the table below.

Table 14

RSL	Percentage of the court actions initiated which resulted in eviction			
	2020/21		2021/22	
DGHP	N/A	N/A	20.0%	■
Dunedin Canmore	0%	■	11.1%	■
GHA	33.3%	■	69.6%	■
Loretto	N/A	N/A	100%	■
WLHP	N/A	N/A	N/A	N/A

- 4.35 It is expected that the number of court actions and evictions will increase in 22/23 as court processes return to normal.

DGHP Summary Charter Performance

- 4.36 The table below presents a summary of our performance against the Charter measures. We met or exceeded 56% of the ARC measures which was comparable with other RSLs within Group. This is shown in the 'green' column in the table below. The 19% of measures categorised as 'amber' are within 10% of achieving target. A full breakdown of all DGHP performance against the full set of measures is provided in Appendix 1.

Table 15

RSL	Green (met or exceeded target)	Amber (<10% off target)	Red (>10% off target)	Contextual, no target or not applicable
DGHP	9 (56%)	3 (19%)	4 (25%)	14

- 4.37 As discussed in the earlier sections of this report, the red and amber measures for DGHP were primarily due to the ongoing impact of the pandemic, including increasing demand and resultant delays during remobilisation of services and ongoing supply issues.

Other Key Performance Measures

- 4.38 The following section presents draft year-end performance against non-Charter strategic and compliance measures by strategic theme. The dashboard for Board level measures is shown at Appendix 2.



Delivering Exceptional Customer Experience

Customer First Centre

- 4.39 The CFC launched its new service on 1 December 2021. As previously reported, this was a 'soft' launch internally. This initial period afforded us the opportunity to test the robustness and effectiveness of our new systems and practices ahead of our formal launch of the service on 1 April 2022. We launched our new ways of working in DGHP, including full support from the CFC on Monday 28 March, in line with our migration to Group systems.

4.40 A suite of performance measures has been developed to assess the effectiveness of the new CFC model. A number of these will form Board level reporting 2022/23. CFC measures will be continually reviewed and monitored to ensure that they remain current and comparable with other sectors.

4.41 Key points for March 2022 reporting for Board level measures are highlighted below:

- CFC answered 85.42% of calls within 30 seconds against a target of 80% - this has improved by 7.04% from February and is exceeding the target;
- Call abandonment levels were 3.81% against a target of 7%;
- First contact resolution exceeded 92% against a target of 90%. An improvement both in terms of a more challenging target and improved performance compared to the end of November 2021 which used the previous method of measurement and where performance was on average at 90% against a lower target of 80%; and
- The overall average wait time for customers was 30 seconds. This is an improvement on previous performance to November 2021 when performance was on average over 122 seconds.

Complaints Handling – SPSO

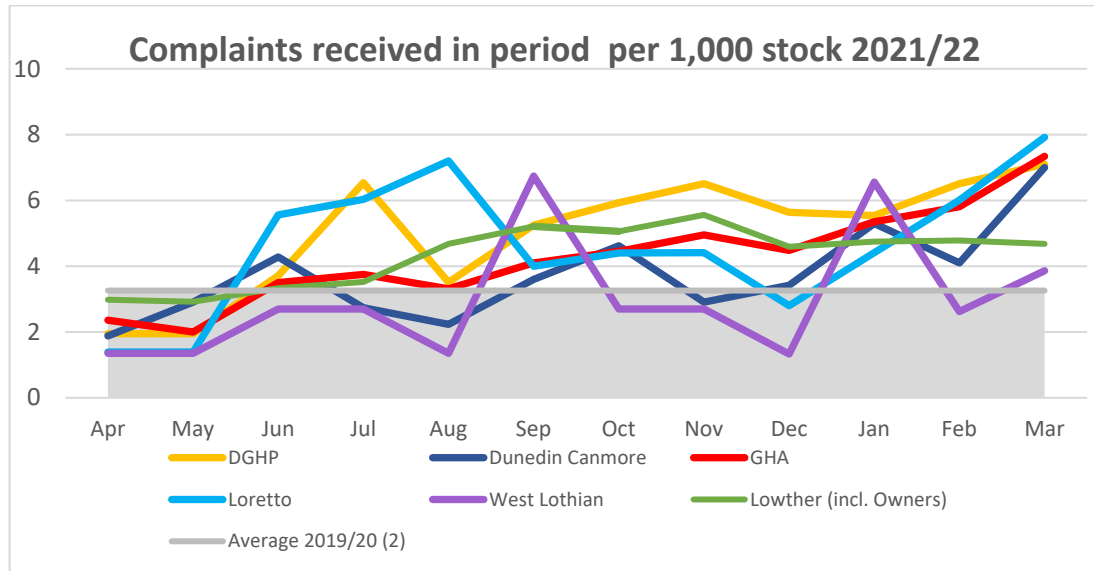
4.42 In addition to Charter measures on complaints, as included in Appendix 1, we also report on SPSO measures on complaints handling within Stage 1 and Stage 2 timescales. We showed improvement from Quarter 3 with 81.6% Stage 1 complaints responded to within timescales from 81.2% and 64.1% Stage 2 complaints from 61.1%. The table below shows all RSL performance.

Table 16

% of complaints Responded to in SPSO timescales	Stage 1		Stage 2	
	Complaints received 2021/22	Percentage responded to within 5 working days	Complaints received 2021/22	Percentage responded to within 20 working days
DGHP	537	81.6%	39	64.1%
Dunedin				
Canmore	244	92.8%	20	85%
GHA	1,994	92.2%	208	85.4%
Loretto	121	97.5%	9	100.0%
WLHP	27	100.0%	0	N/A

4.43 Given each RSL varies in size, the graph below shows this data per 1,000 stock and against the Group 2019/20 average. This chart shows that the number of complaints per 1000 stock varies throughout the year for DGHP as well as the other RSLs.

Chart 3



Making the Most of Our Homes and Assets

New Build Programme

- 4.44 Our aim was to contribute c1,000 homes over the life of the strategy towards the wider group target of 5,500. As has been narrated over the course of the year, there are significant challenges on the delivery of new build such as cost, supply chains and contractor capacity.
- 4.45 The table below shows the projects and units completed for DGHP to 31 March against the original year-end target figure of 49. Note that the 12 units at Queensberry Square included in the target for 2021/22 were completed ahead of schedule in March 2021:

Table 17

	Handovers	2021/22 Target	Variance	Comment
Project	37 in 2021/22 (49 including early handovers)	49	0	
Lincluden Depot	32	32	0	Complete March 2022.
Queensberry Square	12	12	0	Project completed ahead of schedule in March 2021.
St Medans, Monreith	5	5	0	Complete May 2021.

- 4.46 It has recently been proposed and agreed with Group Board that the strategic target for new build during our strategy period be revised down to 4,000. New targets for Y2-5 have accordingly been agreed, with the shortfall in 2021/22 completions to be added to Y2 targets.

Investment in Improvement, Modernising and Maintaining Homes

- 4.47 We have delivered our expected investment spend relative to budget. The difference between output and spend is due to the impact of increased supplier and material costs as well as higher costs for full bathroom installations rather than overhead showers originally planned. Actual spend was £37,519,167 against a revised annual forecast of £32,816,051.
- 4.48 Our investment spend has contributed to the £110.75m invested in homes across Group during 2021/22; well above the £91.51m target for the year and ahead of the Group's £360m strategic commitment over the life of the strategy.
- 4.49 When considering repairs spend, total investment in improving, modernising and maintaining homes is even higher, furthering progress towards meeting the strategic commitment.

Planned to Reactive Repairs Spending

- 4.50 We have set a strategic result for each year over the life of the strategy to achieve a ratio of planned to reactive repairs spend of 60%:40%. We have outperformed this target at 69.1% planned spend against 30.9% for 2021/22. How this compares with other Group RSLs is set out in the table below.

Table 18

Percentage Spend 2021/22		Planned 2021/22	Reactive 2021/22
South	DGHP	69.1%	30.9%
West	GHA	65.0%	35.0%
	Cube (2021/22 prior to transfer)	61.0%	39.0%
	Loretto	68.0%	32.0%
East	Dunedin Canmore	58.6%	41.4%
	WLHP	59.2%	40.8%
Group total		65.9%	34.1%
		£92,214,599	£47,737,917

Volume of Emergency Repairs

- 4.51 We have a specific strategic measure to reduce the volume of emergency repairs to less than 30% of overall reactive repairs by 2026. For 2021/22 the percentage of emergency repairs is 40.25%.
- 4.52 In addition, our position, and that of the other RSLs, contributes to the Group's Strategic Result to reduce the volume of emergency repairs by 10% by 2026, based on the original use of 2019/20 as the baseline year. The table below shows the variance for us, other Group RSLs and Group-wide.

Table 19

Area/RSL	Completed Emergency Repairs		
	2019/20	2021/22	Variance to 2019/20
South			
DGHP	11,451	15,455	+35%
East	7,764	8,763	+12.9%
Dunedin Canmore	7,035	7,739	+10%
WLHP	729	1,024	+40.5%
West	69,787	72,411	+3.8%
GHA	64,642	68,246	+5.6%
Loretto	5,145	4,165	-19%
Group	89,002	96,629	8.6%

- 4.53 Our repairs demand during 2021/22 has significantly increased. It is important to note that for other RSLs, the volume would have been higher still but for the introduction of Next Day Appointments for repairs that would otherwise have been raised as emergency in West and East.



Changing Lives and Communities

Peaceful Neighbourhoods

- 4.54 The Group five-year strategic target is that 70% or more of our Group tenancies should be classified as “Peaceful” by 2026. Peaceful communities are defined as communities where customer reported incidents of anti-social behaviour to Police Scotland are reducing and social deprivation indicators (SIMD) in the associated data zone are improving. The proven most effective way to achieve this target is by reducing the incidence of customer reported anti-social behaviour by our customers to Police Scotland.
- 4.55 As a result of our strategic deployments, prevention packages and training and awareness sessions we are seeing a rise in the submission of community intelligence and a reduction in ASB. The Group has achieved the strategic objective in 2021/22 with 70.1% against a target of 68%.

Percentage of Wheatley Group tenancies classified as (year to date average):	2020/21		2021/22	
	Number	Percentage	Number	Percentage
Safe	6,529	7.3%	8,572	9.6%
Calm	20,931	23.3%	18,261	20.3%
Peaceful	62,279	69.4%	62,906	70.1%

- 4.56 The focus for 2022/23 will be reducing the volume of repeat complaints of anti-social behaviour. We will be creating our CIP Prevention and Solutions Hub that will work on creating customer profiles and ensuring customers receive the most appropriate and proportionate wrap around services.

Accidental Dwelling Fires

- 4.57 We have had 12 accidental dwelling fires in 2021/22, a reduction from 23 the previous financial year. The profile of the 12 fires during 2021/22 is set out in the table below.

Table 20







Number of recorded accidental dwelling fires	2021/22			
	Q1	Q2	Q3	Q4
DGHP	6	5	1	0

- 4.58 This reduction contributes towards a Group strategic result to reduce RSL accidental dwelling fires by 10% against the baseline of a total of 217 fires across RSLs in 2020/21. As of the end of March 2022, 151 accidental dwelling fires have been recorded across the Group RSLs against the upper limit for this year of 210 to be on-track to achieve the strategic result.

Reducing Homelessness

- 4.59 We delivered 443 homeless lets over the year, representing 51.9% against our target of 45%. The Group overall made 57% relevant lets to homeless applicants in 2021/22, above the target of 56%. The total number of lets made was 2,475, exceeding our annual Group target of 2,000 and significantly contributing to the overall strategic result of 10,000 households by 2025/26. A breakdown of all Group RSLs is set out in the table below.

Table 21

Percentage of Lets to Homeless Applicants	Relevant lets only				Charter	
	2020/21	March in-month	2021/22	Target	2020/21	2021/22
DGHP	51.8%	66.7%	51.9% 	45%	50.3%	51.1%
Dunedin Canmore	72.8%	57.1%	63.4% 	50%	61.6%	53.0%
GHA	65.7%	54.0%	58.3% 	60%	63.1%	55.7%
Loretto	57.1%	67.5%	53.3% 	50%	38.5%	48.4%
WLHP	69.7%	72.2%	47.9% 	50%	65.0%	41.9%
Group	63.3%	58.2%	57.0% 	56%	59.7%	54.0%

Jobs and Opportunities

- 4.60 The delivery of jobs and opportunities has been a key focus for the Board. In three key areas we exceeded our target for the year as set out in the table below, which also includes the overall group figures.

Table 22

Strategic Results	2021/22 Target	2021/22 performance	
4,000 jobs, training and apprenticeship opportunities delivered	700 - Group	825 - Group	■
	54 - DGHP	74 - DGHP	■
10,000 vulnerable children benefit from targeted Foundation programmes	1,400 – Group	2,250 - Group	■
	100 - DGHP	319 - DGHP	■
20,000 Wheatley Customers accessing services which help alleviate poverty	4,000 - Group	8,109 - Group	■
	495 - DGHP	845 - DGHP	■

- 4.61 This included: 319 customers supported by the Imagination Library and Youth Arts projects; the Wheatley Work programme, including the Environmental Roots courses which took place in Dumfries and Stranraer throughout February, supported 74 customers. Finally, 845 tenants were supported with financial advice, emergency food support and free furniture and white goods to help furnish their homes.



Developing our Shared Capability

Sickness Absence

- 4.62 We lost 1.94% of working time due to staff sickness absence in the year 2021/22 (compared to our target of 3%), this is an improvement from the 2.11% year to date result reported in the Quarter 3 report.
- 4.63 The Group overall lost 4.07% of working time due to staff sickness absence in the year 2021/22 (compared to our target of 3%), just under the figure of 4.1% we reported at the end of the last quarter.
- 4.64 Housemark data shows sickness levels generally rose through Q1-3 before falling back in February to rise again in March.

Throughout this year, the Group have engaged our Occupational Health Provider to provide support sessions that have been specifically designed to help all staff to address issue they have experienced during the pandemic. CBT Wellbeing training sessions (Mind Matters) are continuing. The training helps support employees with anxiety to put coping mechanisms in place to help and pilot sessions generated excellent feedback from participants.

Business Excellence Framework

- 4.65 As part of our services agreement with Wheatley Solutions we agreed a Business Excellence Framework (“BEF”) which had associated performance measures.
- 4.66 A copy of performance against these measures is attached at Appendix 3, with the 90% target met. At the time of agreeing the BEF it was recognised this would need to be reviewed to ensure it remained relevant and reflective of our own business priorities.

- 4.67 It is therefore intended that we initiate a full review of the BEF, to be co-create between Wheatley Solutions and the DGHP Senior Management Team. This also aligns with the overarching Intra-Group Agreement which is being reviewed as part of the strategic governance review.
- 4.68 As part of this process, we will remove measures which have now become mainstream KPIs, such as call handling, and agree a methodology for measuring our satisfaction with the services we receive from Wheatley Solutions.

Summary of Strategic Project Delivery

- 4.69 The number of projects in the 21/22 delivery plan was 13. Full details for these, including progress, milestones, and notes from project leads, can be found in Appendix 3.
- 4.70 Of the 13 strategic projects we delivered during 2021/22, the following five projects have been completed since our last report:
- Implement new engagement framework - Phase 1;
 - Refine Repairs Delivery Model;
 - Review Group Fire Prevention & Mitigation Framework including digital solutions;
 - Restructure funding syndicate; and
 - Establish digital maturity approach and assessments.
- 4.71 As a result, there are now 9 projects complete and 4 were reprofiled:

Table 23

Theme	Complete	On-Track	Slipping	Reprofiled
Customer Experience	2	0	0	3
Homes and Assets	1	0	0	1
Changing lives and Communities	2	0	0	0
Developing our Shared Capability	2	0	0	0
Enabling our Ambitions	2	0	0	0
Total by Status	9	0	0	4

- 4.72 Four Board projects were reprofiled into the 22/23 delivery plan. These were a combination of projects in their own right, or formed part of a larger piece of phased work.

5. Customer engagement

- 5.1 Many strategic results were new to our PMF for the Group Strategy 2021-2026 and therefore involve work to establish baselines. As reported to Board in April 2022, where baselines are outstanding, work will continue through 2022/23 to develop new approaches to collection, collation and reporting of these measures. This includes several measures based on customer perception and satisfaction.

- 5.2 While later than initially intended, it is important that those collated via customer surveys are based on the new operating model we implemented in 2021/22 and are reflective of our customers' experience of the new model.
- 5.3 Given the extensive consultation on our new operating model, it was agreed with the Scottish Housing Regulator that it is prudent to delay our next full customer satisfaction survey by 6 months until 2023, which will be reportable under the 2023/24 Charter.
- 5.4 We updated the Group Scrutiny Panel on the draft results at its last meeting. The Panel reflected on the challenges RSLs have faced in the last two years, acknowledged the focus we and other Group RSLs have had during 2021/22 on remobilisation and supporting our tenants and communities during these times, and recognised the strong and improving performance in this context.

6. Environmental and sustainability implications

- 6.1 We have developed the baselines for a number of sustainability measures over the course of the year. This is now reflected in our future plans, covered by a separate report.

7. Digital transformation alignment

- 7.1 Our strategy is underpinned by digital transformation and this has been a strong feature in supporting our performance over the year.

8. Financial and value for money implications

- 8.1 The measures and projects included in this report were agreed as part of the PMF approved in June 2021 and comprised the Delivery Plan for 2021/22. Both documents focus service delivery and improvement on the key priorities within the Group Strategy to make sure that financial and other resources are aligned with these priorities.
- 8.2 There are no direct financial implications arising from this report. Any financial requirements related to actions and projects within the report are subject to separate reporting and agreement.

9. Legal, regulatory and charitable implications

- 9.1 The Scottish Housing Regulator requires an Annual Return on the Charter from each RSL. RSL Subsidiary Boards approve the returns, and the figures are included in the year-end performance report to the Board.
- 9.2 Following DGHP's migration to Group systems, our Charter return 2021/22 covers a 50-week period. This has been discussed and agreed with SHR, based on it reverting back to a 52 week period next year and assurance that there would be no gaps in the data provided across the three years 2020/21, 2021/22 and 2022/23.
- 9.3 RSLs are also required to involve tenants in the scrutiny of performance, which the Group does through its Tenant Scrutiny Panel, and to report to tenants on performance by October each year.

10. Risk appetite and assessment

- 10.1 Our agreed Group risk appetite in relation to board governance is “cautious”. This level of risk tolerance is defined as “preference for safe delivery options that have a low degree of inherent risk”. We mitigate this risk by reserving the agreement of individual performance targets and strategic projects to Boards and providing the Board with regular updates in relation to progress against these targets and projects.

11. Equalities implications

- 11.1 There are no proposals in this report relating to our duties under equality legislation or that have an adverse impact on equality.

12. Key issues and conclusions

- 12.1 Despite continuing challenges posed by the pandemic across the sector, we continue to perform strongly in a wide range of areas including the following targeted Charter indicators: complaints measures, emergency repair timescales, gas safety checks unmet, resolution of antisocial behaviour cases, lost rent, gross rent arrears and days to let.
- 12.2 At a time when customers and communities were struggling with the uncertainties of the pandemic recovery, the Wheatley Foundation has exceeded all targets for DGHP.
- 12.3 Performance issues that remain in focus include tenancy sustainment, non-emergency repair completion timescales, reactive repairs complete first time and medical adaptation completion timescales.

13. Recommendations

- 13.1 The Board is asked to:
- 1) Approve the draft Annual Return on the Charter results for submission to the Scottish Housing Regulator;
 - 2) Delegate authority to the Group Director of Housing and Property to make any non-material updates to finalise the results prior to submission; and
 - 3) Note the outturn year end performance against non-Charter measures and strategic projects.

List of Appendices

- Appendix 1 – Draft Annual Return on the Charter 2021/22
- Appendix 2 – Board Measures Dashboard 2021/22
- Appendix 3 – Business Excellence Framework measures
- Appendix 4 – Strategic Projects Dashboard 2021/22

Charter Indicators

ARC survey questions measured annually. No survey carried out in 2021/22

- | | |
|----|--|
| 01 | Percentage of annual tenants satisfied with the overall service |
| 02 | Percentage of annual tenants who feel their landlord is good at keeping them informed about their services and decisions |
| 03 | Percentage of complaints responded to in full at Stage 1 and at Stage 2 (combined) |
| 04 | Average time in working days for a full response at Stage 1 and at Stage 2 (combined) |
| 05 | Percentage of annual tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes |
| 06 | Percentage of stock meeting the Scottish Housing Quality Standard (SHQS) |
| 07 | Percentage of annual existing tenants satisfied with the quality of their home |
| 08 | Average time to complete emergency repairs (hours) |
| 09 | Average time to complete non-emergency repairs (working days) |
| 10 | Percentage of reactive repairs completed right first time |

11	Number of times in the reporting year that you did not meet your statutory obligation to complete a gas safety check within 12 months of a gas appliance being fitted or its last check.
12	Percentage of tenants satisfied with repairs or maintenance carried out in last 12 months
13	Percentage of annual tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in
14	Percentage of tenancy offers refused during the year
15	Percentage of anti-social behaviour cases reported in the last year which were resolved
16	Percentage of new tenancies sustained for more than a year - overall
17	Percentage of lettable houses that became vacant
18	Percentage of rent due lost through properties being empty
19	Number of households currently waiting for adaptations to their home
20	Total cost of adaptations completed in the year by source of funding (£)
21	Average time to complete approved applications for medical adaptations (calendar days)
22	Percentage of court actions initiated which resulted in eviction - overall

23a	Percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that resulted in an offer
23b	Percentage of offers made to LA Section 5 and other referrals for homeless households that result in a let
25	Percentage of annual tenants who feel that the rent for their property represents good value for money
26	Rent collected as % of total rent due
27	Gross rent arrears (%)
28	Average annual management fee per factored property.
29	Percentage of annual owners satisfied with the factoring service
30	Average length of time taken to re-let properties (calendar days)

DGHP








2020/21 Results	2021/22 Draft Results	2021/22 Target
94.83%	94.83%	N/A
95.93%	95.93%	N/A
95.81%	97.25%	96%
4.86	5.94	8
94.75%	94.75%	N/A
87.07%	85.38%	92%
92.68%	92.68%	N/A
1.90	2.21	3
5.63	9.91	5.5
93.46%	83.10%	92%

298	0	0
94.44%	89.32%	87%
92.83%	92.83%	N/A
19.80%	18.33%	Contextual
99.90%	99.17%	98%
84.98%	86.04%	87%
7.83%	8.39%	8%
0.86%	0.49%	0.6%
80	51	Contextual
£109,500	£1,699,888	Contextual
43.30	55.35	35
N/A	20%	25%





94.35%	81.62%	Contextual
74.93%	82.44%	Contextual
90.32%	90.32%	N/A
100.04%	99.66%	Contextual
3.86%	4.10%	4.57%
£99.96	£104	Contextual
67.12%	67.12%	N/A
37.26	17.73	19.1





Appendix 2 - DGHP Board - Delivery Plan 21/22 - Board Measures

1. Delivering Exceptional Customer Experience










Measure	2020/21	2021/22		
	2020	2021		Status
	Value	Value	Target	
Average time for full response to all complaints (working days) - Stage 1	4.42	4.74	5	
Average time for full response to all complaints (working days) - Stage 2	12.82	21.95	20	
% new tenancies sustained for more than a year - overall	84.98%	86.04%	87%	
Group - Average waiting time (seconds) - March 22 results	64.38	30	30	
Group - Average waiting time (seconds) (YTD to November 2021)	64.38	122.5	60	
Group - % of first contact resolution at Hub – March 2022 results	91.79%	92.33%	90%	
Group - % of first contact resolution at Hub (YTD to November 2021)	91.79%	90%	80%	

2. Making the Most of Our Homes and Assets


Measure	2020/21	2021/22		
	2020	2021		Status
	Value	Value	Target	
Reduce the volume of emergency repairs to less than 30% of overall reactive repairs	11,451 (2019/20)	15,455	<30%	
Average time taken to complete emergency repairs (hours) – make safe	1.9	2.21	3	
Average time taken to complete non-emergency repairs (working days)	5.63	9.91	5.5	
% reactive repairs completed right first time	93.46%	83.10%	92%	

Measure	2020/21	2021/22		
	2020	2021		
	Value	Value	Target	Status
Number of gas safety checks not met	298	0	0	
% stock compliant with SHQS	87.07%	85.38%	96%	
Average time to complete approved applications for medical adaptations (calendar days)	43.3	55.35	35	
New build completions - Social Housing	0	49	49	





3. Changing Lives and Communities

Measure	2020/21	2021/22		
	2020	2021		
	Value	Value	Target	Status
% lets to homeless applicants	51.8%	51.9%	45%	
% lets to homeless applicants (ARC)	50.3%	51.1%	N/A	
Number of lets to homeless applicants (contributes to 10,000 for Group by 2025/26)	396	443	N/A	
Group - Over 70% of customers live in neighbourhoods categorised as peaceful by 2025/26	69.4%	70.1%	68%	
% ASB resolved	99.9%	99.17%	98%	
Total number of jobs, training places or apprenticeships created including Wheatley Pledge	0	74	54	
Group - 100% of relevant properties have a current fire risk assessment in place	100%	100%	100%	
Group - Non-relevant properties with current fire risk assessment in place	Programme started October 2020	100%	100%	
Number of accidental dwelling recorded by Scottish Fire and Rescue	23	12		

4. Developing Our Shared Capacity

Measure	2020/21	2021/22		
	2020	2021		Status
	Value	Value	Target	
% Sickness rate	1.49%	1.94%	3%	

5. Enabling Our Ambitions

Measure	2020/21	2021/22		
	2020	2021		Status
	Value	Value	Target	
% lettable houses that became vacant	7.83%	8.39%	8%	
% court actions initiated which resulted in eviction - overall	DIV/0	20%	25%	
Average time to re-let properties	37.26	17.73	19.1	
Gross rent arrears (all tenants) as a % of rent due	3.86%	4.10%	4.57%	

Service Aspect	Measure/Commitment	DGHP	DCH	Loretto	WHG	WLHP	Additional information/comments
Legal advice and support	100% of court case submissions completed within agreed timescales	√	√	√	√	√	
Accounting and financial management	Monthly finance review meetings with leadership teams, to discuss and provide advice on its financial position and emerging themes, opportunities, issues and risks.	√	√	√	√	√	
	Finance report provided to every Board meeting	√	√	√	√	√	Standing scheduled Board agenda item
Funding & Treasury Management	100% of covenant returns completed and submitted on time	√	√	√	√	√	Confirmed and records in place
	Compliance with Treasury Management Policy	√	√	√	√	√	
	Valuations for annual accounts and lenders completed on time	√	√	√	√	√	
IT infrastructure and essential business support	98.5% availability of critical systems	√	√	√	√	√	
	Funding and delivery, in conjunction with operational teams, of the IT investment and systems necessary to implement strategy	√	√	√	√	√	Delivered through technology plan, which is monitored by Wheatley Solutions Board
	Ensure robust cyber security is in place and tested annually	√	√	√	√	√	Report to Boards in May and monitored by Group Audit Committee also.
Employee availability and relations	90% of vacant roles recruited within target timescale agreed by management	√	√	√	√	√	
	Staff absence levels at or below agreed annual target	1.94%	3.21%	3.50%	2.29%	0.60%	Duplication of standard reporting measure - to be considered as part of review
Staff wellbeing	90% of staff satisfaction with wellbeing support						To be baselined in 2022/23 via a survey of staff to be carried out during summer in tandem with equality data collection exercise
Payroll	100% of payroll runs administered on time	√	√	√	√	√	Confirmed and records in place
Facilities management	100% of Sub facilities risk evaluated	√	√	√	√	√	Confirmed and records in place
	Operational Safety Manuals in place for 100% of Sub corporate estate	√	√	√	√	√	Confirmed and records in place- OSM for each office is currently being updated also
% of applicable measures/commitments met		100%	93%	93%	100%	100%	

Service Aspect	Measure/commitment	DGHP	DCH	Loretto	WHG	WLHP	Additional information/comments
Statutory accounting	100% of statutory returns completed and submitted on time	√	√	√	√	√	Complete and records in place
	Unqualified Audit opinion by external auditors	√	√	√	√	√	Confirmed via KPMG report at August Boards
	All key accounting estimates and judgements reviewed annually	√	√	√	√	√	Reviewed prior to the 2020/21 accounts approved by each Board in August 2021
Assurance	Chief Internal Auditor Annual Assurance Statement	√	√	√	√	√	Received by Boards in August
	Sub specific reviews reported to Board within 1 Board cycle	√	√	√	√	√	
	All whistleblowing allegations fully investigated and reported to the Board within 1 Board cycle	√	√	√	√	√	
Performance	Quarterly Performance reports issued 7 days before applicable meetings	√	√	√	√	√	Standing Board agenda item each quarter
	Annual Return on Charter prepared for Board approval and submitted in line with regulatory deadlines	√	√	√	√	√	Approved by Boards in May 21 and confirmed as received on time by SHR
	Annual benchmarking reports	√	√	√	√	√	Limited to intragroup benchmarking for this year. Future strategic project to enhance our benchmarking approach
	Monthly management reports on performance indicators.	√	√	√	√	√	Monthly performance reporting system in place, including at Executive level
Business continuity	Business Continuity and disaster recovery plan in place and tested annually	√	√	√	√	√	Confirmed - we are also in the process of revising our approach to business continuity to reflect learning from the pandemic and current good practice
	100% of recommendations from annual review implemented within agreed	√	√	√	√	√	
Security management	All security incidents will be managed to a successful and safe outcome	√	√	√	√	√	Security incidents management and reporting processes already in place
Governance	100% of statutory returns completed and submitted on time (pre-approved by the Board where appropriate)	√	√	√	√	√	Complete and records in place
	All board papers will be issued at 7 days before Board meeting	√	√	√	√	√	There were some exceptions, however these were pre-agreed by Boards/Chairs in advance and therefore excluded.
% of applicable measures/commitments met		100%	100%	100%	100%	100%	



Service Aspect	Measure/commitment	DGHP	DCH	Loretto	WHG	WLHP	Additional information/comments
Contact handling	80% of calls answered in less than 30 seconds						Performance did not meet target, however this is set within the context of a fundamental review of our call handling as part of the creation of the Customer First Centre
	90% of transactions resolved at first point of contact	92.33%	92.33%	92.33%	92.33%	92.33%	
Accounts Payable	95% of invoices will be paid with 30 days of receipt		96.68%	85.24%	87.84%	95.58%	
IT help desk	99% availability of help desk	√	√	√	√	√	New service desk approach being implemented to reflect our hybrid operating model. As agreed this will be measured and reported from 2022/23
	95% of issues resolved at the first point of contact						
Land and property acquisitions and disposals	All acquisitions and disposals registered with Registers of Scotland and security pools updated as appropriate	√	√	√	√	√	Confirmed (the third party purchasing solicitor is responsible for registering deeds for disposals).
Complaints, FoISA and data protection requests	100% of enquires dealt with within statutory timescales						Group figure of 98% for 21/22. Cases where the statutory response timescale were the result of an administrative issue where requests were not advanced to the central point timeously. This process has been reviewed to prevent any future occurrences.
	100% of reportable data breaches reported to ICO.	√	√	√	√	√	100%
% of applicable measures/commitments met		67%	67%	67%	67%	67%	


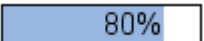


Service Aspect	Measure/commitment	DGHP	DCH	Loretto	WHG	WLHP	Additional information/comments
Supporting on-going change and innovation	All strategic projects delivered within a 5% time and budget variance	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
	Annual Satisfaction survey, compliant with SHR technical requirements, completed and reported to Board						The Boards agreed not to have one for this year - not applicable
Insight	Sub staff engaged in 100% of Group Communities of Excellence	√	√	√	√	√	One CoE requires WLHP representation, however given the ongoing restructuring the DCH representation is now considered to cover
	4 themed insight events per annum available to Sub staff	√	√	√	√	√	These have not been taken up in full due to other priorities for RSLs, however a programme will be developed as part of the BEF review
IT development	100% delivery of strategic support agreed with Sub Management to migrate onto group systems to unlock new technology for Sub service delivery.	√	√	√	√	√	RSLs are currently on all relevant group systems, with DGHP now successfully migrated
Tenant engagement	Annual engagement programme						Stronger Voices programme implementation in process - increase in Customer Voices (c.500), increase in age diversity and online engagement
	Increased range in Sub tenants engaging						Recent tenant consultations in line with requirements
Learning and development	100% of tenant consultations meet legal and regulatory requirements	√	√	√	√	√	
	100% of staff have a My Contribution performance and CPD plan in place						Phased launch of programme, now driving down to departmental level. Due for completion June 22 - thereafter all staff will have MyCPD in place
Procurement	40% of promoted posts are filled by internal candidates	√	√	√	√	√	49.6% Group figure for 21/22 year end
	Expenditure on behalf of Sub is compliant with procurement rules	91.83%	79.09%	91.95%	98.03%	99.59%	All target of 99%, except DGHP which has target on 70%- where not meeting target, due to non-contracted supplier spend under £50k
% of applicable measures/commitments met		100%	89%	89%	89%	100%	


Service Aspect	Measure/commitment	DGHP	DCH	Loretto	WHG	WLHP	Additional information/comments
Transformation projects	95% of transformation projects delivered on time and on budget	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Confirmed via strategic projects/finance reporting
Asset management	Certifiable SHQS and EESSH compliance	√	√	√	√	√	Confirmed for those we attest to SHR are compliant.
	Annual Investment Plan for Board approval	√	√	√	√	√	Approved by Boards in May 22
Business planning and Funding	Annual business plan provided for Board approval	√	√	√	√	√	Approved in Feb 22
	Sufficient Funding secured to deliver Sub strategy	√	√	√	√	√	In place as part of existing annual business plan and budget.
Property development	Annual 5-year development programme provided to the Board for approval	√	√	√	√	√	Approved in Feb 22
	The number of units in development programme delivered						Duplication of standard reporting measure - to be considered as part of review
% of applicable measures/commitments met		100%	100%	100%	100%	100%	




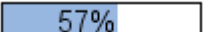
TOTAL % of applicable measures/commitments met		93%	90%	90%	91%	93%	
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Appendix 4 - DGHP Board - Delivery Plan 21/22 - Strategic Projects





Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
Implement new engagement framework - Phase 1	31-Mar-2022			01. Stronger Voices Team structure agreed via workforce planning and recruited	31-Jul-2021	Yes	Project complete
				02. Engagement plan for Customer and Community Voices developed	31-Aug-2021	Yes	
				03. Customer and Community Voices recruited - 50	30-Sep-2021	Yes	
				04. My Community App piloted, evaluated and preferred solution identified and agreed by ET	31-Jan-2022	Yes	
				05. Customer and Community Voices recruited	31-Mar-2022	Yes	





Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				- total 100			
Develop a Wheatley Whole Family approach	30-Apr-2022			01. Scoping stage completed	31-Aug-2021	Yes	This project has not completed within the year due to resourcing issues but all customer and staff engagement is now complete. Analysis and final reporting will be concluded by the end of June and these milestones are contained within the 22/23 delivery plan
				02. Consultant appointed and Group project team identified	31-Oct-2021	Yes	
				03. Review of all primary insight and report on initial findings	28-Feb-2022	Yes	
				04. Customer and staff engagement undertaken	31-Mar-2022	Yes	
				05. Final report and action plan produced and approved by ET	30-Apr-2022	No	
Introduce new cloud based telephony system	31-Mar-2022			01. Carry out a review of telephony vendors and system capability	31-Jan-2022	No	February ET Performance update - project to be moved to 2022/23
				02. Review WFM platforms in line with telephony system	31-Jan-2022	No	





Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				03. Business case for new cloud based telephony and WFM system approved by ET	31-Mar-2022	No	
				04. Go-live approved by ET	31-Mar-2022	No	
Develop new RSL online services model	31-Mar-2022		<input type="text" value="0%"/>	01. Identify a leader plus small team of 2-3 in the business to focus on this work	31-Oct-2021	No	ET agreed in January that this project will be moved to 2022/23
				02. Review current online service offerings (baseline)	30-Nov-2021	No	
				03. Identify and engage with relevant service leads for 'baseline' services	31-Dec-2021	No	
				04. Use this to define our digital customer offering, approach and roadmap	31-Mar-2022	No	

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				05. Develop customer digital engagement approach/strategy	31-Mar-2022	No	
				06. Co-ordinate our activity to promote this to customers	31-Mar-2022	No	
Refine Repairs Delivery Model	28-Feb-2022			01 Final 5 year review received from Campbell Tickell	31-May-2021	Yes	Project complete
				02 Develop common approach for repairs service across West, East and South	31-Dec-2021	Yes	
				03 ET and Board approval of proposals	28-Feb-2022	Yes	
Implement Group corporate estate model - phase 1	31-Mar-2022			01. DGHP Dumfries Hub developed and approved by ET	31-May-2021	Yes	Approval from ET that this project moves to 22/23
				02. Wheatley House prototype complete-	31-Jul-2021	Yes	
				03. New Mart Road Hub	31-Aug-2021	Yes	

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				developed and approved by ET			
				04. Deliver Touchdown Points	30-Sep-2021	Yes	
				05. DGHP Dumfries Hub complete	28-Feb-2022	No	
				06. New Mart Road Hub complete	31-Mar-2022	No	
				07. Review Depots with outcome of review and proposals agreed by ET	31-Mar-2022	No	
Wheatley Green Investment Plan	31-Dec-2021		 100%	01. Develop Wheatley Green Campaign to align with COP26	30-Apr-2021	Yes	Project complete
			02. ET agreement of COP 26 Green Campaign	31-May-2021	Yes		
			03. Green Investment Plan engagement with Scottish Government	31-Aug-2021	Yes		

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				04. COP26 related campaign activities ends	31-Dec-2021	Yes	
Deliver a group wide Antisocial Behaviour Prevention & Mitigation Framework (ASBPMF) that maps out our approach to preventing, managing and mitigating ASB	30-Jun-2021			01. Draft ASB Prevention & Mitigation Framework prepared for Executive Team consideration	31-May-2021	Yes	Project complete
				02. Group Board approval of Framework	30-Jun-2021	Yes	
Review Group Fire Prevention & Mitigation Framework including digital solutions	31-Mar-2022			01. Undertake a review and update the Fire Prevention & Mitigation Framework	31-May-2021	Yes	Project complete
				02. Updated Framework approved by Group Board	31-May-2021	Yes	
				05. Explore digital solutions for capturing, recording, managing & reporting on Group Fire Risk Assessments,	31-Mar-2022	Yes	

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				Fire Intervention Reports and vulnerable person visits			
				06. Digital solutions proposals agreed by ET -	31-Mar-2022	Yes	
Develop new leadership development programme	31-Jul-2021			01. Expand existing Leading in a Digital Era programme	31-May-2021	Yes	Project complete
				02. New Leadership Development programme developed for all people leaders, reflecting the new operating model	31-May-2021	Yes	
				03. ET approval of new Leadership Development Programme	31-Jul-2021	Yes	
Strategic governance review	31-Oct-2021			01. Scope agreed by Group Board	30-Apr-2021	Yes	Project complete

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				02. External review undertaken	31-Jul-2021	Yes	
				03. Group Board agree recommendation	31-Oct-2021	Yes	
				04. Group Board agree implementation plan	31-Oct-2021	Yes	
Restructure funding syndicate	31-Dec-2021			01. Board agree strategy for restructure	31-Oct-2021	Yes	Project complete
				02. Implementation of restructure	31-Dec-2021	Yes	
Establish digital maturity approach and assessments	28-Feb-2022			01. Revise baseline of current metrics (revisit Azets review)	31-May-2021	Yes	Project complete
				02. Define and establish core maturity metrics across 21/22	30-Jun-2021	Yes	
				03. Define projects and activities/outcomes linked to maturity goals	30-Jun-2021	Yes	

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				across roadmaps			
				04. Communicate targets for progression	31-Jul-2021	Yes	
				05. Perform mid-year review	31-Oct-2021	Yes	
				06. Update on progress to WS Board	30-Nov-2021	Yes	
				07. Produce end of year report and plan for 2022 for ET approval	28-Feb-2022	Yes	



Report

To: DGHP Board

By: Alan Glasgow, Managing Director

Approved by: Steven Henderson, Group Director of Finance

Subject: Delivery Plan and Targets 2022/23

Date of Meeting: 25 May 2022

1. Purpose

1.1 This report provides:

- an overview of the strategic projects contained within the Delivery Plan 2022/23; and
- the proposed measures and targets 2022/23 for Board consideration and approval.

2. Authorising and strategic context

2.1 Under the Group Authorising Framework, the approval of the Group strategy is reserved to the Group Board. Our 2021-26 strategy was agreed by the Group Board in October 2020 and the DGHP strategy was approved by this Board in November 2020. The Group Board subsequently approved the overarching structure for the implementation of our strategy via our Group Performance Management Framework (“PMF”) at its meeting in June 2021.

3. Background

3.1 As part of agreeing the PMF in June 2021 the Group Board agreed a five-year programme of strategic projects to support the delivery of our new strategy and performance measures and targets for the next 5 years.

3.2 In agreeing the 5-year programme, measures and targets, the Board recognised and agreed that we would require to remain agile and flexible throughout the life of the strategy. As such, the programme and targets are subject to annual review to take into account what has been delivered to date, our business operating context and the external operating environment.

3.3 For the same reasons, the Group 5-year strategy is reviewed and updated as well as our own DGHP strategy, taking into account what refinements are appropriate within this context.

4. Discussion

Strategic and business context

- 4.1. Our strategic and business context evolved significantly over the course of 2021/22. This included a wide range of activities that impacted delivery of the planned 2021/22 projects and which needed to be reflected in the prioritisation of our projects for this year. These included:
- The launch of the new operating model following consultation with, and endorsement from, all RSL tenants;
 - The creation of the Customer First Centre (“CFC”), which was not envisaged at this point last year;
 - The creation of a repairs transformation programme;
 - The conclusion of the strategic governance review, including additional Board focus on sustainability and equality and diversity; and agreement in principle to restructuring of our RSLs in the east of Scotland; and
 - The decision to undertake a strategic review of care activity.
- 4.2 In developing the 2022/23 Delivery Plan it is acknowledged that there will be a significant level of senior change in the Group over 2022/23 and as such it will be a transitional year for the Group and therefore, all partner organisations.
- 4.3 The 2022/23 Delivery Plan focuses on the most strategically important areas during this transitional year. This is structured via five strategic programme themes: Repairs; Customer First Centre; Engagement; Assets and Sustainability; and Governance. These are supported by a relatively small number of standalone strategic projects.
- 4.4 The full list of the projects, along with the associated milestones for the projects to be reported to this Board is set out at Appendix 1. We have also identified business interdependencies and external dependencies. External dependencies have been identified to recognise that the delivery of some projects is not entirely within our control.
- 4.5 A more detailed update on the projects as they relate to DGHP is provided under each stream:

Repairs

- 4.6. The repairs stream includes the key elements of the repairs transformation programme as reported to DGHP Board in March. Over the past year we have reported that demand levels for the repairs service, both emergency and non-emergency, have continued to be high, even as we addressed the pandemic backlog. Performance has also been impacted by material supply issues.
- 4.7. A key feature of the programme is improving how we communicate with customers. We know that this is a key element of the customer experience, which in turn drives satisfaction with repairs. We will review and improve the ways we bill and communicate with owners for common repairs, which is a source of significant call and email enquiries in Lowther. As we remain the legal factor for owners, this remains relevant for us to ensure Lowther is delivering a quality service and customer experience.

- 4.8. A key part of our operational planning approach for the year ahead (so not a strategic project in its own right) is working to reduce the number of outstanding repairs. We aim to reach pre-pandemic levels by July and maintain performance at this level or better. Quarterly reviews will be undertaken and trade resource will be redirected as required to support this objective.
- 4.9. Delivery of these repairs projects and activities will support the following strategic outcomes:
- Reduction in the number of complaints relating to the repairs service, in particular regarding communication;
 - Enhanced customer convenience and control over when they receive repairs – in conjunction with reducing the number of repairs outstanding this will help us to reduce the average time for non-emergency repairs to its pre-pandemic level of 5.5 days;
 - Improved satisfaction with the repairs service for both tenants and owners – aiming to improve year on year to 2025/26, supported by new approaches to the collection, monitoring and reporting of customer experiences; and
 - Reduction in number of emergency repairs by 10% – with the higher volumes being experienced post-pandemic, we propose to rebase this measure so that 2021/22 is the new baseline rather than 2019/20.

Customer First Centre

- 4.10. The CFC is a key part of our new operating model and will over time become the hub of our digital and online services. Our 2022/23 Delivery Plan focuses on how we further evolve and refine the role of the CFC, coupled with specific performance measures being reported to this Board to allow a clear assessment of its impact.
- 4.11. The projects will support the CFC evolving through:
- Taking stock of progress to date through an interim review;
 - Refining all processes to ensure we are maximising the value of the CFC (an Executive level project);
 - Evolving the technology platform by considering the business case for a new cloud telephony system (an Executive level project); and
 - Strategically developing our wider digital services offer.
- 4.12. A key focus is ensuring that in the early stages of the year we build on the early successes of the CFC and implement incremental improvements. This will provide us with a stable base upon which to then expand our digital services offering.
- 4.13. The full review of the CFC that will be undertaken towards the end of the year means that the projects should sequence such that it can take into account the findings from the process review and proposals for our future online services model at the same time. It should be noted that the CFC evaluation and review of the RSL online services model will compete within the year but the outcomes will be reported to the Board in April 2023.

- 4.14. The early focus of the CFC has been on delivering an excellent customer experience through existing communication channels, principally phone – although email and webchat are also important parts of its service offering. The CFC supports other online services such as allocations, through our MyHousing system, and will support follow up of service requests as we introduce digital customer communications for environmental services this year. During 2022/23 we will scope the next phase of our digital customer services rollout; including the functionality of a Wheatley app – for example which types of repairs should be included in online self-service.
- 4.15. The delivery of the CFC projects and performance targets will support the following outcomes:
- An excellent service experience for our customers, who can have any issues resolved quickly through a single phone call – 80% of calls being answered within 30 seconds and abandonment rates below 7%;
 - The CFC continues to expand its capacity to undertake additional transactional activity which frees up local staff – with 90% of calls being resolved on first contact and only 10% of cases being passed outwith the CFC to frontline RSL and Lowther staff; and
 - We will have co-created an online services model with our customers, driven by what customers value and will use, which in turn will support future channel shift.

Engagement

- 4.16. Engagement is a critical driver for our overall strategy. The key focus for 2022/23 is the implementation of our engagement framework and reflecting the importance of engagement within our performance framework.
- 4.17. The engagement framework phase 2 project focusses on how we embed our engagement approach and a separate paper has more detail on how we plan to progress with a number of the milestones. Alongside this we have now translated our engagement model into a tangible suite of performance measures to allow the Board greater visibility on engagement activity, including:
- Recruitment of customer voices and regional panel members relative to what we agreed with tenants as part of the consultation;
 - No of customer voices activities carried out;
 - Number of engagement panel meetings (by geographic area); and
 - Number of scrutiny focus groups.
- 4.18. The programme also takes into account two key elements which underpin our approach to engagement – a tailored approach and enhancing digital engagement.
- 4.19. The customer data collection project will be an integral part of the overall Delivery Plan for the year. It is intended that we will seek to reach out to all our customers to collect up to date contact details (eg phone number and e-mail), equalities data and communication preferences.

- 4.20. Having up to date contact detail data is a critical base for the introduction of our Rant and Rave customer sentiment analysis as it is based on seeking immediate feedback via text or email. This will also be important to allow us, for example, to issue digital communications or alert customers to engagement activities.
- 4.21. The exercise will also allow us to have a better understanding of digital inclusion and preferences amongst customers. By collecting data on if and how customers access digital services this can provide important intelligence which informs our RSL online services model.
- 4.22. It also provides support us meeting our regulatory obligation to collect equalities data from all customers. This allows us to collect a wide range of information at the same time, rather than through different exercises. It is likely that for RSLs we will do this via Housing Officer visits to tenants.
- 4.23. The delivery of the engagement projects and performance targets will support the following outcomes:
- A vibrant, diverse engagement community of at least 250 tenants who are co-creating and influencing our activities;
 - Robust, up to date contact information for customers which provide us with a means to roll out real time customer experience monitoring;
 - A segmented approach to service delivery for families which will support increase satisfaction with this customer segment in future; and
 - A clear understanding of the make up of our communities to support us tailoring services in future.

Assets & Sustainability

- 4.24. This programme reflects decisions taken by Boards over the course of 2021/22, in particular a focus on sustainability and asset strategy. It also includes our strategic regeneration programmes at Lochside.
- 4.25. A key focus for programme is recognising the interdependent nature of the projects and ensuring that we have strategic alignment between our sustainability, strategic asset management and regeneration activities.
- 4.26. During the course of 2021/22 we developed a baseline for our ambition to reduce our corporate carbon footprint to carbon neutral by 2026. This was developed based on an assessment with PlanetMark, an independent sustainability certification organisation, which will be validated over this year.
- 4.27. The delivery of the asset and sustainability projects and performance targets will support the following outcomes:
- Centres of Excellence across our full geographic footprint which are a hub for staff engagement and collaboration;
 - Sustainability embedded in all our activities through a strategic framework;
 - A roadmap for what we need to do to achieve EESSH 2 which can form the basis for understanding cost implications and an informed discussion stakeholders; and
 - A developed vision for the future Lochside, driven by the views and aspirations of local communities.

Governance

- 4.28. The projects take into account some of the key elements of the strategic governance review, including our desire to increase the level of visibility on equality and diversity and reaffirming DGHP as the strategic lead in the South of Scotland.
- 4.29. We have a clear 5 year strategy and are the main provider of housing in Dumfries and Galloway. As such, we want to take the opportunity to develop a Strategic Agreement with Dumfries and Galloway Council. The timing is particularly apt as new administrations will form following the May 2022 local elections.
- 4.30. The Strategic Agreement will look to formalise areas such as access to land, regeneration priority areas and our contribution to homelessness.
- 4.31. We have also taken the opportunity to consider how governance activity more widely is reflected beyond strategic projects. The following measures, which are indicators of the underlying strength of our Boards and administration, are now included in our performance measures:
- Number of vacancies – enhancing visibility of where Boards are operating at below full capacity;
 - Attendance – enhancing visibility on the most fundamental duty of Board members; and
 - Papers issued 7 days in advance – how we are ensuring Board members have sufficient time to adequately prepare for meetings.
- 4.32. The delivery of the governance projects and performance targets will support the following outcomes:
- Robust equality and diversity data which provides a basis for informing our future workforce planning, service design and regulatory compliance; and
 - A formal, clearly defined strategic partnership with Dumfries and Galloway Council.

Other projects

- 4.33. The other projects include maintaining visibility on previous approvals, such as the implementation of our homelessness policy and introduction of digital customer communications and mobile technology for our environmental services.
- 4.34. Two significant stand-alone projects are a full review of our allocations policies, which are due for review, and the care strategic review. The allocations policy review will involve a particularly significant piece of work in DGHP as it is currently part of the common housing register for Dumfries and Galloway.
- 4.35. The care strategic review initially projected to complete in 2022/23 has now been refined to reflect 2022/23 being a transitional year. It is intended that we will now focus on an internal preparatory review of all our care services over the course of 2022/23 with a view to commissioning an external strategic review in 2023/24.

Measures and Targets 2022/23

- 4.36. This section presents proposed measures and targets for 2022/23, detailed in full in Appendix 2. In addition to existing and baseline measures, this includes newly proposed measures. The appendix is also structured by strategic theme and identifies reporting frequency and whether results will be provided to DGHP Board or where they will also be reported to Group Board.
- 4.37. *Existing measures:* These include those:
- reported to DGHP Board in the last year and which continue for 2022/23, with proposed targets including any proposed changes following an annual review; and
 - recently approved by Group Board which directly link to RSL Boards and therefore beneficial for DGHP Board to regularly receive updates from 2022/23.
- 4.38. Pertinent points on existing measures are summarised below:
- Limit annual RSL rent increases: a change of strategic result to remove the 2.9% cap, with the increase set annually via business plan.
 - New build: As agreed previously with Board, our new build targets for years 2 to 5 have been re-profiled and now total 822 homes. Targets are currently based on the Business Plan and will be increased as additional funds are secured. Consideration is being given to the type and size of new homes built, including the profile of our customers. These new homes will contribute to the Group's strategic result of 4,000 new homes built during the lifetime of the strategy, recently reset from 5,500,
 - Reduce gross rent arrears: While our year end performance of 4.10% surpassed our 4.54% target, consideration needs to be given to the economic climate and tenants' future ability to pay and for us to collect rent and arrears. Our Year 2 to 5 targets have been reprofiled accordingly and will be monitored regularly. Our performance will continue to contribute towards the Group's strategic result to reduce arrears to 4.5% by 2026, recently reset from 4%.
 - Reduce volume emergency repairs by 10%: The baseline year was previously agreed as 2019/20, however, volume has increased during 2021/22 and would have been higher still if not for the introduction of next day appointments in the East and West. Increased customer demand is not anticipated to reduce and therefore a change to the baseline year and new targets are proposed, with a -10% reduction on 2021/22 volumes by 2026.
 - Right first-time reactive repairs: Increased customer demand, recent material supply issues and remobilisation backlogs have had a negative effect on the right first time measures during 2021/22 and are anticipated to continue into Q1 2022/23.
 - Percentage tenants with online accounts using MySavings: We are reviewing this initiative and investigating future options, linked to a strategic project to review our online services model. Nonetheless, it is proposed the strategic result is reduced from 60% to 15%, taking account of the challenges experienced.

- 4.39. *Baseline measures:* Several strategic results were new in 2021/22 for the Group's 2021-2026 strategies and therefore involve work to establish baselines. As recently reported to Group Board, where baselines are outstanding, work will continue through 2022/23 to develop new approaches to collection, collation and reporting of these measures. This includes several measures based on customer perception and satisfaction. More information on plans in this area are provided in section 5 of this paper, customer engagement.
- 4.40. *New measures:* Several new measures have been approved by Group Board to supplement existing and outstanding baseline measures. These have been introduced earlier in this report and cover areas of performance related to the implementation of our engagement model, visibility of the Customer First Centre and monitoring of the strength of our Boards and administration. In addition, we have added two new sustainability measures to support our ambitions in this area; the first to monitor the average new build CO2 output and the second to increase the percentage of stock at EPC 'B' rating.

5. Customer engagement

- 5.1 Our Delivery Plan reflects our strong focus on our customers influencing and co-creating with us. Customer engagement is embedded as specific milestones of strategic projects which will directly impact the way we deliver services or the way they can be drawn down by customers.
- 5.2 With Rant and Rave procured as our instant feedback tool during 2021/22, development and testing will take place during 2022/23, initially on a pilot basis with staff and then customers. This aligns with our strategic project to collect customer contact information and maximise the up to date, accurate contact data we have as the use of Rant and Rave is reliant on this information. Only once we are confident with the experience the tool delivers – for the user and in reporting – will it be launched, generating baselines on a phased basis during 2023/24.
- 5.3 Given the extensive consultation on our new operating model, it was agreed with the Scottish Housing Regulator that it is prudent to delay our next full customer satisfaction survey by 6 months until 2023, which will be reportable under the 2023/24 Charter.
- 5.4 While later than initially intended, it is important that these customer surveys are based on the new operating model we implemented in 2021/22 and are reflective of our customers' experience of the new model.

6. Environmental and sustainability implications

- 6.1 We have developed the baselines for a number of sustainability measures over the course of the year.
- 6.2 A key project for 2022/23 is the development of a strategic sustainability framework. As part of this we anticipate further measures will be developed for future incorporation into our PMF.

7. Digital transformation alignment

- 7.1 Our strategy is underpinned by digital transformation. The measures and strategic projects for 2022/23 have been fully reviewed to ensure we have the appropriate technical and resource capacity alongside our Digital Programme.

8. Financial and value for money implications

- 8.1 There are no direct financial implications associated with this report, which are covered via the approved 2022/23 business plan.

9. Legal, regulatory and charitable implications

- 9.1 The customer data collection and equality and diversity projects have been developed to support us complying with our regulatory obligation to collect equalities data for tenants and staff.
- 9.2 We have engaged with the SHR regarding our plans for our customer satisfaction survey, which ordinarily require to be completed every three years. As indicated the SHR understand our rationale for delaying the survey into a fourth year to reflect our new operating model and ensure value for money in terms of the cost.

10. Risk appetite and assessment

- 10.1 We do not have a single risk appetite in respect of strategy. Our risk appetite seeks to take into account a range of factors which may impact the delivery of our strategy.
- 10.2 In considering our Group Delivery Plan and KPIs for 2022/23 we have considered the continued level of uncertainty associated with the continuing impact of the pandemic and the current operating context of the Group.
- 10.3 Our strategy is highly ambitious and contains a high degree of interdependencies. The proposed approach seeks to mitigate the risk that the complexity associated with the level of interdependencies are not managed through a structured approach.

11. Equalities implications

- 11.1 Project monitoring and evaluations consider equalities information and Equalities Impact Assessments are undertaken at the outset of new programmes to ensure compliance with equality legislation, where applicable.
- 11.2 Within the proposed Group Delivery Plan, there is a separate project under the governance programme stream dedicated to advancing our commitment to equality, diversity and inclusion.
- 11.3 Additionally, the expansion of our Customer Voices is focused on creating a more diverse range of voices actively participating in our engagement structures. In turn, this will support co-creation and influencing which is based on a more diverse range of perspectives.

12. Key issues and conclusions

- 12.1 The 2022/23 Delivery Plan seeks to maintain our ambition in terms of strategic projects, whilst being cognisant of the transitional nature of the year ahead.
- 12.2 The plan seeks to embed business changes, such as the CFC, into our performance framework to allow us to formally monitor the impact they are having.
- 12.3 A key thread throughout the strategic projects and performance measures is a focus on customer engagement and the customer's view shaping our priorities.

13. Recommendations

- 13.1 The Board is asked to:
 - 1) Note and provide feedback on the 2022/23 strategic projects and associated milestones; and
 - 2) Approve the proposed measures and corresponding targets for 2022/23.

List of Appendices

Appendix 1 – Strategic Projects for 2022/23

Appendix 2 – Board Measures and Targets 2022/23

Group Delivery Plan 2022/23

Strategic Theme	Programme Stream	Project	Customer engagement	LHA implications
Delivering Exceptional Customer Experience	<i>Repairs</i>	<ul style="list-style-type: none"> ▪ Improve Customer Contact & Communications ▪ Develop IT & Systems ▪ Service & process redesign ▪ Meet the needs of owners 	✓ ✓	✓ ✓ ✓ ✓
	<i>CFC</i>	<ul style="list-style-type: none"> ▪ CFC interim review ▪ CFC year 1 evaluation ▪ RSL Digital Services Model 	✓ ✓ ✓	✓ ✓ ✓
	<i>Engagement</i>	<ul style="list-style-type: none"> ▪ Engagement Framework – Phase 2 ▪ Customer data collection exercise ▪ Wheatley Whole Family approach 	✓ ✓ ✓	✓ ✓ ✓
Making the Most of our Homes & Assets	<i>Assets & Sustainability</i>	<ul style="list-style-type: none"> ▪ Corporate Estate ▪ Strategic Sustainability Framework ▪ Asset Strategy for Glasgow ▪ Wyndford Regeneration ▪ DGHP TRA 	✓ ✓ ✓	✓ ✓
Developing our Shared Capability / Enabling our Ambitions	<i>Governance</i>	<ul style="list-style-type: none"> ▪ Strategic Governance Review ▪ Equality, Diversity & Inclusion ▪ Updated Strategic Agreement with GCC ▪ Strategic Agreement with DGC 	✓ ✓	✓ ✓
Changing lives and communities	<i>Standalone</i>	<ul style="list-style-type: none"> ▪ Implement year 2 of the Group Homelessness Framework ▪ Review of group allocations policy and systems ▪ NETs digital service ▪ Strategic realignment of Care services 	✓	✓ ✓ ✓

Repairs programme stream		
Project/Owner	Key Milestones	Interdependencies
Improve Customer Contact & Communications	<ul style="list-style-type: none"> ▪ Taking into account customer feedback, implement revised customer comms for all repair types (including owner repairs) – 30/6/22 ▪ Proposals for customer feedback to Boards developed and agreed - 30/6/22 ▪ Approach to real time repairs feedback on repairs agreed - 31/12/22 	<ul style="list-style-type: none"> ▪ Meet the needs of owners ▪ RSL digital services model
Develop IT & Systems	<ul style="list-style-type: none"> ▪ CBG Servitor upgrade implemented – 31/5/22 ▪ Localz phase 1 installation (pilot with CBG) – 31/10/22 ▪ Localz phase 1 full roll out programme agreed – 31/12/22 	External dependency – IT suppliers
Service & process redesign	<ul style="list-style-type: none"> ▪ DGHP improvement plan defined and agreed – 31/5/22 ▪ Quick wins for the repairs service in the West implemented (opening up appts, better communication between CBG and CFC, approach to customer comms) – 30/6/22 ▪ Planning complete for implementing redesigned repairs delivery model – 30/6/22 ▪ DC approach to migrate to Group Servitor agreed – 30/6/22 	
Meet the needs of owners	<ul style="list-style-type: none"> ▪ Review owner billing inc. suitability of existing SoRs and approach to lower value jobs – 30/6/22 ▪ Review current approach to owner repairs and define & agree reshaped owner repairs service delivery model – 30/6/22 ▪ Review processes that support owner repairs service and refine – 30/6/22 ▪ Implement revised processes to support owner repairs – 31/12/22 ▪ Deploy revised owner repair service delivery model – 31/3/23 	<ul style="list-style-type: none"> ▪ Improve Customer Contact & Communications

CFC programme stream		
Project/Owner	Key Milestones	Interdependencies
CFC interim review	<ul style="list-style-type: none"> ▪ External interim review concluded – 30/4/22 ▪ Present findings of interim review to Group Board – 30/4/22 ▪ Present findings of interim review to RSL Boards – 31/5/22 	
CFC year 1 evaluation	<ul style="list-style-type: none"> ▪ Scope of full evaluation agreed by ET – 31/12/22 ▪ Undertake evaluation of the first year of CFC including customer experiences – 14/3/23 ▪ Present findings to ET – 31/3/23 	
RSL digital services model	<ul style="list-style-type: none"> ▪ Review existing digital services offering, including existing usage rates, functionality and projected future lifespan - 31/8/22 ▪ Scope future RSL digital services model, including role of apps, online services, repairs digital offering and self-service – 31/10/22 ▪ Undertake themed engagement with Glasgow 1000 Panel on digital services - 28/2/23 ▪ Present recommendations to ET for next 3 years – 31/3/23 	<ul style="list-style-type: none"> ▪ Engagement Framework – Phase 2 ▪ Customer data collection exercise
Engagement programme stream		
Project/Owner	Key Milestones	Interdependencies
Engagement Framework – Phase 2	<ul style="list-style-type: none"> ▪ Develop a programme of engagement using customers’ preferred methods – 31/5/22 ▪ 2022/23 Engagement plans, including mechanisms for allocation of funding, agreed by Boards - 31/5/22 ▪ Develop learning and development programme for staff as well as Customer and Community Voices – 30/6/22 ▪ Customer voices feedback to group wide governance event(s) - 31/3/23 ▪ Complete recruitment of Customer and Community Voices – 31/3/23 	<ul style="list-style-type: none"> ▪ RSL digital services model
Customer data collection exercise (Contact info, equalities and communication preferences)	<ul style="list-style-type: none"> ▪ Project approach and proposed resource requirements agreed Group Executive – 30/5/22 ▪ Data collection exercise undertaken - 30/9/22 ▪ Update to Group Executive on outcome of data collection exercise and proposed actions - 31/10/22 ▪ Update to Boards on outcome of data collection exercise – 30/11/22 	<ul style="list-style-type: none"> ▪ Equality, Diversity & Inclusion ▪ RSL digital services model
Wheatley Whole Family approach	<ul style="list-style-type: none"> ▪ Complete the research phase, including survey of households with children and follow up focus groups – 31/5/22 ▪ Present findings and proposed approach to ET – 30/6/22 ▪ Engagement with customer voices on the proposed Whole Family approach - 31/8/22 ▪ Final implementation approach agreed by ET - 30/9/22 	<ul style="list-style-type: none"> ▪ Engagement Framework – Phase 2

Assets & Sustainability programme stream		
Project/Owner	Key Milestones	Interdependencies
Corporate Estate	<ul style="list-style-type: none"> East Glasgow and Bathgate Hubs complete – 31/7/22 West Glasgow Hub complete – 30/9/22 East Hub (NMR) complete – 30/9/22 CFC Lipton House complete – 31/12/22 South Hub (Dumfries) complete – 31/3/23 	
Strategic Sustainability Framework	<ul style="list-style-type: none"> Pathway to Net Zero Advisory Group recruited and in place – 31/5/22 Commission an independent review of energy efficient technologies and low emission heating systems installed to date - 31/5/22 Draft framework reviewed by Advisory Group – 31/7/22 Update on sustainability framework and independent review to Group Board – 31/8/22 Independent review complete – 30/9/22 Draft framework and outcome of independent review to ET– 31/10/22 Draft framework approved by Group Board – 31/12/22 Group wide launch of strategic sustainability framework – 31/1/23 	<ul style="list-style-type: none"> Asset strategy for Glasgow
Asset Strategy for Glasgow	<ul style="list-style-type: none"> Strategic assets appraisal undertaken for Glasgow, taking into account our planned development programme and liaison with partners (GCC) – 31/12/22 Asset strategy approved by ET – 31/1/23 Asset strategy and approach to customer engagement during implementation approved by Wheatley Homes Glasgow Board – 31/3/23 	<ul style="list-style-type: none"> Wyndford regeneration Strategic Sustainability Framework Updated Strategic Agreement with GCC External dependency - GCC
Wyndford Regeneration	<ul style="list-style-type: none"> Issue demolition tender documents – 30/6/22 Co-create investment plans with customers and seek their input on new build proposals including the Wyndford Future Focus Group – 31/3/23 Update to Wheatley Homes Glasgow Board – 31/3/23 Conclude our rehousing strategy – 31/3/23 Masterplan agreed with GCC – 31/3/23 	<ul style="list-style-type: none"> Asset strategy for Glasgow Updated Strategic Agreement with GCC External dependency - GCC
DGHP TRA including reprovisioning strategy	<ul style="list-style-type: none"> Appoint Masterplan Consultant – 30/9/22 Commence community consultation with Customer & Community Voices – 31/12/22 Complete Masterplan Consultation – 31/3/23 	<ul style="list-style-type: none"> Sustainability Framework Strategic agreement with Dumfries and Galloway Council External dependency - DGC

Governance programme stream – Group Director of Finance		
Project/Owner	Key Milestones	Interdependencies
Strategic Governance Review	<ul style="list-style-type: none"> ▪ Wheatley Homes Glasgow – all legal steps taken to officially change name – 31/5/22 ▪ East of Scotland partnership –stage 1 consultation complete – 31/5/22 ▪ East of Scotland partnership tenant ballot completed – 30/6/22 ▪ WLHP stock transfer completed – 31/7/22 ▪ Lowther Homes – undertake first annual self-assurance statement (externally validated) and present to Board – 16/11/22 	External dependency - funders
Equality, Diversity & Inclusion	<ul style="list-style-type: none"> ▪ Undertake phase 1 tenant and staff survey to collect protected characteristics data – 25/8/22 ▪ EDI update to Group Board, including revised Equality, Diversity and Inclusion Policy for approval - 25/8/22 ▪ Equalities results from customer data collection exercise analysed and proposed actions to Group Executive – 30/9/22 ▪ Update SHR Annual Assurance Statement on progress with equalities – 31/10/22 	<ul style="list-style-type: none"> ▪ Engagement Framework ▪ Customer data collection exercise (Contact info, equalities and communication preferences)
Updated Strategic Agreement with GCC	<ul style="list-style-type: none"> ▪ Group Executive agree an outline updated strategic agreement for discussion with GCC – 30/9/22 ▪ Present outline strategic agreement to Group Board for consideration – 31/10/22 ▪ Update to Wheatley Homes Glasgow Board – 30/11/22 ▪ Board approvals of draft strategic agreement with GCC – 28/2/23 ▪ Present to GCC for approval – 31/3/23 	External dependency - GCC
Strategic agreement with Dumfries and Galloway Council	<ul style="list-style-type: none"> ▪ Group Executive agree an outline strategic agreement for discussion with DGC– 30/9/22 ▪ Present outline strategic agreement to Group Board for consideration – 31/10/22 ▪ Update to DGHP Board – 30/11/22 ▪ Board approvals of draft strategic agreement with DGC – 28/2/23 ▪ Present to DGC for approval – 31/3/23 	External dependency - DGC

Other Projects

Project	Key Milestones	Interdependencies
Implement year 2 of the Group Homelessness Framework	<ul style="list-style-type: none"> ▪ Undertake a review of existing customer engagement in homelessness service design and delivery – 30/6/22 ▪ Develop an action plan to maximise engagement opportunities - 30/11/22 ▪ Undertake a review of existing tenancy sustainment performance reporting and develop and agree a new consistent group wide approach to reporting – 31/12/22 ▪ ET agree group wide approach to reporting – 31/3/23 	
Review of group allocations policy and systems	<ul style="list-style-type: none"> ▪ Updates to policy agreed by ET and RSL Boards for consultation with tenants – 31/5/22 ▪ Undertake customer consultation – 31/7/22 ▪ Present findings to Wheatley Board - 31/8/22 ▪ Present findings to RSL Boards - 30/9/22 ▪ Undertake testing of the new system in D&G – 31/3/23 	External dependency – Home Connections
NETs digital service	<ul style="list-style-type: none"> ▪ Undertake build phase – 31/7/22 ▪ Undertake testing of the product – 31/8/22 ▪ Commence pilot – 30/9/22 ▪ Go Live – 30/11/22 ▪ Provide update to Boards – 30/11/22 	External dependency - IT Platform provider
Strategic realignment of Care services	<ul style="list-style-type: none"> ▪ Review the current service delivery offering within Care – 30/11/22 ▪ Present recommendations to ET for realignment – 31/12/22 ▪ Revised care strategic review brief agreed by Group Board - 28/2/23 	

Appendix 2

DGHP Board Strategic Results and KPIs 2021 to 2026



Where applicable, original targets are displayed in brackets underneath the currently proposed targets

1. Delivering Exceptional Customer Experience

Existing Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Type of measure	Board Reporting Level	Board Reporting Frequency
Percentage of tenants who sustain their tenancies for more than 12 months (ARC)	Year 2 DGHP amended from 90% to 88% - incremental improvement on current performance	88% (Originally 90%)	90%	90%	90%	KPI Business value	Group and RSL Boards	Quarterly
Average number of working days to respond to stage 1 complaints (ARC)	No change	5	5	5	5	KPI Business value	Group and RSL Boards	Quarterly
Average number of working days to respond to stage 2 complaints (ARC)	No change	20	20	20	20	KPI Business value	Group and RSL Boards	Quarterly
Average number of working days to respond to all complaints – Stage 1 and 2 (ARC)	No change	6	5	5	5	KPI Business value	Group and RSL Boards	Quarterly
Percentage of stage 1 complaints responded to within 5 working days (SPSO)	No change	100%	100%	100%	100%	KPI Business value	Group and RSL Boards	Quarterly
Percentage of stage 2 complaints responded to within 20 working days (SPSO)	No change	100%	100%	100%	100%	KPI Business value	Group and RSL Boards	Quarterly

Baseline Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Type of measure	Board Reporting Level	Board Reporting Frequency
Overall customer satisfaction is above 90% (ARC)	New, Independent, Annual Satisfaction Surveys will now be developed 2022/23 and reported 2023/24.	Survey implemented	Updated baseline established	Target to be agreed following baseline	>90%	Strategic Result	Group and RSL Boards	Annually
Implement “rate it” score from the book it, track it, rate it repairs approach and aim to improve performance by 10%	Linked to Repairs programme stream and customer feedback development				>10% improvement	Strategic Result	Group and RSL Boards	Quarterly

Baseline Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Type of measure	Board Reporting Level	Board Reporting Frequency
DGHP: Implement “Rate it” score from book it, track it, rate it repairs approach and aim to improve performance to 90%					DGHP: 90%	Strategic Result	DGHP Board	Quarterly
RSL tenant satisfaction with value for money increased to 85% (ARC)	New, Independent, Annual Satisfaction Surveys will now be developed 2022/23 and reported 2023/24.	Survey implemented	Updated baseline established	Target to be agreed following baseline	85%	Strategic Result	Group and RSL Boards	Annually
DGHP: Tenant satisfaction with value for money maintained at over 85% (ARC)					DGHP: >85%	Strategic Result	DGHP Board	Annually
Satisfaction with complaints handling increased by 10%	Linked to Rant and Rave implementation				Baseline + 10%	Strategic Result	Group and RSL Boards	Quarterly
DGHP: 90% satisfaction with complaint handling					DGHP: 90%	Strategic Result	DGHP Board	Quarterly
Overall satisfaction among households with children improved to 90%	New, Independent, Annual Satisfaction Surveys will now be developed 2022/23 and reported 2023/24.	Survey implemented	Updated baseline established	Target to be agreed following baseline	90%	Strategic Result	Group and RSL Boards	Annually
90% of customers feel they can participate in the landlord’s decision making (ARC)	New, Independent, Annual Satisfaction Surveys will now be developed 2022/23 and reported 2023/24.	Survey implemented	Updated baseline established	Target to be agreed following baseline	90%	Strategic Result	Group and RSL Boards	Annually
DGHP: Over 90% of customers continue to feel they can participate in the landlord’s decision making process					DGHP: >90%	Strategic Result	DGHP Board	Annually
95% of customers actively engaged in shaping services feel they participate in decision making	Linked to Rant and Rave implementation				95%	Strategic Result	Group and RSL Boards	Annually
Satisfaction with the process of getting my new home is improved by 10%	Linked to Rant and Rave implementation				Improved by 10%	Strategic Result	Group and RSL Boards	Quarterly
DGHP: 85% satisfaction with the process of getting a new home.					DGHP: 85%	Strategic Result	DGHP Board	Quarterly

New Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Type of measure	Board Reporting Level	Board Reporting Frequency
Customer first centre grade of service - 80% of calls within 30 seconds	85.42% in March 2022	80% within 30 seconds	80% within 30 seconds	80% within 30 seconds	80% within 30 seconds	KPI Business Value	Group and RSL Boards	Quarterly

New Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Type of measure	Board Reporting Level	Board Reporting Frequency
Percentage of calls to the CFC resolved at first contact	Exceeding 92% in March 2022	90%	90%	90%	90%	KPI Business Value	Group and RSL Boards	Quarterly
Call abandonment rate	3.82% in March 2022	7%	7%	7%	7%	KPI Business value	Group and RSL Boards	Quarterly
Average wait time	30s in March 2022	30s to correspond with the Grade of Service	30s to correspond with the Grade of Service	30s to correspond with the Grade of Service	30s to correspond with the Grade of Service	KPI Business value	Group and RSL Boards	Quarterly
CFC cases raised, passed to housing / commercial officers for resolution	In development	10%	10%	10%	10%	KPI Business value	Group and RSL Boards	Quarterly
Total number of customers involved in Customer Voices Programme	Added to monitor and report on Stronger Voices progress during 2021/22, with focus on maintaining this thereafter.	DGHP - 250	DGHP - 250	DGHP - 250	DGHP - 250	KPI Other	Group and RSL Boards	Quarterly
Number of customer voices activities carried out	Added to monitor and report on Stronger Voices progress	DGHP - 98	DGHP - 98	DGHP - 98	DGHP - 98	KPI Other	Group and RSL Boards	Quarterly
Number of Regionwide panel sessions (DGHP only)	Added to monitor and report on Stronger Voices progress	3 sessions per year	3 sessions per year	3 sessions per year	3 sessions per year	KPI Other	Group and RSL Boards	Quarterly
Number of customers involved in DGHP Region panel	Added to monitor and report on Stronger Voices progress	150	150	150	150	KPI Other	Group and RSL Boards	Quarterly
Number of Scrutiny focus groups	Added to monitor and report on Stronger Voices progress.	DGHP - 2	DGHP - 2	DGHP - 2	DGHP - 2	KPI Other	Group and RSL Boards	Quarterly

2. Making the Most of Our Homes and Assets

Existing Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Group wide: Develop 4,000 (previously 5,500) new homes across all tenures	Reprofiled Year 2 to 5 targets based on Business Plan.	Group - 490	Group - 582	Group - 815	Group - 970	Strategic Result	Group and RSL Boards	Quarterly
	Our adjusted target is 822 across Years 2 to 5.	DGHP - Social - 37	DGHP - Social - 52	DGHP - Social - 349	DGHP - Social - 384	Strategic Result	DGHP Board	Quarterly
Group wide: Invest £500m of new public and private finance in new build housing	Increased reprofiled targets	Group: £127,730,000	Group: £134,795,000	Group: £160,118,000	Group: £108,749,000	Strategic Result	Group and RSL Boards	Quarterly
		DGHP- £9,391,000	DGHP- £48,258,000	DGHP- £68,852,000	DGHP- £38,079,000	Strategic Result	DGHP Board	Quarterly
Group wide Invest £360 million in improving, modernising and maintaining homes	Increased reprofiled targets	Group: £73,406,000	Group: £74,744,000	Group: £77,564,000	Group: £77,880,000	Strategic Result	Group and RSL Boards	Quarterly
		DGHP- £28,413,000	DGHP- £25,296,000	DGHP- £26,689,000	DGHP- £26,555,000	Strategic Result	DGHP Board	Quarterly
Achieve a 60:40 ratio of planned to reactive repair spending	No change	60:40	60:40	60:40	60:40	Strategic Result	Group and RSL Boards	Quarterly
Reduce the volume of emergency repairs by 10%	Change of baseline year to 2021/22, with new Group targets proposed on basis of -2.5% pa to achieve -10% in year 5	DGHP - 15,068	DGHP - 14,681	DGHP - 14,294	DGHP - 13,909	Strategic Result	DGHP Board	Quarterly
DGHP: Reduce the volume of emergency repairs to less than 30% of overall reactive repairs	Target changes proposed for Years 2 to 4, incremental improvement from current performance: Year 2 - <35% Year 3 - <33% Year 4 - <31%. No change to Year 5 strategic target.	<35% (Originally <30%)	<33% (Originally <30%)	<31% (Originally <30%)	<30% less than overall reactive repairs	Strategic Result	DGHP Board	Quarterly

Existing Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Group wide: Reduce the output of CO2 emissions from our homes by at least 4,000 tonnes per year	No change, cumulative	-8,000	-12,000	-16,000	-20,000	Strategic Result	Group and RSL Boards	Annually
Group wide: Reduce our corporate carbon footprint to carbon neutral by 2026	No change	75% of baseline, c1,500	50% of baseline, c1,000	25% of baseline, c500	0	Strategic Result	Group and RSL Boards	Annually
Percentage of customers who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (ARC)	Reprofiled targets to 95% in Year 5: Year 2 - 89% Year 3 - 91% Year 4 - 93% Year 5 - 95%	89% (Originally 95%)	91% (Originally 95%)	93% (Originally 95%)	95%	KPI Customer Value	Group and RSL Boards	Quarterly
Percentage of reactive repairs carried out in last year completed right first time (ARC)	DGHP reset from 92% to 88% in Year 2.	DGHP - 88% (Originally 90%)	DGHP - 92%	DGHP - 92%	DGHP - 92%	KPI Business Value	Group and RSL Boards	Quarterly
Average length of time taken to complete emergency repairs (ARC)	No change	3	3	3	3	KPI Business Value	Group and RSL Boards	Quarterly
Average length of time taken to complete non- emergency repairs (ARC)	No change	5.5	5.5	5.5	5.5	KPI Business Value	Group and RSL Boards	Quarterly
Percentage stock meeting the Scottish Housing Quality Standard (SHQS) (ARC)	No change	DGHP - 96.93%	DGHP - 96.93%	DGHP - 96.93%	DGHP - 96.93%	KPI Compliance	DGHP Board	Annually
Number of times during the reporting year we did not meet our statutory obligations to complete a gas safety check within 12 months of a gas appliance being fitted or its last check (ARC)	No change	0	0	0	0	KPI Compliance	Group and RSL Boards	Quarterly

Existing Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
The average time to complete medical adaptations (ARC)	Target reset from 25 to 35 days in Year 2 on the basis of high demand for major adaptations	35 (Originally 25)	25	25	25	KPI Compliance	Group and RSL Boards	Quarterly
Number of Health and Safety Executive or local authority environmental team interventions	No change	0	0	0	0	KPI Compliance	Group and RSL Boards	Quarterly
Number of new employee liability claims received	No change	0	0	0	0	KPI Compliance	Group and RSL Boards	Quarterly
Number of open employee liability claims	No change	Contextual	Contextual	Contextual	Contextual	KPI Compliance	Group and RSL Boards	Quarterly
Number of days lost due to work related accidents	No change	Contextual	Contextual	Contextual	Contextual	KPI Compliance	Group and RSL Boards	Quarterly
Number of accidental fires in workplace.	No change	0	0	0	0	KPI Compliance	Group and RSL Boards	Quarterly

Baseline Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Achieve 95% customer satisfaction with their new build home	Linked to Rant and Rave development and implementation				95%	Strategic Result	Group and RSL Boards	Quarterly
Maintain existing tenant satisfaction with the quality of their home at over 90% (ARC)	New, Independent, Annual Satisfaction Surveys will now be developed 2022/23 and reported 2023/24	Survey implemented	Updated baseline established	Target to be agreed following baseline	>90%	Strategic Result	Group and RSL Boards	Annually

New Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Group wide: Average new build CO2 output no greater than 1.8t	New build CO2 estimated at average 1.8 tonnes per year	1.8t	1.8t	1.8t	1.8t	KPI Other	Group and RSL Boards	Annually
Group wide: Increase the % of stock at EPC 'B' to 30%	14%	16%	19%	24%	30%	KPI Other	Group and RSL Boards	Annually

3. Changing Lives and Communities

Existing Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Percentage of lets to homeless applicants (ARC)	No change	Contextual	Contextual	Contextual	Contextual	Strategic Result	Group and RSL Boards	Quarterly
Percentage of relevant lets to homeless applicants	No change	DGHP - 45%	DGHP - 45%	DGHP - 45%	DGHP - 45%	Strategic Result	Group and RSL Boards	Quarterly
Group wide: House an estimated 10,000 homeless people or households over 5 years	No change	4,000	6,000	8,000	10,000	Strategic Result	Group and RSL Boards	Quarterly
Group wide: Over 70% of our customers live in neighbourhoods categorised as peaceful	No change	68.5%	69.0%	69.5%	>70%	Strategic Result	Group and RSL Boards	Quarterly
Group wide: Reduce the number of accidental dwelling fires by 10%	No change	4% reduction from baseline figure (Upper limit: 205)	6% reduction from baseline figure (Upper limit: 200)	8% reduction from baseline figure (Upper limit: 195)	10% reduction from baseline figure (Upper limit: 193)	Strategic Result	Group and RSL Boards	Quarterly
100% of applicable properties have a fire risk assessment	No change	100%	100%	100%	100%	Strategic Result	Group and RSL Boards	Quarterly
4,000 jobs and training and apprenticeship opportunities delivered	No change	Group: 750	Group: 850	Group: 850	Group: 850	Strategic Result	Group and RSL Boards	Quarterly
		DGHP – 109	DGHP – 96	DGHP – 130	DGHP – 111	Strategic Result	DGHP Board	Quarterly
250 customers have been supported to attend higher education and university through Wheatley bursaries	No change	100	150	200	250	Strategic Result	Group and RSL Boards	Annually
10,000 vulnerable children benefit from targeted Foundation programmes	Targets reset for Years 2 – 5 in line with anticipated funding	Group: 1,200	Group: 2,250	Group: 2,400	Group: 2,150	Strategic Result	Group and RSL Boards	Annually
		DGHP – 120 (originally 145)	DGHP – 155	DGHP – 185	DGHP – 165 (originally 750, cumulative rather than per annum)	Strategic Result	DGHP Board	Annually

Existing Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
60% of tenants with online accounts are using the My Savings rewards gateway	Strategic result changed from 60% to 15%, with increases Years 2 to 5.	12%	13%	14%	15%	Strategic Result	Group and RSL Boards	Annually
% ASB cases resolved (ARC)	No change	98%	98%	98%	98%	KPI Business Value	Group and RSL Boards	Quarterly

Baseline Indicators	Update	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Achieve 85% satisfaction with Wheatley Environmental Services	Linked to Rant and Rave development and implementation				85%	Strategic Result	Group and RSL Boards	Quarterly
Percentage of tenants satisfied with landlord's contribution to the management of the neighbourhood they live within (ARC)	New, Independent, Annual Satisfaction Surveys will now be developed 2022/23 and reported 2023/24 (rather than 2022/23)	Survey implemented	Updated baseline established	Target to be agreed following baseline	Target to be agreed following baseline	KPI Customer value	DGHP Board	Annually
Reduce the cost of running a home by 10% by 2026	To be revisited with Board during Strategy refresh process 2022					Strategic Result	Group and RSL Boards	Annually

4. Developing Our Shared Capacity

Existing Indicators	Update	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Staff absence is maintained at 3%	No change	3.0%	3.0%	3.0%	3.0%	Strategic Result	Group and RSL Boards	Quarterly
Staff voluntary turnover (i.e. resignations) remains at less than 7%	No change	7%	7%	7%	7%	Strategic Result	Group and RSL Boards	Annually
250 young people are provided with structured opportunities to build their skills within the business	Year 2 target reset from 50 to 30, reflects planned recruitment in Year 2 and exceeding target in Year 1.	30	55	55	55	Strategic Result	Group and RSL Boards	Annually
50 graduates are provided with opportunities to work and gain experience in our sectors	No change	50	51	51	51	Strategic Result	Group and RSL Boards	Annually
40% of promoted posts are filled with internal candidates	No change	40%	40%	40%	40%	Strategic Result	Group and RSL Boards	Annually

Baseline Indicators	Update	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Over 90% of staff say they feel appreciated for the work they do	Timeline for liP survey to be confirmed	82.0%	85.0%	88.0%	>90%	Strategic Result	Group and RSL Boards	Annually
Over 80% of customers self-report positive distance travelled towards 'self-reliance'	Methodology developed and agreed with Fraser of Allander Institute 2021/22	Implement approach	Establish new baseline	Target to be set following baseline	>80%	Strategic Result	Group and RSL Boards	Annually
Our workforce's demographic makeup more closely resembles that of the communities in which we operate	Linked to Governance programme stream	Indicator development and staff and tenant surveys undertaken to collect protected characteristics	Indicator and baseline introduced	Target to be set 2023/24 following baseline	Target to be set 2023/24 following baseline	Strategic Result	Group and RSL Boards	Annually

New Indicators	Update	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Number of vacancies across Group and Subsidiary Boards	Added to ensure visibility of monitoring and reporting	Contextual – report actual figure	Contextual – report actual figure	Contextual – report actual figure	Contextual – report actual figure	KPI Compliance	Group and RSL Boards	Quarterly
Attendance levels across Group and Subsidiary Boards	Added to ensure visibility of monitoring and reporting	Contextual – report actual figure	Contextual – report actual figure	Contextual – report actual figure	Contextual – report actual figure	KPI Compliance	Group and RSL Boards	Quarterly
Instances where Board reports are not issued 7 days in advance of Group and Subsidiary Boards	Added to ensure visibility of monitoring and reporting	5%	5%	5%	5%	KPI Compliance	Group and RSL Boards	Quarterly

5. Enabling Our Ambitions

Existing Indicators	Update	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Limit annual RSL rent increases (previously specified to 2.9%) throughout the life of the strategy	DGHP remains at 2%. Due to current economic conditions, rent increases will need to be updated annually with BP.	Rent increases applied for 2022/23: DGHP – 2.0%				Strategic Result	Group and RSL Boards	Annually
Maintain a strong investment grade rating of A+ stable	No change	A+ Stable	A+ Stable	A+ Stable	A+ Stable	Strategic Result	Group and RSL Boards	Annually
Group: Reduce gross rent arrears to 4.5% (previously 4%) (ARC)	Recognising challenging economic climate, Group strategic result proposed as changing to 4.5%. Reprofiled Year 2 to 5 targets.	Group: 5.67%	Group: 5.43%	Group: 5.04%	Group: 4.5%	Strategic Result	Group and RSL Boards	Quarterly
	Our proposed reprofiled targets Year 2 to 5 are shown	DGHP – 5.02% (Originally 4.51%)	DGHP – 4.12% (Originally 4.22%)	DGHP – 4.00% (Originally 3.99%)	DGHP – 3.64% (Originally 3.83%)	Strategic Result	DGHP Board	Quarterly
Average days to let a home maintained at less than 14 days (ARC)	Group and RSL target re-set from <14 to 16 days in Year 2. Ongoing issues from pandemic.	16	<14	<14	<14	Strategic Result	Group and RSL Boards	Quarterly
Percentage of lettable homes that became vacant (turnover) (ARC)	No change	DGHP - 8.0%	DGHP - 8.0%	DGHP - 8.0%	DGHP - 8.0%	KPI Business Value	Group and RSL Boards	Quarterly
Percentage of court actions initiated which resulted in eviction (ARC)	No change	DGHP - 25%	DGHP - 25%	DGHP - 25%	DGHP - 25%	KPI Other	Group and RSL Boards	Quarterly

Baseline Indicators	Update	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Board Reporting Level	Board Reporting Frequency
Over 50% of customers actively using their online account to make transactions with us	Analytics to establish comprehensive view of the usage of our online offering is underway	Baseline established and target to follow	Target agreed following baseline	Target agreed following baseline	>50%	Strategic Result	Group and RSL Boards	Quarterly



Report

To: DGHP Board

By: Alan Glasgow, Managing Director

Approved by: Steven Henderson, Group Director of Finance

Subject: Update on engagement framework

Date of Meeting: 25 May 2022

1. Purpose

- 1.1 This report provides the Board with an update on:
- progress to date implementing of our engagement framework “Stronger Voices, Stronger Communities”; and
 - planned future engagement activity.

2. Authorising and strategic context

- 2.1 A recurring theme throughout our 2021-26 strategy, approved by the Board, is enhancing the level of engagement with tenants and how the influence and co-create our priorities.
- 2.2 The Board approved our engagement framework, which sets out a structure for how we will engage with tenants and support our desire that:
- “Customers will be at the heart of decisions and we will offer people more choice and control than ever before in how they engage with us”*

3. Background

- 3.1 Our “Stronger Voices, Stronger Communities” engagement framework was approved by Board in December 2020. It sets out 4 pillars of engagement:
- We Listen;
 - We Co-create;
 - We Give Power; and
 - We Support.
- 3.2 The Board also noted our strategic project to implement the engagement framework as part of the 2021/22 delivery plan. The key milestones were:
- Setting up a Stronger Voices team;
 - Developing the Customer Voice engagement plan for 2021/22;
 - Recruiting 250 Customer Voices for DGHP; and
 - Exploring the feasibility of a Wheatley Community App.

- 3.3 These have been reported to Board as part of the quarterly Strategic Delivery Plan update.
- 3.4 During 2021 the Board agreed that we should formally consult all tenants on our proposed new operating model and our new way of engaging. As part of this, we proposed the following to tenants as part of our new way of engaging:

Table 1 -Key engagement proposals

Commitment
Recruit 250 Customer Voices
£3.7m over 5 years identified for customer investment priorities
150 customers involved in scrutiny, environmental inspection, and focus groups

- 3.5 Over 1100 tenants responded to the consultation, with 92% supporting our proposals on engagement. This provided us with a mandate from tenants to progress with implementing our engagement approach.
- 3.6 The results of the consultation were reported back to our customers at the end of January 2022 together with an invitation to sign up as a Customer Voice.

4. Discussion

- 4.1 Since the conclusion of the consultation and communicating the results to tenants we have made good progress with implementation. A more detailed update on the key activities to date and planned for the future is set out below:

Customer Voice recruitment

- 4.2 A key immediate focus has been the recruitment of Customer Voices, who will provide us with a pool of tenants to engage with. We have made good progress, with the position as at the end of 2021/22 set out in the table below:

Table 2 – Customer Voices

Customer Voices recruited	Commitment by March 2023
116	250

- 4.3 Given the strategic importance of our engagement framework, progress with the recruitment of customer voices will now be formally reported to the Board as a core performance measure. This is covered in more detail under a separate agenda item.
- 4.4 Part of our recruitment approach has been involving customers in local activities and taking the opportunity to encourage them to sign up as a Customer Voice.
- 4.5 The following are a sample of local engagement activities that have taken place during 2021/22. In addition, we involved customers in focus groups during November 2021 to discuss the rent increase and their service priorities.

Table 3 – Sample engagement activity 2021/22

Activity
You Choose Challenge – 12 residents (100%) of Sanquhar, Old School Development submitted ideas and subsequently voted for benches and additional lighting to be installed in their area.
475 customers were involved in neighbourhood walkabouts/events/community safety and other activities during the year
62 Community Walkabouts and Events help with over 210 customers in attendance focusing on services we have to offer such as welfare benefits, fuel and money advice. Events had been customer led and feedback on what customers would like to see for follow up events.
Under 500 Customers engaged in our digital Family Research survey with 15 of our customers invited to attend feedback focus groups.
64 Primary school girls attended a girls own football academy session in our community in partnership with Local Police and Community Improvement Partnership teams.
Engaged with over 300 High School Pupils in schools across the region with Housing and Career Workshops and promoting community work.
Held 12 In person Stronger voices group sessions with 36 customers signed up to be a stronger voice for Repairs, Development and Void Process.

- 4.6 Further detail on activities we have undertaken during April are set out in Appendix 1. A presentation will be provided at the meeting setting out in more detail feedback from the engagement activity and, importantly, how this feedback is being, or will be, taken forward.
- 4.7 Our engagement activity consists of two main, distinct elements. Local engagement, such as walkabouts and events where we will identify and respond to immediate local priorities. Our customer voices activity is more focused on issues that have, or could have, an organisational wide implications, such as our repairs service, rent setting and investment. As such these will be areas we can work together with tenants to improve in the future, rather than immediate responses we will seek to deploy to local activities such as walkabouts eg additional environmental team activities.
- 4.8 One issue which we will bear in mind as we implement and evolve our plans is ensuring that our engagement activity draws on Community Voices and feedback form across our geographic footprint.

Customer Voice Investment Projects

- 4.9 We have over £210k has been ringfenced within the capital investment programme for Customer Voice investment projects over this year, with over £1m in total. This is in addition to the £2.7m allocated to Think Yes! for Investment. These are projects where the investment planning is not driven by compliance or life-cycle considerations, but by customer choice. They have included environmental projects, and upgrades in common closes and back courts including fencing and bin store upgrades.

- 4.10 Requests from customers for these projects will generally be identified through the planned neighbourhood walkabouts and/or customer conversations which take place between Housing Officers and tenants on their patch. Further consultation is then carried out by the patch Housing Officer, Investment Officer and Stronger Voices Officer, generally in the form of a survey, to ensure that all customers in the relevant locality have an opportunity to influence the project and have their say.
- 4.11 In some cases, a collaborative approach with the Local Authority or other agency may be the most appropriate route to delivery. We are currently working in partnership with Dumfries & Galloway Council, and a local working group that has been set up, to deliver a new playpark in the West of the region. Local Customer Voice newsletters are used to provide feedback and progress updates on projects.

Embedding the Customer Voice in our strategic delivery plan

- 4.12 One of the commitments within our engagement framework was that we would ensure that customer engagement would be a key milestone in at least 50% of our strategic projects. Table 4 outlines the Board projects from our strategic delivery plan for 2022/23 which include customer engagement. The details and results from the customer engagement will be reported to the Board as part of the quarterly Strategic Delivery Plan update throughout the year. There are also a range of Executive level projects which will also incorporate customer engagement.

Table 4 – Customer engagement in the Board strategic delivery plan

Project	Customer Engagement
Repairs – Improve Customer Contact and Communications	Co-create web self-service roadmap with customers
Customer First Centre evaluation	Seek views of customers on the operation of the CFC service
RSL digital services model	Undertake themed discussions on digital services with customer focus groups
Wheatley Whole Family Approach	Customer research including focus groups, and co-creation activity with Customer Voices to create the approach
Engagement Framework	Co-create learning and development package with Customer Voices Customer Voices design Stronger Voices conference
Customer data collection exercise/ Equality, Diversity and Inclusion	Engagement with all customers as part of the data collection exercise
DGHP Transformational Regeneration Area	Community consultation with Customer & Community Voices
Review of Allocations Policy	Undertake customer consultation

- 4.13 The customer engagement set out in the table above forms the Annual Strategic Customer Engagement Plan. We also have our own local Engagement Plan, which includes local activities in our communities and the opportunity for our Customer Voices to engage and contribute. The plan for the year ahead is set out in Appendix 1.

Customer Voices and Boards

- 4.14 In addition to the Board receiving customer insight within the strategic delivery plan, it is proposed that from the start of the new governance year in the autumn a small number of Customer Voices are invited to attend at the start of up to one in three Board meetings. This will heighten the visibility of customer views and priorities for Board members and ensure that Board members have direct exposure to the customer voice.
- 4.15 Customer Voices will be also invited to attend a governance event once a year in order that the Board may hear directly from customers regarding their experience of services and participation in service design. Board members will also be invited to attend the annual Customer Voices conference.
- 4.16 In addition to Customer Voices attending Board meetings, the Board will receive a bi-annual update on how we have used the full range of our planned engagement activity set out in Appendix 1 to inform priorities. In some instances, this will form part of our standard Board reporting under the customer engagement section. For example, feedback from our investment satisfaction calls will inform the annual 5 year investment programme approved by the Board.
- 4.17 For more local activities, this will be to ensure the Board has visibility of how we are using tenant feedback, such as how feedback from walkabouts is linked into, for example, our NETS activity or Community Improvement Partnership.
- 4.18 We will have the ability to draw on TPAS on an ad hoc basis. This will not be part of the delivery of core engagement activity, rather areas where we may wish to have a degree of independence. For example, TPAS may be available to tenants in an advisory capacity as part of our consultation on our allocations policy.
- 4.19 The Annual Return on the Charter measure for RSLs of “Percentage of annual tenants satisfied with the opportunities given to them to participate in their landlord’s decision-making processes” will provide the Board with a mechanism to track how our new engagement approach is resonating with tenants.

Communication

- 4.20 In order to raise awareness more widely as to how customer engagement is influencing decision making, we will run regular features on our websites, social media and future digital newsletters. We will also seek to publicise our successes and the benefits of customer engagement more widely such as through trade press features, conferences and political engagements.
- 4.21 This should both increase transparency and make it clear to our tenants that engaging has a direct and meaningful impact on shaping our priorities.

5. Customer engagement

- 5.1 Our strategy has a very clear focus on enhancing our customer engagement and a significant element of co-development and co-design with our customers as set out in this report.

6. Environmental and sustainability implications

- 6.1 We will further consider how we engage with customers on the development of the Strategic Sustainability Framework.

7. Digital transformation alignment

- 7.1 This report includes engagement with customers on customer-facing digital transformation projects.

8. Financial and value for money implications

- 8.1 In 2022/23 over £210k capital investment budget has been ringfenced for customer-driven investment projects.

9. Legal, regulatory and charitable implications

- 9.1 There are no legal, regulatory or charitable implications arising from this report.

10. Risk appetite and assessment

- 10.1 Our agreed risk appetite for service delivery innovation is “open”; which means we are prepared to take risk and embrace change in our service delivery models in response to customer feedback.

11. Equalities implications

- 11.1 There are no equalities implications arising from this report.

12. Key issues and conclusions

- 12.1 We are making good progress on recruiting Customer Voices in line with the commitments made to our customers in autumn 2021. We have achieved 46% of the total committed to by March 2023.

- 12.2 Customer Voices have already influenced local community investment decisions and taken part in assessing the condition of their local area in accordance with the Keep Scotland Beautiful methodology. Over £210k has been identified within the capital investment budget to support our customer priorities in 2022/3.

- 12.3 The Strategic Delivery Plan for 2022/3 creates the Group-wide engagement plan for 2022/3, with over 50% of the strategic projects involving customer engagement. The insight from this engagement will be reported to Board on a quarterly basis as part of the Strategic Delivery Plan updates. This is further bolstered by engagement now form a core part of our performance measures which will be reported over 2022/23 to ensure that Board has high visibility of progress.

12.4 The key element of our engagement activity will be how it directly influences what we do, how we do it and the sense of our tenants that their priorities are driving this.

13. Recommendations

13.1 The Board is asked to:

- 1) note the content of this report, engagement plan and provide any comment; and
- 2) approve that from the beginning of the new governance year Customer Voices will be invited to attend at the start of up to one in three Board meetings.

List of Appendices

Appendix 1 – DGHP Engagement Action Plan

DGHP Engagement Plan 2022 23

Month	Activity	Outcome	Pillar	Numbers	Actual	Comments	
April	Recruitment to Customer Voices	Progress towards D&G 250	You influence and co-create	169 Customer Voices	36 Signed up to be a SV	52 Housing officers and 3 Stronger Voices Officers	
	New Build Development Session (Johnstone Bridge & Springholm)	Customers and Community informed about new build development sites and wider opportunities to engage with DGHP	You are heard	69 Attendees	69 Attendees	Development Coordinator and 2 Stronger Voices Officer attend	
	Community Events (Annadale & Eskdale, Nithsdale)	Increased community and customer engagement	You are heard	5	5	3 Housing Officers & 2 Stronger Voices Officers, NETS & Investment	
	DGHP Team Patch Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	9	9	1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	DGHP MD Patch Walkabout	Progress towards 208.	You influence and co-create	1	1	MD, 1 Stronger Voices Officer, 1 Housing Officer	
	ASB Event King George V Stranraer	Customer Engagmeent and Partnership working to reduce ASB and youth disorder in the area	You are heard	10 Community Partners & Customers	10 Community Partners & Customers	ASB Officers, CIP Officers, Fire & Rescue, Community Police, D&G Council Ward and Community Safety Officers	
	NETS week of Action	Community engagement and positive PR of NETS Team. Increased engagement around clean green communities	You influence and co-create	3 Schools, 3 Litter picks, 15 Tree Planting, 11 Added Value	3 Schools, 3 Litter picks, 15 Tree Planting, 11 Added Value	NETS team Leaders, NETS Leads, Stronger Voices Officers, Housing Officers support and attend. Local school kids helped plant trees	
	Youth Diversion Activities	Succesful PR and part of Lochside ASB deployment programme	You decide	64 school children	64 school children	Housing Officers and Stronger Voices Officers Attend	
	Easter drawing compettion for DGHP children	Community engagement for children of DGHP customers	You decide	11 Entries	11 Entries	3 Stronger Voices Officers	
	Whole families focus groups	Participation in Whole Families research	You are heard	15 Customers	8 Customers	3 Stronger Voices Officers	Strategic project
	Tara AGM (Locharbriggs)	Representing DGHP at TARA group.	You are heard	5 Customers	5 Customers	2 Stronger Voices Officers Attend ed	
	School career session (Lockerbie)	Engagement with local children promoting housing as a career of choice, including the career opportunities available across social housing	You decide	88 School Children	88 School Children	1 Stronger Voices Officer and 3 Housing Officers	
	Customer voice in investment (Garlieston Playpark)	Invest in local DGHP communties, improved safety at local play area in remote location. Including engagement with the community council and local authority.	You influence and co-create	29 Customers	29 Customers	1 Stronger Voices Officer and 1 Housing Officer	
	Investment satisfaction calls	Inreased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls	69 Calls	Investment send customer work completion lists over every two weeks	
May	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	
	Community Events	Ongoing programme of events. Increased community and customer engagement	You are heard	0			
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	22		1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	

	Customer Voice in investment (Garlieston Playpark)	Invest in local DGHP communities, improved safety at local play area in remote location. Including engagement with the community council and local authority.	You influence and co-create	29 Customers			1 Stronger Voices Officer and 1 Housing Officer
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls			Investment send customer work completion lists over every two weeks
	Alistair Jack MP & Secretary of state visit	Increase knowledge and awareness, to showcase our NETS Changing Lives trainees and open up wider opportunities to expand/enhance our career opportunities	You are heard				Stronger Voices Officers, NETS team leaders and Housing Officers
	Repairs focus groups	Understand feedback from customers in relation to our delivery / performance / customer service across our repairs service	You are heard				3 Stronger Voices Officers Strategic project
	Stronger Voice Mop Up Sessions Online	Increase number of customers engaged with DGHP, and increase knowledge/awareness of opportunities to engage with DGHP in various work stream areas	You are heard, You Influence and Co-Create	9 Customers			HOH, SVOs Leading
	Stronger Voice Mop up Sessions Face to Face Individual conversations	Increase number of customers engaged with DGHP, and increase knowledge/awareness of opportunities to engage with DGHP in various work stream areas	You are heard, You Influence and Co-Create	16 Customers			SVOs Leading
	Troqueer Demolition Consultation	Engage with customers/community, to understand feedback from customers in relation to our asset strategy as we progress demolition and regeneration.	We Support				SVO, HOH, Investment
	Kelloholm Regen Consultation	Engage with customers/community, to understand feedback from customers in relation to our asset strategy as we progress demolition in this area	We Support				SVO,HOH, Investment
	Lochside Regen - DGHP TRA	Initial Consultation to understand customer feedback regarding initial demolition works in Lochside.	We Support				SVO,HOH, Investment Strategic Project
	Regen Consultation Troqueer, Kelloholm, Lochview Place (23rd May 2022)	Consulting with customers on the opportunities that this will bring to the local community	You are heard, You Influence	15			HOH, SVO, Investment Development
	Lochside Feedback after 2nd Consultation	Continue CIP Deployment in Lochside and move to next phase of deployment. Improve customer feeling of safe and secure in their homes and community	You are heard, You Influence and Co-Create	226	54		SVO, CIP, 8 Housing Officers
June	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create				52 Housing officers and 3 Stronger Voices Officers
	Community Events (Wigtownshire, Annandale & Eskdale)	Ongoing programme of events. Increased community and customer engagement	You are heard	3			
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	15			1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs

	Investment satisfaction calls	Inreased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	TPAS conference	Increase knowledge and experience, expanding learning and opportunities for attendees	You influence and co-create	3 TARA customers		3 Stronger Voices Officers	
	Customer voice in investment (Garlieston Playpark)	Invest in local DGHP communties, improved safety at local play area in remote location. Including engagement with the community council and local authority.	You influence and co-create	29 Customers		1 Stronger Voices Officer and 1 Housing Officer	
	Allocations review focus groups	Customer feedback to shape allocations policy review	You are heard			3 Stronger Voices Officers	Strategic project
	Regen Consultation Ends Troqueer, Kelloholm, Lochview Place (23rd June 2022)	Consulting with customers on the opportunities that this will bring to the local community. Feedback shared with customers	You are heard, You influence	15		HOH, SVO, Investment, Development	
	HoH Leading Geographical & Scrutiny Panels	Progress Towards 3	You decide	1 session		SVO and Housing Officer - invites Customer Voices	Strateic Project
July	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	
	Regen Consultation Focus Session in person - Troqueer, Kelloholm, Lochview Place (w/c 4th July 2022)	Provide feedback to customers on outcome of consultation and next steps, opportunity to engage with all customers impacted by demolition/regeneration	You are heard, You influence	15		HOH, SVO, Investment Development	
	Regen Newsletter To Troqueer, Kelloholm and Lochview Place	Provide customer with a newsletter detailing customer feedback through engagement, including you said/we did, and next steps		15			
	Community Events (Wigtownshire, Upper Nithsdale,)	Ongoing programme of events. Increased community and customer engagement	You are heard	3			
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	11		1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	Investment satisfaction calls	Inreased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	You Choose Challenge (The Stables)	Customer voice is heard in directing inveseement in new build development to improve neighborhoods	You influence and co-create			Stronger Voices Officers and Head of Housing	
	Digital services model focus groups	Opportunity to engage customers in the design and roll out of digital services	You are heard			3 Stronger Voices Officers	Strategic project
	Data collection exercise	3 focus groups	You are heard			3 Stronger Voices Officers	Strategic project
	Garden Compettion	Customer Engagement opportunity to promote 'taking pride in your garden'	You decide			Across D&G for customers	
	Community Family Day (Nithsdale, Stewartry, Annandale & Eskdale)	Increased community engagement, including demonstrating partnership working with community. Increased engagement with whole families and opportunities to engage new customers in various engagement opportunities	You influence and co-create	3		Team DGHP	

August	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	17		1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	Community Family Day Wigtownshire DGHP & Loreburn Housing Partnership Community fun day	Increased community engagement, including demonstrating partnership working with community. Increased engagement with whole families and opportunities to engage new customers in various engagement opportunities	You decide			3 Housing Officers and 1 Stronger Voices Officer	
	Community Events (Annadale & Eskdale)	Community engagement working together to create nice places to live	You influence and co-create	1			
September	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	
	Community Events (Wigtownshire)	Ongoing programme of events. Increased community and customer engagement	You are heard	1			
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	18		1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	HoH Leading Geographical & Scrutiny Panels	Progress Towards 3	You decide	1 session		SVO and Housing Officer - invites Customer Voices	
October	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	
	Community Events (Annadale & Eskdale)	Ongoing programme of events. Increased community and customer engagement	You are heard	1			
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	12		1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	Rent focus groups recruitment	10 focus groups	You are heard	60		3 Stronger Voices Officers	Strategic project
	Halloween competition		You decide			Across D&G for customers with Children	
November	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	

	Community Events	Ongoing programme of events. Increased community and customer engagement	You are heard				
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	19		1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	Rent focus groups take place	10 focus groups	You are heard	60		3 Stronger Voices Officers	Strategic project
December	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	
	Community Events	Ongoing programme of events. Increased community and customer engagement	You are heard				
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create	7		1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	CONSULTATION TO BEGIN IN SUMMERHILL AND NEWINGTON (148 CUSTOMERS)	Initial customer consultaion with 148 Customers to gather initial feedback, queries and comments to progress/inform follow up consultation on regeneration of the area	You are heard, You influence	148		2 page consulttaion and engagement document to be drafted with comms, asset and housing input which details what the consultation entails, what work is progressing, opportunities for customers and wider community	
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	Rent consultation with customers	Customer consulttaion regarding rent with customers, legislative requirements met and customer feedback taken on board	You are heard			Stronger Voices and Head of Housing run Sessions	
January	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	
	Community Events	Ongoing programme of events. Increased community and customer engagement	You are heard				
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create			1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
February	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	

	Community Events	Ongoing programme of events. Increased community and customer engagement	You are heard				
	Regen Consultation Ends Summerhill / Newington	Customer consultation and feedback reviewed to inform and plan for ongoing engagement with customers regarding regeneration of the area	You are heard, You influence	148		HOH, SVO, Investment, Development	
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create			1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	HoH Leading Geographical & Scrutiny Panels	Progress Towards 3	You decide	1 session		SVO and Housing Officer - invites Customer Voices	
March	Recruiting Customer Voices	Progress towards D&G 250. Increased engagement across DGHP customers	You influence and co-create			52 Housing officers and 3 Stronger Voices Officers	
	Community Events	Ongoing programme of events. Increased community and customer engagement	You are heard				
	DGHP Team Walkabouts	Progress towards 208. Increased awareness of challenges, barriers and opportunities in the local communities. Cross team working and engagement with customers in our communities	You influence and co-create			1 Team member from Housing, Stronger Voices, NETS, Investment and Repairs	
	Investment satisfaction calls	Increased understanding of feedback and levels of satisfaction in delivery of our Investment programme across our DGHP stock, allowing for improvements in delivery and customer service	You are heard	30 Calls		Investment send customer work completion lists over every two weeks	
	Engagement Framework	Co-create learning and development package with Customer Voices. Customer Voices design Stronger Voices conference	You influence and co-create				Strategic Project



Report

To: DGHP Board

By: Alan Glasgow, Managing Director

Approved by: Laura Pluck, Group Director of Communities

Subject: Customer First Centre interim review

Date of Meeting: 25 May 2022

1. Purpose

1.1 This report provides the Board with an update on the establishment of our Customer First Centre (CFC) since its internal launch on 1 December 2021, with the roll out to DGHP on 28 March 2022 and detail on the initial stages of its first review.

2. Authorising and strategic context

2.1 Under the Group Authorising Framework, the Group Board is responsible for considering matters of strategic significance and for monitoring operational performance and implementing the Board's strategy. The nature and performance of our CFC, given its importance to customers and our business, is a strategic matter.

2.2 Our Group strategy, *'Your Home, Your Community, Your Future'* recognises the delivery of exceptional customer experience and progressing from excellent to outstanding service as stated themes and objectives, and the CFC is a key part of our vision for realising this.

3. Background

3.1 Our commitment to exceptional customer experience is a key theme in our strategy. Our strategy is very clear that:

"Providing exceptional customer experience is, and always will be, at the heart of everything we do. Our customers deserve the very best and through the life of this strategy, this is what we will deliver".

3.2 At the forefront of our customer experience transformation is our new CFC which, when first launched on 1 December 2021, marked one of the single biggest changes to our service model in the 10-year life of Wheatley. Now into only its fifth month of operating, at the time of writing this report, we have now officially launched the service to customers and, in doing so, met the commitments we promised in our recent consultation – *'Our new future – bringing it home to you'*.

- 3.3 Still in its infancy, our early results are positive and are detailed in this wider report. However, we are clear that evolution and development of our CFC model is imperative as we aim to continually meet the ever-changing needs of our customers and aim to build on our early success.
- 3.4 To support this, we have engaged Ennovate Consulting to work with us to look at the future phases of evolution for our CFC model. This report will share some of the initial areas of focus for this review and some early results.

4. Discussion

Early results of our Customer First Centre

- 4.1 The CFC launched its new service on Wednesday 1 December. As previously reported, this was a 'soft' launch internally within the Group. This initial period afforded us the opportunity to test the robustness and effectiveness of our new systems and practices ahead of our formal launch of the service on 1 April 2022.
- 4.2 As noted previously, we have developed a suite of performance measures to assess the effectiveness of the new CFC model. A number of these have been incorporated into our wider Performance Management Framework which is covered in a separate paper. These measures will be continually reviewed and monitored as the CFC model develops to ensure that these remain current and comparable with other sectors.
- 4.3 Given the size and scale of change that the CFC model represents, our new measures are ambitious and reflect our want to deliver outstanding services to our customers and, importantly, a service that provides choice and which is underpinned by some key important principles; personalisation, ownership, commitment, customer-centric behaviour and digitalisation.
- 4.4 Our new measures have also seen the introduction of intricate day-to-day, real time reporting and a move away from average calculations to measures based on daily actuals across a number of time intervals.
- 4.5 The points below provide some of our early key highlights from our March reporting:
- We answered 85.42% of calls within 30 seconds against a target of 80%;
 - Call abandonment levels were 3.82% against a target of 7%;
 - Our first contact resolution exceeded 92% against a target of 90% - a combined effort across our Customer Service Advisors and Specialist Teams;
 - We are taking on average 3.74 days to resolve any cases not resolved at the first point of contact, against a target of 5 days; and
 - Our overall average wait time for customers was 30 seconds.
- 4.6 The CFC is also providing a solid foundation for us to build the great repairs service we have outlined in our strategy and Repairs Transformation programme. Our new reporting framework shows us that our CFC is raising approximately 82% of our repairs across Group and is working towards being our core point of contact for all customer repair enquiries as we move forward.

- 4.7 Critical to this is the work that is currently underway to deliver some 'quick wins', notably:
- opening up of appointments to show full capacity which will enable our CFC staff to appoint more repairs at the first point of contact and provide customers with appointment choice to meet their personal circumstances;
 - development of a centralised Repairs Team within the CFC and City Building Glasgow (CBG) to improve communication and increase our ability to resolve complex customer enquiries;
 - a proactive approach to emergency jobs that result in no access in order to ensure that our customers and homes are protected;
 - a full refresh of customer messaging and communication, driven by our CFC, to reduce repeat contact and provide customers with regular updates on their repairs; and
 - a new approach that will see our CFC take full ownership over cancelled lines and the customer communication and experience surrounding these.
- 4.8 As well as the quick wins, the CFC also supported our team to reduce the level of live repairs jobs. The CFC focused on this by:
- contacting all customers twice and issuing letters to customers prior to any lines being closed as a result of a no access;
 - supporting SMS messaging to customers to remind and update on appointments and inspections; and
 - carrying out a sample of outbound customer calls to gather customer satisfaction levels across completed repairs.
- 4.9 In addition to the performance measures and progress being made on repairs outlined above, we are continuing to receive feedback from customers and staff across Group. The feedback provided has praised the professionalism of staff, customers have noted a positive experience when calling and our staff have noted a reduction in customer case creation which is supporting them to spend more time in our communities.

Our initial review of our CFC

- 4.10 We engaged Ennovate Consulting ('Ennovate') to work with us to carry out an interim review of the CFC operating model. Ennovate have assigned Derek Stalley who has over 20 years of strategic and operational experience working with Sky in the UK and Ireland to work with us.
- 4.11 The initial review confirmed what our performance data has been indicating, that the CFC is performing in line with expectations and that the customer experience has improved. The review confirmed that overall the CFC is operating well at this stage, but as the Board have previously discussed it will require a longer period to evaluate it more fully.
- 4.12 The Board have previously recognised the CFC will evolve as we better understand how customers draw down its services. As part of the review we agreed where we can work with Ennovate to continuously improve the CFC based on our experience to date, including:

- a review of resource capacity and early demand analysis across all channels;
 - further development of quality operational performance data to support service delivery and evidencing of quality outputs;
 - a review of staff coaching, training and ongoing development;
 - the utilisation of CRM-based knowledge articles to support first contact resolution and quality outcomes;
 - a review of customer driven outcomes to support quality measures and first contact resolution measures; and
 - a review of repeat contact to establish key areas for improvement and areas where waste can be reduced.
- 4.13 Work is underway with Ennovate to develop a planned approach to the above and to identify a number of 'quick-wins'. One key quick win will be the establishment of our centralised Repairs Team within the CFC to support the wider repairs ambitions outlined above. It is intended that this will be implemented on a phased and planned approach to minimise the impact on the wider CFC performance and ensure that we drive learning from our early approach. It is envisaged that this team will quickly progress to a full Specialist Repairs Team in line with the wider Transformation Plan.
- 4.14 As noted above, the engagement with Ennovate is in its early stages but we will provide a further update to the Board on the progress made and core findings within the coming months.

5. Customer engagement

- 5.1 The evolution and development of our CFC model is dependent on the feedback from our customers and staff on usability and customer experience.
- 5.2 Developing the customer voice so actual experience helps shape the CFC, is a key priority and we are working to develop real-time customer feedback which will enable us to obtain instant feedback from customers on their experience of using the CFC. This will provide us with feedback that enables us to continually develop and enhance our CFC offering and, alongside new customer quality measures, enable us to show a full view of the customer experience and effort points.

6. Environmental and sustainability implications

- 6.1 There are no direct environmental or sustainability implications arising from this report. By increasing the number of customers contacting us via the CFC this has supported the reduction of the need for an office infrastructure, which is part of our wider reduction of our carbon footprint.

7. Digital transformation alignment

- 7.1 Our Group strategy sets a clear direction and is underpinned by digital transformation. The CFC is incorporated across multiple core work streams outlined in our digital strategy. As noted previously, it is critical to align IT work with the aims and ambitions of the new CFC model.

8. Financial and value for money implications

- 8.1 The CFC is expected to provide services that meet customer need and which provide value for money, whilst also driving innovation and improvement across core processes and reducing waste in order to provide increased business value.

9. Legal, regulatory and charitable implications

- 9.1 There are no specific legal implications in respect of the issues discussed in this paper.

10. Risk appetite and assessment

- 10.1 The Group's appetite relating to operating models and modernising of services is hungry i.e. eager to be innovative and to choose options offering potentially higher business rewards (despite greater inherent risk).
- 10.2 The plans set out for our CFC are ambitious and will require close management, as planned through the Executive level scrutiny, to ensure progress is continually delivered as planned and in line with customer and business need.

11. Equalities implications

- 11.1 There are no equalities implications associated directly with this report.

12. Key issues and conclusions

- 12.1 Early performance of the CFC model has been very positive and sustaining this will be critical to building on its initial success. Our initial review, alongside Ennovate, will allow us to evidence our progress to date and to build an action plan which will support delivery on the future phases of our CFC model as we continue to shape and develop it to meet customer need. This will also be supported through the delivery of our strategic projects for 2022-23 which further support the onward evolution of our CFC model.
- 12.2 The CFC model will continue to receive Executive level scrutiny and this Board will be kept informed through regular updates at its meetings.

13. Recommendation

- 13.1 The Board is asked to note progress to date on our new CFC model and agree to receive updates on progress at subsequent meetings.



Report

To: DGHP Board

By: John Crooks, Director of Health and Safety and Compliance

Approved by: Steven Henderson, Group Director of Finance

Subject: Fire prevention and mitigation update

Date of Meeting: 25 May 2022

1. Purpose

1.1 The purpose of this report is to provide the Board with an update on the implementation and performance of our Fire Prevention and Mitigation Framework (“FPMF”) in 2021/22 and, more specifically:

- The current rate of Accidental Dwelling Fires across the Group;
- The current rate of Home Fire Safety Visits across the Group; and
- Progress with the Fire Risk Assessment Programme.

2. Authorising and strategic context

2.1 Under the Group Authorising Framework and Intra-Group Agreement the Group Board is responsible for approving Group Policies and Frameworks and their designation as applicable to all Group partners to include, Dumfries and Galloway Housing Partnership (DGHP).

2.2 This report seeks to demonstrate the commitment outlined in the FPMF to achieve legal compliance with current fire safety legislation and best practice guidance, namely;

- Fire (Scotland) Act 2005;
- Fire Safety (Scotland) Regulations 2006;
- Practical Fire Safety Guidance for Existing High Rise Domestic Premise; and
- Practical Fire Safety Guidance for Specialised Housing.

3. Background

3.1 In the context of fire safety our commitment to delivering excellence has been endorsed by the Scottish Government’s, Building Safer Communities, and Unintentional Harm Hub who highlighted our Fire Safety Operating Model as a Fire Prevention Exemplar.

- 3.2 Keeping our customers and communities as safe as they possibly can be, will always be of paramount importance to the Group and this is recognised within our new Group 2021-2026 Strategy: Your Home, Your Community, Your Future, in which we clearly state that fire safety will remain a top priority.
- 3.3 As a key strategy for the Group and us as a Registered Social Landlord, the Fire Prevention and Mitigation Framework evidences to all partners and stakeholders the importance we place on fire safety and how we ensure fire safety in our homes and communities is maintained in accordance with legislation and best practice.
- 3.4 This report provides an update on the positive progress being made in our rate of Home Fire Safety Visits (HFSVs) and Accidental Dwelling Fires (ADFs).
- 3.5 Furthermore, this report will also outline our compliance in the completion and implementation of fire risk assessments required under current fire safety legislation and best practice fire safety guides, issued by the Scottish Government.

4. Discussion

- 4.1 During the course of our 2021- 2026 Group Strategy we aim to build on the outstanding success already achieved and further reduce the number of ADFs taking place within our stock portfolio by at least 10%.
- 4.2 HFSVs and Fire Risk Assessments (FRAs) are undertaken by the group fire safety team with the primary aim of reducing the risk of fires in our customers' homes and their communities, making them a safer place for customers' and their neighbours to live.
- 4.3 The current rate of HFSVs shall demonstrate the impact of the group fire safety team that is reflected in the year end performance of ADFs set against national trends.
- 4.4 Our FRA programme will show further, that fire safety arrangements within all relevant and non-relevant premise remain robust and effective.

Home Fire Safety Visits

- 4.5 HFSVs undertaken in our customers' homes are prioritised where a degree of vulnerability has been identified through customer engagement or an unforeseen incident occurring e.g. fire incident in their home.
- 4.6 There are various channels in which customers can be highlighted to the group fire safety team to conduct a HFSV that can include: Intervention Requests (IRs) by housing or care staff, occurrence of false alarms or fire incident(s) and through our information sharing protocol and partnership working with Scottish Fire and Rescue Services.
- 4.7 In the last 12 months between April 2021 – March 2022, the group fire safety team have pro-actively increased the number of HFSVs conducted from the previous year. For us specifically, there was an increase from 03 in 2020/21 to 61 in 2021/22.

- 4.8 HFSVs are recognised within the Practical Fire Safety Guide – Specialised Housing as Person Centred Risk Assessments (“PCRA”) that focuses on the individual and the environment in which, they stay. This reference within Practical Fire Safety Guide – Specialised Housing, offers an opportunity to widen the scope of the HFSV beyond fire safety and look at the overall health, safety and wellbeing of our customers in line with, SFRS proposed Safe and Well Campaign.

Accidental Dwelling Fires (ADFs)

- 4.9 The impact of HFSVs undertaken in the last 12 months by the group fire safety team, is a significant factor that cannot be underestimated in our efforts to reduce ADFs in customers' homes.
- 4.10 Scottish Fire and Rescue latest report on national trends for accidental dwelling fires (2021/22) is currently unavailable at time of writing this report however, in 2020/21, ADFs reduced nationally by 5.1%.
- 4.11 Our ADF's reduced significantly this year from 20 the previous year, to 11 in 2021/22. By way of context, the wider Group position was that the number of ADFs in our customers' homes in 2021/22 in comparison to the previous year of 2020/21, was a significant reduction of 66 ADFs (-30%) across the group, in comparison to 217 in 2020/21.
- 4.12 Of the 11 ADFs that were experienced across our areas, 9 were associated with kitchen fires, 1 in a bedroom and another in a hallway. 10 of the ADFs were considered minor with the exception of 1 significant fire, that resulted from an electrical fault that developed within an electrical meter which, had been subject to the necessary inspection and maintenance.
- 4.13 This reduction of ADFs, is an improvement on the intended target of 195 however, despite best efforts of the group fire safety team, these figures should be noted with some caution as there is the potential for future fire incidents to counter act this year's progress.
- 4.14 Whilst the cost associated with any ADF is difficult to measure, it is evident that the efforts of the group fire safety team and the number of HFSVs being undertaken, are having a positive impact on the direct and indirect costs of house fires and the wider community.
- 4.15 Our group fire safety team have been recognised in the short list of candidates at the AICO Community Awards (Birmingham, May 2022) for their outstanding contribution in the Resident Engagement Award largely for their efforts in reducing ADFs through our HFSV programme.

Fire Risk Assessments – Relevant Premise (HMOs, Care Premise, Offices, Depots etc.)

- 4.16 The completion of FRAs in our relevant premise extends currently to our Corporate Estate that includes, HMOs, Care Premises, Offices, Workshops and Depots.
- 4.17 The completion of FRAs in relevant premise is based on a recurring frequency of between 1-3 years based on their risk profile (See Appendix 1).

- 4.18 In 2021/22, 6 x FRAs in our relevant premises had been undertaken to ensure their recommended frequency of review, had been met and thereby ensuring ongoing legal compliance.
- 4.19 The completion of FRAs resulted in a very low number of recommendations for minor improvements and none that were considered significant or a threat to life. All recommendations made in the completion of our FRAs have been actioned and closed down in the timescales allocated.
- 4.20 Currently, all relevant premises have in place a valid FRA to satisfy the requirements and legal obligations set out in the Fire Safety Scotland Act 2005 and Fire Safety Scotland Regulations 2006.
- 4.21 No significant issues were identified within our relevant premises during the course of the FRA programme as they have well established, mature fire safety arrangements in place overseen by competent staff and management teams.

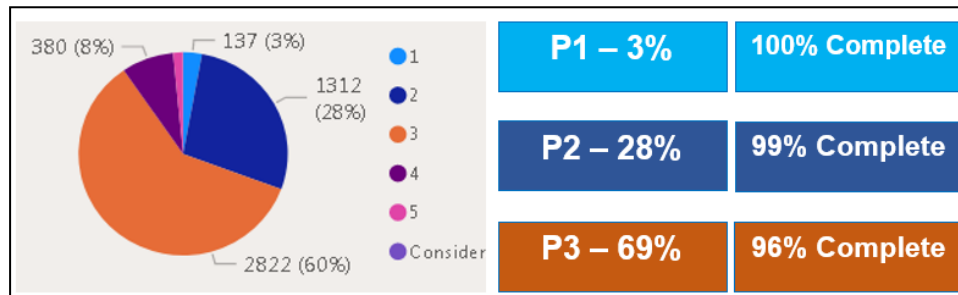
Low Rise (Tenements and Blocks of Flats)

- 4.22 In relation to the undertaking of Fire Risk Assessments in low rise properties (Tenements and Blocks of Flats), there is currently no fire safety legislation or best practice guidance in Scotland that obligates the Group to have these in place.
- 4.23 It is widely recognised that low rise domestic premises do not present the same fire risk as high rise domestic premise and there are a number of robust fire safety mitigations in place, that gives the Group confidence in our approach to fire risk mitigation.
- 4.24 Specifically, all properties are subject to regular inspection and statutory compliance checks that include:
- Gas Safety Inspections (Annually);
 - Fixed Electrical Inspection of Dwellings (5years);
 - Fixed Electrical Inspections of Common Areas (5years);
 - LD2 Interlinked Smoke / Heat Detection in all Homes;
 - Property Maintenance and Cleaning (Common Areas);
 - Regular Inspection throughout Year (Housing Officers);
 - 24/7 Repairs Service;
 - Housekeeping and Bulk Uplifts as required; and
 - Home Fire Safety Visits for Vulnerable Customers (As required by Housing Officer or SFRS).

Actions arising from Fire Risk Assessments

- 4.25 Fire risk assessments in all premises, since the wider programme commenced in October 2020, have generated fire safety repairs and the improvement of fire safety measures that were not considered a threat to life but more aligned to natural wear and tear due to ageing.
- 4.26 Issues such as the replacement of smoke and intumescent seals on fire doors, re-alignment of fire doors, repair of bin chute hoppers, replacement of fire safety signs and the adjustment of flat doors identified in the fire risk assessment programme have improved the overall fire safety in group premises.

- 4.27 At the time of writing this report, approximately 4700 fire safety actions have been generated in the completion of fire risk assessments with 96% of those having been completed and the remaining 4% due for completion by end of May 2022.
- 4.28 The majority of actions can be categorised as Priority 3 or lower* (P3 - 69%), Priority 2 (28%) or Priority 1 (3%). Note: no fire safety improvements, categorised as a Priority 1 were considered a threat to life risk during our FRA programme.



**Priority Ratings P1 – P5 were reduced midway through fire risk assessment programme to condense timescales and reduce priority ratings to P1 – P3.*

- 4.29 The composition of fire safety actions can be broken down into Management, Physical and Maintenance actions that can be associated with both passive and active fire safety measures and / or procedural arrangements.
- 4.30 The overall cost of Fire Safety Repairs and Planned Fire Safety Investment Works arising from HFSVs, FRA Programme and Planned Fire Safety Investment works across the group to date has been estimated at approximately £1- £1.2m (2021/22) and between £8m – 9m (cumulative) respectively.
- 4.31 Such costs include the fire safety repairs identified from fire risk assessments and investment works such as, the recent LD2 upgrade programme, installation of bin room suppression systems, retrospective fire stopping / compartmentation works, cable securement and emergency lighting installations in addition to the maintenance of other passive and active fire safety systems e.g. fire doors, fire alarms, dry risers etc.

5. Customer engagement

- 5.1 Our FPMF has a very clear focus on customer engagement.
- 5.2 The group fire safety team works with our housing colleagues to conduct HFSVs with customers who are particularly vulnerable to fire, due to physical, cognitive, mental impairments, substance misuse issues or the condition in which they are maintaining their home. At the time of the visit, an assessment of the property and the customer's needs is carried out to determine suitable fire prevention control measures. Control measures can include providing fire safety advice and the installation of specialised detection and fire risk reduction products.
- 5.3 Fire Safety Advice (My Safety) is given to customers by our housing officers at new sign ups and throughout their tenancy and notwithstanding fire safety information that is available online, on our website (See Appendix 2).

- 5.4 Our FRA programme is communicated and discussed with Directors and Senior Management across all group subsidiaries on a regular basis at our Fire Working Group and Executive Fire Liaison Meeting.

6. Environmental and sustainability implications

- 6.1 The environmental impact of a house fire and building fires presents a negative outcome to the environmental commitment of the group in our efforts to reduce our carbon footprint and promote sustainability.
- 6.2 The immediate short term effects of house fires and building fires are the obvious risk and displacement to customers, release of toxic gas, smoke and other by products that contaminate the local environment, that can also impact air quality because of the release greenhouse gases like carbon monoxide and carbon dioxide.
- 6.3 Negative consequences of a building fire on the environment can also endanger the health and well-being of our customers' their neighbours and our communities.
- 6.4 Targeting HFSVs for vulnerable customers and ensuring our fire safety arrangements remain effective in the implementation and review of a robust fire risk assessment programme, shall contribute to the overall commitment of the group to positively impact our environmental and sustainability responsibilities.

7. Digital transformation alignment

- 7.1 Home fire safety visit reports and those of fire risk assessments are recorded on the Group Asset Information Management System (PIMSS).
- 7.2 Performance management reports (Power BI) capturing the completion of HFSVs and FRA programme in both relevant and non-relevant are issued to duty holders and relevant persons twice weekly for action and completion.
- 7.3 Developments are currently underway in conjunction with colleagues in Group IT to digitalise the HFSV' process to make this a leaner and dynamic process.

8. Financial and value for money implications

- 8.1 The implementation and completion of HFSVs and FRA programme has significantly increased the number of fire safety repairs since October 2020.
- 8.2 In driving a positive fire safety culture across the group, that impacts the number of ADFs in our homes and workplace, there are significant cost savings associated with the cost of fires, that are not immediately visible.

9. Legal, regulatory and charitable implications

- 9.1 The approach to fire risk assessment in a legal context is one of a statutory nature for relevant premise and best practice for non-relevant premise, that protects the group from unwanted enforcement action, potential prosecution and reputational risk.

- 9.2 The Fire Safety Scotland Act 2005 and Fire Safety Scotland Regulations 2006 place legal obligations on Dutyholders' to conduct Fire Risk Assessments in Relevant Premise (Non Domestic Premise).
- 9.3 Relevant Premise are those premises that are covered by fire safety legislation and enforced under current legislation by Scottish Fire and Rescue. Premises such as HMO's, Care Premises, Offices, Workshops and Depots are legally required to have a current fire risk assessment in place.
- 9.4 Multi Storey Flats (Practical Fire Safety Guide for Existing High Rise Domestic Premise) are recognised as domestic premise and the recommendation to conduct fire risk assessments is one of best practice and not a legal requirement.

10. Risk appetite and assessment

- 10.1 The group risk appetite for fire prevention and mitigation is risk averse where, avoidance of risk and uncertainty is a key organisational objective.
- 10.2 The Fire Scotland Act 2005 and Fire Safety Scotland Regulations 2006, allows for a route of enforcement action and prosecution in the event of deviation from statutory requirements and specifically for Relevant Premise (Non Domestic) therefore, strong regulatory compliance in this area must be maintained.

11. Equalities implications

- 11.1 There are no implications for the Equalities Act associated with this report.

12. Key issues and conclusions

Legal Compliance

- 12.1 Based on the group's current approach to fire safety legislation and in recognition of the commitment documented in the FPMF, there is a strong legal compliance in place around the legislative requirements of current fire safety legislation and best practice approach in recently issued fire safety guidance.
- 12.2 HFSVs and the ongoing implementation of fire risk assessments to a nationally recognised standard in PAS 79: Fire Risk Assessments demonstrate an approach above and beyond basic legal compliance.

Home Fire Safety Visits

- 12.3 HFSVs now recognised under new guidance as Person Centred Risk Assessments (PCRAs) in the Practical Fire Safety Guide – Specialised Housing. Their completion has seen a reduction in accidental dwelling fires that lie out with the scope of our FRA Programme.
- 12.4 Going forward, it is the intention of the group fire safety team to transition the HFSVs to Person Centred Risk Assessments, incorporating additional safety factors such as those being proposed in SFRS Safe and Well Campaign in the coming year e.g. customers with mobility issues, risk of falls etc.

- 12.5 Furthermore, by reviewing the process and transitioning to a digital format for the completion of reports, it will make the process lean and dynamic in which, we can raise targets for the coming year to complete 600 HFSVs (PCRAs) between 2022/23 (e.g. 50 per month).

Accidental Dwelling Fires

- 12.6 Current fire safety guidance recognises that 90% of accidental dwelling fires are confined to the flat of fire origin and in the case of MSFs, less than 1% spread beyond the floor of fire origin.
- 12.7 The rate of ADFs experienced across the group in 2021/22 has resulted in a reduction that has achieved our target of 10% using the previous year as a baseline figure.
- 12.8 Whilst FRA have a clear purpose to maintain fire safety standards that reduce the risk of fires, the reduction of accidental dwelling fires set against the increase in home fire safety visits is a strategy that should be prioritised beyond our legal compliance and fire risk assessment programme.

Fire Safety Risk Assessments

- 12.9 Fire Risk Assessments for relevant premises were completed in an accelerated programme that involved the re-provisioning of health and safety team and fire safety team as trained fire risk assessors, in order to complete by March 2022.
- 12.10 Out with the fire risk assessment programme, the group have well established, robust fire safety arrangements in place across our MSFs. Environmental patrols and daily fire safety inspections recorded in Fire Precautions Log Books at all premises ensures that fire safety arrangements in common areas are maintained to high standards in reducing the risk of fires in these areas.
- 12.11 Our cycle of fire risk assessments for relevant premise is undertaken on a recurring cycle and has been well established for a number of years.

13. Recommendation

- 13.1 The Board is asked to note the contents of this report and the progress with our Fire Prevention and Mitigation Framework.

List of Appendices

Appendix 1: Proposed Cycle of FRA (1-3yrs) 2022 – 2025

Appendix 2: Fire Safety Advice Online

Appendix 1 - Fire Safety Risk Assessments – Frequency & Review 2022 - 2025

Type of Property	No. in Portfolio	1Yrs	2Yrs	3Yrs	Legal Requirement	Best Practice	Supporting Rationale	Completed By
Care	36 (2yrs) 4 (1yrs)	•	•		✓		Well maintained fire alarm systems, fire safety risk assessments, fire safety management arrangements, fire safety trained members of staff, building management systems maintained, controlled access, security arrangements in place, fire precautions log book implemented, no smoking policy, fire drills, person centred risk assessments and support needs of client assessed. (Annually – Fordneuk, Fullerton, Logie Road and Parliament St (Hostel))	H&S Team
Corporate	30			•	✓		Well maintained fire alarm systems, fire safety risk assessments, fire safety management arrangements, fire safety trained members of staff, building management systems maintained, controlled access, security arrangements in place, fire precautions log book implemented, no smoking policy, fire drills.	H&S Team
HMO	56		•		✓		Dutyholder (Owner) fire safety risk assessments, building management systems maintained, repairs and maintenance protocol, lease holder fire safety risk assessments, emergency procedures (lease holder), personal emergency evac plans (lease holders).	H&S Team
NETS Depots	6		•		✓		Well maintained fire alarm systems, fire safety risk assessments, fire safety management arrangements, fire safety trained members of staff, building management systems maintained, controlled access, security arrangements in place, fire precautions log book implemented, no smoking policy, fire drills. Safe storage of hazardous materials.	H&S Team

Living Well	44			•		✓	Fire safety risk assessments, daily checks of common areas, fire precautions log book implemented, fire safety trained staff, security arrangements, CCTV & signage, concierge staff (NETS Teams), fire alarm systems, building managements systems maintained. Control of contractors, home fire safety visits for vulnerable customers, MSF quarterly inspections by SFRS.	Fire Safety Team
Multi Storey Flats	136			•		✓	Fire safety risk assessments, daily checks of common areas, fire precautions log book implemented, fire safety trained staff, security arrangements, CCTV & signage, concierge staff (NETS Teams), fire alarm systems, building managements systems maintained. Control of contractors, home fire safety visits for vulnerable customers, MSF quarterly inspections by SFRS.	Fire Safety Team
Person Centred Risk Assessment	600	•				✓	Person Centred Risk Assessment, Statutory Maintenance and Compliance of Property, Pioneering Products, TSS, Fire Safety Packs, Additional Detection, Stove Guards etc	H&S Team & Fire Safety Team



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Fire safety

A house fire can kill - and put your neighbours' lives at risk as well.



DGHP makes every effort to minimise the risk to tenants and complies with all relevant Fire Safety legislation and guidance. Fires can start quickly and can cause damage to your home as well as putting your lives in danger. To keep you and your family safe the following guidance is issued:

- Test your smoke alarms
- Take care when cooking
- Ensure your electrical items are safe
- Have a fire escape plan

We work together with the [Scottish Fire and Rescue Service](#) to help keep your home fire safe; find further information on [fire safety in the home](#) here.

A free [home fire safety visit](#) is quick and easy to arrange. It only takes around 20 minutes to carry out – but it could save your life.

You'll get safety tips and advice on how to avoid a fire breaking out – and what to do if it does. You'll even get free extra smoke alarms if you need them.

A fire officer from [Scottish Fire and Rescue Service](#) will pop out at a time which suits you and answer any questions you have about fire safety.

How do I book a free home fire safety visit?
Speak to your housing officer or book your free visit by:

- > texting 'FIRE' to [80800](#) from your mobile phone
- > calling [0800 0731 999](#).

Safety tips	+
Keep closes, foyers and stairwells clear	+
Keeping you safe in your home	+

Related information

- [Scottish Fire and Rescue Service](#)
- [Home fire safety visit](#)



Report

To: DGHP Board

By: Louise Dunlop, Interim Managing Director of Care

Approved by: Laura Pluck, Group Director of Communities

Subject: Care services update

Date of Meeting: 25 May 2022

1. Purpose

1.1 The purpose of this paper is to update the Board on the progress of work undertaken by Wheatley Care in managing Dumfries and Galloway Housing Partnership (DGHP) care services since 1 April 2021.

2. Authorising and strategic context

2.1 Under the Group Authorise/Manage/Monitor Matrix, the Board has responsibility to monitor operational and financial performance.

2.2 This paper reflects two strategic themes of the 2021-26 strategy – Your Home, Your Community, Your Future. The themes are ‘Delivering Exceptional Customer Service’ and ‘Changing Lives and Communities’ with a focus on ‘Progressing from Excellent to Outstanding’ and ‘Shaping Care Services for the Future’.

3. Background

3.1 Following DGHP joining Wheatley Group in 2020, the Group Board agreed that Wheatley Care would oversee and manage all care activities within DGHP.

3.2 Terms and Conditions for staff providing care services have remained unchanged and no TUPE applies.

3.3 Preparatory work to implement the new management arrangements began on 4 January 2021. Full management responsibility was assumed from 1 April 2021.

3.4 The preparatory phase enabled Wheatley Care management team to support the alignment of our care services through knowledge sharing and building relationships with the care teams.

3.5 To support both implementation and ongoing management arrangements, a Service Development Lead (SDL) was appointed.

- 3.6 The SDL reports to Wheatley Care's Head of Care and is the external line manager for all care service across Dumfries and Galloway. The role is a dedicated resource for the first 12 months of the new management arrangements, funded through an agreed management fee paid by DGHP to Wheatley Care.
- 3.7 The SDL has oversight of all our care services. This includes undertaking a review of service provision, service redesigns, as required, and alignment of policies, procedures and practice across the services.
- 3.8 The SDL line manages the Area Care Manager, who is responsible for the operational management of all of our care services. The Area Care Manager is the registered manager for all services with the Care Inspectorate.
- 3.9 All services are registered with the Care Inspectorate under one principal registration. Each service has its own distinct contract and service specification:

Service	Purpose	Term	Commissioner	Funding
Sheltered Housing	Outreach support to prevent social isolation and build community connections.	Ongoing since 2003	Dumfries and Galloway Council housing	Block Funding on a per annum basis through 'Supporting People'. For 2022/23 this is £119,766.
Young Persons Project	Short term (up to two years) Accommodation and support for care leavers aged 16-24 as they transition to a home of their own.	2022-23 with potential for further 12 month extension	Dumfries and Galloway Children and Young People Services	Block Funding on a per annum basis. For 2022/23 this is £200,000.
Temporary Accommodation Service	Short term Accommodation (approximately 3 months) and support for those experiencing homelessness or at risk of homelessness to find and sustain a secure home.	2020-23 with potential for further two 12 month extensions	Dumfries and Galloway Council housing	Block Funding on a per annum basis. For 2022/23 this is £500,271.
Floating Housing Support	Support to customers in their own home to manage issues that may impact on sustaining their tenancy.	Ongoing internal service	DGHP	Internally funded through income raised from rents across DGHP. £111,000 per annum.

4. Discussion

Aligning services across group

- 4.1 Activities took place in the first quarter of 2021/22 to align our care staff with Wheatley Care and support closer working.
- 4.2 In April and May 2021, engagement sessions took place with staff, providing:
- Opportunities to meet with the senior management team and other frontline colleagues across Wheatley Care; and
 - Opportunities to talk about the services provided in Dumfries and Galloway and share their knowledge and experience with each other and peers across Wheatley Care.

- 4.3 Positive feedback followed the events. Staff responded that they were a very effective way to begin building relationships with colleagues and gain a better understanding of the importance of care services and their impact within Group.
- 4.4 Wheatley Care undertake monthly Care Leadership Forums. The purpose of the meetings is to share knowledge and expertise and to discuss and develop new initiatives that will meet our strategic aims. Both the Area Care Manager and the Team Leaders within each service attend and contribute to these meetings.
- 4.5 In early 2021, the Area Care Manager visited and spent time with staff at Wheatley Care services based in both the east and west central belt to further develop their understanding of service provision across Wheatley Care.
- 4.6 To support collaborative, consistent working practices, policies, practices and training plans were aligned with those of Wheatley Care.
- 4.7 Over the last 12 months, we have aligned the following areas:
- Training and Development for the workforce – Staff have full access to Wheatley Learning Academy, which includes the supervision and appraisal system. Training undertaken by staff in the last 12 months has included:
 - Infection Prevention Control;
 - Medication, Administration of Naloxone;
 - The Management of Actual or Potential Aggression (MAPA);
 - First Aid; and
 - Trauma Informed Awareness.
 - Health & Safety – A new Operating Safety Manual has been implemented along with the implement of the Group Lone Worker System;
 - Business Continuity – All services have implemented local continuity plans aligned to those in Wheatley Care; and
 - Financial Monitoring – monthly monitoring of service budgets is included in the overall monthly performance reporting.
- 4.8 The Care Performance Framework monitors performance, highlights trends, blockages and successes. It supports improvements through collation and monitoring of key data linked to our strategic and operational priorities. Its range includes, but is not limited to:
- Growth;
 - Service Performance;
 - Organisational Performance;
 - Regulatory Compliance;
 - Developing our workforce;
 - Community Engagement; and
 - Project Delivery.
- 4.9 Our care services have been integrated into the Care Performance framework and included in monthly performance reporting to senior management and the Executive Team. This has enabled us to effectively demonstrate targets which are being met and to identify areas that are under-performing.

Pandemic response

- 4.10 Our care services continued to operate throughout the pandemic in response to customer need.
- 4.11 To protect both people we work for and staff, we undertook a blended approach. Life and limb face to face support and virtual support by telephone, text and video were provided. Social distancing measures were put in place, and remain, in our office environments.
- 4.12 A suite of risk assessments, working practices and infection prevention and control measures are in place. These are aligned with Wheatley Care and are regularly updated in line with Scottish Government guidance as we move through different phases of the pandemic and into recovery.
- 4.13 Weekly meetings are undertaken with operational management teams to ensure:
- effective communication in response to any changes in Health and Social Care guidance; and
 - close monitoring of self-isolation and vaccination levels.

This has been critical in managing our risks, ensuring consistent practices across all care teams.

- 4.14 Contact with commissioners within Dumfries and Galloway Council (DGC) was made to outline our approach and service offering. We were able to give assurance that individual needs were being met in line with contract requirements throughout the pandemic. There were no issues or concerns raised.
- 4.15 We pro-actively highlighted the benefits of the vaccination programme to all staff. 100% of our care staff have received all three vaccine doses.
- 4.16 The service teams worked closely with partners across DGC to maximise uptake of flu and Covid 19 vaccinations for the people we work for. Support was also provided to our vulnerable customers during this time to access food and technology to reduce social isolation.
- 4.17 Staff and customers testing positive or requiring to self isolate has moved in line with trends across Scotland over the past year. Christmas 2021 was particularly challenging. Proactive planning of staff resource and daily continuity meetings for senior staff mitigated these challenges.
- 4.18 There have been no fatalities as a result of Covid 19 in any of the our care services.

Business Development

- 4.19 In March 2021, we successfully bid to provide Outreach Support Services in Dumfries and Galloway for 12 months from 1 April 2021.
- 4.20 The opportunity to provide this service arose as Shelter Scotland decided to end their contract early. DGC decided to award a short-term contract and to use that time to re-design their outreach support services before tendering for longer term providers.

- 4.21 DGC launched the tender for their redesigned service in October 2021. The new service involved four Lots for the provision of adult outreach services in the east and west of the region and young people's outreach service on the same east/west split.
- 4.22 Our analysis of the budgets provided by DGC for the service, potential TUPE responsibilities, the geography of the area and the service specification drew us to the conclusion that the service would not be financially viable and we withdrew our interest in the tender.
- 4.23 DGC issued a tender in May 2021 seeking physical accommodation and support services to provide a temporary accommodation with support service to young people. Wheatley Care did not bid as, following discussion with our partners, DGHP, no suitable accommodation was available.

Review of Current DGHP Care Services

- 4.24 Each of the four of our current services has been reviewed to understand the outcomes they provide, whether they provide value for money and whether they satisfy the needs of the customers and stakeholders. The following sections give a summary of what is happening with each service.

Floating Housing Support

- 4.25 Floating Housing Support aims to support customers in our properties across the region to sustain their tenancy.
- 4.26 Focus is on prevention and early intervention work. The team also provide crisis support where a Housing Officer has identified a customer at risk of losing their home.
- 4.27 The team consists of three Floating Housing Support workers.
- 4.28 A service review has been undertaken and a new service model is being designed to align with the Group model for tenancy sustainment and take advantage of economies of scale. We plan to take the proposed new model to Boards this summer with a view to strengthening the provision to DGHP and reach out to a greater number of vulnerable customers.

Sheltered Housing

- 4.29 Support is provided for up to 248 older people (aged 60 years or over, or those under 60 with a specific support need). The 15 sheltered housing sites are made up of self-contained bungalows and a small number of flats.
- 4.30 The purpose of the service is to prevent social isolation and loneliness and encourage social connections. However, only two of the 15 sites have communal facilities.
- 4.31 Sheltered Services are part funded by us and through DGC's Supporting People Fund. No uplift in funding from DGC has been received since 2003.
- 4.32 In 2022/23 we will complete an options appraisal to ascertain how we can innovate and improve to ensure we deliver excellent customer experience to our older people in sheltered housing.

- 4.33 We have no indication that DGC do not value the service and we are keen to hear their views prior to undertaking the review.
- 4.34 The options appraisal considers various elements of the Sheltered Service:
- Funding review;
 - Locality of sheltered services;
 - Staffing structure;
 - Customer overview; and
 - Customer feedback.

Young Persons Project

- 4.35 Based in Dumfries, this service provides accommodation and support to young people who have previously been in Care and are not yet ready to manage their own tenancy.
- 4.36 This service was originally funded through a Big Lottery Grant from the National Lottery. Two rounds of funding were received over 10 years, ending on 31 March 2022.
- 4.37 DGC's Children and Families team held the service in high regard, and were keen for it to continue beyond March 2022, funding it themselves.
- 4.38 Working closely with this team, we negotiated a further 12 months contract with an uplift to cover annual costs.
- 4.39 During the contract period, DGC will seek to redesign the service to provide a more long-term solution.
- 4.40 DGC also included an option to extend for a second year for continuity of service whilst they confirm their long-term options.
- 4.41 They have indicated that they would also like to consider proposed ideas we presented in August 2021 to provide support to young people on an outreach basis.

5 Customer engagement

- 5.1 During the preparatory period of January – March 2021, a customer engagement programme was undertaken.
- 5.2 Mindful of Covid 19 restrictions, Wheatley Care senior management visited supported accommodation services to meet staff and customers. Each customer receiving care services received correspondence to keep them up to date with plans.
- 5.3 As services have fully remobilised and restrictions eased, increased face to face meetings have taken place to gain a better understanding of customer views and ambitions for their lives and the communities they live in.
- 5.4 All care teams received very positive feedback from people we work for. Feedback we received included:

- *“The hands-on practical approach to support sessions has helped me become more independent, I have been given the knowledge and confidence to achieve things by myself. I couldn’t have faced this without my key worker having input and encouraging me to have confidence in my own decisions”.*
- *“Staff are great, they are all brilliant”.*
- *“I can feel the difference in my health because of the service provided, particularly an improvement in my mental health - I would have been in a terrible place without the support from staff”.*

5.5 A formal customer feedback survey was undertaken between January and March 2022. From this survey we have learnt that:

- 93% of customers feel they had the opportunity to participate in decision making regarding shaping the service.
- 92% of customers when describing how well service supported their well-being scored this as very good and above.
- 93% of customers described the staff team as very good or above.
- 88% of customers described the support they receive during Covid 19 as very good or above.

5.6 The SDL is undertaking a deep dive analysis and developing an action plan as part of our continuous improvement programme. We are reassured that there is no issues arising regarding customers care and support.

5.7 Aligned to our operational and strategic plans for 2022/23, customer engagement and consultation will be integral to achieving our ambition of transformational change across all of our care services.

5.8 We will use our experience in co-producing services across care to ensure that the customer voice is central to any redesign of our services.

6 Environmental and sustainability implications

6.1 There are no environmental or sustainability implications from this paper.

7 Digital transformation alignment

7.1 The alignment of our data to Wheatley Care’s Care Management system (Residata) began in April 2022. It is expected to be completed by the end of July 2022.

7.2 Implementing Residata will enable the services to reduce the level of paper based record keeping and support a much more efficient way of working. Within a service, staff will be able to share information and track customer journeys. This prevents the need for customers to retell their story whenever they begin working with a new or different member of the team.

7.3 We are developing a Residata app for staff mobile phones. This will further increase efficiencies, saving time travelling to and from office bases to write notes and enabling staff to have access to all information they need at the point of providing support.

7.4 Testing the app with customer data begins in July this year.

- 7.5 Through the Connecting Scotland Fund, we obtained funding that has enabled us to provide handheld devices and data provision to 15 customers within the Temporary Accommodation service.
- 7.6 This initiative was extremely successful in promoting digital inclusion and enabling individuals to remain connected throughout lockdown. The team's Digital Champion held 'how to' sessions with individual residents who had received these devices to ensure they were aware of how to set up and use them.
- 7.7 We continue to explore how we can ensure people we work for are digitally included as we re-design our services.
- 7.8 In using new ways to engage with people such as WhatsApp, staff have found that some individuals, who previously found difficulty in engaging are more focused and indeed more proactive, in communicating and engaging with staff.

8 Financial and value for money implications

- 8.1 We have implemented finance reviews for each service to ensure they meet at least a break-even position.
- 8.2 As we redesign our services, we will consider the costs to ensure they provide value for money to customers and stakeholders.

9 Legal, regulatory and charitable implications

- 9.1 There are no legal, regulatory or charitable implications arising from this paper.

10 Risk appetite and assessment

- 10.1 The appetite for risk, in relation to care growth and diversification is 'open'. This level of risk appetite is defined as; "Willing to choose the option that is most likely to result in successful delivery, whilst also providing an acceptable level of reward and value for money".
- 10.2 Not considering the viability of the services may lead to financial loss and failure to provide services that meet the need of customers and stakeholders. We mitigate this risk by applying our care business framework.

11 Equalities implications

- 11.1 There are no equalities impact arising from this paper.

12 Key issues and conclusions

- 12.1 Aligning our care services with Wheatley Care has enabled a single and consistent view of care across Wheatley Group while strengthening our offering through proactive improvement planning and performance monitoring.
- 12.2 Care performance throughout the pandemic remained strong with staff continuing to deliver exceptional care services in line with contract and customer requirements.

12.3 Reviews of the services are taking place to ensure we continue to meet customer needs in an innovative way, provide value for money and streamline our processes.

13 Recommendation

13.1 The Board is asked to note the update on our management of our care services.



Report

To: DGHP Board

By: Anthony Allison, Director of Governance

Approved by: Steven Henderson, Group Director of Finance

Subject: Governance update

Date of Meeting: 25 May 2022

1. Purpose

- 1.1 To update the Board on, seeking approval where appropriate, on the following governance related matters:
- The proposals to amend our Articles of Association;
 - Updated Board planner; and
 - Board appraisal process.

2. Authorising and strategic context

- 2.1 Under the Group Standing Orders, the Group Board is responsible for the Group's overall governance arrangements. The Recruitment, Appointment, Appraisal and Governance ("RAAG") committee supports the Board in this role.
- 2.2 The Board were updated on the progress of the implementation plan for the Group strategic governance review at the last meeting. As part of that review, the Board agreed proposals to amend our Articles of Association and agreed a draft Board planner.

3. Background

- 3.1 The Board agreed that we would implement the recommendations to the Strategic Governance Review, including amendments to our Articles of Association.
- 3.2 Our Board appraisal approach was necessarily adapted during the pandemic as we effected interim governance arrangements. In April, the Group RAAG agreed the overall proposals in respect of Board appraisal.

4. Discussion

Articles of Association

- 4.1 The Board agreed previously that we should review our Articles of Association, to allow us to update same to implement recommendations arising out of the Group Strategic Governance Review (“SGR”) and to make them consistent with the wider Group style.
- 4.2 The Board previously agreed in February to update our Board composition, following recommendations arising out of the SGR to move towards smaller Boards. The Articles will reflect the agreed future Board size of 8-10, with composition as follows:
- 6 Independent Board members;
 - 3 tenant members; and
 - 1 parent appointee
- 4.3 Currently, in terms of the process for Board appointments, our Articles of Association provide that any Board member who has served their three year fixed term requires to retire at the AGM. Board member(s) who are to be re-appointed at the end of their three-year term are approved by the Board on the recommendation of a recruitment panel.
- 4.4 It is proposed that requirement for the panel recommendation is removed, instead the Board will agree the appointments. The intention is to streamline this process to reduce the compliance technicalities, whilst retaining Board oversight.
- 4.5 We will also formalise the changes to eligibility for membership being only tenants and Board members. This follows on from the Board’s previous decision to make this change and having already effected the change in our exiting membership.
- 4.6 Any further amendments will be of a relatively minor nature and intended to bring our Articles into line with the Group style. Subject to Board discussion at the strategy workshop, any updates to our branding would also be reflected in the Article changes. It is proposed that a draft with the substantive amendments will be presented to the Board in August.
- 4.7 It is intended that we would hold an Extraordinary General Meeting (“EGM”) in tandem with the 2022 Annual General Meeting (“AGM”). At the EGM, members of DGHP would be asked to approve the proposed amendments to the Articles of Association.

Board Appraisal

- 4.8 The Group RAAG considered and agreed proposals for individual appraisal, Board and committee effectiveness at their April meeting, as part of their annual remit.
- 4.9 In terms of undertaking individual appraisal, we have been cognisant that we have only recently reintroduced full, in person Boards after the interim arrangements during the pandemic.

- 4.10 It was therefore agreed that appraisal arrangements adopt the same light touch approach we adopted last year. This would involve the Chair discussing with each Board member:
- Their reflections on the last 12 months, including their own contribution;
 - The Chair providing feedback on their view of the individual's contribution over that period;
 - Reviewing the individual's succession assumption i.e. the year they are assumed to retire in the 3 year succession plan (this will not be applicable in some instances eg intra-group appointments); and
 - CPD, what requirements the individual may have, that the Chair suggests and may benefit the Board more widely.
- 4.11 It is intended that next year we would revert to the more formal approach of a more detailed self-assessment questionnaire similar to what we have used previously.
- 4.12 The process is already underway, with the Chair having already met a number of Board members, it is our intention to conclude the process in the coming weeks. A report and revised three year succession plan will thereafter be brought back to the next Board meeting.

Board planner

- 4.13 The Board agreed a draft Board planner in February. This Board planner enables the Board to have an understanding of and to directly influence plans for the year ahead in terms of Board activity. As the earlier stages of the planner were more detailed than the latter, it was agreed that a refreshed Board planner would be brought back to this meeting, now that latter year activity is more defined.
- 4.14 The refreshed Board planner for the rest of the calendar year is set out at Appendix 1 for feedback.

5. Customer engagement

- 5.1 As a corporate governance related matter, there has been no direct engagement with customers.

6. Environmental and sustainability implications

- 6.1 There are no direct environmental or sustainability implications arising from this report.

7. Digital transformation alignment

- 7.1 There are no digital transformation implications associated with this report.

8. Financial and value for money implications

- 8.1 There are no financial implications arising from the recommendations contained within this report.

9. Legal, regulatory and charitable implications

- 9.1 Standard 6 of the SHR Standards of Governance and Financial Management requires the governing body of all RSL's to 'have the skills and knowledge they need to be effective'. The Board appraisals will ensure that we meet this requirement.

10. Risk appetite and assessment

- 10.1 Our agreed risk appetite for governance is "cautious". This level of risk tolerance is defined as a "preference for safe delivery options that have a low degree of inherent risk and have only limited potential for reward". This reflects our risk appetite in relation to laws and regulation, which is "averse", with the avoidance of risk and uncertainty being a key organisational objective and a priority for tight management controls and oversight.
- 10.2 Our strategic risk register contains the risk that, "*The governance structure is not clearly defined, is overly complex and lacks appropriate skills at Board and Committee levels to govern the Group effectively. Failure of corporate governance arrangements could lead to serious service and financial failures.*"
- 10.3 We mitigate this risk by having clearly defined roles and responsibilities across our governance framework, regularly reviewing our framework and submitting our governance arrangements to external review.
- 10.4 The proposed amendments to our Articles seek to ensure that our governance arrangements are clear and well defined. The changes also respond to the strategic governance review recommendation that we review the composition of our Board.

11. Equalities implications

- 11.1 There are no direct equalities implications arising from this report.

12. Key issues and conclusions

- 12.1 The amendment of the Articles of Association provide further refinement of our governance processes. This is supported by the updated Board planner and appraisal process.

13. Recommendations

- 13.1 The Board is asked to:
- 1) Agree the proposals to amend our Articles of Association and note that draft amendments will be presented to Board at the August meeting;
 - 2) Note the approach to Board member appraisals for 2022; and
 - 3) Note the updated Board planner.

List of Appendices

Appendix 1 – DGHP updated Board planner



DGHP Board Agenda Planner 2022/2023

Meeting date	Items
17 August	<ol style="list-style-type: none">1. Governance Update – <i>AGM, Board appraisals, governance policies, IGA/services agreement and BEF</i>2. 2021/22 Financial Statements3. Annual Internal Audit Report and opinion4. Finance Report5. Performance and Delivery Plan Q16. Risk register7. Development programme update8. Complaints Update9. Group Business Continuity policy
21 September	<ol style="list-style-type: none">1. Finance Report - <i>Allia covenants</i>2. Allocations Policy
23 November	<ol style="list-style-type: none">1. 2023/24 rent setting2. Governance update3. Performance and Delivery Plan Q24. Finance report5. Assurance update6. Risk register
TBC	<ul style="list-style-type: none">▪ Group complaints policy▪ Group Equality, Diversity and Inclusion policy▪ Group protecting people framework▪ (and associated individual policies)



Report

To: DGHP Board

By: Brian Montgomery, Interim Head of Finance

Approved by: Steven Henderson, Group Director of Finance

Subject: Finance report

Date of Meeting: 25 May 2022

1. Purpose

1.1 The purpose of this paper is:

- to provide the Board with the draft financial results for the year to 31 March 2022 and the first month of the new financial year, and
- to seek the Board's approval to submit the Loan Portfolio and Five Year Financial Projection returns to the Scottish Housing Regulator.

2. Authorising and strategic context

2.1 Under the terms of the Intra-Group Agreement between DGHP and the Wheatley Group, as well as the Group Authorise, Manage, Monitor Matrix, this Board is responsible for the on-going monitoring of performance against agreed targets. This includes the on-going performance of its finances.

3. Background

Financial performance to 31 March 2022 and 30 April 2022

3.1 The results for the period to 31 March are summarised below.

£000	Year to Date (Period 12)		
	Actual	Budget	Variance
Turnover	54,351	52,374	1,977
Operating expenditure	36,556	34,298	(2,258)
Operating surplus	17,795	18,076	(281)
<i>Operating margin</i>	<i>32.7%</i>	<i>34.5%</i>	<i>(1.8%)</i>
Net interest payable	(6,195)	(6,108)	(87)
Surplus	11,600	11,968	(368)
Net Capital Expenditure	51,710	53,997	2,287

Financial performance to 30 April 2022

3.2 The results for the period to 30 April are summarised below.

£000	Year to Date (Period 1)		
	Actual	Budget	Variance
Turnover	4,016	3,976	40
Operating expenditure	3,148	3,193	45
Operating surplus	868	783	85
<i>Operating margin</i>	<i>22%</i>	<i>20%</i>	<i>4%</i>
Net interest payable	(620)	(621)	2
Surplus	248	161	86
Net Capital Expenditure	1,133	1,231	98

4. Discussion

4.1 We have reported a statutory surplus of £11,600k for the period to 31 March 2022, which is £368k unfavourable to budget.

4.2 The key drivers of the variance to budget are higher revenue repairs and maintenance, transformation and employee costs offset by additional funding for aids and adaptations and net zero heat projects. Our underlying financial performance remains within the parameters of its business plan.

4.3 Key points to note:

- Net rental income of £44,737k is £309k higher than budget at 31 March 2022, benefitting from the earlier completions at Sanquhar in March 2021.
- New build grant income of £4,083k has been recognised for 37 completed units across our sites. Grant income recognised is £1,208k lower than budget due to early completions in Sanquhar in 2020/21.
- Other income is £2,876k higher than budget following higher claims from aids and adaptations works carried out and funding for net zero heating projects the cost of which is reported in capital investment.
- Operating expenditure is £2,258k unfavourable to budget, with a number of cost lines reporting higher than budgeted spend for the year to 31 March 2022.
 - The repairs service was fully remobilised and picked up a high level of demand, running £1,649k higher than budget.
 - Total staff costs are £491k higher than budget following the launch of our new Customer First Centre with additional staffing resources helping to promote our new ways of working. Transformation costs for ERVR are £930k ahead of budget following the introduction of the group operating model and our new ways of working. The changes will yield revenue savings in 2022/23.

- 4.4 Net capital expenditure is £51,710k for the year, £2,287k lower than budget. Grant claims of £1,593k are £5,262k lower than budget. The profile of grant claims is linked to new build expenditure, which was £5,851k lower than budget. New build spend reflects delays in planning approvals and slower progress on sites due to supply issues. Greater spend had been anticipated in the year across a number of our sites including Lincluden, Thornhill and Nursery Avenue.
- 4.5 The core capital investment programme is £4,703k higher than budget. This includes additional spend on net zero decarbonisation projects and aids and adaptations together totalling £2,060k; all fully funded by additional grant income. Supported by our strong covenant performance, a decision was taken to make additional investment of £2,607k in void improvements and heating projects, accelerating future spend into 2021/22, and delivering a substantial £37m investment programme in our existing properties in the year.

Period to 30 April 2022

- 4.6 We have reported a statutory surplus of £248k for the period to 30 April 2022, which is £86k favourable to budget. The main component of the variance is higher net rental income driven by a strong start to the year in letting times and void lost rent which is running at 0.49% compared to a budget of 1%.
- 4.7 Total expenditure is £45k favourable to budget, with the majority of variances in cost lines attributable to the timing of spend compared to budget at this point in the year.
- 4.8 Net capital expenditure is £98k lower linked to the timing of new build spend. Investment in existing properties through the core programme is broadly in line with budget.

Scottish Housing Regulator (“SHR”) Loan Portfolio Submission

- 4.9 We are required to submit its loan facilities and borrowing position, as at 31 March 2022, to the Scottish Housing Regulator via the regulators’ online portal. The submission report appended contains the details which will be transferred to the portal, showing both the information and the layout.
- 4.10 The submission report contains the information relating to the debt position of the RSL as at the financial year end.
- 4.11 The key information contained within the report is that, as at 31 March 2022:
- We had available committed facilities of £224m.
 - Loan details in the appended table shows the individual loan amounts borrowed by us along with lending details and the relevant rates (£189m drawn balance)
 - The value of the 4,830 units secured against the loans is £265.5m (31 March 2021).
 - 5,556 units remain unencumbered and available to support further debt (of which a certain percentage need to remain unencumbered to meet the Allia covenant).

4.12 As part of the submission to the Scottish Housing Regulator, the Chair of the Board and Director/Chief Executive are required to confirm the following:

“I hereby certify for and on behalf of the RSL that the information provided in this return is, to the best of my knowledge and belief, an accurate and fair representation of the affairs of the RSL.”

Five Year Financial Projections

4.13 The Five Year Financial Projections is a web based return designed by the Scottish Housing Regulator to collect the financial projections and related information of all RSLs in Scotland in a standard format. The information provided is used to calculate a number of financial ratios and is used by the SHR as part of its annual review of the financial viability of RSLs and in making decisions on the level of engagement. It is also used to allow developing trends, patterns and emerging issues to be identified and considered across the sector.

4.14 The return incorporates the draft results for 2021/22 and the financial projections for the next five years. At other points in the year we submit our long term financial projections i.e. our 30 year business plan which was presented to the February Board and the annual accounts which will be presented to the August Board meeting.

4.15 The return includes outturn and forecast Statements of Comprehensive Income, Financial Position and Cashflow together with other key assumptions such as movements in stock numbers and pension costs.

4.16 The five year forward financial projections reported within the return are based on the 2022/23 Financial Projections previously approved by this Board in February. The 2021/22 figures in the projections have been updated to reflect the 2021/22 year end management accounts.

4.17 The five year forward projections also include estimates for non-cash year-end accounting adjustments not included in the management accounts. The reconciling items between the management accounts in appendix 1 and the SHR return are shown below.

	£k	Notes
DGHP P12 Draft Statutory Surplus	11,600	
Investment property valuation movement	809	Business plan estimates pending final JLL valuations
Social housing property valuation movement	(33,920)	
Deficit before tax per SHR Return	<u>(21,511)</u>	

4.18 The summary sheet and accompanying financial data and 5 year projections to be submitted to the regulator are attached at Appendix 3. The Board are requested to consider and approve these financial projections. Once approved, these will be submitted to the Scottish Housing Regulator.

5. Customer engagement

5.1 This report relates to our financial reporting and therefore there are no direct customer implications arising from this report.

6. Environmental and sustainability implications

6.1 There are no environmental or sustainability implications arising from this report.

7. Digital transformation alignment

7.1 There are no digital transformation alignment implications arising from this report.

8. Financial and value for money implications

8.1 The statutory surplus for the period to 30 April 2022 is £86k favourable to budget. Delivery of our cost efficiency targets is a key element of continuing to demonstrate value for money. The underlying results for the period to 30 April 2022 were £84k favourable to budget ensuring that these efficiency targets are met.

9. Legal, regulatory and charitable implications

9.1 There are no direct legal, regulatory and charitable implications arising from this report.

10. Risk appetite and assessment

10.1 The Board's agreed risk appetite for business planning and budgeting assumptions is "open". This level of risk tolerance is defined as "prepared to invest for reward and minimise the possibility of financial loss by managing the risks to a tolerable level".

10.2 Delivery of financial results within approved budgetary limits is a key element in delivering our strategy and maintaining the confidence of investors.

11. Equalities implications

11.1 There are no equalities implications arising from this report.

12. Key issues and conclusions

12.1 This paper presents the financial performance position for the period to 31 March 2022 and 30 April 2022.

13. Recommendations

13.1 The Board is requested to:

- 1) Note the management accounts for the year ended 31 March 2022 and the month to 30 April 2022 at Appendix 1;
- 2) Approve the loan portfolio submission in Appendix 2; authorise this to be submitted to the Scottish Housing Regulator; and delegate authority to the Group Director of Finance to approve any factual data updates that are required in advance of the submission; and
- 3) Approve the summary sheet and accompanying financial data and projections at Appendix 3; authorise these to be submitted to the Scottish Housing Regulator; and delegate authority to the Group Director of Finance to approve any factual data updates that are required in advance of the submission.

List of Appendices

Appendix 1: Period 1 – 30 April 2022 Finance Report with summary full year to 31 March 2022.

Appendix 2: Loan Portfolio Submission.

Appendix 3: Five Year Financial Projections Submission



**Year to 31 March 2022 and period to 30 April
2022**
Finance Report

1a) Operating statement P12 – March 2022



	Year to 31 March 2022		
	YTD Actual £000s	YTD Budget £000s	YTD Variance £000s
INCOME			
Rental Income	£45,112	£44,772	£340
Void Losses	(£375)	(£344)	(£31)
Net Rental Income	£44,737	£44,428	£309
Grant Income - new build	£4,083	£5,291	(£1,208)
Other Income	£5,531	£2,655	£2,876
Total Income	£54,351	£52,374	£1,977
EXPENDITURE			
Employee Costs - Direct	£4,536	£4,344	(£192)
Employee Costs - Group Services	£2,217	£1,918	(£299)
ER / VR	£1,235	£305	(£930)
Direct Running Costs	£2,752	£2,672	(£80)
Running Costs - Group Services	£2,217	£2,344	£127
Revenue Repairs and Maintenance	£11,558	£9,909	(£1,649)
Bad debts	£357	£1,052	£695
Depreciation	£11,510	£11,510	£0
Demolition	£174	£244	£70
TOTAL EXPENDITURE	£36,556	£34,298	(£2,258)
NET OPERATING SURPLUS / (DEFICIT)	£17,795	£18,076	(£281)
<i>Net operating margin</i>	32.7%	34.5%	-1.8%
Interest received	£65	£141	(£76)
Net Interest payable & similar charges	(£6,260)	(£6,249)	(£11)
STATUTORY SURPLUS / (DEFICIT)	£11,600	£11,968	(£368)

	Year to 31 March 2022		
	Actual £ks	Budget £ks	Variance £ks
INVESTMENT			
Total Capital Investment Income	£3,643	£6,855	(£3,212)
Total Expenditure on Core Programme	£37,519	£32,816	(£4,703)
New Build & other investment expenditure	£11,119	£16,970	£5,851
Other Capital Expenditure	£3,072	£4,211	£1,139
TOTAL CAPITAL EXPENDITURE	£51,710	£53,997	£2,287
NET CAPITAL EXPENDITURE	£48,067	£47,142	(£925)

Key highlights :

Net operating surplus of £17,795k is £281k unfavourable to budget. Statutory surplus for the year is £11,600k, is £368k unfavourable to budget. The key drivers of the variance is higher income offset by higher revenue repairs and maintenance, transformation and employee costs.

- Net Rental income is £309k favourable to budget, benefitting from the earlier completions at Sanquhar in March 2021. Void losses represent 0.83% of gross rent.
- Grant income is £1,208k unfavourable to budget. The budget was based on 12 completions at Sanquhar in the year which were recognised in March 2021 on early completion. Actual grant income relates to the 5 units at Monreith which were delayed from the prior year and Phase 1 (26 of 32 units) at Lincluden of £2.9m handed over in September, and £668k for Phase 2 covering the remaining 6 units at Lincluden handed over in March 22.
- Other income is £2,876k favourable to budget driven by the following: Aids and Adaptations claims which total £1,656k with total expenditure on Aids & Adaptations higher than budget by £1,007k. This line also includes a claim of £1,043k for Net Zero project for decarbonisation investment works carried out in Q3 and Q4.
- Employee costs (direct and group services) are £491k ahead of budget. The driver for this is increased group services recharge following the launch of the new Customer First Centre and additional staff resources to help promote our new ways of working.
- Transformation costs relate to ERVR expenses and are £930k ahead of budget following the introduction of the group operating model and our new ways of working. The changes will yield revenue savings in 2022/23 and include the commitment for 4 members of staff taking ERVR in 2022/23.
- Running costs (direct and group services) are £47k lower than budget, reflecting cost savings from the continuation of home working.
- Repairs costs of £11,558k are higher than budget by £1,649k with savings with gas servicing and landscaping/cyclical maintenance offset by higher spend on reactive repairs as the waiting list following the pandemic was fully addressed.
- £1,593k of grant claims have been received year to date in relation to Eastriggs and Ashwood Drive. The budget assumed income would have been received for Lincluden, The Lincluden cash claims against cost were made in full in 20/21. grant is also shown for energy efficiency works and adaptations.
- Total core investment spend is higher than budget by £4,703k. This includes additional spend on net zero decarbonisation projects and aids and adaptations together totalling £2,060k; all fully funded by additional grant income. Additional investment of £2,607k in void improvements and heating projects has also been made, accelerating spend into 2021/22 supported by our strong covenant performance compared to the business plan targets and against the context of a reduction to the 2022/23 capital programme.
- New Build expenditure is £5,851k lower than budget, driven by lower levels of spend versus budget at Lincluden (£4.4m), Thornhill (£1.65m) and Nursery Avenue (£1.1m), offset by an over spend versus budget at Eastriggs (£1.35m). Sanquhar was completed in 2021 and Lincluden had accelerated spend in Q4 of 2020/21.

1b) Operating statement P1 – April 2022

OPERATING STATEMENT	Year to April 2022			Full Year Budget £ks
	Actual £ks	Budget £ks	Variance £ks	
INCOME				
Rental Income	3,880	3,872	8	45,184
Void Losses	(19)	(56)	37	(654)
Net Rental Income	3,861	3,816	45	44,529
Grant Income	-	-	-	3,624
Other Income	155	159	(4)	2,741
TOTAL INCOME	4,016	3,976	40	50,894
EXPENDITURE				
Employee Costs - Direct	431	426	(5)	4,933
Employee Costs - Group Services	234	233	(1)	2,807
ER/VR	37	-	(37)	-
Direct Running Costs	185	186	1	2,529
Running Costs - Group Services	115	153	38	1,813
Revenue Repairs and Maintenance	979	980	1	10,248
Bad debts	30	79	49	943
Depreciation	1,137	1,137	-	13,649
Demolition	-	-	-	688
TOTAL EXPENDITURE	3,148	3,193	45	37,608
NET OPERATING SURPLUS	868	783	85	13,286
<i>Net operating margin</i>	22%	20%	2%	26%
Interest Receivable and similar income	12	3	9	33
Net Interest payable & similar charges	(632)	(624)	(7)	(5,213)
STATUTORY SURPLUS	248	161	86	8,106

INVESTMENT	Year to April 2022			Full Year Budget £ks
	Actual £ks	Budget £ks	Variance £ks	
TOTAL CAPITAL INVESTMENT INCOME	-	-	-	5,063
Core Programme	552	549	(3)	16,775
New Build Programme	497	592	95	9,391
Other Fixed Assets	84	90	6	4,916
TOTAL CAPITAL INVESTMENT EXPENDITURE	1,133	1,231	(98)	31,082
NET CAPITAL EXPENDITURE	1,133	1,231	98	26,019

Key highlights :

Net operating surplus of £868k is £85k favourable to budget. Statutory surplus for the month of £248k, is £86k favourable to budget. The key drivers of the variance are higher net rental income driven by lower than budgeted voids coupled with lower than budgeted expenditure.

- Net Rental income is £45k favourable to budget. YTD Void losses are £37k lower than budget and represent a 0.49% void loss rate compared to the budgeted rate of 1.45%.
- Employee costs are £6k ahead of budget between direct and group services due to budget phasing and the timing of the claim for the annual home working allowance. Employees recharged from Group Services are for DGHP's share of Wheatley Solutions staff.
- ER/VR costs are £37k ahead of budget following the commitment of one member of staff to take ER/VR in 2022/23. This cost will yield future revenue savings.
- Total running costs (direct and group services) are £39k favourable to budget. This is mainly due to lower than budgeted group recharges. A number of departments are currently reporting lower costs across Wheatley Solutions contributing to the underspend against budget.
- Repairs costs of £979k are overall in line with budget with savings due to the timing of spend on compliance, gas servicing and landscaping/cyclical maintenance offset by higher spend on reactive repairs.

Net capital expenditure of £1,133k is £98k lower than budget. The variance is driven by the lower level of spend in the new build programme.

- Total core investment spend of £552k is £3k higher than budget with aids and adaptations £4k over budget due to work on one property being more complex than expected.
- New Build expenditure is £95k lower than budget driven primarily by delayed spend at Nursery Avenue (£82k) and Eastriggs (£21k).
- Other capital expenditure of £84k is £6k lower than budget. Other capital spend includes DGHP share of IT costs for April 2022.

1c) Underlying surplus – P1 April 2022

Key highlights :

- The Operating Statement (Income and Expenditure Account) on page 2 is prepared in accordance with the requirements of accounting standards (Financial Reporting Standard 102 and the social housing Statement of Recommended Practice 2014).
- However, the inclusion of grant income on new build developments creates volatility in the results and does not reflect the underlying cash surplus/deficit on our letting activity.
- The chart below therefore shows a measure of underlying surplus which adjusts our net operating surplus by excluding the accounting adjustments for the recognition of grant income and depreciation but including capital expenditure on our existing properties.
- For the month to April 2022, an underlying surplus of £833k has been generated which is £84k favourable to budget. The variance is driven by higher income and lower than budgeted expenditure.

DGHP Underlying Surplus -April 2022				
	YTD Actual £ks	YTD Budget £ks	YTD Variance £ks	FY Budget £ks
Net operating surplus	868	783	85	13,285
add back:				
Depreciation	1,137	1,137	0	13,649
less:				
Grant income	0	0	0	(3,624)
Net interest payable	(620)	(622)	2	(5,180)
Total expenditure on Core Programme	(552)	(549)	(3)	(16,775)
Underlying surplus	833	749	84	1,355

3. Period 1 – In House Repairs service (IHR)

Dumfries & Galloway Housing Partnership	YTD April			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
INCOME				
Internal Subsidiaries	975	979	(4)	11,587
External Customers	116	116	-	1,392
TOTAL INCOME	1,091	1,095	(4)	12,979
COST OF SALES				
Staff Costs	526	525	(1)	6,302
Materials	180	180	-	1,820
Subcontractor & Other Costs	200	200	-	2,990
TOTAL COST OF SALES	906	905	(1)	11,112
GROSS (LOSS)/PROFIT	185	190	(5)	1,867
Margin %	17%	17%	121%	14%
Overheads	185	190	5	1,867
NET (LOSS)/PROFIT		-		-

Key Comments:

- Income for the in house repairs service is £4k lower than budget. External customers income represents Home Group income generated in the period.
- In house repairs service achieved a break even position for the period in line with budget.

4. Period 1 – Repairs and Investment

Dumfries & Galloway Housing Partnership	YTD April			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
Reactive	858	855	(3)	6,687
Gas planned maintenance	67	70	3	1,335
Landscaping and cyclical maintenance	37	35	(2)	719
Compliance	17	20	3	1,522
Loss/(profit) on IHR	-	-	-	-
TOTAL	979	980	1	10,263

Major Repairs - Capital	YTD April			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
Core Programme	293	293	-	12,105
Capitalised Voids	129	130	1	2,987
Adaptations	40	36	(4)	600
Capitalised Staff	90	90	-	1,082
TOTAL	552	549	(3)	16,774

Repairs

- Repairs and maintenance costs are £1k favourable to the budget at the end of P1.
- Reactive repairs are £3k higher than budget, impacted by the increased volume of work undertaken to address customer demand.
- Overall compliance expenditure is £3k under budget due to timing of the programme v budget.
- Landscaping and cyclical maintenance spend is £2k higher than budget due to timing.

Investment

- Core investment spend is in line with budget
- Aids and adaptations is higher than profiled due to works being more complex for one property
- Void spend is in line with budget with a small variance of £1k.

5. Period 1 – New Build

Development Name	YTD April (£K)			FY Budget
	Actual	Budget	Variance	
Nursery Avenue	281	363	82	1,397
Eastriggs	133	154	21	453
Springholm	-	-	-	1,909
Main St. Glenluce	4	-	(4)	1,078
Corsbie Road	-	-	-	1,908
Ashwood Drive	4	-	(4)	831
Completed PY	-	-	-	170
Total Cost	422	517	95	7,746
Capitalised Staff	75	75	-	895
Capitalised Demolition	-	-	-	618
Capitalised interest	-	-	-	132
Total New Build Costs	497	592	95	9,391
Grant Income	-	-	-	5,063

- Development spend for the month of April totalled £422k against a budget of £517k, a favourable variance of £95k
- There are two projects currently on site:
 - Nursery Avenue (SR 19) where the site start was achieved in May 2021. Progress has been delayed with contractor forecasting completion in September 2022.
 - Eastriggs (SR 33) site start was achieved in July 2021 and work is currently on programme for completion in early July 2022
- Future budgeted developments awaiting approval:
 - Springholm (SR 47) – precontract items progressing, discussions with Scottish Water and Transport Scotland underway to address key constraints. Planning application submitted as programmed in Feb 2022 with decision expected in June 2022.
 - Glenluce (SR 10) – Demolition works complete. Planning decision expected shortly. Site start delayed as a consequence of time taken to achieve planning consent.
 - Corsbie Road (SR 60) – Council liasing with development partner over access strip owned by Council. Town Centre Living Funding sought, site design being reviewed to maximise layout.
 - Ashwood Drive (SR 12) – Feasibility study complete and cost report prepared for mixed housing and office hub use. Stage 1 SI complete subject to gas monitoring. Site acquisition concluded in January 2022 and demolition contractor identified and contract award progressing.
- Other future sites:
 - Thornhill (SR 60) – SG and Council supportive. Planning and development partner meeting in March 2022 to discuss planning conditions. Two separate submissions targeted for July and September 2022
 - Currie's Yard (SR 89) – PPIP was extended in May 2021, with full planning granted in January 2022. Tender costs being reviewed leading to revised application to SG.

6. Balance Sheet P1

Balance Sheet	30 April 22	31 March 22
Fixed Assets		
Social Housing Properties	444,112	444,200
Other Fixed Assets	4,002	3,918
Investment Properties	11,010	11,010
	<u>459,125</u>	<u>459,129</u>
Current Assets		
Stock	1,524	1,525
Trade Debtors	127	153
Rent and service charge arrears	2,712	2,915
less: provision for rent arrears	(1,284)	(1,254)
Prepayments and accrued income	543	589
Other debtors	841	2,969
Total Debtors	2,939	5,372
Due from other group companies	(5)	(5)
Cash & Cash Equivalents	9,860	42,534
	<u>14,318</u>	<u>49,425</u>
Creditors: within 1 year		
Trade Creditors	(2,405)	-
Accruals & Deferred Income	(10,522)	(12,580)
Provisions	(65)	(65)
Prepayments of Rent and Service Charge	(657)	(657)
Other Creditors	(1,326)	(1,300)
Total Creditors	(14,976)	(14,603)
Amounts due to Group Undertakings	(2,092)	(2,907)
	<u>(17,068)</u>	<u>(17,510)</u>
Net Current Liability	(2,750)	31,915
Long Term Creditors		
Loans 3rd Party	(74,636)	(188,636)
Loans Intercompany	(79,000)	-
Loan interest	(2,643)	(2,559)
Grants	(9,292)	(9,292)
Pension Liability	(3,325)	(3,325)
	<u>(168,896)</u>	<u>(203,812)</u>
Net Assets	287,478	287,231
Capital and Reserves		
Share Capital		
Revenue Reserve	101,645	101,397
Revaluation Reserve	185,834	185,834
	<u>287,479</u>	<u>287,231</u>
Shareholders' funds	287,479	287,231

Key Comments:

The balance sheet at 31 March is subject to year end accounting adjustments for housing valuations and pensions and final audit.

- **Fixed assets** of £459m – representing investment works added less depreciation of existing assets. Other fixed assets have increased in value due to IT capital investment spend, and premises spend on the Brasswell office in Dumfries, and Stranraer facility.
- **Trade & other debtors** –the bad debt provision has increased by £30k year to date due to an increase in arrears.
- **Stock** relates to repairs stock purchased from Saint Gobain and materials on site related to the investment program.
- **Cash at Bank** of £9.8m has reduced significantly since 31 March reflecting the repayment of £35m of debt. Remaining cash balances are being used to fund ongoing New Build and Investment expenditure.
- **Creditors: within 1 year** Includes
 - Amounts due to Wheatley Group and Wheatley Developments Scotland.
 - At 31 March 2022, no trade creditors balance were reported as the creditors ledger was cleared down as part of the migration process to group systems.
 - M&G interest accrued and paid twice annually.
 - Payroll is accrued monthly for second half of the month as pay date is 15th.
 - Provision of £65k relates to the remaining balance made for dilapidation liabilities for offices.
 - Investment accruals linked to applications for payment.
- **Long-Term Creditors** This relates to
 - Capital loans of £153.6m. The loans are now split 3rd party (Allia and THFC) and intercompany with WFL1 following DGHP joining the borrower group on 1 April 2022.
 - The roll up of accrued interest on Allia loans not payable until end date £2.6m incurred since drawdown
 - Grant income received is deferred until the completion of new build properties



RSL: 315 - Dumfries and Galloway Housing Partnership (DGHP)

Return	Annual Return 2022	31/03/2022
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Further Return Details

Accounting Year End	Do you have any ISDA's	Does Lender have a floating charge over the company Assets	Intragroup Lending / Borrowing
March	No	No	No

Social Housing Units

Owned by RSL	Used for Security	Unencumbered	% of Unencumbered with positive value
10,386	4,830	5,556	100.00

Total Facility (£'000s)	Facility Outstanding (£'000s)	Facility Undrawn (£'000s)
224,000.0	189,000.0	35,000.0

FACILITIES

Facility Number	Lender	Status	Facility Total £'000s	Start Date	End Date	Amount Undrawn	Amount Outstanding	Undrawn Facility For	Funds Committed	Next 5 Yrs?	Multi Lender	Charge Holder	Security Trustee
DGHALL2373	Allia	Live	5,000.0	08/12/2016	07/12/2026	0.0	5,000.0	N/A	N/A	N/A	No	No	No
DGHALL2902	Allia	Live	30,000.0	28/02/2018	28/02/2028	0.0	30,000.0	New Build - Social Housing	Yes	Yes	No	No	No
DGHHFC002	THFC	Live	40,000.0	25/01/2012	30/10/2043	0.0	40,000.0	N/A	N/A	N/A	No	No	No
DGHMG3019	M&G	Live	114,000.0	20/12/2019	01/04/2055	0.0	114,000.0	N/A	N/A	N/A	Yes	Prudential Trustee Company Limited	Yes

DGHRBS3020	Royal Bank of Scotland Plc	Live	35,000.0	13/12/2019	13/12/2029	35,000.0	0.0		Capital Investment	Yes	Yes	No	Prudential Trustee Company Limited	Yes
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LOANS

Status	Loan Type	Purpose of Loan	Total Loan Amount	Balance O/S	Repayment Terms	Ref Int Rate	Margin over Int Rate or All In fixed rate	First Cap Repayment Date	Final Capital repayment Date	First Int Payment date	Interest is being	Value	Basis	Date of Valuation
LIVE	BOND / CAPITAL MARKET PRODUCT	Refinancing	45,000.0	45,000.0	Interest only - Bullet Repayment at and of term from refinancing	FIXED PERCENTAGE	2.587%	01/04/2035	01/04/2035	01/04/2020	PAID	65,077.0	EUV-SH & MV-T	31/03/2021
LIVE	BOND / CAPITAL MARKET PRODUCT	Refinancing	24,000.0	24,000.0	Interest only - Bullet Repayment at and of term from refinancing	FIXED PERCENTAGE	2.832%	31/03/2042	31/03/2042	01/04/2020	PAID	26,400.0	EUV-SH & MV-T	31/03/2021
LIVE	BOND / CAPITAL MARKET PRODUCT	Refinancing	45,000.0	45,000.0	Interest only - Bullet Repayment at and of term from refinancing	FIXED PERCENTAGE	2.805%	01/04/2055	01/04/2055	01/04/2020	PAID	49,500.0	EUV-SH & MV-T	31/03/2021
LIVE	Revolving Loan /	Capital Investment	35,000.0	0.0	Interest only then capital & Interest	LIBOR	1.100%	13/12/2029	13/12/2029	13/12/2019	PAID	50,089.7	EUV-SH & MV-T	31/03/2021

	Credit Facility													
LIVE	FIXED RATE LOAN	Affordable Housing Development	40,000.0	40,000.0	Interest only - Bullet Repayment at and of term from cashflow	FIXED PERCENTAGE	5.200%	30/10/2043	30/10/2043	11/09/2019	PAID	74,480.0	MV-T	31/03/2021
LIVE	FIXED RATE LOAN	Affordable Housing Development	5,000.0	5,000.0	Payment start date deferred - bullet repayment of interest and capital at maturity	FIXED PERCENTAGE	3.320%	07/12/2026	07/12/2026	07/12/2026	Rolled up	N/A	N/A	N/A
LIVE	FIXED RATE LOAN	Affordable Housing Development	5,000.0	5,000.0	Payment start date deferred - bullet repayment of interest and capital at maturity	FIXED PERCENTAGE	3.660%	28/02/2028	28/02/2028	28/02/2028	Rolled up	N/A	N/A	N/A
LIVE	FIXED RATE LOAN	Affordable Housing Development	5,000.0	5,000.0	Payment start date deferred - bullet repayment of interest and capital at maturity	FIXED PERCENTAGE	2.800%	28/02/2029	28/02/2029	28/02/2029	Rolled up	N/A	N/A	N/A
LIVE	FIXED RATE LOAN	Affordable Housing Development	20,000.0	20,000.0	Payment start date deferred - bullet repayment of interest and capital at maturity	FIXED PERCENTAGE	2.180%	12/03/2035	12/03/2035	12/03/2035	Rolled up	N/A	N/A	N/A

COVENANTS

Loan ref No	Type of Covenant	Reporting frequency	Required Level	Calculated	Level Achieved	Date of last report
M&G	Asset Cover	Quarterly	=>£114m	Minimum Value of Charged Properties + Cash Collateral => Outstanding	£10.1m headroom	31/03/2022
M&G	Interest Cover	Quarterly	=>110%	Adjusted Operating Surplus / Net Finance Costs	403%	31/03/2022
RBS	Interest Cover	Quarterly	=>110%	Adjusted Operating Surplus / Net Finance Costs	212%	31/03/2022
RBS	Net Debt / Historical Asset Value	Quarterly	=<60%	Net Debt as a % of Historical Cost of Properties	54%	31/03/2022
THFC	Asset Cover	Annually	>=150%	MV-ST as % Loan	186%	31/03/2021
THFC	Interest Cover	Annually	>=100%	Gross Rent less notional mgt & mtce as % of interest	172%	31/03/2021
Allia	Asset Cover	Annually	>=130%	Unencumbered assets outside any fixed charge must be at least 130% of loan value, as valued in the financial statements	603%	31/03/2021

Financial Projections & Assumptions							2022	
Dumfries and Galloway Housing Partnership							315	
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
PLEASE USE "0" FOR NIL VALUES THROUGHOUT THIS RETURN								
Number of units lost during year to:		£'000	£'000	£'000	£'000	£'000	£'000	Comments
STATEMENT OF COMPREHENSIVE INCOME								
Gross rents	10 :	45,112.0	45,825.8	47,291.8	49,015.7	52,708.5	55,814.3	
Service charges	11 :	216.1	233.2	121.8	115.1	108.6	99.9	
Gross rents & service charges	12 :	45,328.1	46,059.0	47,413.6	49,130.8	52,817.1	55,914.2	
Rent loss from voids	13 :	375.0	810.4	821.3	855.3	666.8	704.4	
Net rent & service charges	14 :	44,953.1	45,248.6	46,592.3	48,275.5	52,150.3	55,209.8	
Developments for sale income	15 :	0.0	0.0	0.0	0.0	0.0	0.0	
Grants released from deferred income	16 :	4,083.9	3,624.3	4,576.7	32,442.5	35,903.9	13,207.7	
Grants from Scottish Ministers	17 :	0.0	0.0	0.0	0.0	0.0	0.0	
Other grants	18 :	3,917.0	1,049.0	487.3	485.8	385.8	386.2	
Other income	19 :	1,397.9	2,499.6	498.9	509.5	520.0	530.6	
TURNOVER	20 :	54,351.9	52,421.5	52,155.2	81,713.3	88,960.0	69,334.3	
Less:								
Housing depreciation	22 :	10,713.4	12,295.3	12,868.2	13,695.0	15,607.7	17,214.4	
Impairment written off / (back)	23 :	0.0	0.0	0.0	0.0	0.0	0.0	
Management costs	25 :	10,501.9	10,925.9	11,270.8	11,807.4	11,379.8	11,413.0	
Service costs	26 :	177.7	183.1	188.6	194.2	199.1	204.0	
Planned maintenance - direct costs	27 :	3,472.4	3,561.0	3,673.0	3,965.0	3,658.4	3,835.6	
Re-active & voids maintenance - direct costs	28 :	8,085.6	6,476.5	6,679.3	6,922.1	7,259.5	7,570.3	
Maintenance overhead costs	29 :	0.0	0.0	0.0	0.0	0.0	0.0	
Bad debts written off / (back)	30 :	357.0	942.6	967.4	989.4	1,081.8	1,158.8	
Developments for sale costs	31 :	0.0	0.0	0.0	0.0	0.0	0.0	
Other activity costs	32 :	1,042.4	695.9	5.2	5.3	5.4	5.6	
Other costs	33 :	2,205.2	2,041.5	2,740.5	3,409.2	2,722.0	1,942.0	
	34 :	25,842.2	24,826.5	25,524.8	27,292.6	26,306.0	26,129.3	
Operating Costs	36 :	36,555.6	37,121.8	38,393.0	40,987.6	41,913.7	43,343.7	
Gain/(Loss) on disposal of PPE	37 :	0.0	0.0	0.0	0.0	0.0	0.0	
Exceptional Items - (Income) / Expense	38 :	(809.5)	(111.6)	(112.7)	(113.8)	(115.0)	(116.1)	Gain/Loss on investment properties
OPERATING SURPLUS/(DEFICIT)	39 :	18,605.8	15,411.3	13,874.9	40,839.5	47,161.3	26,106.7	
Interest receivable and other income	41 :	65.0	33.1	15.0	30.0	45.0	60.0	
Interest payable and similar charges	42 :	6,260.0	5,213.2	5,229.7	5,535.7	7,258.1	9,080.4	
Increase / (Decrease) in Negative Goodwill	43 :	0.0	0.0	0.0	0.0	0.0	0.0	
Other Gains / (Losses)	44 :	(33,920.9)	(24,287.9)	610.3	(38,548.8)	(42,858.2)	(8,476.3)	Movement in value of housing properties
SURPLUS/(DEFICIT) ON ORDINARY ACTIVITIES BEFORE TAX	46 :	(21,510.1)	(14,056.7)	9,270.5	(3,215.0)	(2,910.0)	8,610.0	
Tax on surplus on ordinary activities	48 :	0.0	0.0	0.0	0.0	0.0	0.0	
SURPLUS/(DEFICIT) FOR THE YEAR AFTER TAX	50 :	(21,510.1)	(14,056.7)	9,270.5	(3,215.0)	(2,910.0)	8,610.0	
Actuarial (loss) / gain in respect of pension schemes	52 :	0.0	0.0	0.0	0.0	0.0	0.0	
Change in Fair Value of hedged financial instruments	53 :	0.0	0.0	0.0	0.0	0.0	0.0	

Number of units lost during year to:		£'000	£'000	£'000	£'000	£'000	£'000	Comments
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	55 :	(21,510.1)	(14,056.7)	9,270.5	(3,215.0)	(2,910.0)	8,610.0	
STATEMENT OF FINANCIAL POSITION								
Non-Current Assets								
Intangible Assets & Goodwill	60 :	0.0	0.0	0.0	0.0	0.0	0.0	
Housing properties - Gross cost or valuation	63 :	412,071.9	402,124.7	453,003.3	486,266.5	482,325.9	482,087.4	Properties assumed at value
Less								
Housing Depreciation	65 :	0.0	0.0	0.0	0.0	0.0	0.0	Properties assumed at value
Negative Goodwill	66 :	0.0	0.0	0.0	0.0	0.0	0.0	
NET HOUSING ASSETS	67 :	412,071.9	402,124.7	453,003.3	486,266.5	482,325.9	482,087.4	
Non-Current Investments	69 :	11,709.5	11,821.1	11,933.8	12,047.7	12,162.7	12,278.8	
Other Non Current Assets	70 :	3,129.8	7,796.4	8,637.2	8,235.3	7,703.7	7,749.9	
TOTAL NON-CURRENT ASSETS	71 :	426,911.2	421,742.2	473,574.3	506,549.5	502,192.3	502,116.1	
Current Assets								
Net rental receivables	74 :	1,661.0	1,633.1	1,647.4	1,624.7	1,618.7	1,604.1	
Other receivables, stock & WIP	75 :	5,231.0	2,951.6	2,982.0	3,012.9	3,044.5	3,076.8	
Investments (non-cash)	76 :	0.0	0.0	0.0	0.0	0.0	0.0	
Cash at bank and in hand	77 :	42,535.3	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	
TOTAL CURRENT ASSETS	78 :	49,427.3	7,584.7	7,629.4	7,637.6	7,663.2	7,680.9	
Payables : Amounts falling due within One Year								
Loans due within one year	81 :	0.0	0.0	0.0	0.0	0.0	0.0	
Overdrafts due within one year	82 :	0.0	0.0	0.0	0.0	0.0	0.0	
Other short-term payables	83 :	17,056.7	13,458.6	13,635.3	13,815.2	13,998.3	14,184.9	
TOTAL CURRENT LIABILITIES	84 :	17,056.7	13,458.6	13,635.3	13,815.2	13,998.3	14,184.9	
NET CURRENT ASSETS/(LIABILITIES)	86 :	32,370.6	(5,873.9)	(6,005.9)	(6,177.6)	(6,335.1)	(6,504.0)	
TOTAL ASSETS LESS CURRENT LIABILITIES	88 :	459,281.8	415,868.3	467,568.4	500,371.9	495,857.2	495,612.1	
Payables : Amounts falling due After One Year								
Loans due after one year	91 :	192,478.5	161,870.0	174,879.7	209,833.4	234,387.4	238,756.0	
Other long-term payables	92 :	0.0	0.0	0.0	0.0	0.0	0.0	
Grants to be released	93 :	9,292.0	10,543.7	39,963.6	41,028.4	14,869.7	1,646.0	
TOTAL LONG TERM LIABILITIES	94 :	201,770.5	172,413.7	214,843.3	250,861.8	249,257.1	240,402.0	
Provisions for liabilities & charges	96 :	65.0	65.0	65.0	65.0	65.0	65.0	
Pension asset / (liability)	97 :	3,325.0	3,325.0	3,325.0	3,325.0	3,325.0	3,325.0	
NET ASSETS	98 :	254,121.3	240,064.6	249,335.1	246,120.1	243,210.1	251,820.1	
Capital & Reserves								
Share capital	101 :	0.0	0.0	0.0	0.0	0.0	0.0	
Revaluation reserve	102 :	151,914.0	127,626.1	128,236.5	89,687.7	46,829.6	38,353.2	
Restricted reserves	103 :	0.0	0.0	0.0	0.0	0.0	0.0	
Revenue reserves	104 :	102,207.3	112,438.5	121,098.6	156,432.4	196,380.5	213,466.9	
TOTAL CAPITAL & RESERVES	105 :	254,121.3	240,064.6	249,335.1	246,120.1	243,210.1	251,820.1	
Intra Group Receivables - as included above	107 :	0.0	0.0	0.0	0.0	0.0	0.0	
Intra Group Payables - as included above	108 :	2,902.0	82,327.7	94,244.2	128,074.4	151,473.9	161,692.5	Includes intra group loan from year 1
STATEMENT OF CASHFLOWS								
Net Cash from Operating Activities								
Operating Surplus/(Deficit)	113 :	18,605.8	15,411.3	13,874.9	40,839.5	47,161.3	26,106.7	
Depreciation & Amortisation	114 :	11,509.6	13,648.5	14,718.1	15,642.1	17,362.1	18,844.2	
Impairments / (Revaluation Enhancements)	115 :	0.0	0.0	0.0	0.0	0.0	0.0	
Increase / (Decrease) in Payables	116 :	5,511.3	(2,320.0)	160.7	163.9	167.2	170.5	

Number of units lost during year to:		£'000	£'000	£'000	£'000	£'000	£'000	Comments
(Increase) / Decrease in Receivables	117 :	(2,681.3)	2,196.3	(44.5)	(8.3)	(25.9)	(17.6)	
(Increase) / Decrease in Stock & WIP	118 :	(111.0)	111.0	0.0	0.0	0.0	0.0	
Gain / (Loss) on sale of non-current assets	119 :	0.0	0.0	0.0	0.0	0.0	0.0	
Other non-cash adjustments	120 :	(4,893.4)	(3,735.9)	(4,689.4)	(32,556.3)	(36,018.8)	(13,323.8)	
NET CASH FROM OPERATING ACTIVITIES	121 :	27,941.0	25,311.2	24,019.8	24,080.9	28,645.9	31,780.0	
Tax (Paid) / Refunded	123 :	0.0	0.0	0.0	0.0	0.0	0.0	
Return on Investment and Servicing of Finance								
Interest Received	126 :	65.0	33.1	15.0	30.0	45.0	60.0	
Interest (Paid)	127 :	(5,375.7)	(5,575.5)	(4,371.2)	(5,384.9)	(7,032.2)	(8,310.4)	
RETURNS ON INVESTMENT AND SERVICING OF FINANCE	128 :	(5,310.7)	(5,542.4)	(4,356.2)	(5,354.9)	(6,987.2)	(8,250.4)	
Capital Expenditure & Financial Investment								
Construction or acquisition of Housing properties	131 :	(11,119.0)	(8,429.3)	(48,257.6)	(68,852.2)	(38,079.4)	(9,771.8)	
Improvement of Housing	132 :	(37,519.0)	(18,074.7)	(14,644.2)	(15,682.2)	(15,517.3)	(15,350.8)	
Construction or acquisition of other Land & Buildings	133 :	0.0	0.0	0.0	0.0	0.0	0.0	
Construction or acquisition of other Non-Current Assets	134 :	(3,072.0)	(6,019.8)	(2,690.8)	(1,545.2)	(1,222.7)	(1,675.9)	
Sale of Social Housing Properties	135 :	0.0	0.0	0.0	0.0	0.0	0.0	
Sale of Other Land & Buildings	136 :	0.0	0.0	0.0	0.0	0.0	0.0	
Sale of Other Non-Current Assets	137 :	0.0	0.0	0.0	0.0	0.0	0.0	
Grants (Repaid) / Received	138 :	1,593.0	4,892.0	34,012.6	33,523.4	9,761.2	0.0	
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT	139 :	(50,117.0)	(27,631.8)	(31,580.0)	(52,556.2)	(45,058.2)	(26,798.5)	
NET CASH BEFORE FINANCING	141 :	(27,486.7)	(7,863.0)	(11,916.4)	(33,830.2)	(23,399.5)	(3,268.9)	
Financing								
Equity drawdown	144 :	0.0	0.0	0.0	0.0	0.0	0.0	
Debt drawdown	145 :	0.0	0.0	0.0	0.0	0.0	0.0	
Debt repayment	146 :	0.0	(114,000.0)	0.0	0.0	0.0	(6,949.7)	
Working Capital (Cash) - Drawn / (Repaid)	147 :	0.0	82,327.7	11,916.4	33,830.2	23,399.5	10,218.6	
NET CASH FROM FINANCING	148 :	0.0	(31,672.3)	11,916.4	33,830.2	23,399.5	3,268.9	
INCREASE / (DECREASE) IN NET CASH	150 :	(27,486.7)	(39,535.3)	0.0	0.0	0.0	0.0	
Cash Balance								
Balance Brought Forward	153 :	70,022.0	42,535.3	3,000.0	3,000.0	3,000.0	3,000.0	
Increase / (Decrease) in Net Cash	154 :	(27,486.7)	(39,535.3)	0.0	0.0	0.0	0.0	
CLOSING BALANCE	155 :	42,535.3	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	
ADDITIONAL INFORMATION								
Number of units added during year to:								
New Social Rent Properties added	160 :	37	37	52	349	384	143	
New MMR Properties added	161 :	1	0	0	0	0	0	Transferred from Novantie
New Low Costs Home Ownership Properties added	162 :	0	0	0	0	0	0	
New Properties - Other Tenures added	163 :	0	0	0	0	0	0	
Total number of new affordable housing units added during year	164 :	38	37	52	349	384	143	
Units developed for sale:								
Number of units developed for sale to RSLs	167 :	0	0	0	0	0	0	
Number of units developed for sale to non-RSLs	168 :	0	0	0	0	0	0	
Please select "No" if these projections do not include all developments identified for this RSL in Local Authorities' Strategic Housing Investment Plans and add a comment.								
Development Assumption	171 :	No						
Development Assumption Comment	172 :	One scheme for 28 units at Locharbriggs is currently included within the SHIP but is not included in the financial projections. DGHP are no longer						

Number of units lost during year to:		£'000	£'000	£'000	£'000	£'000	£'000	Comments
	173 :	proceeding with the development						
Number of units lost during year from:								
Sales including right to buy	176 :	0	0	0	0	0	0	
Demolition	177 :	0	112	148	49	105	70	
Other	178 :	0	0	0	0	0	0	
Units owned:								
Social Rent Properties	181 :	10,292	10,217	10,121	10,421	10,700	10,773	
MMR Properties	182 :	101	101	101	101	101	101	
Low Costs Home Ownership Properties	183 :	0	0	0	0	0	0	
Properties - Other Tenures	184 :	0	0	0	0	0	0	
Number of units owned at end of period	185 :	10393	10318	10222	10522	10801	10874	
Number of units managed at end of period (exclude factored units)	187 :	10,292	10,217	10,121	10,421	10,700	10,773	
Financed by:								
Scottish Housing Grants	190 :	4,083.9	3,624.3	4,576.7	32,442.5	35,903.9	13,207.7	
Other public subsidy	191 :	0.0	0.0	0.0	0.0	0.0	0.0	
Private finance	192 :	0.0	4,830.9	4,636.0	29,758.9	33,707.8	13,253.9	
Sales	193 :	0.0	0.0	0.0	0.0	0.0	0.0	
Cash reserves	194 :	5,259.3	0.0	0.0	0.0	0.0	0.0	
Other	195 :	0.0	0.0	0.0	0.0	0.0	0.0	
Total cost of new units	196 :	9,343.2	8,455.2	9,212.7	62,201.4	69,611.7	26,461.6	
Assumptions:								
General Inflation (%)	199 :	1.5	3.0	3.0	3.0	2.5	2.5	
Rent increase - Margin above General Inflation (%)	200 :	0.5	(1.0)	0.7	0.7	1.0	0.4	
Operating cost increase - Margin above General Inflation (%)	201 :	0.0	0.0	0.0	0.0	0.0	0.0	
Direct maintenance cost increase - Margin above General Inflation (%)	202 :	0.0	0.0	0.0	0.0	0.0	0.0	
Actual / Assumed average salary increase (%)	203 :	1.5	3.5	2.5	2.0	2.0	2.0	
Average cost of borrowing (%)	204 :	3.2	3.3	3.3	3.4	3.7	4.0	
Employers Contributions for pensions (%)	205 :	24.5	25.1	25.1	25.1	25.1	25.1	
Employers Contributions for pensions (£'000)	206 :	901.0	932.0	956.0	975.0	953.6	947.6	
SHAPS Pensions deficit contributions (£'000)	207 :	0.0	0.0	0.0	0.0	0.0	0.0	
Minimum headroom cover on tightest interest cover covenant (£'000)	208 :	6,372.0	0.0	0.0	0.0	0.0	0.0	RBS loan novated to WFL1 on 1 April 22
Minimum headroom cover on tightest gearing covenant (£'000)	209 :	17,471.0	0.0	0.0	0.0	0.0	0.0	RBS loan novated to WFL1 on 1 April 22
Minimum headroom cover on tightest asset cover covenant (£'000)	210 :	10,113.0	0.0	0.0	0.0	0.0	0.0	M&G loan novated to WFL1 on 1 April 22
Total staff costs (including NI & pension costs)	212 :	12,156.0	12,581.0	12,896.0	13,154.0	12,865.1	12,784.4	
Full time equivalent staff	213 :	268.0	268.0	268.0	268.0	257.0	250.5	
EESSE Revenue Expenditure included above	215 :	0.0	0.0	0.0	0.0	0.0	0.0	
EESSE Capital Expenditure included above	216 :	4,793.0	5,163.0	3,843.0	4,859.0	5,044.0	5,880.0	
Total capital and revenue expenditure on maintenance of pre-1919 properties	217 :	545.4	435.5	261.5	384.9	260.6	270.7	
Total capital and revenue expenditure on maintenance of all other properties	218 :	48,531.6	27,676.8	24,734.9	26,184.4	26,174.6	26,486.0	
		Values	Comment					
Have you included any decarbonisation cost in the figures above?	221 :	Yes						
If so, please add an estimate of what the decarbonisation cost will be	222 :	25,700.0						
Version 9.32								

Trends & Comparators

Dumfries and Galloway Housing Partnership

	Year -2	Year -1
	Actual	Actual
Ratios		
Financial capacity		
Interest cover	183.000	454.600
Gearing	54.100	43.800
Efficiency		
Voids	2.000	1.500
Arrears	3.800	3.500
Bad debts	1.600	0.300
Staff costs / turnover	19.000	27.800
Turnover per unit	4,802	4,802
Responsive repairs to planned maintenance ratio	6.4	2.2
Liquidity		
Current ratio	5.6	4.7
Profitability		
Gross surplus / Deficit	12.600	37.900
Net surplus / Deficit	(12.900)	91.700
EBITDA / revenue	(5.400)	35.000
Financing		
Debt Burden ratio	3.9	3.9
Net debt per unit	12,353	11,927
Debt per unit	18,656	18,841
Diversification		
Income from non-rental activities	7.700	10.300
Indicators		
Turnover	46,597.0	48,629.0
Operating costs	25,573.0	23,114.0
Net housing assets	365,783.0	407,072.0
Cash & current investments	63,756.0	70,022.0
Debt	188,704.0	190,802.0
Net assets / capital & reserves	230,906.0	275,631.0



Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Outturn	Forecast	Forecast	Forecast	Forecast	Forecast

520.974	454.566	549.844	447.750	407.993	383.134
59.005	66.178	68.935	84.038	95.139	93.621

0.827	1.759	1.732	1.741	1.262	1.260
3.695	3.609	3.536	3.365	3.104	2.905
0.794	2.083	2.076	2.049	2.074	2.099
22.365	24.000	24.726	16.098	14.462	18.439
5,230	5,081	5,102	7,766	8,236	6,376
5.1	3.3	2.7	2.8	2.6	2.5

2.9	0.6	0.6	0.6	0.5	0.5
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34.232	29.399	26.603	49.979	53.014	37.653
(39.576)	(26.815)	17.775	(3.934)	(3.271)	12.418
(15.087)	18.374	23.198	47.547	53.116	40.341

3.5	3.1	3.4	2.6	2.6	3.4
14,427	15,397	16,815	19,657	21,423	21,681
18,520	15,688	17,108	19,942	21,701	21,957

17.292	13.683	10.666	40.921	41.378	20.372
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54,351.9	52,421.5	52,155.2	81,713.3	88,960.0	69,334.3
25,842.2	24,826.5	25,524.8	27,292.6	26,306.0	26,129.3
412,071.9	402,124.7	453,003.3	486,266.5	482,325.9	482,087.4
42,535.3	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0
192,478.5	161,870.0	174,879.7	209,833.4	234,387.4	238,756.0
254,121.3	240,064.6	249,335.1	246,120.1	243,210.1	251,820.1

2022

315



Scottish Housing
Regulator

National
Median

442.1

54.1

0.6

2.2

0.8

20.7

5,194

1.9

1.9

19.6

11.9

31.4

2.1

7,053

10,560

17.5