

**WHEATLEY HOMES GLASGOW**

**BOARD MEETING**

**10.30am, Monday 30 May 2022 at 10.30am  
Wheatley House, 25 Cochrane Street, Glasgow**

**AGENDA**

1. Apologies for Absence
2. Declarations of Interest
3. a) Minute of 25<sup>th</sup> March 2022 and matters arising  
b) Action List

**Main Business Items**

4. Allocations policy review
5. 2021/22 ARC return and year end performance
6. 2022-23 Delivery plan and performance measures
7. Engagement framework update
8. Customer First Centre interim review
9. Fire prevention and mitigation framework update

**Other Business Items**

10. Foundation update (Presentation)
11. Governance update
12. Finance Report
13. AOCB

## Report

**To:** Wheatley Homes Glasgow Board

**By:** Jehan Weerasinghe, Managing Director

**Approved by:** Martin Armstrong, Group Chief Executive

**Subject:** Allocations policy review

**Date of Meeting:** 30 May 2022

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### 1. Purpose

- 1.1 This report updates the Board on the findings of the independent review of our Group Allocations Policy and process and the proposed next steps.

### 2. Authorising and strategic context

- 2.1 Under the Group Authorising Framework the Group Board are responsible for the designation of policies or frameworks as applying groupwide. This Board is responsible for approving individual operational policies and implementing Group policies to reflect local circumstance.
- 2.2 As part of our Covid-19 response, we moved away from choice based letting for homeless customers in August 2020. The Board approved continuation of this at the May 2021 Board meeting until a full review was undertaken. Our Group Allocation Policy Framework was updated to reflect this decision. An independent review of our allocation policy and processes was undertaken during 2021/22.

### 3. Background

#### *My Housing*

- 3.1 In February 2018 the Group Board approved our 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. This Board approved the then GHA version of the policy thereafter. Later that year, in November 2018, we launched our new Housing Information Advice and Letting online platform – MyHousing. MyHousing is currently our main letting platform and that of Loretto Housing Association and West Lothian Housing Partnership.
- 3.2 This transformed our 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. We also had processes to support vulnerable applicants unable to apply online. We realised considerable savings of circa £250k per annum, through efficiencies, such as staff no longer manually loading applications.

- 3.3 In the last 4 years, since the launch of MyHousing, we have continued to improve our blend of personalised and digital customer service offering. Some of the developments we have 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 our customers via House Exchange to make it easier for customers to find someone to 'swap homes' with.
  - 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.
- 3.4 We are also continuing to develop our service offering. We are currently reviewing our performance reporting and developing digital signatures for tenancy agreements.
- 3.5 During the Covid 19 pandemic, we made a number of changes to our 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.

#### **4. Discussion**

##### *North Star Consulting & Research (North Star) Review*

- 4.1 North Star were commissioned during 2021 to review our 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 team

##### *Strategic Outcomes*

- 4.3 The independent review found that MyHousing plays an important role in helping us and the wider Group to contribute to key outcomes in our strategy. In particular that there are opportunities for these systems to increase digital services, particularly 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.

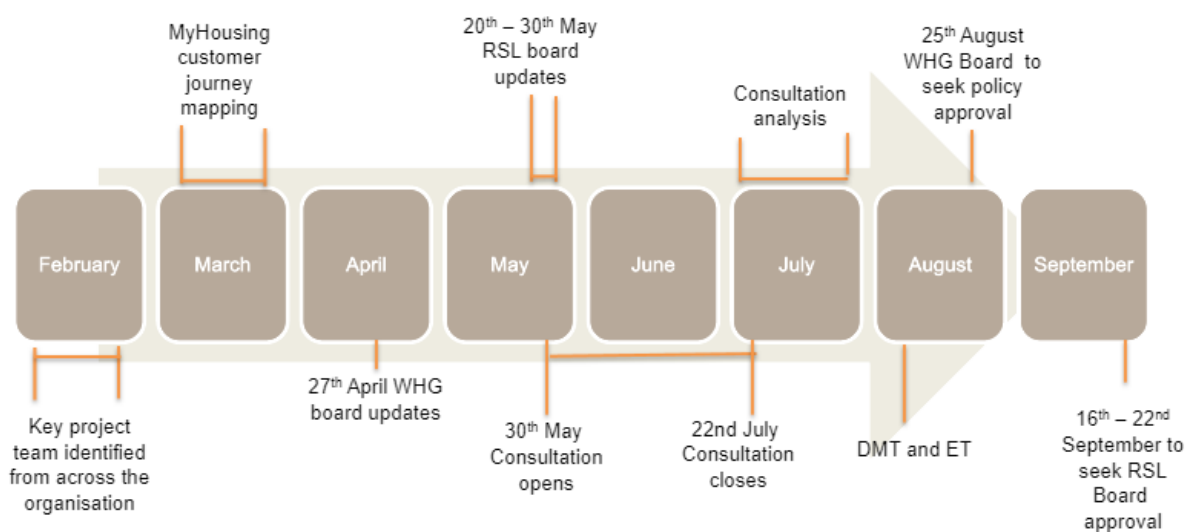
### *Findings*

- 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;
  - We are a key partner in tackling homelessness across its areas of operation;
  - Our strong tenancy sustainment performance contributes to the creation of balanced communities;
  - Staff believe that the matching process for homeless customers and the same day sign up process are useful procedures that should be continued beyond Covid-19;
  - That our Group Housing Information Advice and Letting Policy and Framework is compliant with current legislation;
  - There are high levels of awareness of the MyHousing brand; and
  - Common Housing Registers can provide more opportunities for customers.
- 4.6 The review made 10 recommendations, although some of these related exclusively to Dunedin Canmore and DGHP. The recommendations relevant to us are noted in the table below, alongside work we are already undertaking to respond:

	<b>Recommendation</b>	<b>Mitigations</b>
<b>1</b>	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.
<b>2</b>	Improve information on location of properties (on adverts)	Reviewing ways we improve customer information with our MyHousing supplier
<b>3</b>	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
<b>4</b>	Review our current application form	Review is being undertaken
<b>5</b>	MyHousing 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.

6	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.
7	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.
8	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.

- 4.7 Following the North Star review 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 during summer 2022, the intention will. The timeline for the consultation, included work already completed to date, is noted below:



- 4.10 The key Group policy considerations we will be consulting on are matching homeless customers in Glasgow and reviewing our banding. We will also use the opportunity to engage with customers on the North Star findings, to obtain feedback on how to improve our 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.

- 4.12 Following the consultation, we will present an updated Group Housing Information Advice and Letting Policy and Framework to Wheatley Group Board in August 2022 for approval. A Wheatley Homes Glasgow version will then be presented to this Board in September.

## **5. Customer Engagement**

- 5.1 As part of the North Star review we have already engaged with customers. This has included 2,000 surveys being issued and 6 customer focus groups taking place.
- 5.2 We will also formally consult with all our own existing tenants and waiting list applicants on the proposed updates to the Group Allocation Policy Framework.

## **6. Environmental and sustainability implications**

- 6.1 Our use of a MyHousing reduces the level of paper based activity, consistent with our desire to support sustainability.

## **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 strategy to deliver a blend of digital and personal services, which include MyHousing. As we implement recommendations from the North Star Review and any additional recommendations from the customer consultation, we will transform our digital service offering.

## **8. Financial and value for money implications**

- 8.1 The North Star review highlighted that MyHousing, our 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.

## **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).
  - 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 Our 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 our first Group Housing Information Advice and Letting Policy and Framework in February 2018 we have transformed our letting activity through our online letting platform – MyHousing.
- 12.2 North Star consultancy have undertaken an independent review of our policy and processes during 2021. They found that MyHousing provides value for money; our current policy is compliant with legislation and over all is working well. However, there are areas for improvement, such as how we communicate with customers and we could make information clearer on adverts.

## **13. Recommendations**

- 13.1 The Board is asked to:
- 1) Note the findings and recommendation from the North Star Review; and
  - 2) Agree to fully consult with customers and stakeholders on The Group Housing Information Advice and Letting Policy and Framework.

## Report

**To:** WH Glasgow Board

**By:** Jehan Weerasinghe, Managing Director

**Approved by:** Martin Armstrong, Group Chief Executive

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

**Date of Meeting:** 30 May 2022

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### 1. Purpose

1.1 This report presents year end for performance for 2021/22, including:

- Draft Wheatley Homes Glasgow (WH Glasgow) 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, we are responsible for approving our 5 year strategy within the overarching group strategic context. We agreed our 5 year strategy in February 2021.

2.2 Each year we set performance targets to drive improvements and help measure progress. Our Board is responsible for agreeing the targets and monitoring our progress. In addition, we have an annual requirement to submit performance data to the Scottish Housing Regulator through our Annual Return on the Charter ("Charter") return. This must be approved by our Board prior to submission to the SHR.

### 3. Background

3.1 The pandemic has continued to impact delivery of our services and, in turn, performance. This report therefore reflects our operations having been at various stages of mobilisation over the course of 2021/22. Nonetheless, there were areas we achieved strong performance against this backdrop, such as tenancy sustainment, the delivery of emergency repairs, tackling homelessness, and arrears.



- 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
  - Migration of Cube stock
  - Consult with all tenants on the operating model, the engagement framework and the name change
  - Ensure compliance in integrated smoke and heat detector installations within the government deadline
- 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.
- 3.5 Cube’s properties migrated to WH Glasgow in April 2021. To reflect the different rent billing cycles for Cube customers, for financial rent-based measures we report WH Glasgow A and WH Glasgow B. WH Glasgow B distinguishes those previous Cube customers whose rent is billed differently.

#### 4. Discussion

- 4.1 The draft Annual Charter returns for WH Glasgow are set out in the following section, followed by progress against other Board measures shown by strategic theme. An update on the year end position against the strategic projects is also provided.

##### 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 against targets is provided in **Appendix 1**.

##### Gross Rent Arrears

- 4.3 Our target for gross rent arrears was 5.35%, which was outperformed as shown in Table 1. Our end of year result was 5.16%, representing strong performance. This was achieved due to the strong focus in supporting customers during these economically difficult times.

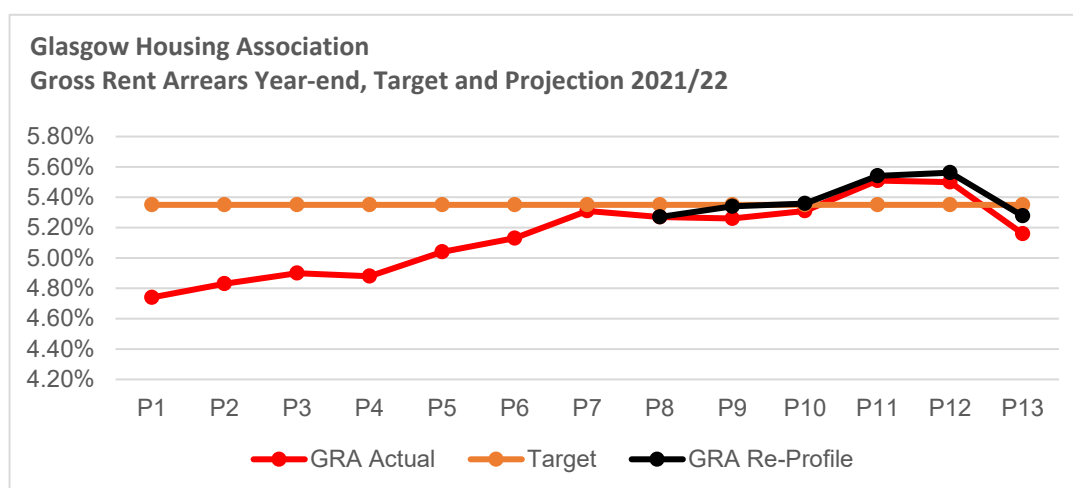
Table 1

RSL	Year-end performance	2021/22 target	Projected Performance for year-end	Previous period	Variance from previous period	2020/21 Result
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% <span style="color: green;">■</span>	5.35%	5.28%	5.50%	-0.34	N/A

4.4 Our performance throughout this year has remained favourable compared to benchmark results published by the SHR on a quarterly basis, with the latest SHR published average for the sector at 6.53%.

4.5 The following chart shows the trend in gross rent arrears against target and projection throughout the year. We were awarded £426,495 in Tenant Grant Funds from Glasgow City Council, the majority of which was received in March and supported the reduction seen below.

Chart 1



4.6 There are currently 12,798 of our customers (circa 30%) on Universal Credit. The overall assumption still stands that 45% of our customers will transition to UC by 2024.

#### Average Days to Re-Let

4.7 Our strategic objective over the life of our strategy is to reduce the average time to re-let properties to below 14 days. This year we let properties on average at 23.48 days against a target of 19.9 days. While not meeting target, this result is a marked improvement on the 40.96 average recorded in 2020/21.

Table 2



Average days to re-let (Charter)	2021/22 performance	2021/22 Target	2020/21 Results
WH Glasgow	23.48 <span style="color: red;">■</span>	19.9	40.96

- 4.8 Re-let times during 2021/22 were impacted by Government restrictions, self-isolation and material supply issues. Nonetheless, comparative quarterly data published by the Regulator this year demonstrates we perform strongly compared to sector averages, with the latest SHR published average at 50.84 days.

#### Tenancy Sustainment

- 4.9 We ended the year above target at 92.26% for the ARC measure and 93.45% for the revised measure as shown in the table below. This is our highest result since the introduction of the Charter in 2013/14. Tenancy sustainment considers new lets made in the previous reporting year (2020/21), and the result further demonstrates success when over 60% lets during the lockdown year were made to homeless applicants.



*Table 3*

RSL Tenancy Sustainment	Charter 2021/22	Target	Revised (Ex deceased/transfers) 2021/22	Target
WH Glasgow	92.26%	90% 	93.85%	91% 

#### Repairs


- 4.10 The average time taken to complete emergency and non-emergency repairs is detailed in the table below.

*Table 4*

Times to deliver repairs (Charter)	Emergency (hours)			Non-emergency (days)		
	Target	2021/22	In month	Target	2021/22	In month
WH Glasgow	3.00	3.12 	3.09	5.50	8.07 	8.87

- 4.11 We were just marginally above the 3-hour target at 3.12 hours for the year.
- 4.12 The high demand for repairs, pandemic backlogs and material supply issues have impacted significantly on average times to complete non-emergency repairs.
- 4.13 While we do not have access to in-year benchmarks for these indicators, Housemark data confirms an increase in volume across the sector, mirroring our own during 2021/22.
- 4.14 The issues with increased customer demand and material supply have also affected the right first-time measures. The table below shows our performance for the year.

*Table 5*

Percentage of repairs right first time (Charter)	2019/20	In month	2021/22	Target
WH Glasgow	96.3%	92.15%	91.03%	97.0% 

- 4.15 It is anticipated that these issues will continue to impact early 2022/23, anticipated to July. We have however agreed to access to additional resources within City Building and intensive management is underway to reduce the pandemic backlog.
- 4.16 As noted throughout the year, the Charter repairs satisfaction measure continues to be based on a very small sample size. We have received 2,065 completed surveys in 2021/22.
- 4.17 Based on these completed surveys, satisfaction is at 88.8% and better than target:

*Table 6*

RSL	2021/22 Target	Current Value
WH Glasgow	87%	88.8%

- 4.18 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

- 4.19 We continue to be 100% compliant 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 gas safety checks is shown in the table below.

*Table 7*

RSL	2020/21	2021/22
WH Glasgow	1,536	0

#### SHQS

- 4.20 Changes to the definition of the criteria for meeting Scottish Housing Quality Standard have been introduced in each of the last two years, with all now applicable for the 2021/22 ARC.
- 4.21 A summary of these changes is shown in the table below.

*Table 8*

Date	Changes	Changes to ARC Reporting
2015	Original SHQS criteria	
2021	EESSH1 ratings apply to energy (January 2021)	<ul style="list-style-type: none"> <li>Any properties that do not meet EESSH1, do not meet SHQS</li> <li>Exemptions and Abeyances for EESSH1 also apply to SHQS</li> </ul>
2022	Smoke and CO detectors (February 2022)	A failure to install linked smoke and heat detectors as at 31 <sup>st</sup> 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 <sup>st</sup> March 2022, evidencing renewal within 5 years, will mean property fails SHQS - unless subject to exemption or abeyance - in terms of both the Tolerable Standard (A) and the Healthy, Safe and Secure criteria (E)
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4.22 The requirement for periodic electrical inspections (EICRs) to be undertaken within a 5-year cycle was previously 10 years, with the frequency having changed in April 2020 at the start of the pandemic. Despite challenges during lockdowns and in gaining access to homes, we have made good progress during 2021/22.

4.23 Our SHQS and EESSH levels are based on the latest currently available data and are shown in the table below. The reduction to previous years comes from the requirement to evidence renewal of EICRs on a 5-year lifecycle by end-March 2022.

*Table 9*

RSL	Percentage of properties meeting the SHQS 2021/22*	Percentage of properties meeting the EESSH 2021/22*
WH Glasgow	89.69%	99.10%

\*It should be noted that while the draft SHQS and EESSH 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 to Group.

4.24 Reasonable efforts to complete electrical safety inspections for our customers include making at least two appointments. Where, despite these efforts, access was not achieved the properties are reported as in abeyance as shown in the below table. Efforts are continuing to ensure access, with SHQS compliance expected to return to near 100% during 2022/23.

*Table 10*


RSL	SHQS Exemption 2021/22*	SHQS Abeyance 2021/22*	Percentage of total stock with SHQS Exemption or Abeyance 2021/22*	EESSH Exemption 2021/22*	Percentage of total stock with EESSH Exemption 2021/22*
WH Glasgow	33	3978	9.40%	282	0.66%

\*It should be noted that while the draft SHQS and EESSH 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 to Group.

### Medical Adaptations

- 4.25 During 2021/22 we completed 1,333 medical adaptations at an average time of 38.19 days. This was in part driven by increased Occupational Therapist referrals following remobilisation of services and clearance of the pandemic backlog impacting on the cumulative time to complete for the year.
- 4.26 The table below shows the number of households waiting, completions and the average time to complete adaptations:



*Table 11*

Medical Adaptations	Households Waiting 2020/21	Households Waiting 2021/22	Number Completed 2021/22	Average Days to Complete	Target
WH Glasgow	94	100	1,333	38.19	35 

### Court Actions

- 4.27 As expected, court actions increased this year compared to last year, as restrictions on evictions began to lift. We had 10 evictions for rent not being paid and 6 for anti-social behaviour.

*Table 12*

RSL	Percentage of the court actions initiated which resulted in eviction			
	2020/21		2021/22	
WH Glasgow	33.3%		69.6%	

- 4.28 It is expected that the number of court actions and evictions will increase in 2022/23 as court processes return to normal.

### Summary Charter Performance

- 4.29 The table below presents a summary of our performance against the Charter measures. We met or exceeded 62% of the ARC measures. This is shown in the 'green' column in the table below. The 25% of measures categorised as 'amber' are within 10% of achieving target. A full breakdown of all our performance against the full set of measures is provided in Appendix 1.

*Table 13*

RSL	Green (met or exceeded target)	Amber (<10% off target)	Red (>10% off target)	Contextual, no target or not applicable
WH Glasgow	10 (62%)	4 (25%)	2 (13%)	14

- 4.30 As discussed in the earlier sections of this report, the red and amber measures for us 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

- 4.31 The following sections present 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

- 4.32 The CFC launched its new service on 1 December 2021. 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 in line with the wider launch of WH Glasgow.
- 4.33 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 as the model develops to ensure that they remain current and comparable with other sectors.
- 4.34 Key points for March 2022 reporting for Board level measures are highlighted below:
- For calls from our customers, the CFC answered 89.19% within 30 seconds against a target of 80%. Group-wide, the 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 group-wide were 3.81% against a target of 7%, reducing to only 2.55% for our customers;
  - First contact resolution exceeded 92% against a target of 90% - a combined effort across Customer Service Advisors and Specialist Teams. 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
  - Our overall average wait time for WH Glasgow customers was 24 seconds, and group-wide it was 30 seconds. Group-wide there has been an improvement on previous performance to November 2021 when, prior to changes at the CFC, performance was on average over 122 seconds.

#### Complaints Handling - SPSO

- 4.35 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 a slight reduction from the Quarter 3 report with 92.2% Stage 1 complaints responded to within timescales from 94.4% and 85.4% Stage 2 complaints from 89.7%:

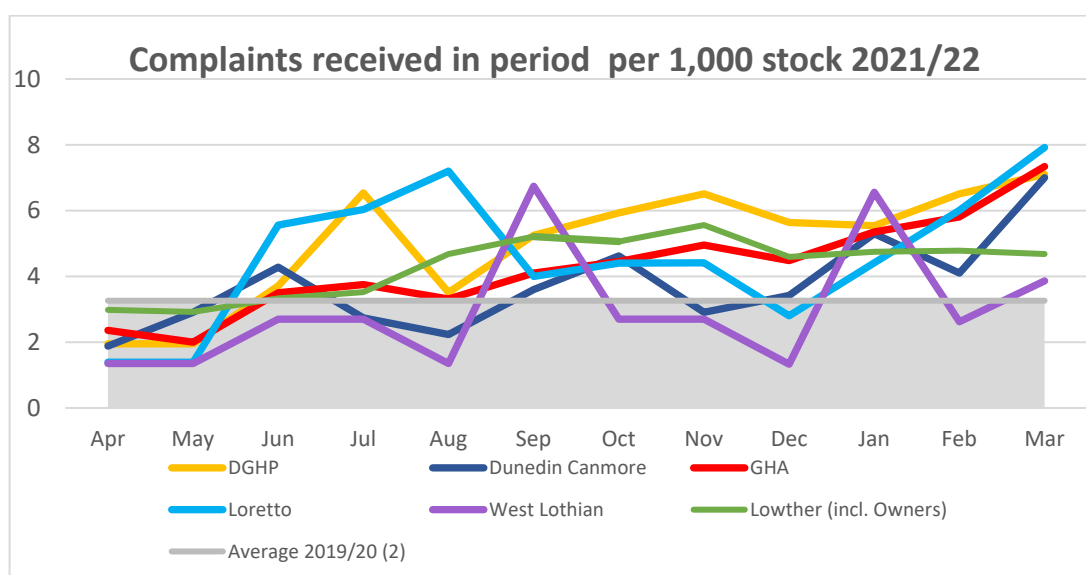
Table 14

Percentage 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
WH Glasgow	1,994	92.2%	208	85.4%

The highest category of complaint relates to repairs and maintenance, at 50.5%.

- 4.36 The graph below shows complaints received 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 WH Glasgow as well as the other RSLs.

Chart 3



## Making the Most of Our Homes and Assets

### New Build Programme

- 4.37 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.
- 4.38 The table below shows the projects and units completed to the 31 March against the original year-end target figure of 385. We are ahead of target for social housing at 106 compared to 93 and behind target for MMR at 142 of 292:



Table 15

RSL	Handovers	April Target	Diff.	Comment
WH Glasgow	248	385	-137	
Auchinlea	23	23	0	Complete
Bellrock	19	0	+19	Complete
Main Street, Baillieston	37	12	+25	Complete. 25 had been expected in 20/21
Kennishead Avenue	42	48	-6	Complete - 6 completed in March 2021
Watson St Ph2	0	46	-46	Contractors programme shows all units handing over in May 2022
Sighthill MMR	30	132	-102	20 additional units were received in March
Carnwardric/Hopeman	22	22	0	Complete
Dovehill Ph.1	32	32	0	Complete
Hurlford Avenue	43	70	-27	All units had been expected, but remaining handovers expected in the coming months

#### Investment in Improvement, Modernising and Maintaining Homes

- 4.39 We have delivered our expected investment spend relative to budget and met all output areas including gas, kitchens and windows with a spend of £61,503,298.
- 4.40 When considering repairs spend, total investment in improving, modernising and maintaining homes is even higher.

#### Planned to Reactive Repairs Spending

- 4.41 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. The target ratio has been exceeded in 2021/22, with our performance surpassing target at 65% planned spend against 35% for 2021/22:

Table 16

Percentage Spend 2021/22	Planned 2021/22	Reactive 2021/22
WH Glasgow	65%	35%
<b>Group total</b>	<b>65.9%</b>	<b>34.1%</b>
	<b>£92,214,599</b>	<b>£47,737,917</b>

#### Volume of Emergency Repairs

- 4.42 The table below shows our position against the 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:

Table 17

	Completed Emergency Repairs		
	2019/20	2021/22	Variance to 2019/20
WH Glasgow	64,642	68,246	+5.6%

The demand for repairs during 2021/22 has increased and the volume would have been higher still but for the introduction of Next Day Appointments for repairs that would otherwise have been raised as an emergency.



## Changing Lives and Communities

### Peaceful Neighbourhoods

- 4.43 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.
- 4.44 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%

- 4.45 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

- 4.46 We have a Strategic Result to reduce accidental dwelling fires by 10% over the life of the strategy. We have had 124 accidental dwelling fires in 2021/22 compared 152 in the previous year, with the profile of these through 2021/22 shown in the table below:

Table 18


Number of recorded accidental dwelling fires	2021/22			
	Q1	Q2	Q3	Q4
WH Glasgow	49	35	23	17
<b>Total</b>	<b>124</b>			

- 4.47 Numbers of accidental dwelling fires has reduced for the 3<sup>rd</sup> consecutive year across the Group. In our efforts to reduce the number of Accidental Dwelling Fires experienced, the number of Home Fire Safety Visits (HSFV) undertaken by the Group Fire Safety Team has significantly increased in the last 3 years.

#### Reducing Homelessness

- 4.48 We contributed 1,683 homeless lets this year. Our result is only 42 lets short of target. Priority letting to Wyndford customers impacted the result in the final quarter:







*Table 19*

Percentage of Lets to Homeless Applicants	Relevant lets only				Charter	
	2020/21	March in-month	2021/22	Target	2020/21	2021/22
WH Glasgow	65.7%	54.0%	58.3% 	60%	63.1%	55.7%

#### Jobs and Opportunities

- 4.49 Foundation programmes focus on supporting our customers access; jobs, training and apprenticeship opportunities; support vulnerable children; and alleviate poverty. Although delivery of the programmes were impacted by the pandemic, our customers still received a wide range of support overall as set out below:

*Table 20*

Strategic Results	2021/22 Target	2021/22 performance	
4,000 jobs, training and apprenticeship opportunities delivered			
	375 - WH Glasgow	361 - WH Glasgow	
10,000 vulnerable children benefit from targeted Foundation programmes			
	900 - WH Glasgow	548 - WH Glasgow	
20,000 Wheatley Customers accessing services which help alleviate poverty			
	3,030 - WH Glasgow	6,030 - WH Glasgow	



### **Developing our Shared Capability**

#### Sickness Absence

- 4.50 We lost 2.29% of working time due to staff sickness absence in the year 2021/22 (compared to our target of 3%), an improvement from the 2.34% year to date result reported in the Quarter 3 report. Housemark data shows sickness levels generally rose through Q1-3 before falling back in February to rise again in March.

- 4.51 Throughout this year, we engaged our Occupational Health Provider to provide support sessions that have been specifically designed to help staff to address issue they have experienced during the pandemic. CBT Wellbeing training sessions (Mind Matters) are continuing to run this month. 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**

- 4.52 As part of our services agreement with Wheatley Solutions we agreed a Business Excellence Framework (“BEF”) which had associated performance measures.
- 4.53 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.
- 4.54 It is therefore intended that we initiate a full review of the BEF, to be co-create between Wheatley Solutions and the WH Glasgow Senior Management Team. This also aligns with the overarching Intra-Group Agreement which is being reviewed as part of the strategic governance review.
- 4.55 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.
- 4.56 The following section presents a summary of strategic project delivery 2021/22.

### **Summary of Strategic Project Delivery**

- 4.57 We are now in the implementation phase of our 2021-26 strategies across the Group. As previously recognised by the Board, the implementation approach requires us to continue to reflect upon our operating environment and as such remain agile and flexible.
- 4.58 The number of projects listed in the 21/22 delivery plan remains 15. Full details for these, including progress, milestones, and notes from project leads, can be found in **Appendix 4**.
- 4.59 Out of the 15 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
  - Establish digital maturity approach and assessments.

- 4.60 As a result, there are now 9 projects complete. Over the course of the year it was also agreed that 6 projects should be reprofiled into 2022/23. The final position was therefore as follows:

*Table 21*

Theme	Complete	On-Track	Slipping	Reprofiled
Customer Experience	2	0	0	3
Homes and Assets	1	0	0	3
Changing lives and Communities	2	0	0	0
Developing our Shared Capability	2	0	0	0
Enabling our Ambitions	2	0	0	0
<b>Total by Status</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>6</b>

## **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.

- 8.2 Both documents focus service delivery and improvement on the key priorities within our strategy to make sure that financial and other resources are aligned with these priorities.
- 8.3 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 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 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 indicators: Charter complaints, gas safety checks unmet, tenancy sustainment, resolution of antisocial behaviour cases, turnover, lost rent, gross rent arrears and sickness absence.
- 12.2 Performance issues that remain in focus include 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	GHA		
		2020/21 Results	2021/22 Draft Results	2021/22 Target
	ARC survey questions measured annually. No survey carried out in 2021/22			
01	Percentage of annual tenants satisfied with the overall service	87.64%	87.64%	N/A
02	Percentage of annual tenants who feel their landlord is good at keeping them informed about their services and decisions	88.17%	88.17%	N/A
03	Percentage of complaints responded to in full at Stage 1 and at Stage 2 (combined)	96.21%	97.67%	96%
04	Average time in working days for a full response at Stage 1 and at Stage 2 (combined)	5.58	6.05	8
05	Percentage of annual tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	80.11%	80.11%	N/A
06	Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)	99.47%	89.69%	99.36%
07	Percentage of annual existing tenants satisfied with the quality of their home	87.05%	87.05%	N/A
08	Average time to complete emergency repairs (hours)	2.96	3.12	3
09	Average time to complete non-emergency repairs (working days)	4.09	8.07	5.5
10	Percentage of reactive repairs completed right first time	96.28%	91.03%	97%
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.	1,536	0	0
12	Percentage of tenants satisfied with repairs or maintenance carried out in last 12 months	87.54%	88.77%	87%
13	Percentage of annual tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in	82.01%	82.01%	N/A
14	Percentage of tenancy offers refused during the year	18.92%	22.24%	Contextual
15	Percentage of anti-social behaviour cases reported in the last year which were resolved	100%	100%	98%
16	Percentage of new tenancies sustained for more than a year - overall	89.73%	92.26%	90%
17	Percentage of lettable houses that became vacant	7.21%	7.83%	8%
18	Percentage of rent due lost through properties being empty	0.81%	0.55%	0.6%
19	Number of households currently waiting for adaptations to their home	94	100	Contextual
20	Total cost of adaptations completed in the year by source of funding (£)	£746,324	£2,533,158	Contextual
21	Average time to complete approved applications for medical adaptations (calendar days)	66.24	38.19	35
22	Percentage of court actions initiated which resulted in eviction - overall	33.33%	69.57%	25%







23a	Percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that resulted in an offer	<b>68.09%</b>	<b>78.54%</b>	<b>Contextual</b>
23b	Percentage of offers made to LA Section 5 and other referrals for homeless households that result in a let	<b>79.09%</b>	<b>113.12%</b>	<b>Contextual</b>
25	Percentage of annual tenants who feel that the rent for their property represents good value for money	<b>79.43%</b>	<b>79.43%</b>	<b>N/A</b>
26	Rent collected as % of total rent due	<b>99.41%</b>	<b>98.93%</b>	<b>Contextual</b>
27	Gross rent arrears (%)	<b>4.78%</b>	<b>5.16%</b>	<b>5.35%</b>
28	Average annual management fee per factored property.	<b>£181.99</b>	<b>£187.27</b>	<b>Contextual</b>
29	Percentage of annual owners satisfied with the factoring service	<b>60.23%</b>	<b>60.23%</b>	<b>N/A</b>
30	Average length of time taken to re-let properties (calendar days)	<b>40.96</b>	<b>23.48</b>	<b>19.9</b>





## Appendix 2 - GHA Board - Delivery Plan 21/22 - Board Measures

### 1. Delivering Exceptional Customer Experience










	2020/21	2021/22		
Measure	2020	2021		
	Value	Value	Target	Status
Average time for full response to all complaints (working days) - Stage 1	3.23	3.98	5	
Average time for full response to all complaints (working days) - Stage 2	17.77	20.78	20	
% new tenancies sustained for more than a year - overall	89.73%	92.26	90%	
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


	2020/21	2021/22		
Measure	2020	2021		
	Value	Value	Target	Status
Reduce the volume of emergency repairs by 10% by 2025/26	April to March 19/20 – 64,642	68,246	+5.6%	
Average time taken to complete emergency repairs (hours) – make safe	2.95	3.12	3	
Average time taken to complete non-emergency repairs (working days)	4.09	8.07	5.5	
% reactive repairs completed right first time	96.84%	91.03%	97.5%	

	2020/21	2021/22		
Measure	2020	2021		
	Value	Value	Target	Status
Number of gas safety checks not met	1,536	0	0	
Average time to complete approved applications for medical adaptations (calendar days)	66.7	38.19	35	
New build completions - Social Housing	227	106	93	
New build completions - Mid-market	49	142	292	







### 3. Changing Lives and Communities

	2020/21	2021/22		
Measure	2020	2021		
	Value	Value	Target	Status
% lets to homeless applicants (relevant lets)	65.7%	58.3%	60%	
% lets to homeless applicants (ARC)	63.1%	55.7%	N/A	
Number of lets to homeless applicants (contributes to 10,000 for Group by 2025/26)	1,561	1,683	N/A	
% ASB resolved	100%	100%	98%	
Group - Over 70% of customers live in neighbourhoods categorised as peaceful by 2025/26	69.4%	70.1%	68%	
GHA - Total number of jobs, training places or apprenticeships created including Wheatley Pledge	80	361	375	
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 fires recorded by Scottish Fire and Rescue	152	124		

#### 4. Developing Our Shared Capacity

	2020/21	2021/22		
Measure	2020	2021		
	Value	Value	Target	Status
% Sickness rate	1.05%	2.29%	3%	

#### 5. Enabling Our Ambitions

	2020/21	2021/22		
Measure	2020	2021		
	Value	Value	Target	Status
% lettable houses that became vacant	7.21%	7.83%	8%	
% court actions initiated which resulted in eviction - overall	33.33%	69.57%	25%	
Average time to re-let properties	40.96	23.48	19.9	
GHA C - Gross rent arrears (all tenants) as a % of rent due		5.16%	5.35%	
GHA A - Gross rent arrears (all tenants) as a % of rent due	4.78%	5.15%		
GHA B - Gross rent arrears (all tenants) as a % of rent due		5.19%		

Service Aspect	Measure/Commitment	WHG	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	2.29%	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%	

Service Aspect	Measure/commitment	WHG	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%	

Service Aspect	Measure/commitment	WHG	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%	
Accounts Payable	95% of invoices will be paid with 30 days of receipt	87.84%	
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%	



Service Aspect	Measure/commitment	WHG	Additional information/comments
Supporting on-going change and innovation	All strategic projects delivered within a 5% time and budget variance	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	√	
	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
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		
	100% of tenant consultations meet legal and regulatory requirements	√	Recent tenant consultations in line with requirements
Learning and development	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
	40% of promoted posts are filled by internal candidates	√	49.6% Group figure for 21/22 year end
Procurement	Expenditure on behalf of Sub is compliant with procurement rules	98.03%	Target of 99%. Where not meeting target, due to non-contracted supplier spend under £50k
% of applicable measures/commitments met		89%	


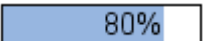





Service Aspect	Measure/commitment	WHG	Additional information/comments
Transformation projects	95% of transformation projects delivered on time and on budget	Ongoing	Confirmed via strategic projects/finance reporting
Asset management	Certifiable SHQS and EESSH compliance	√	Confirmed for those we attest 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%	




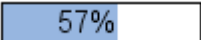
TOTAL % of applicable measures/commitments met	91%
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#### Appendix 4 - GHA Board - Delivery Plan 21/22 - Strategic Projects


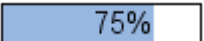

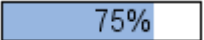
Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
Implement new engagement framework - Phase 1	31-Mar-2022			01. Stronger Voices Team structure agreed via workforce planning and recruited	31-Jul-2021	Yes	Project complete
				02. Engagement plan for Customer 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	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		<div>0%</div>	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			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	
Wyndford Regeneration	28-Feb-2022			01. Settlement agreement executed	30-Apr-2021	Yes	Approval from ET that this project moves to 22/23
				02. Stock classification report to GHA Board	28-Feb-2022	Yes	
				03. Strategic Support from GCC received for the delivery of a Wyndford regeneration project.	30-Sep-2021	Yes	
				04. Wyndford masterplan to be agreed with GCC	28-Feb-2022	No	
High Rise Living Framework Year 2	31-Dec-2021			01. Launch You choose Challenge (10% of MSF sites to spend £10m investment)	31-Oct-2021	Yes	Progress has been reported to the Executive Team and due to be provided to the GHA workshop in March 2022, this will complete the project.
				02. Increase High Rise Living Forum by 25 additional	31-Oct-2021	Yes	

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				members			
				03. Provide an update to ET	30-Nov-2021	Yes	
				04. Progress reported to Board	31-Dec-2021	No	
Deliver a group wide Antisocial Behaviour Prevention & Mitigation Framework (ASBPMF) that maps out our approach to preventing, managing and mitigating ASB	30-Jun-2021	✓	<div><div>100%</div></div>	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	✓	<div><div>100%</div></div>	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 &	31-Mar-2022	Yes	



Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				reporting on Group Fire Risk Assessments, 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		 100%	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	31-Oct-		 100%	01. Scope	30-Apr-2021	Yes	Project complete

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
review	2021			agreed by Group Board			
				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	30-Jun-2021	Yes	

Delivery Plan Project	Delivery Date	Status	% Progress	Milestone	Due Date	Completed	Progress Comment
				activities/outcomes linked to maturity goals 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:** Wheatley Homes Glasgow Board

**Report by:** Jehan Weerasinghe, Managing Director

**Approved by:** Martin Armstrong, Group Chief Executive

**Subject:** 2022/23 Delivery Plan and performance measures

**Date of Meeting:** 30 May 2022

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### 1. Purpose

1.2 This report provides:

- an overview of the strategic projects contained within the Delivery Plan 2022/23 as they relate to the delivery of our vision for housing in Glasgow; and
- the proposed Wheatley Homes Glasgow specific measures and targets 2022/23 for Board consideration and approval.

### 2. Authorising and strategic context

2.2 Under the Group Authorising Framework, the approval of the Group strategy is reserved to the Group Board. The 2021-26 Group strategy was agreed by the Group Board in November 2020 and our strategy was approved by this Board in February 2021. 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

3.2 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 strategy and performance measures and targets for the next 5 years.

3.3 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.

3.4 The Board attended a strategy workshop in March where our vision for housing Glasgow and the steps we would take to implement our vision was discussed in detail. The feedback from the workshop was factored into the development of the 2022/23 Group delivery plan, in particular the proposed strategic projects.

## 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 our new operating model following consultation with, and endorsement from, our tenants;
  - Endorsement from tenants for the Wheatley Homes Glasgow brand through consultation with all 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; and
  - The conclusion of the strategic governance review, including additional Board focus on sustainability and equality and diversity; and the changes to our branding and Board composition.
- 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, of direct relevance to us, 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 it is intended will 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.

### Our vision for housing in Glasgow

- 4.5 At the Board workshop in March we agreed our vision for housing in Glasgow. Alongside this, we agreed a number of specific steps and actions we would take to support implementing our vision. We have already made progress in areas such as launching our new brand on 1 April.
- 4.6 Our vision and the actions agreed at the Board workshop have been fully integrated into the 2022/23 Delivery Plan and performance measures as follows:

## ***A new operating model – delivering for tenants***

- 4.7 Our vision for our new operating model focussed on 4 key elements:

<b>1</b>	<b>A new, improved Customer First Centre</b> - dealing quickly and efficiently with customer enquiries at the first time of asking, freeing up Housing Officers
<b>2</b>	<b>More services in your home</b> - housing and repairs staff, working alongside NETS, will be out and about as before
<b>3</b>	<b>Do more online</b> - improve our online self-services and opportunities to keep in touch and report issues in the neighbourhood
<b>4</b>	<b>Centres of Excellence</b> - replacing our old office infrastructure with Centres of Excellence

- 4.8 The new improved Customer First Centre will, over time, become the hub of our digital and online services is reflected in two strategic projects within the 2022/23 Delivery Plan.
- 4.9 The outcome of the interim review is subject to a separate paper at this meeting. It is intended that a further evaluation will also be commissioned which will report to the Board on progress made during the first full year of operation and how it has supported us achieving our vision.
- 4.10 To ensure ongoing visibility for the Board throughout the year, we have also extended the number of CFC performance measures which will be reported to the Board, including the following additional measures:
- Percentage of calls to the CFC resolved at first contact
  - Call abandonment rate
  - CFC cases raised and passed to housing officers for resolution.
- 4.11 The percentage of calls resolved at the first point of contact and reduction of cases raised and passed to Housing officers are critical to our objective to free up time for our staff to be out in communities and engaging with tenants i.e. *more services in your home*.
- 4.12 This is particularly important in our current operating context as it will allow local staff to promote access to our wraparound service which can help with the cost of living.
- 4.13 In terms of *Do More Online* we have a strategic project to review our digital services model and to roll out our NETs mobile technology. We will also, over the course of the year, be developing customer sentiment analysis tool with a view to piloting it with tenants in early 2023.

- 4.14 The repairs strategic project on improving customer contact and communications also plans to draw on this technology to allow us to receive real time feedback on our repairs service. This is further bolstered by the planned roll out of “Book it, Track it, Rate it” as part of the repairs strategic projects to develop IT and systems.
- 4.15 An update report on online services and self service will be brought to the next meeting.
- 4.16 We also have a strategic project, Corporate Estate, which incorporates the opening of our remaining three new Centres of Excellence in Glasgow, following the re-opening of Wheatley House last year.

***Our tenant engagement model and communicating in a new era***

- 4.17 Progress with our engagement model is covered in more detail, in line with the first milestone, via a separate agenda item.
- 4.18 In addition to this, the strategic projects more widely now feature customer engagement as a key feature. These will draw heavily on our own Glasgow 1000 as it develops.
- 4.19 Alongside this we have translated our engagement model into a tangible suite of 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;
  - Number of customer voices activities carried out;
  - Number of engagement panel meetings (by geographic area); and
  - Number of scrutiny focus groups.
- 4.20 At the workshop the Board agreed that our future communication, as Wheatley Homes Glasgow, should have a more digital focus. This includes introducing new approaches, such as a digital newsletter which can be personalised with localised content and sent by email.
- 4.21 The Board recognised that to make this transition we would need to ensure we have up to date customer contact data, whilst also ensuring that we have a clear understanding of tenant communication preferences. This has been reflected in the creation of a customer data collection and cleansing exercise strategic projects.
- 4.22 As part of this we will seek to update and cleanse our existing customer contact data as well as ask tenants how they wish to receive to communications.
- 4.23 We currently have customer contact information for approximately 90% of our tenants, of which approximately 75% is a mobile telephone number. As we expand the usage of mobile numbers, along with emails, we want to take the opportunity to ensure that all current information is valid as well as obtain numbers/email details where we do not currently have any.

- 4.24 We also collect this information as standard on all new lets and it is also intended that the Customer First Centre will, where required, verify and update contact information in future also.

***Building a better Glasgow – investing in our communities***

- 4.25 As the single vehicle for housing and regeneration in Glasgow, the Board recognised the need to have a clear asset strategy. It was recognised the asset strategy had incorporate both our planned investment and future regeneration plans, including developing detailed proposals for our new community action areas as part of our continued regeneration of the city.
- 4.26 This has been directly developed into a strategic project to develop and asset strategy for Glasgow. The strategic asset appraisal elements of the project will include the prospective two additional community action areas. The agreed regeneration area of Wyndford is subject to a standalone strategic project given its more advanced status.
- 4.27 It was recognised that our asset strategy sits within the wider strategic context of sustainability, including Net Zero and EESSH 2, and our relationship with the strategic housing authority. These have both also been reflected in the 2022/23 Delivery plan with strategic projects for each.
- 4.28 These strategic projects are inherently interdependent and the milestones have sought to reflect this.

***Taking our award winning repairs service to the next level***

- 4.29 The repairs strategic projects include the key elements of the repairs transformation programme as reported to the 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.
- 4.30 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.
- 4.31 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.

***A governance structure to reflect a new vehicle***

- 4.32 We have already agreed a set of Terms of Reference which reflect our future role as the single vehicle for Glasgow. A separate agenda item provides a more detailed update on progress with the changes to our Board composition.
- 4.33 We have also taken the opportunity to consider how governance activity more widely is reflected beyond strategic projects.



- 4.34 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
  - Papers issued 7 days in advance – how we are ensuring Board members have sufficient time to adequately prepare for meetings.
- 4.35 Given our links to other group partners, such as Lowther Homes as our factoring agent, Wheatley Solutions as our service partner and the Wheatley Foundation as our Better Lives provider, this information is relevant to us beyond this Board.

#### Summary

- 4.36 The 2022/23 Delivery Plan strategic projects have been heavily influenced by the vision for housing in Glasgow agreed at the Board workshop in March. As set out above, the projects are either driven by supporting us delivering our vision or will play an important role in doing so.

### **Measures and Targets 2022/23**

- 4.34 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 this Board or where they will also be reported to Group Board.
- 4.35 *Existing measures*- these include those:
- reported to the Board in the last year and which continue for 2022/23, with proposed targets including any proposed changes following an annual review
  - recently approved by Group Board which directly link to RSL Boards and therefore beneficial for Wheatley Homes Glasgow Board to regularly receive updates from 2022/23.
- 4.36 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 as part of the 5 year development programme approved in February, our new build targets for years 2 to 5 have been re-profiled and now total 590 homes. Targets are currently based on the Business Plan and our vision anticipated up to 4000 units over the next 10 years;
  - Reduce gross rent arrears: While our year end performance of 5.16% was better than our 5.35% 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 proposed Year 2 to 5 targets have been reprofiled accordingly and will be monitored regularly.

- 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. 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.
- We have also made some profiling amendments for Average time to complete medical adaptations and Average days to let maintained at less than 14 days. The y5 target for both remains unchanged, with the profiling adjusted to reflect high demand for major adaptations and residual impact of pandemic on letting.

4.37 *Baseline measures:* Several strategic results were new in 2021/22 for the Group's 2021-2026 strategy 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.

4.38 *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 CFC 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**

5.2 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.

5.3 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.

- 5.4 This aligns with our strategic project to collect and cleanse customer contact information and maximise the amount of 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.
- 5.5 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.
- 5.6 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**

- 6.2 We have developed the baselines for a number of sustainability measures over the course of the year.
- 6.3 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**

- 7.2 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**

- 8.2 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 our current operating context.

- 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 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.
- 11.2 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**

- 12.2 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.
- 12.3 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.
- 12.4 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**

- 13.2 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 and, where applicable, updated profiles for our targets to 2026.

## **List of Appendices**

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

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

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

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



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

## Other Projects

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

## Appendix 2

### Wheatley Homes Glasgow Board Strategic Results and KPIs



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)	No change	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
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
Satisfaction with complaints handling increased by 10%	Linked to Rant and Rave implementation				Baseline + 10%	Strategic Result	Group and RSL Boards	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
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

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
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.	1,000	1,000	1,000	1,000	KPI Other	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
Number of customer voices activities carried out	Added to monitor and report on Stronger Voices progress	434	434	434	434	KPI Other	Group and RSL Boards	Quarterly
Number of Geographical panel sessions	Added to monitor and report on Stronger Voices progress	3 sessions per year x 3 panels = 9	3 sessions per year x 3 panels = 9	3 sessions per year x 3 panels = 9	3 sessions per year x 3 panels = 9	KPI Other	Wheatley Homes Glasgow Board	Quarterly
Number of customers involved in Wheatley Homes Glasgow Geographical panels	Added to monitor and report on Stronger Voices progress	300	300	300	300	KPI Other	Wheatley Homes Glasgow Board	Quarterly
Number of Scrutiny focus groups	Added to monitor and report on Stronger Voices progress.	12	12	12	12	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
Develop 2,100 new homes	Reprofiled Year 2 to 5 targets based on Business Plan and agreed 5 year programme.  Our adjusted target is 590 across Years 2 to 5.	WHG - MMR - 102	WHG - Social – 20; MMR - 186	WHG - Social - 27, MMR - 43	WHG - Social - 100, MMR - 112	Strategic Result	Wheatley Homes Glasgow 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 targets proposed on basis of -2.5% pa to achieve -10% in year 5	66,540	64,834	63,128	61,421	Strategic Result	Wheatley Homes Glasgow Board	Quarterly
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)	Wheatley Homes Glasgow targets reset from 97% to 92%, 93% and 95% in Year 2-4.	92% (Originally 97%)	93% (Originally 97%)	95% (Originally 97%)	97%	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

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
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	99.36%	99.36%	99.36%	99.36%	KPI Compliance	Wheatley Homes Glasgow 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
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



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
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
Over 70% tenants in high-rise homes feel safe walking in their neighbourhood after dark	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	>70%	Strategic Result	Wheatley Homes Glasgow Board	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	60%	60%	60%	60%	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
Over 2,500 jobs and training and apprenticeship opportunities delivered	No change	WHG – 370	WHG – 439	WHG – 397	WHG – 414	Strategic Result	Wheatley Homes Glasgow Board	Quarterly
Group wide: 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
Over 5,500 vulnerable children benefit from targeted Foundation programmes	Targets reset for Years 2 – 5 in line with anticipated funding	WHG – 780 (originally 1135)	WHG – 1,450	WHG – 1,520	WHG – 1,383	Strategic Result	Wheatley Homes Glasgow Board	Annually
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	Wheatley Homes Glasgow Board	Annually
Group wide: 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
Group wide: 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
Group wide: 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
Group wide: 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	Year 2 rent increase is less than 2.9%.  Due to current economic conditions, rent increases will need to be updated annually with BP.	Rent increases applied for 2022/23:  1.9%				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
Reduce gross rent arrears to 4% (ARC)	Our proposed reprofiled targets Year 2 to 5 are shown.	WHG – 6.10% (Originally 5.33%)	WHG – 5.81% (Originally 5.09%)	WHG – 5.38% (Originally 4.63%)	WHG – 4.82% (Originally 3.98%)	Strategic Result	Wheatley Homes Glasgow 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 (originally <14)	<14	<14	<14	Strategic Result	Group and RSL Boards	Quarterly
Percentage of lettable homes that became vacant (turnover) (ARC)	No change	8.0%	8.0%	8.0%	8.0%	KPI Business Value	Group and RSL Boards	Quarterly
Percentage of court actions initiated which resulted in eviction (ARC)	No change	25%	25%	25%	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:** Wheatley Homes Glasgow Board

**By:** Jehan Weerasinghe, Managing Director

**Approved by:** Martin Armstrong, Group Chief Executive

**Subject:** Update on Engagement Framework

**Date of Meeting:** 30 May 2022

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### 1. Purpose

- 1.1 This report provides the Board with an update on the implementation of the engagement framework “Stronger Voices, Stronger Communities”.

### 2. Authorising and strategic context

- 2.1 The engagement framework is a key theme of our 2021-26 strategy. The Group Board agreed an overarching Group Framework for engagement, Stronger Voices, Stronger Communities’.
- 2.2 The Board considered the Group framework, how it would be applied within our own context and subsequently agreed a new approach to engagement. The Board agreed that we should consult tenants on our approach along with our wider operating model. Following a successful consultation, the Board agreed that we should proceed with implementing our new engagement model at its meeting on 5 November 2021.

### 3. Background

- 3.1 The “Stronger Voices, Stronger Communities” engagement framework is based on 4 pillars of engagement
- We Listen
  - We Co-create
  - We Give Power
  - We Support
- 3.2 Our engagement model was formally endorsed by our tenants as part of the consultation exercise from mid August to late October. There was a very high level of support from customers on the proposals, with 86% of tenants who responded endorsing the new engagement model with more flexible and digital engagement. As part of the consultation we made the following commitments to customers:

- **The Glasgow 1000** – we would recruit 1,000 Customer Voices, who would be involved in:
  - 3 city-wide engagement events held per year (Glasgow 500/600)
  - 300/400 Customer Voices engaged in 3 geographical panels considering local services, neighbourhood and investment
  - 100 Customer Voices engaged in scrutiny, neighbourhood assessment and focus groups
- **£5m customer investment priorities** over 5 years
- **£200k for community projects** in 2022/23

3.4 The results of the consultation were reported back to customers at the end of January 2022 together with the launch of the Customer First Centre and 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 We have already recruited 302 Customer Voices, nearly a third of our Glasgow 1,000. Given the strategic importance of our engagement model, progress with the recruitment of Customer Voices will now be formally reported to the Board as a core performance measure.

4.3 Part of the process of recruitment has been involving customers in local activities and then encouraging them to sign up to the Customer Voice programme. The following are a sample of 2021/22 local engagement activity:

- **You Choose Challenge** – 49 customers at Milton/Scaraway, North Glasgow have submitted ideas for improving their community and the winner will be chosen by a community vote
- **Wyndford** - Residents have been engaged in community consultation with 85% backing the regeneration plans
- **LivingWell** - Customers and NETs team involved in improving garden space at Anniesland LivingWell space

Further detail on activities we have undertaken during April this year are set out in **Appendix 1**.

##### Planned future engagement

4.4 Our engagement model emphasises a flexible approach to engagement where customers can get involved according to their interests, preferences and availability. There is no need for them to commit to being part of a particular group. There are 2 elements within the Wheatley Homes Glasgow approach. The first is local and area based engagement, such as investment projects and community events where we will identify and respond to immediate local priorities. This aligns with the Glasgow 300 element of our engagement model.



- 4.5 Our Glasgow 500 element has a citywide focus on issues of a more strategic nature such as our repairs service, rent setting and our digital services model. As such these will be areas we can work together with tenants to co-create approaches or that impact all tenants, rather than the immediate responses we will seek to deploy to local activities or particular projects.
- 4.6 For 2022/23 the key activities of the main elements of our engagement model will meet our commitments as follows:

Engagement model element	Commitment	Planned approach
<b>Glasgow 5/600</b>	3 themes events per annum – combination of online and in person	<ul style="list-style-type: none"> <li>▪ Event 1 – 23/24 June Whole family approach, city Wide Event 23 and 24 June- discussion on improving our service offer for families</li> <li>▪ Event 2 - city-wide event on investment priorities</li> <li>▪ Event 3 - city-wide event on digital services offer</li> </ul>
<b>Glasgow 3/400</b>	four activities per year – combination of online and in person	<ul style="list-style-type: none"> <li>▪ Event 1 – Investment (feeding into citywide session)</li> <li>▪ Event 2 – Overall service performance by area, linked to annual report</li> <li>▪ Event 3 – Repairs</li> <li>▪ Event 4 – Customer First Centre</li> </ul>
<b>Glasgow 100</b>	Scrutiny and inspections  Glasgow focus – themed based engagement	<ul style="list-style-type: none"> <li>▪ Neighbourhood inspections</li> <li>▪ Digital services focus groups</li> <li>▪ Rent setting approach</li> <li>▪ You Choose challenge</li> </ul>

- 4.7 **Appendix 1** shows the different activities planned across the Wheatley Homes Glasgow engagement structure for the year ahead. This includes indicating how each activity fits with our engagement model eg Glasgow 300 or Glasgow 500. The plans includes key areas we know are of interest to tenants, such as investment, the environment and service reviews.
- 4.8 Housing Officers are continuing to use individual conversations with customers to promote Customer Voice recruitment. Another important aspect of the recruitment is building on the engagement at a local level, such as local walkabouts, to enthuse customers to consider being involved in some of the more regional or citywide activity ie. Glasgow 300 and Glasgow 500.
- 4.9 The customer journey in engagement may therefore start with their involvement on a local project or community event, but then build to them signing up as a Customer Voice and becoming involved in more organisational activities and review.

## Customer Focused Investment Projects

- 4.10 £1m per annum has been ringfenced within the capital investment programme for customer-focused investment projects. These are projects where the investment planning is not driven by compliance or life-cycle considerations, but by customer choice. They include environmental or painting projects, and upgrades in common closes or back courts.
- 4.11 Requests from customers for these projects has been identified through the planned neighbourhood walkabouts and/or customer conversations which take place between Housing Officers and customers on their patch. Further consultation is then carried out by the patch Housing Officer and the Investment 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.
- 4.12 In some cases a collaborative approach with the local authority or other agency may be the most appropriate route to delivery, for example with projects such as CCTV, dog fouling issues, or maintenance of land not in our ownership.
- 4.13 A report will be brought back to the Board in August outlining how tenants wanted us to prioritise the £1m.

### *Embedding the Customer Voice in our strategic delivery plan*

- 4.14 One of the commitments within the 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
<b>Repairs – Improve Customer Contact and Communications</b>	Co-create web self-service roadmap with customers
<b>Repairs – meeting the needs of owners</b>	Consult with owners to define & agree reshaped owner repairs service delivery model
<b>CFC evaluation</b>	Seek views of customers on the operation of the CFC service
<b>RSL digital services model</b>	Undertake themed discussions on digital services with customer focus groups
<b>Wheatley Whole Family Approach</b>	Customer research including focus groups, and co-creation activity with Customer Voices to create the approach
<b>Engagement Framework</b>	Co-create learning and development package with Customer Voices Customer Voices design Stronger Voices conference

Project	Customer Engagement
<b>Asset Strategy for Glasgow</b>	Engagement with customers on regeneration and investment proposals (Y1/Y2)
<b>Wyndford regeneration</b>	Co-create investment plans with customers
<b>Review of Group Allocations Policy</b>	Undertake customer consultation

- 4.15 The customer engagement set out in the table above forms the annual Group Customer Engagement Plan which Wheatley Homes Glasgow Customer Voices will be encouraged to participate in.

#### Customer Voices and Boards

- 4.16 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 one in three Board meetings. We will seek to align these with our area based Glasgow 300 and citywide Glasgow 500 events where possible.
- 4.17 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.
- 4.18 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 be invited to attend the annual Customer Voices conference.
- 4.19 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.
- 4.20 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.
- 4.21 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.
- 4.22 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.

## Digital engagement

- 4.23 A key theme throughout our engagement plans is incorporating a wider range of digital engagement. The digital engagement we have undertaken over 2021/22 gives us reassurance that customers are open to engaging digitally. Examples of the range of digital engagement we undertook over 2020/21 are set out in the table below:

Table 1 – digital engagement

<b>Dates</b>	<b>Topic</b>	<b>Engagement</b>	<b>Outcome</b>
<b>Aug- November 2021</b>	Review of Allocations systems	2000 surveys emailed to customers with recent experience of the allocations system.  6 on-line focus groups held	Reported to Wheatley Group Board in April 2022 and on this Board agenda.
<b>September – October 2021</b>	Consultation on new operating model	All customers contacted via whitemail regarding the proposals.  Options to feedback included online.	88% of customers supported the new operating model. Outcome reported to Board in November and CFC launched in January 2022
<b>November- December 2021</b>	Rent increase consultation	21 focus groups held for WHG tenants. 50% held online.  100% tenants invited to cast vote on rent increase using Civica online portal	Rent increase of 1.9% agreed by Board in February 2022
<b>April/May 2022</b>	Whole Families research – how we make our approach more family-friendly	12,000 surveys sent out to family households online (text and email).  1,799 responses including 1,099 from WHG customers.  12 online focus groups/interviews held	Analysis of research results underway.
<b>Year round</b>	Scrutiny	Scrutiny Panel meetings, covering range of issues and Ongoign scrutiny	Updates to plans for equalities data collection and feedback to Boards as part of ARC reporting

- 4.24 Using on-line (digital) methods to reach our customers is proving successful. The most recent large scale project – the Whole Families research project – provided a 15% return on responses. This exceeds the more usual 10% return on surveys and was impressive in the experience of the research consultants carrying out the work. We intend to continue with this type of approach and will monitor its ongoing effectiveness.

#### *Future digital engagement*

- 4.25 The next project that we will test digital engagement through a survey is a piece of work we are carrying out with Unity Consulting on the impact of Universal Credit on our customers. The insight gained from this project will be important not only in understanding the impact of Universal Credit but is also expected to deliver some understanding of the current **cost of living crisis** on our customers. We will use digital methods for the survey, but the one-to-one interviews will be carried out face-to-face in order to create a more supportive environment for the qualitative work. However, if the customer prefers, an interview will be offered on-line.
- 4.26 In all our engagement with customers we already include digital feedback options, whether this is through a website link to leave feedback, including voting mechanisms, or through an email mechanism. Once our customer sentiment analysis tool is deployed, we will also use QR codes on this platform in physical locations or in communications in order that customers can leave feedback. This feedback can be collected as open ideas (like a traditional suggestions box) or can invite answers to specific questions.
- 4.27 We have also continued to use platforms such as Zoom as part of our engagement. For example, the Group Scrutiny panel has been meeting on a regular basis via Zoom and feedback from members is that this is a digital platform they feel comfortable using.
- 4.28 On the basis of the above, we plan to continue to use the range of digital engagement methods set out above going forward. This will be in addition to the range of digital communication and engagement approaches agreed at the Board workshop in March, such as:
- Expanding our range of social media channels, such as TikTok and YouTube, to support reaching younger tenants. All these channels allow users to give us direct feedback through comment sections;
  - Exploring the concept of more localised, community level Facebook pages where tenants can share information and give us direct and immediate feedback
- 4.29 These channels will not only provide us a mechanism to receive feedback, we will also use them to promote our other engagement events such as focus groups, online panels and digital surveys.

#### Communication

- 4.30 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.

- 4.31 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 £1m capital investment budget has been ringfenced for customer-driven investment projects. A further £0.2m has been set aside to support Better Lives 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 30% of the total committed to by March 2023.
- 12.2 Customer Voices have already been influencing local community investment decisions and taking part in assessing the condition of their local area in accordance with the Keep Scotland Beautiful methodology. £1m has been identified within the capital investment budget to support customer priorities in 2022/3.

- 12.3 The Strategic Delivery Plan for 2022/3 creates the 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.
- 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 Board is asked to:

- 1) note the content of this report and provide any comment;
- 2) approve that customer insight will be reported quarterly as part of the Strategic Delivery Plan update; and
- 3) approve that from the beginning of the new governance year Customer Voices will be invited to attend at the start of one in three Board meetings.

WHG Engagement Plan 2022/23				
Month	Theme	Activity	Engagement Commitments	LHD area
April	Customer Engagement	Housing Officers identifying and recruiting customer voices through individual conversations	Glasgow 1,000	All areas
		Kennishead Community Kitchen launch	Local project	Darnley & Kennishead
		Castlemilk Dropin services	Local project	Castlemilk, Shawlands & Toryglen
		You choose challenge	Glasgow Focus	Milton Summerston & Lambhill
		Foyer Fridays -multis/Blocks	Local project	TCH & Cairnbrook
		Linkwood MSF pop-up -NW Glasgow Vol Sector Network	Glasgow 100	TMH, Garscadden & Clydeside
		Surgery at Thriving Places, Drumchapel	Local project	TMH, Garscadden & Clydeside
	Service Review	Whole families focus groups	Glasgow 100	Strategic project - Group-wide
		Promotion with all ex-LHC members to develop engagement panels	Engagement Panels	All areas
		Group Scrutiny Panel	Glasgow Scrutinises	Service -wide
	Enviromental	Litter pick St Maria Goretti PS	Local project	Tower & FACT
		Gardening events at Bellrock, Living well	Local project	Tower and FACT
		Collina St litter pick	Local project	Kelvin Wynd
		NETs week of engagement	Glasgow Inspects	All areas
	Investment	Linkwood Swedish houses investment project engagement	Local project	TMH, Garscadden & Clydeside
		Neighbourhood walkabouts with customers	Glasgow Inspects	All areas
May	Customer Engagement	Housing Officers identifying and recruiting customer voices through individual conversations	Glasgow 1,000	All areas
		Bellrock and Gartcraig Living well activities	Local project	Tower & FACT
		Keystone Mental health awareness week -A cake a cuppa and Chat eve	Local project	EECH & Keystone
		EECH and Keystone Panel promotion day Bridgeton Multis	Glasgow 300	EECH & Keystone
		Customer panel pop up events	Glasgow 300	TMH, Garscadden & Clydeside
		Golden Jubilee event Milton Rattlers	Local project	Milton Summerston & Lambhill
		Surgery at Thriving Places, Drumchapel	Local project	TMH, Garscadden & Clydeside
		Castlemilk Living well art classes	Local project	Castlemilk, Shawlands & Toryglen



		Cairnbrook Foyer Fridays -multis/Blocks	Local project	TCH & Cairnbrook
	<b>Service Review</b>	Group Scrutiny Panel	Glasgow Scrutinises	Service -wide
	<b>Enviromental</b>	Walkabout at Rigby St with customers	Glasgow Inspects	EECH & Keystone
		Volunteer day, Alexandra Park Food Forest	Local project	EECH & Keystone
		Litter picking at Hub Ruchazie Pantry area	Local project	Tower & FACT
		Vegetable patch engagement at Dodside gardens	Local project	TCH & Cairnbrook
		NETS actions --bulk uplift and engagement in problem gardens and ope	Local project	Compass, Royston & Unity
		Birnie Road and Rye road follow up walkabout	Glasgow Inspects	Compass, Royston & Unity
		Pop ups at bottom of MSFs	Local project	GWTP & Knightswood
		Living well walking groups	Local project	Castlemilk, Shawlands & Toryglen
		Toryglen Litterpicks	Local project	Castlemilk, Shawlands & Toryglen
		Pollok neighbourhood walkabouts with customers	Glasgow Inspects	Pollok, N Pollok & Mossspark
		Clydeview neighbourhood walkabouts with customers	Glasgow Inspects	Clydeview & SW LHO
<b>June</b>	<b>Customer Engagement</b>	Housing Officers identifying and recruiting customer voices through individual conversations	Glasgow 1,000	All areas
		Jubilee events with Livingwell	Local project	GWTP & Knightswood
		Support for ESOL classes	Local project	GWTP & Knightswood
		Reopen lunch club in 80 Charles St	Local project	Compass, Royston & Unity
		Cairnbrook Afternoon tea events	Local project	TCH & Cairnbrook
		Cranhill Development Trust young people activities	Local project	Tower and FACT
		Cranhill Development Trust employability activities	Local project	Tower and FACT
		Neighbourhood Walkabouts	Glasgow Inspects	Tower and FACT
		Living well jubilee parties	Local project	EECH & Keystone
		Castlemilk Living well walking groups	Local project	Castlemilk, Shawlands & Toryglen
		Castelmilk Living well art classes	Local project	Castlemilk, Shawlands & Toryglen
		Keystone National smile month events	Local project	EECH & Keystone
	<b>Service Review</b>	City Wide Event 23 and 24 June- discussion on improving our service offer for families	Glasgow 500	city-wide

		Survey of three priority estates	Local project	Compass, Royston & Unity
		Allocations Policy Consultation	All customers	Strategic project - Group-wide
		Data Strategy Customer Workshop- Virtual and in-person	Glasgow Focus	Strategic project - Group-wide
		Group Scrutiny Panel	Glasgow Scrutinises	Service -wide
		Engagement Panels	Engagement Panels	each area
	<b>Enviromental</b>	Operation brighten Bridgeton litter pick	Local project	EECH & Keystone
		Community Group promotion	Local project	EECH & Keystone
		Summer event at ARC	Local project	Milton Summerston & Lambhill
		Kelvin Wynd Neighbourhoodwalkabouts	Glasgow Inspects	Kelvin Wynd
		Surgery at Thriving Places, Drumchapel	Local project	TMH, Garscadden & Clydeside
		Neighbourhood walkabouts with customers	Glasgow Inspects	TMH, Garscadden & Clydeside
		Garden competition in Ruchazie	Local project	Tower and FACT
		Mini environment week at Kingsway	Local project	TMH, Garscadden & Clydeside
	<b>Investment</b>	Information event promoting wraparound services and investment	Local project	GWTP & Knightswood
		North West Investment online event - 14 June	Glasgow 300	North West
		North East Investment online event - 16 June	Glasgow 300	North East
		South Investment online event - 15 June	Glasgow 300	South
<b>July</b>	<b>Customer Engagement</b>	Housing Officers identifying and recruiting customer voices through individual conversations	Glasgow 1,000	all areas
		Royston Summer activities event	Local project	Compass, Royston & Unity
		Mini Commonwealth games	Local project	TCH & Cairnbrook
		Culture day at Sandyhills Community hall	Local project	TCH & Cairnbrook
		Summer walkabouts event	Local project	TCH & Cairnbrook
		Pop up event Soutra Place MSF	Local project	Tower and FACT
		Local ESOL classes Kingsway/Knightswood	Local project	TMH, Garscadden & Clydeside
		Summer event at Kirkton Ave	Local project	GWTP & Knightswood
		Knightswood Garden competitions	Local project	GWTP & Knightswood
		Shawlands Gardening competitions	Local project	Castlemilk, Shawlands & Toryglen
	<b>Service Review</b>	Digital services model focus groups	Glasgow Focus	Strategic project
		Engagement event at Drygate regarding forming a tenants group	Local project	Compass, Royston & Unity
	<b>Enviromental</b>	Operation brighten Bridgeton litter pick	Local project	EECH & Keystone

		Community litterpick Surgery at Thriving Places, Drumchapel Garscadden neighbourhood walkabout with customers Garscadden Spiershall garden competition	Local project Local project Glasgow Inspects Local project	Milton Summerston & Lambhill TMH, Garscadden & Clydeside TMH, Garscadden & Clydeside TMH, Garscadden & Clydeside
August to Dec	Customer Engagement	Housing Officers identifying and recruiting customer voices through individual conversations	Glasgow 1000	all areas
		Community events continue across all areas	Local project	all areas
		Halloween and Christmas events take place	Local project	All areas
	Service Review	North East event on service performance	Glasgow 300	North East
		North West event on service performance	Glasgow 300	North West
		South event on service performance	Glasgow 300	South
		Rent Increase consultation takes place November/Dec	Glasgow Focus	Group-wide
		Engagement Panels	Engagement Panels	each area
		Group Scrutiny Panel	Glasgow Scrutinises	Service -wide
		North East event on Repairs	Glasgow 300	
		North East event on Repairs	Glasgow 300	
		South event on Repairs	Glasgow 300	
	Environmental Investment	Neighbourhood walkabouts with customers continue	Glasgow Inspects	All areas
		MD leads city-wide event on investment priorities	Glasgow 500	city-wide
January to March	Customer Engagement	Housing Officers identifying and recruiting customer voices through individual conversations	Glasgow 1,000	All areas
		Community events continue across all areas	Local projects	all areas
	Service Review	Annual Customer Voice conference takes place	Glasgow 300	Group-wide
		North East event - Customer First Centre	Glasgow 300	North East
		North West event - Customer First Centre	Glasgow 300	North West
		South event - Customer First Centre	Glasgow 300	South
		Engagement Panels	Engagement Panels	each area
		City-wide Panel on our digital services offer	Glasgow 500	City-wide
		Group Scrutiny Panel	Glasgow Scrutinises	Service -wide

	<b>Environmental</b>	Neighbourhood walkabouts with customers continue	Glasgow Inspects	all areas
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## Report

**To:** Wheatley Homes Glasgow Board

**By:** Natalya Macholla, Managing Director of Customer Services

**Approved by:** Martin Armstrong, Group Chief Executive

**Subject:** Customer First Centre Update and Initial Review

**Date of Meeting:** 30 May 2022

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### 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 and detail on the initial stages of its first review.

### 2. Authorising and strategic context

- 2.1 Under the Group Authorising Framework, the Board is responsible for monitoring operational performance and implementing the Board’s strategy. The nature and performance of our CFC, given its importance to Wheatley Homes Glasgow 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 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, we have 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 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 and 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 at the end of last year. This was always intended to be 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, and will be reported to future Boards. 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 89.19% of calls from Wheatley Homes Glasgow customers within 30 seconds against a target of 80%;
  - Call abandonment levels for our customers was 2.55% 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 our customers was 24 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 is supporting the work that is underway to reduce the current level of live repairs jobs from around 9,500 to under 5,000 over the next 12 weeks. The CFC are focusing on:
- 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, including Wheatley Homes Glasgow. 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, however it will require a longer period to evaluate it more fully.
- 4.12 It has been 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 Programme.
- 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 at the next meeting.

## **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 as a result of what is 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 the Board will be kept informed through regular updates at its meetings.

## **13. Recommendations**

- 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:** Wheatley Homes Glasgow Board

**By:** John Crooks, Director of H&S and Compliance

**Approved by:** Martin Armstrong, Group Chief Executive

**Subject:** Fire Prevention and Mitigation Update

**Date of Meeting:** 30 May 2022

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### 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;
- The current rate of Home Fire Safety Visits;
- Progress with Fire Risk Assessment Programmes to include, MSF and Living Well premises.

### 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.

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;
- 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 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, 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 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.

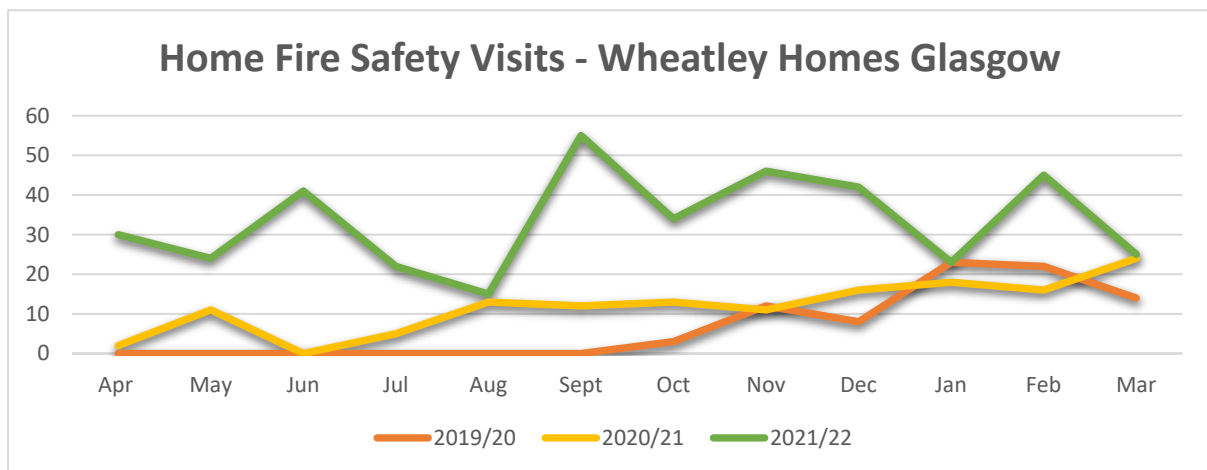
#### **4. Discussion**

- 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 by over 100% resulting in over 500 HFSVs completed this year, in comparison to 213 HFSVs in 2020/21
- 4.8 Whilst the relaxation of restrictions has permitted increased activity in HFSVs, there has also been a conscious effort on part of the Group fire safety team, to achieve monthly targets of 30 HFSVs per month.

- 4.9 This has resulted in over 400 HFSVs being undertaken in our properties in comparison to 141 in 2020/21 and 92 in 2019/20.



- 4.10 Increasing the number of visits year on year over the last 2 years has resulted in the Group:

- distributing over 350 fire safety products e.g. air fryers, fire retardant bedding;
- undertaking 195 fire safety critical repairs e.g. fire doors, mail guards;
- installing 172 stove guard devices on electric cookers;
- installing hundreds of additional smoke / heat detection devices in homes;
- providing over 100 customers in their first tenancy with fire safety packs;
- making customer referrals to Tenancy Support Services.

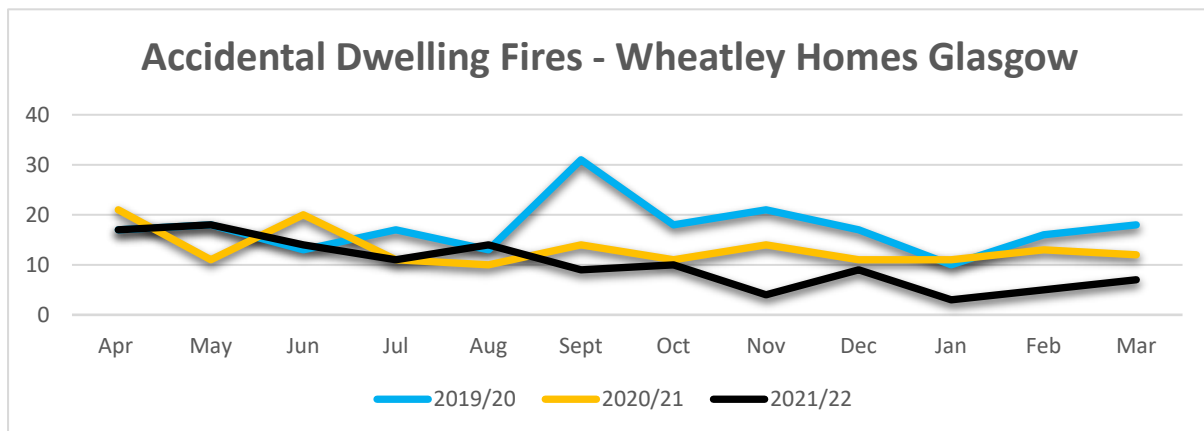
- 4.11 HFSVs are recognised within the Practical Fire Safety Guide – Specialised Housing as Person Centred Risk Assessments (“PCRA”) that focuses on the individual and the environment in which, they stay. This reference within Practical Fire Safety Guide – Specialised Housing, offers an opportunity to 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)

- 4.12 Scottish fire statistics published by SFRS show that less than 1% of accidental dwelling fires in multi storey residential buildings spread beyond the floor of fire origin. Most fires are in fact, limited to the room of fire origin. (*Ref: Scottish Govt Technical Advice Note – Determining the fire risk posed by External Wall Systems in Multi Storey Residential Buildings, August 2021*).
- 4.13 Situations where fire spreads beyond the flat of origin are relatively uncommon and are most often as a result of failings in the building design or construction.

*NB: It is noted that the Group have previously reviewed all high rise domestic properties and confirmed no materials (ACMs) similar to those involved in Grenfell are present on the façade of Group MSFs.*

- 4.14 The impact of HFSVs undertaken in the last 12 months is a significant factor that cannot be underestimated in our efforts to reduce ADFs in customers' homes.
- 4.15 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%.



- 4.16 The number of ADFs experienced in our customers' homes in 2021/22 in comparison to the previous year of 2020/21, has resulted in a significant reduction of 38 ADFs (-24%).
- 4.17 On further review of the ADFs that did occur across our stock, it is noted that there was 121 ADFs experienced in 2021/22 in comparison to 159 in 2020/21 and 209 in 2019/20.
- 4.18 This reduction is an improvement on the intended target of 143 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.
- 4.19 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.
- 4.20 Our Group fire safety team have been recognised recently and won an award at the AICO Community Awards (Birmingham, May 2022), for their outstanding contribution in Resident Engagement, largely for their efforts in reducing ADFs through our HFSV programme.

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

- 4.21 The completion of FRAs in our relevant premise extends currently to our Corporate Estate that includes, HMOs, Care Premises, Offices Workshops and Depots.
- 4.22 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).

- 4.23 In 2021/22, 12 FRAs in relevant premises had been undertaken to ensure their recommended frequency of review had been met, thereby ensuring ongoing legal compliance.
- 4.24 Currently, all our relevant premises have a valid FRA in place to satisfy the requirements and legal obligations set out in the Fire Safety Scotland Act 2005 and Fire Safety Scotland Regulations 2006.
- 4.25 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.

#### Non Relevant (MSF and LIVINGWELL Premises)

- 4.26 The completion of fire risk assessments in non-relevant premise is not a legal requirement but one, that is considered best practice in light of new guidance issued by the Scottish Government, following a ministerial review of fire safety legislation and guidance, post Grenfell.
- 4.27 In recognition of Practical Fire Safety Guidance for a) Existing High Rise Domestic Premise (MSF) and b) Specialised Housing (Living Well Premise), the Group Board have previously agreed a 3-year recurring cycle of fire risk assessments, in line with the recommendations outlined in said guidance.
- 4.28 However, where any significant change to our Multi Storey Flats (MSF) or LivingWell premise is identified by our repairs team, environmental teams or locality housing directors, such as refurbishment or increase in fire incidents, our fire risk assessments will be reviewed more frequently to ensure fire safety arrangements continue to be robust and effective.
- 4.29 The 3-year programme of fire risk assessments in Group MSFs (x136) and LivingWell premise (x 44\*) was delayed due to Covid restrictions and commenced 6 months late in October 2020, with a targeted completion date of March 2023.
- 4.30 The programme of fire risk assessments in MSFs and LivingWell premises was later reviewed and expedited, with all FRA's for MSFs (x136) and LivingWell premises (x43\*) completed ahead of schedule by 12 months, in March 2022.

#### **Fire Risk Assessment Programme 2021/22**

Fire Risk Assessments Completed	2021				2022				Total	Target
	Qtr 01	Qtr 02	Qtr 03	Qtr 04	Qtr 01	Qtr 02	Qtr 03	Qtr 04		
HMO	1	3	4	1	0	1	7	2	19 ↔	Cyclical
Care Premises	0	1	0	3	23	8	0	1	36 ↔	Cyclical
Workshops & Depots	0	1	2	3	0	0	0	0	6 ↔	Cyclical
Offices	0	1	4	5	3	3	0	0	16 ↔	Cyclical
Living Well	0	0	0	3	5	8	6	21	43 ↑	44
Multi-Storey Flats	0	0	16	15	7	12	46	40	136 ↑	136
<b>Total No FRA's Completed</b>	<b>1</b>	<b>6</b>	<b>26</b>	<b>30</b>	<b>38</b>	<b>32</b>	<b>59</b>	<b>64</b>	<b>179 ↑</b>	<b>180*</b>

*\*Outstanding FRA for LivingWell is new build and will be undertaken when handed over.*

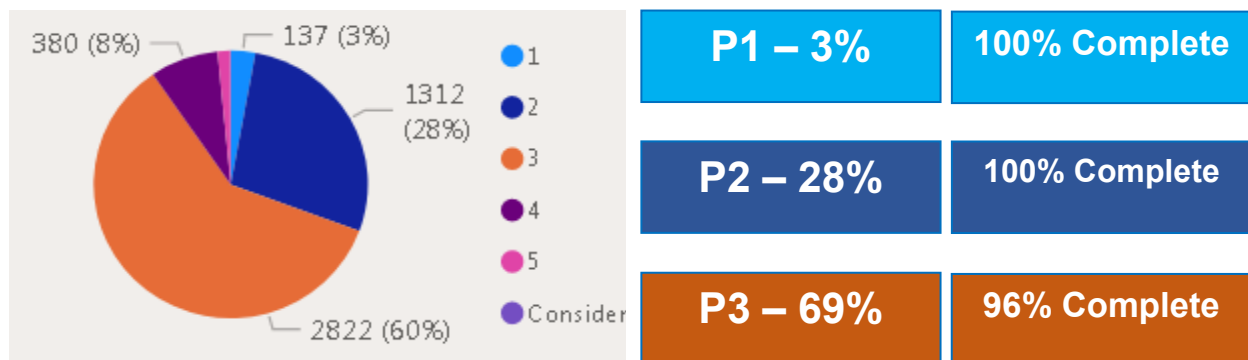
- 4.31 The fire risk assessment programme for both our relevant and non relevant premise resulted in the completion of x 144 fire risk assessments throughout 2021/22, averaging 12 per month.
- 4.32 This programme of work was only achieved by the re-alignment of work programmes in both the Health and Safety team and fire safety team, and the outsourcing of fire risk assessments for HMOs and LivingWell premises to approved fire risk assessment consultants.
- 4.33 FRAs in our MSFs and LivingWell premises aligned to current guidance and benchmarks do not extend to dwellings other than the flat door. In the main, it is common areas, staff workstations and plant rooms that are the focus of fire risk assessments in MSFs and LivingWell premises.
- 4.34 Outwith the fire risk assessment programme, the Group have robust procedures in place, environmental patrols and daily fire safety inspections recorded in Fire Precautions Log Books at all premises, ensuring that fire safety arrangements in common areas are maintained to the highest standard between reviews of fire risk assessments.

#### Low Rise (Tenements and Blocks of Flats)

- 4.35 In relation to the undertaking of FRA 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.
- 4.36 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 us confidence in our approach to fire risk mitigation.
- 4.37 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 by NETS (Weekly – Common Areas)
  - Regular Inspection throughout Year (Housing Officers)
  - 24/7 Repairs Service
  - Housekeeping and Bulk Uplifts as required (Information displayed in Common Areas)
  - Home Fire Safety Visits for Vulnerable Customers (As required by Housing Officer or SFRS)

## Actions arising from Fire Risk Assessments

- 4.38 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.
- 4.39 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.
- 4.40 At the time of writing this report, approximately 4222 fire safety actions have been generated in the completion of fire risk assessments across our properties, with 96% of those having been completed and the remaining 4% due for completion by end of May 2022.
- 4.41 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.
- 4.42 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.



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

- 4.43 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.
- 4.44 Fire Safety Repairs across our stock specifically amounted to £885k of the £1m - £1.2m for period 2021/22.



- 4.44 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/compartimentation 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. 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.
- 5.2 Customer Information Leaflets (MySafety) is also distributed to customers by our Housing Officers and made available online providing safety information in relation to fire and how customers can arrange a home fire safety visit (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 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 wellbeing 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 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 (PowerBI) capturing the completion of HFSV' and FRA programme in both relevant and non-relevant premises 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 ADF' in our homes and workplace, there are significant cost savings associated with the cost of fires, that are not immediately visible.
- 8.3 Costs associated in the use of external fire risk assessment consultants (Approx. £10k per annum) for HMOs and LivingWell premises are currently under review. By bringing those premises into the current programme of fire risk assessments undertaken by the Health and Safety team and fire safety team there would be a direct cost saving and greater understanding of their management.

## **9. Legal, regulatory and charitable implications**

- 9.1 The Fire Safety Scotland Act 2005 and Fire Safety Scotland Regulations 2006 place legal obligations on Duty holders' to conduct FRAs in relevant premise (Non Domestic Premise). We also do this as a form of best practice for non-relevant premise. This protects the Group from unwanted enforcement action, potential prosecution and reputational risk.
- 9.2 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 MSFs (Practical Fire Safety Guide for Existing High Rise Domestic Premise) and LivingWell premises (Practical Fire Safety Guide for Specialised Housing) 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 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 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 HFSV's 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 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 HFSV's (PCRA's) between 2022/23 across all Group subsidiaries.

### *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 MSF's, less than 1% spread beyond the floor of fire origin.
- 12.7 The rate of ADFs experienced across Wheatley Homes Glasgow in 2021/22 has resulted in a reduction that has achieved our target of 10% using the previous year (159) 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 and our MSFs and LivingWell premise 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 The completion of fire risk assessments in our MSF's and LivingWell premises are aligned to current guidance and benchmarks that do not extend to dwellings other than the flat door. In the main, it is common areas, staff workstations and plant rooms that are the focus of fire risk assessments in MSF's and LivingWell Premises.
- 12.11 Out with the fire risk assessment programme, we 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.
- 12.12 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. MSF and LivingWell premises shall recommence in July 2022 to allow for the implementation of a more balanced and linear programme across the 3 years, as recommended by Scottish Government guidelines.

## **13. Recommendations**

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

## **Appendices**

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

Appendix 2: My Safety – Customer Home Safety Leaflet

## 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 (2yrs)		•		✓		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

<b>Living Well</b>	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
<b>Multi Storey Flats</b>	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
<b>Person Centred Risk Assessment</b>	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

# Your guide to keeping safe and sound in your home and community.



# Sign up for My WHG



The easiest way to get in touch is online, you can pay your rent and view all your account information at **My WHG**. To register visit **www.wheatleyhomes-glasgow.com**



We can produce information on request in large print, Braille and audio formats. Visit [www.wheatleyhomes-glasgow.com](http://www.wheatleyhomes-glasgow.com) or contact your local housing officer.

# My safety

We want you to feel safe in your home. As your landlord, we help you stay safe by:

- carrying out gas safety visits in your home every year
- providing a smoke alarm
- maintaining your home to a safe standard.



## What's inside?

Anti-social behaviour	3
Fire safety	4
Gas safety	6
Asbestos	8
Bogus callers	9
Advice on keeping warm	10
Condensation	12



## My safety

We ask that you take steps to make sure you don't put yourself or others at risk. That includes keeping your home free of fire hazards, putting rubbish in the bins or bin chutes and not leaving bikes or prams in stairwells where they block people's way out.



### Anti-social behaviour

We all want to live in quiet, safe communities without any anti-social behaviour. We do not tolerate anti-social behaviour and work closely with the police and fire services to deal with any issues. Remember, if you or anyone visiting your home acts in an unacceptable way, you could lose your home.

Our Community Improvement Partnership (CIP), brings together a special team of police officers and a senior fire officer to deal with crimes and fire risks in Wheatley Homes Glasgow areas of the city. The CIP is on top of the day-to-day police and fire officers already working in Glasgow.

### What does the CIP do?

Housing officers and police officers share information to deal with issues such as anti-social behaviour, noisy parties and drug dealing.

Home fire safety visits also help tenants cut the risk of fire in their home.

Worried about anti-social behaviour in your area? Report it to us straight away.



To report anti-social behaviour online, log on to **My WHG** and use the website form or call us on **0800 479 7979**.

## Fire safety

A fire in your home could kill you and your neighbours. We're working with Scottish Fire and Rescue Service to make your home safe and help you reduce the risk of fire.



Make sure there is a working smoke alarm in your home. A smoke alarm will give you those precious few minutes of warning which could help you and your family get out safely.

If you want to know more, or think you need a smoke alarm fitted, get in touch with us today. You can also get a free home fire safety visit which will check for any risks in your property.

### How do I get a home fire safety visit?

Get a free home fire safety visit from Scottish Fire and Rescue Service. Fire officers carry out an inspection of your home and can warn you of potential fire risks. If needed, you'll get free smoke alarms.

Speak to your housing officer to make an appointment or book your free visit from Scottish Fire and Rescue Service by:

- texting 'FIRE' to **80800** from your mobile phone
- calling **0800 0731 999**.

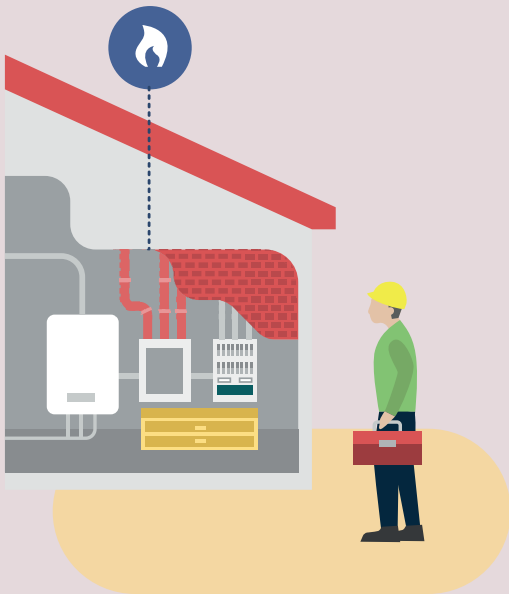
As your landlord, we also play our part including:

- making sure all gas appliances are in good working order
- carrying out a gas inspection each year
- fitting smoke alarms in your home
- keeping homes fit to live in.

Help us keep you safe by giving staff access to your home when needed.

## Gas safety

We need to carry out at least one gas safety visit in your home each year. It's the law for all responsible landlords.



### What will happen

You'll receive a letter from us 10 months after your last check with a date for your next visit. If it's not a good time, let us know and we'll rearrange.

Make sure you are at home on the day of your gas safety check. If you miss this safety check and any rearranged appointments, we may force entry to your home – and all costs will be charged to you.

### I smell gas. What do I do?

Follow these simple steps straight away:

- turn off all gas appliances
- put out any cigarettes
- open all doors and windows
- don't use matches or naked flames
- turn gas off at the meter
- don't switch on any electrical switches or appliances
- don't press buttons on the door entry systems.



### If you smell gas

Call emergency service company SGN as soon as you can on **0800 111 999**.

You can also call us on 0800 479 7979. We'll speak to SGN for you and have our gas engineers with you within an hour to deal with any breakdowns.

---

## Asbestos

Asbestos is not dangerous if it's sealed safely and in good condition. It's only dangerous when it is broken and fibres are released into the air. It's important you don't:

- drill a hole through any asbestos boards
- cut or break off any parts of asbestos products
- rub down asbestos panels, or artex, with sandpaper
- use wallpaper scrapers on asbestos products
- remove asbestos panels to gain access to services.

### Why was asbestos used in homes?

Asbestos was a popular material for house builders right across the UK as it's resistant to heat and chemicals.

It's likely to be found in homes built between the 1950s and 1980s. Homes built since the mid-80s are unlikely to contain asbestos in the fabric of the building, but they may have some traces in parts of the building.

### Is asbestos still used in homes?

Homes built after 1990 almost certainly don't contain asbestos anywhere in the building.

If there's asbestos in your home, you must not damage or disturb it. Don't use any electrical tools or use a hammer to break any asbestos.

### I want to carry out DIY in my home. What should I do?

If you want to carry out DIY then speak to your housing officer first. They can check if there's any asbestos in your home.

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## Bogus callers

### Be alert to bogus callers

Bogus callers are criminals who claim to be someone they're not to get into your home.

They could target anyone at any time, but they often focus on the over-60s. They'll often pretend to be from Wheatley Homes Glasgow, a council department or a utility company. What they want to do is steal your money and valuables.

Rogue traders offer to carry out work on your house, garden or driveway. They charge inflated prices for shoddy or unnecessary work.

Tips to keep safe:

- don't let any strangers into your home
- use a door chain, if you have one
- always ask for proof of identification and check it carefully – it must have a photograph of the caller on it
- never be persuaded or bullied to let someone inside your home or worry about seeming rude
- if in doubt – keep them out
- never give keys to workmen or tradesmen unless you are certain you can trust them – copy keys are easily made.

### What to do if you receive a visit from a bogus caller

Call the police on **101**. You should then call us on **0800 479 7979**. If the bogus caller or rogue trader refuses to leave or you feel scared, phone **999** and ask for the police.

## Advice on keeping warm

As temperatures drop, it's vital to keep warm and cosy in your home. Make a few simple changes to your home and life and you'll not have to worry – even if the weather does its worst.



### Useful tips

Tips to beat the chill:

- have regular hot drinks and at least one hot meal a day
- wear several light layers of warm clothes to keep heat in
- keep active and wrap up warm if you go outside
- draw your curtains at dusk and keep doors closed to block out draughts
- keep your living room at around 18–21°C (64–70°F) to keep warm
- check dripping taps and overflows to prevent waste pipes freezing and flooding
- have your annual gas service to keep your heating system working well
- if you're not going to be at home for a couple of days, set your heating to come on for a couple of hours a day – and leave a key with a friend or neighbour.

Frozen or burst pipes? Heating or boiler broken? Tiles blown off your roof? Get in touch right away.

### Keep warm and keep bills down

Don't pay too much for your electricity and gas. Our fuel advisors help tenants of all ages find the lowest energy rates. Advisors can also arrange low-cost repayments if you have fallen behind with payments or, in some cases, get debts written off.



Speak to your **housing officer** to arrange an appointment with a fuel advisor or request an appointment online.

## Condensation

Do your windows steam up when the heating is on? Do you notice wet spots on your walls when you're cooking?

If so, it is likely to be condensation. Condensation happens when moist air touches a cool surface. It forms water droplets. It can also happen when large pieces of furniture, for example wardrobes and beds, are placed against an outside wall.

Preventing condensation in the home is your responsibility. But the good news is there are steps you can take to stop it happening.

You can treat little spots of mould quickly and easily. Use three parts warm water and one part bleach. Make sure you dry the wall after cleaning it. If this doesn't work, speak to your housing officer.

### Do:

- keep a window open when drying clothes indoors
- keep the internal kitchen door closed when cooking
- keep lids on pots and pans when cooking
- use an extractor fan in the kitchen and bathroom, if you have one
- heat and ventilate rooms at risk
- put the tumble dryer hose out of the window or door.

### Don't:

- dry clothes over warm radiators
- overfill cupboards and wardrobes
- keep furniture and beds hard against walls.

## Need to get in touch?

We're always here to help.



Speak to your  
**housing officer**



Visit us at  
**[www.wheatleyhomes-glasgow.com](http://www.wheatleyhomes-glasgow.com)**



Call us free on  
**0800 479 7979**



Email us on  
**[talk@wheatleyhomes-glasgow.com](mailto:talk@wheatleyhomes-glasgow.com)**



Find us on Facebook  
**[www.facebook.com/glasgowhousing](https://www.facebook.com/glasgowhousing)**



Write to us  
**Wheatley Homes Customer Service Centre, Lipton House, 170 Crown Street, Glasgow, G5 9XD**

# Sign up for My WHG

Creating an account only takes a few minutes, you can pay your rent, report a repair and much more, at a time that suits you.

Register at **www.wheatleyhomes-glasgow.com**

## Report

**To:** Wheatley Homes Glasgow Board

**By:** Anthony Allison, Director of Governance

**Approved by:** Martin Armstrong, Group Chief Executive

**Subject:** Governance update

**Date of Meeting:** 30 May 2022

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### 1. Purpose

- 1.1 To update the Board, seeking approval where appropriate, on the following governance related matters:
- Proposed amendment to our Rules;
  - Board recruitment;
  - Board appraisal, succession planning and CPD; and
  - the proposed Transfer of Engagement from Strathclyde (Camphill) Housing Society

### 2. Authorising and strategic context

- 2.1 The Board considered the proposed implementation plan for the Group strategic governance review at the last meeting. As part of this the Board were asked to consider the Board composition.
- 2.2 A change to our name and Board composition requires approval at a formal Special General Meeting and from our Parent company. The Group Remuneration, Appointments, Appraisal and Governance ("RAAG") Committee have delegated authority to approve constitutional changes on behalf of Wheatley Housing Group Limited as the Parent.
- 2.3 Any Transfer of Engagements ("ToE") from one Registered Society to another requires the approval of the members of the receiving Registered Society. Additionally, any transfer from one RSL to another is subject to the Scottish Housing Regulator's Statutory Guidance 'Tenant consultation and approval'.

### 3. Background

- 3.1 At the last meeting the board reaffirmed their agreement at the March workshop that we should amend our rules to effect the following changes:
- Changing our name to Wheatley Homes Glasgow Limited
  - Amend the restrictions on office bearer roles



- 3.2 In doing so, the Board agreed that these changes and changes to our Board composition should be dealt with as a single Rule change.
- 3.3 The Board also agreed that we proceed with the receive a Transfer of Engagements from Strathclyde (Camphill) Housing Society and delegated authority to the Chair to agree to make any decisions on our behalf in relation to the consultation and ballot process.

#### **4. Discussion**

##### Rule changes/Board recruitment

- 4.1. As agreed by the Board at the last meeting we have been engaging key stakeholders on the proposed amendments to our Rules. Those discussions are ongoing and as such we have not reached a final position which allows us to call a Special General Meeting. It remains our intention to call a Special General Meeting as soon as these discussions conclude.
- 4.2. We do however know that irrespective of when we affect the Rule changes we have an existing vacancy for a tenant Board member. A vacancy will also arise for a Group appointee with finance skills in September when Martin Kelso retires.
- 4.3. The Group has now initiated a process to recruit an individual with finance skills who will succeed Martin Kelso as one of the three Group appointees. It is proposed that we also initiate recruitment for a new tenant Board member immediately.
- 4.4. Our planned engagement activity, as well as engagement with tenants over the coming months as part of the planned data collection exercise, should provide us with an opportunity to raise awareness of the role and generate interest.

##### Board appraisal, succession planning and CPD

- 4.5. The Group RAAG Committee considered and agreed proposals for individual appraisal, Board and committee effectiveness at their April meeting, as part of their annual review.
- 4.6. In terms of undertaking individual appraisal, we have been cognisant that we have only recently reintroduced full, in person Boards after the interim arrangements necessitated by the pandemic. The appraisal arrangements this year will adopt the same light touch approach we adopted last year.
- 4.7. This involved 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.

- 4.8. This process is already underway and we will seek to conclude this by mid-June. A feedback report will be brought back to the next meeting, including a refreshed three year succession plan.

#### Strathclyde Camphill

- 4.9. We are continuing to engage with Strathclyde (Camphill) Housing Society (“SCHS”) regarding a Transfer of Engagement. The process is taking longer than we had initially anticipated; however we are now concluding the consultation approach with Strathclyde (Camphill) Housing Society.
- 4.10. We have in parallel commissioned Harper Macleod to undertake due diligence of SCHS on our behalf. Their initial findings have not identified any material issues which would give rise to any concerns regarding the proposed transfer. They have advised that:

*“we have not identified any particular matters, risks or concerns which we regard as being sufficiently material for us to recommend that they should prevent GHA from proceeding with the Transaction”*

- 4.11. Harper Macleod has sought a clearer explanation of the SHCS equity share arrangement and identified some conveyancing issues which need to be addressed.

### **5. Customer engagement**

- 5.1 As part of the change to Wheatley Homes Glasgow we have already formally consulted tenants. The Rule changes will effect these changes on a legal basis once complete.

### **6. Environmental and sustainability implications**

- 6.1 There are no direct environmental or sustainability implications arising from this report. As previously advised, the Wheatley Solutions Board have been given a formal role in relation to this area as part of the wider strategic governance review.

### **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 this report.

### **9. Legal, regulatory and charitable implications**

- 9.1 Our external legal advisors will be engaged in the preparation of the changes to our Rules. As part of the process of effecting the Rule changes we will require to lodge them with the Financial Conduct Authority and notify the Scottish Housing Regulator (“SHR”).
- 9.2 As part of our routine engagement with the SHR we have made them aware of the planned rule changes and timescales for effecting the changes.

- 9.3 We have received the necessary formal consent from the Office of the Scottish Charity Regulator (“OSCR”) for the name change as part of the changes to our rules. As there is no change to the objects, we do not require any further OSCR consents.

## **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.

## **11. Equalities implications**

- 11.1 The agreed approach to Board diversity will support us in ensuring that equality and diversity is formally embedded into our recruitment and succession planning.

## **12. Key issues and conclusions**

- 12.1 In updating our Rules it is prudent to ensure that we make all the changes at the same time, rather than on an iterative basis. There are no time sensitive matters associated with finalising the technical changes given we have already successfully launched the Wheatley Homes Glasgow brand.

## **13. Recommendations**

- 13.1 The Board is asked to:
- 1) Reaffirm the delegated authority to the Chair and Group CEO to finalise the proposed Board composition and associated revised Rules for consideration at a Special General Meeting;
  - 2) Agree that we initiate the recruitment of a tenant Board member with a view to completing their appointment by the 2022 Annual General Meeting;
  - 3) Note the approach to Board appraisal, that this process is already underway and a report will be brought back to the next meeting; and
  - 4) Note we are continuing to progress receiving a Transfer of Engagements from Strathclyde (Camphill) Housing Society in line with previous delegations.

## **List of Appendices**

None

## Report

**To:** Wheatley Homes Glasgow Board

**By:** Steven Henderson, Group Director of Finance

**Approved by:** Martin Armstrong, Group Chief Executive

**Subject:** Finance report

**Date of Meeting:** 30 May 2022

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### 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;
- to seek the Board's approval to submit the Loan Portfolio and Five Year Financial Projection returns to the Scottish Housing Regulator, and
- to provide an update on the outcome of the annual credit rating review

### 2. Authorising and strategic context

2.1 Under the terms of the Intra-Group Agreement between Wheatley Homes Glasgow and the Wheatley Group, as well as the Group Authorise, Manage, Monitor Matrix, the WH Glasgow 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

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

£000	Year to Date (Period 12)		
	Actual	Budget	Variance
Turnover	236,859	245,028	(8,169)
Operating expenditure	181,492	180,639	(853)
<b>Operating surplus</b>	<b>55,367</b>	<b>64,389</b>	<b>(9,022)</b>
<i>Operating margin</i>	<i>23.4%</i>	<i>26.3%</i>	
Gain/(Loss) on sale of assets	(7)	-	(7)
Net interest payable	(44,816)	(50,123)	5,308
<b>Surplus</b>	<b>10,544</b>	<b>14,266</b>	<b>(3,721)</b>
<b>Net Capital Expenditure</b>	<b>97,878</b>	<b>101,510</b>	<b>3,632</b>

## 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	20,984	17,267	3,718
Operating expenditure	15,413	15,866	452
<b>Operating surplus</b>	<b>5,571</b>	<b>1,401</b>	<b>4,170</b>
<i>Operating margin</i>	<i>26.5%</i>	<i>9.3%</i>	
Net interest payable	(3,268)	(3,654)	385
<b>Surplus/ (deficit)</b>	<b>2,303</b>	<b>(2,252)</b>	<b>4,555</b>
<b>Net Capital Expenditure</b>	<b>5,483</b>	<b>5,422</b>	<b>(61)</b>

## 4. Discussion

4.1 We have reported a statutory surplus of £10,544k for the period to 31 March 2022, which is £3,721k unfavourable to budget.

The main drivers of the variance are lower grant recognised on new build completions, increased repairs & maintenance costs and a higher group services recharge for WH Glasgow's share of the additional staff resources to support our new ways of working in the Customer First Centre. This is offset in part by interest savings and the underlying financial performance of WH Glasgow remains within the parameters of its business plan.

Key points to note:

- Net rental income of £197,072k is £347k lower than budget at 31 March 2022, mainly driven by higher than budgeted levels of void losses during the period. Void losses are £602k higher than budget and represent a 1.01% void loss rate compared to budget of 0.7%.
- Grant income of £20,120k has been recognised for 248 completed units across WH Glasgow sites. Grant income is £8,739k lower than budget with units at Watson, Sighthill and Hurlford due to be completed in Q1 and Q2 2022/23.
- Operating expenditure is £853k 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 £1,468k higher than budget. Total running costs reports an unfavourable variance of £770k and within this variance is the cost of furnished lets packages, this service was not included in the budget and is generating income to match against the unbudgeted costs. Costs are also higher for vehicle and fuel costs in the NETS team.

- Total staff costs are £785k higher than budget following the launch of our new Customer First Centre with additional staffing resources promoting our new ways of working and service improvements to customers.
- Gross interest payable of £44,816k is £5,308k favourable to budget driven by lower interest rates on borrowings following the fixed rate loan restructuring in March 2021.
- Net capital expenditure is £97,878k for the year, £3,632k lower than budget. Grant claims of £14,598k are £13,860k lower than budget. The profile of grant claims is linked to new build expenditure, which was £16,790k lower than budget. New build spend reflects delays in planning approvals and slow progress on sites due to supply issues. Greater spend had been anticipated across a number of sites for WH Glasgow including Shandwick Street, Calton Village, Hurlford Avenue, Sighthill and Watson.
- The capital investment programme is £302k lower than budget. The variance includes the reprofiling of the programme in response to challenges in sourcing certain material supplies. Core investment works were £2,421k lower offset by higher spend in adaptations (£1,244k higher) and void improvements (£580k higher).

#### 4.2 Period to 30 April 2022

- WH Glasgow has reported a statutory surplus of £2,303k for the period to 30 April 2022, which is £4,555k favourable to budget.
- The key component of the variance is unbudgeted grant income of £3,574k received for the 2021/22 delayed completions at Damshot and Hurlford.
- The majority of expenditure lines are reporting favourable to budget with the exception of repairs which is £96k higher than budget. Within this, responsive repairs are running £47k higher due work progressing to reduce the time taken to complete non emergency repairs. Specific budget provision has been set aside in the first quarter for this additional work and a full reforecast of repairs demand and expectations around the full year out turn will be undertaken at the end of June 2022.
- An underlying surplus of £1,537k has been generated which is £344k favourable to budget. The variance is driven by lower levels of operating and interest costs.

#### 4.3 Scottish Housing Regulator (“SHR”) Loan Portfolio Submission

- 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.
- The submission report contains the information relating to the intragroup funding from Wheatley Funding No. 1 Limited and intragroup lending to Lowther Homes Limited, on the debt position of the RSL as at the financial year end.

The key information contained within the report is that, as at 31 March 2022:

- WH Glasgow had total borrowings of £949m.
- The loan was on a fixed rate, with an average rate for the year of 4.15%.
- The value of the 41,415 units secured against the loan is £1,56m (31 March 2021 valuation).
- 2,113 units remain unencumbered and available to support further debt.
- WH Glasgow had total intragroup lending of £30m, provided to a non-RSL group company Lowther Homes Limited.

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.”*

#### 4.4 Five Year Financial Projections

- 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.
- 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.
- 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.
- The five year forward financial projections reported within the return are based on the 2022/23 Financial Projections previously approved by the WH Glasgow Board in February. The 2021/22 figures in the projections have been updated to reflect the 2021/22 year end management accounts.
- 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
<b>WH Glasgow P12 Draft Statutory Surplus</b>	<b>10,544</b>	
Investment property valuation movement	(10,491)	Business plan estimates pending final JLL valuations
Social housing property valuation movement		
Gain on business combination	3,988	
		Transfer of assets and liabilities from Cube HA on 28 <sup>th</sup> April 2021
Gain on business combination (Cube)	32,595	
<b>Surplus before tax per SHR Return</b>	<b>36,636</b>	

- 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.

#### Annual credit rating review

- 4.5 The Group's credit rating agency, Standard & Poor's have just published the results of their annual credit rating review for the Wheatley Group as a whole and separately for Wheatley Homes Glasgow.
- 4.6 Their update has reaffirmed our standalone rating at **A+ (stable outlook)** aligning with the overall Group rating. Retaining this strong rating is a significant achievement against an economic outlook of rising inflation and interest rates and demonstrates their confidence in our approach around management of our cost base combined with the benefit of operational efficiencies we have achieved in recent years.

### **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 £4,350k 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 £139k 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**

- 12.1 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.
  - 4) Note the reaffirmation of an A+ (stable) credit rating from Standard & Poor's

### **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



# **Period to 30 April 2022**

## **Finance Report**



# Period 1 – 2022/23 Finance Board Report



## SUMMARY FINANCIAL PERFORMANCE

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# 1. Operating statement Full Year 2021/22

	Year to 31 March 2022		
	YTD Actual £ ks	YTD Budget £ ks	YTD Variance £ ks
<b>INCOME</b>			
Rental Income	£199,083	£198,828	£254
Void Losses	(£2,011)	(£1,410)	(£600)
<b>Net Rental Income</b>	<b>£197,072</b>	<b>£197,419</b>	<b>(£347)</b>
Grant Income - new build	£20,120	£28,859	(£8,739)
Other Income	£19,667	£18,750	£917
<b>Total Income</b>	<b>£236,859</b>	<b>£245,028</b>	<b>(£8,170)</b>
<b>EXPENDITURE</b>			
Employee Costs - Direct	£34,364	£34,684	£319
Employee Costs - Group Services	£12,816	£11,713	(£1,104)
ER / VR	£3,280	£2,741	(£539)
Direct Running Costs	£13,775	£12,227	(£1,548)
Running Costs - Group Services	£7,674	£8,451	£778
Revenue Repairs and Maintenance	£38,104	£36,637	(£1,468)
Bad debts	£2,209	£4,042	£1,834
Depreciation	£68,938	£68,939	£0
Demolition and Tenants Compensation	£331	£1,205	£875
<b>TOTAL EXPENDITURE</b>	<b>£181,492</b>	<b>£180,639</b>	<b>(£853)</b>
<b>NET OPERATING SURPLUS / (DEFICIT)</b>	<b>£55,367</b>	<b>£64,389</b>	<b>(£9,022)</b>
<i>Net operating margin</i>	23.4%	26.3%	-2.9%
RTB Income	(£7)	£0	(£7)
Net Interest payable & similar charges	(£44,816)	(£50,123)	£5,308
<b>STATUTORY SURPLUS / (DEFICIT)</b>	<b>£10,544</b>	<b>£14,266</b>	<b>(£3,721)</b>
<b>INVESTMENT</b>			
	Year to 31 March 2022		
	Actual £ ks	Budget £ ks	Variance £ ks
<b>Total Capital Investment Income</b>	<b>£14,598</b>	<b>£28,458</b>	<b>(£13,860)</b>
<b>Total Core Investment Programme</b>	<b>£61,503</b>	<b>£61,806</b>	<b>£302</b>
<b>New Build Programme</b>	<b>£38,934</b>	<b>£55,725</b>	<b>£16,790</b>
<b>Other fixed assets</b>	<b>£12,038</b>	<b>£12,438</b>	<b>£399</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>£112,476</b>	<b>£129,968</b>	<b>£17,492</b>
<b>NET CAPITAL EXPENDITURE</b>	<b>£97,878</b>	<b>£101,510</b>	<b>£3,632</b>

## Key highlights year to date:

The WH-Glasgow budget includes the stock transferred from Cube from 28 April 2021.

Net operating surplus £55,367k is £9,022k unfavourable to budget. Statutory surplus for the year to 31 March is £10,544k, which is £3,721k unfavourable to budget. The main driver of the variance is a reduction in grant income recognised and increased repairs & maintenance costs, this is offset in part by interest savings.

- Net rental income of £197,072k is £347k lower than budget at the end of P12. Void losses are £602k higher than budget and represent a 1.01% void loss rate compared to the budgeted rate of 0.7%.
- Grant income recognised in the year relates to 248 units completed for Social Rent (106 units) at Bellrock, Auchinlea, Kennishead, Carnwadric and for MMR sites (142 units) at Baillieston, Sighthill, Dovehill and Hurlford. The budget assumed the completion of 46 MMR properties at Watson, 132 MMR units at Sighthill and 70 MMR units at Hurlford. Watson is delayed until Q1 2022/23 due to the ongoing construction and supply issues. At Sighthill and Hurlford, only 30 and 43 units, respectively, have completed with the remainder due for completion in Q2 2022/23.
- Total employee costs (direct and group services) are £785k unfavourable budget, noting that the group services recharge increased with additional staff resources supporting the launch of the new Customer First Centre. ERVR costs are £539k higher linked to 2022/23 leavers who have committed in the fourth quarter, associated staff cost savings will go towards the 2022/23 business plan efficiency target.
- Total running costs (direct and group services) are £770k unfavourable to budget. Of this £880k is matched with higher income for the furnished lets service which was not budgeted, Higher costs are also reported for Nets vehicles and fuel costs which are offset by a lower group services recharge, resulting from the continuation of home working.
- Revenue repairs and maintenance is £1,468k unfavourable to budget which results from customer demand for responsive repairs, cyclical repairs and some areas in compliance.
- Demolition costs report a favourable variance to budget of £875k, mainly resulting from the timing of the consultation and approval process for the Wyndford demolition and capitalisation of site clearance costs of £90k relating to new build for Gallowgate, Shawbridge and Ashgill Rd.
- Gross interest payable of £44,816k represents interest due on the loans due to Wheatley Funding Ltd. Costs are £5,308k lower than budget, following the re-arrangement of WFL1's loans in March 2021.

Net capital expenditure of £97,878k is £3,632k lower than budget. The variance is driven by the lower level of spend in the new build programme and the accelerated grant claim in 20/21 for Sighthill.

- Investment programme spend is £302k lower than budget. Core programme is £2,421k lower than budget, offset by a higher spend on void improvements (£580k higher) and medical adaptations (£1,244k higher). Note that core programme spend had accelerated in Q4, reducing the favourable variance at year end.
- New build spend is £16,790k lower than budget due to reduced spend at P12 across a number of sites including Shandwick Street, Calton Village, Hurlford Avenue, Sighthill and Watson. Progress on Sighthill, Calton, Watson and Hurlford has been slower to date and a delay at Sighthill in handover of the site to the developer by GCC had also delayed progress.

# 1. Operating statement P1 YTD 2022/23

	Period to 30 April 2022			Full Year
	YTD Actual £ks	YTD Budget £ks	YTD Variance £ks	Budget £ks
<b>INCOME</b>				
Rental Income	£16,749	£16,710	£38	£203,455
Void Losses	(£173)	(£254)	£81	(£3,097)
<b>Net Rental Income</b>	<b>£16,576</b>	<b>£16,456</b>	<b>£120</b>	<b>£200,358</b>
Grant Income	£3,574	£0	£3,574	£7,269
Other Income	£835	£811	£24	£10,653
<b>Total Income</b>	<b>£20,985</b>	<b>£17,267</b>	<b>£3,718</b>	<b>£218,279</b>
<b>EXPENDITURE</b>				
Employee Costs - Direct	£2,845	£2,935	£90	£35,196
Employee Costs - Group Services	£1,277	£1,278	£1	£15,397
ER / VR	£0	£0	£0	£4,408
Direct Running Costs	£1,097	£1,178	£81	£14,183
Running Costs - Group Services	£625	£822	£197	£9,745
Revenue Repairs and Maintenance	£3,032	£2,936	(£96)	£40,294
Bad debts	£157	£338	£181	£4,114
Depreciation	£6,278	£6,278	£0	£75,334
Demolition and Tenants Compensation	£103	£101	(£2)	£1,517
<b>TOTAL EXPENDITURE</b>	<b>£15,413</b>	<b>£15,866</b>	<b>£452</b>	<b>£200,188</b>
<b>NET OPERATING SURPLUS / (DEFICIT)</b>	<b>£5,571</b>	<b>£1,401</b>	<b>£4,170</b>	<b>£18,091</b>
<i>Net operating margin</i>	26.5%	8.1%	18.4%	8.3%
Net Interest payable & similar charges	(£3,268)	(£3,654)	£385	(£46,257)
<b>STATUTORY SURPLUS / (DEFICIT)</b>	<b>£2,303</b>	<b>(£2,252)</b>	<b>£4,555</b>	<b>(£28,166)</b>
<b>INVESTMENT</b>	Period to 30 April 2022			Full Year
	Actual	Budget	Variance	Budget
<b>Total Capital Investment Income</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£10,711</b>
<b>Total Expenditure on Core Programme</b>	<b>£3,470</b>	<b>£2,833</b>	<b>(£637)</b>	<b>£44,287</b>
<b>New Build &amp; other investment expenditure</b>	<b>£1,585</b>	<b>£1,774</b>	<b>£190</b>	<b>£25,748</b>
<b>Other Capital Expenditure</b>	<b>£428</b>	<b>£814</b>	<b>£387</b>	<b>£10,093</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>£5,483</b>	<b>£5,422</b>	<b>(£61)</b>	<b>£80,128</b>
<b>NET CAPITAL EXPENDITURE</b>	<b>£5,483</b>	<b>£5,422</b>	<b>(£61)</b>	<b>£69,417</b>

## Key highlights year to date:

Net operating surplus £5,571k is £4,170k favourable to budget. Statutory surplus for the period to 30 April is £2,303k, which is £4,555k favourable to budget. The main driver of the variance is grant income recognised in April.

- Net rental income of £16,576k is £120k higher than budget at the end of P1. Void losses are £81k lower than budget and represent a 1.03% void loss rate compared to the budgeted rate of 1.5%.
- Grant income recognised in the year relates to 36 units completed in April; 18 social rent units at Damshot and 18 MMR units at Hurlford, both delayed from 2021/22.
- Total employee costs (direct and group services) are £91k favourable to budget.
- Total running costs (direct and group services) are £452k 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.
- Revenue repairs and maintenance is £96k unfavourable to budget. Responsive repairs are £47k higher than budget in the month with additional provision set aside in the first quarter to reduce the time to complete non emergency jobs. A forecast of the full year expectations of underlying repairs demand will be completed at the end of the first quarter.
- Revenue demolition costs relate to Wyndford and are in line with budget.
- Gross interest payable of £3,268k represents interest due on the loans due to Wheatley Funding No.1 Ltd. Costs are £385k lower than budget due to forecast drawdowns from WFL1 were not required.

Net capital expenditure of £5,483k is £61k higher than budget. The variance is driven by the higher level of spend in the Investment programme and lower grant income received than budgeted.

- Investment programme spend is £637k unfavourable to budget, driven by higher spend in adaptations and capitalised voids and repairs.
- New build spend is £190k lower than following reduced spend across projects at Watson, Shawbridge Arcade and Calton. Capital investment income relates to the cash receipt of new build grant and is linked to the delays in the timing of the new build programme.
- Other capital expenditure of £428k is £387k lower than budget. Other capital spend includes Wheatley House works.

# 1b. Underlying surplus

- The Operating Statement (Income and Expenditure Account) on pages 3 and 4 are 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.
- At March, an underlying deficit of £2,134k has been generated using this measure which is £5,326k favourable to budget. The variance is driven by lower levels of interest costs. In April, an underlying surplus of £1,537k has been generated which is £344k favourable to budget. The variance is driven by lower levels of operating and interest costs.

WH Glasgow Underlying Surplus - March 2022			
	YTD Actual £ks	YTD Budget £ks	YTD Variance £ks
Net operating surplus	55,367	64,389	(9,022)
add back:			
Depreciation	68,938	68,938	0
less:			
Grant income	(20,120)	(28,859)	8,738
Net interest payable	(44,816)	(50,123)	5,308
Total expenditure on Core Programme	(61,503)	(61,806)	302
Underlying surplus	(2,134)	(7,461)	5,326

WH Glasgow Underlying Surplus - April 2022				
	YTD Actual £ks	YTD Budget £ks	YTD Variance £ks	FY Budget £ks
Net operating surplus	5,571	1,401	4,170	18,091
add back:				
Depreciation	6,278	6,278	0	75,334
less:				
Grant income	(3,574)	0	(3,574)	(7,269)
Net interest payable	(3,268)	(3,654)	385	(46,257)
Total expenditure on Core Programme	(3,470)	(2,833)	(637)	(44,287)
Underlying surplus	1,537	1,192	344	(4,388)

# 2a. Repairs & Core Programme

	YTD P1			
	Actual £ks	Budget £ks	Variance £ks	FY budget £ks
Repairs				
Responsive repairs	1,756	1,709	(47)	17,648
CBG repairs credit	(600)	(600)	0	(1,800)
Cyclical (local)	20	8	(12)	1,850
Compliance revenue	1,482	1,445	(37)	23,169
Oerrhead	374	374	0	2,692
JV discount	0	0	0	(3,265)
<b>Total Repairs</b>	<b>3,032</b>	<b>2,936</b>	<b>(96)</b>	<b>40,294</b>

## Repairs & maintenance:

- Repairs and maintenance costs are £96k higher than budget at the end of P1. The budget includes additional responsive repairs provision in the first quarter to reduce the number of outstanding non emergency jobs. A detailed forecast of the expected full year out-turn spend on repairs and associated demand levels will be undertaken at the end of the first quarter.
- Responsive repairs are £47k higher than budget, impacted by the increased level of work volume undertaken to address customer demand.
- Compliance expenditure is £37k unfavorable to budget with the FIT testing and Water Management programmes progressing. Gas servicing and communal utilities are broadly in line with budget.

	YTD P1			
	Actual £ks	Budget £ks	Variance £ks	FY budget £ks
Investment Programme Expenditure				
Core programme	1,068	1,049	(19)	20,491
Capitalised Voids	871	648	(223)	8,243
Adaptations	305	46	(259)	1,537
Capitalised staff	312	312	0	3,800
City Building ovh allocated	529	529	0	6,351
Capitalised Repairs	384	249	(135)	3,864
<b>Total</b>	<b>3,470</b>	<b>2,833</b>	<b>(637)</b>	<b>44,287</b>

## Core investment:

- Overall investment programme spend for the month of April is £3,470k against a budget of £2,833k, an unfavourable variance of £637k. The variance relates to disabled adaptations and higher than budget capitalised void and repairs.
- Core programme expenditure is £19k over budget and includes central heating, high-rise fabric, lifts and installation of smoke detectors and emergency lighting as part of the compliance capital programme.
- Void costs, which include the cost of the Nets void squad, are capitalised in line with Group policy. The Investment Team are monitoring void spend.
- Adaptations spend of £305k has been reported at the end of April, against a budget of £46k, £259k higher than budget following on from high demand for works requested. Discussions on future funding which could contribute towards the costs of adaptations are taking place.

# 2b. New Build Programme Spend

	*Status	Contractor	YTD P1			Full Year
			Actual	Budget	Variance	FY Budget
ABBOTSHALL AVE	Not approved	TBC	0	0	0	0
AUCHINLEA	Complete	ENGIE	0	0	0	0
BELLROCK/CRANHILL	Complete	ENGIE	0	100	100	100
CARNWADRIC	Complete	CCG	0	0	0	59
DAMSHOT	On Site	CCG	71	0	(71)	70
KENNISHEADNB	Complete	ENGIE	0	0	0	95
SHANDWICK ST	Feasibility	CCG	20	0	(20)	0
Wynford NB	TBC	TBC	9	0	(9)	500
<b>Total Social rent</b>			<b>99</b>	<b>100</b>	<b>0</b>	<b>824</b>
BAILLIESTON	Complete	MACTAGGART	0	0	0	77
BELGROVE HOTEL	TBC	TBC	0	0	0	0
CALTON B	TBC	TBC	0	0	0	0
CALTON C	TBC	TBC	0	0	0	0
INGLEFIELD	Complete	CCG	4	0	(4)	0
CALTONVILLAGE	On site	MACTAGGART	659	785	125	11,541
DOVEHILL	On Site	CCG	0	0	0	73
HURLFORD AVENUE	On Site	CCG	372	0	(372)	149
SIGHTHILL	On Site	KEEPMOAT	104	150	46	524
SHAWBRIDGE ST	Approved	MACTAGGART	0	0	0	2,879
SHAWBRIDGE ARCADE	Feasibility	CCG	0	200	200	4,600
SPOUTMOUTH	Not approved	TBC	0	0	0	0
WATSON	On Site	CCG	83	216	132	598
<b>Total Mid Market rent</b>			<b>1,222</b>	<b>1,350</b>	<b>128</b>	<b>20,441</b>
Development fund	-	-	0	38	38	450
Land Acquisition	-	-	0	25	25	300
Capitalised Interest	-	-	0	0	0	546
Capitalised staff	-	-	262	262	(0)	3,187
<b>Total New Build Investment</b>			<b>1,585</b>	<b>1,774</b>	<b>190</b>	<b>25,748</b>

Grant Income			0	0	0	10,711
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Net new Build cost			1,585	1,774	190	15,037
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Grant Income completions			3,574	0	(3,574)	7,029
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Investment spend on new properties of £1,585k has been incurred in April. This is £190k lower than budget.

## Social Rent:

Carnwadric (project completed in March 2022. Council Tax Funding of £533k was claimed from GCC in April and accrued to 2021/22. The project was delivered on budget.

Damshot (SR/26): The project was due to complete on programme and budget in April 2022. However only 18 out of 26 units completed in P1, with the remaining units handed over in May. Council Tax Funding of £559k was claimed from GCC in April and accrued to 2021/22..

Shandwick St (SR/47): The water vole receptor site works are complete and the landscape is maturing. Fencing has been purchased to protect the site. Acquisition requires further approval from City Property. Site start is planned for March 2023.

## Mid Market Rent:

Calton Village (MMR/123): Approved and on site on 29 March 2021, enabling works almost complete. Value Engineering and additional grant being requested for increased costs. Phase 1 works now underway.

Hurlford Avenue (MMR/70): The project completed on 12 May 2022 with some minor external works outstanding. All grant now claimed. The project has been delivered on budget.

Sighthill (MMR/198): 30 units handed over in FY 21/22. [redacted]

Watson (MMR/46): Further extension of time rejected however contractor reporting completion in August 2022.

Shawbridge Arcade (MMR/71): Acquisition and demolition enabling works approved in January 2021, both fully grant funded. Demolition to commence after vacant possession now anticipated in June 2022.

Shawbridge Street (MMR/35): Project approved at WDS Board in May 2022.



# 3. Balance Sheet

## Key Commentary:

The balance sheet reported reflects the 31 March 2022 year end which is still subject to final audit and year end statutory adjustments, including the revaluation of both housing and investment properties, actuarial valuation of the defined benefit pension scheme and the fair value of the Scottish Government loan. Balances transferred from Cube are included in the figures reported.

- **Fixed assets:** movements from the year end reflects investment in the core programme, the new build programme, and any other fixed asset additions, less depreciation to date.
- **Current Assets (excluding cash)** are £11.5m lower than the year end position, mainly driven by the reduction in rent and service charge arrears from the 2021/22 year end. The March 2022 housing benefit payment from GCC was not received until 1<sup>st</sup> April 2022.
- **Debtors due after more than one year:** The intercompany loan debtor relates to the £30m of convertible debt with Lowther Homes Limited. This is revalued on an annual basis.
- **Short-Term Creditors:** Amounts due within one year are £4m higher than the year end position due to an increase in accruals.
- **Long term bank finance loans** net of amortised fees are £946.8m and relate to funding drawn down from WFL1.

GHA	As at 30 April 2022 £000's	As at 31 March 2022 £000's
<b>Fixed Assets</b>		
Social Housing Properties	1,565,319	1,548,178
Other tangible fixed assets	58,724	57,764
Investment properties	47,867	47,867
Investments -other	8,387	8,387
<b>Fixed Assets</b>	<b>1,680,297</b>	<b>1,662,196</b>
<b>Debtors Due More Than One Year</b>		
Development Agreement	0	0
Inter Company Loan	29,075	29,075
Pension asset	5,842	5,842
<b>Current Assets</b>		
Stock	0	0
Trade debtors	1,553	1,017
Rent & Service charge arrears	7,029	17,508
less: Provision for rent arrears	(6,726)	(6,657)
Prepayments and accrued income	3,613	7,507
Intercompany debtors	3,934	1,811
Other debtors	1,060	761
	<b>10,463</b>	<b>21,947</b>
Bank & Cash	11,640	(3,242)
<b>Current Assets</b>	<b>22,103</b>	<b>18,705</b>
<b>Current Liabilities</b>		
Trade Liabilities	(3,076)	(3,737)
Accruals	(10,171)	(6,762)
Deferred income	(27,415)	(29,728)
Rents & service charges in advance	(10,669)	(9,342)
Intercompany creditors	(26,475)	(24,668)
Other creditors	(6,772)	(6,312)
	<b>(84,578)</b>	<b>(80,549)</b>
<b>Net Current Assets</b>	<b>(62,475)</b>	<b>(61,844)</b>
<b>Long Term Liabilities</b>		
Contingent efficiencies grant	(46,764)	(42,536)
Bank finance	(946,788)	(935,849)
Bond finance	0	0
Development Agreement	0	0
Provisions	(1,853)	(1,853)
Deferred income	(6,200)	(6,200)
Intercompany creditors	0	0
Pension liability	0	0
<b>Long Term Liabilities</b>	<b>(1,001,605)</b>	<b>(986,438)</b>
<b>Net Assets</b>	<b>651,134</b>	<b>648,831</b>
<b>Funding Employed</b>		
<b>Capital &amp; Reserves</b>		
Share Capital	0	0
Retained Income b/fwd	254,357	243,813
Income & Expenditure	2,303	10,544
Revaluation Reserves	394,474	394,474
<b>Funding Employed</b>	<b>651,134</b>	<b>648,831</b>



RSL: 317 – WH Glasgow
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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	Yes

Social Housing Units

Owned by RSL	Used for Security	Unencumbered	% of Unencumbered with positive value
43,528	41,415	2,113	100.00

Total Facility (£'000s)	Facility Outstanding (£'000s)	Facility Undrawn (£'000s)
0.0	0.0	0.0

Intragroup Borrowing

Seq No	Status	Lender	Relationship	Amount Rec'd £'000	Balance Outstanding £'000	Purpose of Loan	Loan Purpose Details	Duration (months)	First Repayment Date	
1643	Live	Wheatley Funding No.1 Limited	Other group company	949,000.0	949,000.0	Working Capital		348	01/04/2022	
Security	Type of Security	Security Details	Security value £'000	Loan Agreement	Repayment Period (months)	Repayment Terms	Ref Rate	Margin / All-in-rate	Start Date	End Date
Yes	Standard Security	WH Glasgow is guarantor to Lender	1,560,364.8	Yes	259	Interest only then capital & interest	Rate paid by onlender	4.15%	28/11/2014	28/11/2043

Intragroup Lending

Seq No	Status	Borrower	Relationship	Amount Prov'd £'000	Balance Outstanding £'000	Purpose of Loan	Loan Purpose Details	Duration (months)	First Repayment Date
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1	Live	Lowther Homes Limited	Other group company	45,000.0	30,000.0	Capital Purchase	Purchase of property for full market rent	348	28/11/2043	
Security	Type of Security	Security Details	Security value £'000	Loan Agreement	Repayment Period (months)	Repayment Terms	Ref Rate	Margin / All-in-rate	Start Date	End Date
No				Yes	259	Interest only - Bullet repayment at end of term from cashflow	Fixed Rate Percentage	5.50%	28/11/2014	28/11/2043

Financial Projections & Assumptions

Wheatley Homes Glasgow

2022317

PLEASE USE "0" FOR NIL VALUES THROUGHOUT THIS RETURN

Number of units lost during year to:

STATEMENT OF COMPREHENSIVE INCOME

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
	£'000	£'000	£'000	£'000	£'000	£'000	Comments
Gross rents	197,378.0	201,773.0	208,727.3	216,084.5	223,777.8	230,995.9	
Service charges	3,576.0	3,377.3	3,222.4	3,318.5	3,468.7	3,787.0	
Gross rents & service charges	200,954.0	205,150.3	211,949.7	219,403.0	227,246.5	234,782.9	
Rent loss from voids	2,125.0	3,217.3	3,340.2	3,458.4	2,512.2	2,594.2	
Net rent & service charges	198,829.0	201,933.0	208,609.5	215,944.6	224,734.3	232,188.7	
Developments for sale income	0.0	0.0	0.0	0.0	0.0	0.0	
Grants released from deferred income	20,120.0	12,010.6	16,398.8	7,283.7	13,927.5	11,872.9	
Grants from Scottish Ministers	0.0	0.0	0.0	0.0	0.0	0.0	
Other grants	0.0	240.0	0.0	0.0	0.0	0.0	
Other income	17,910.0	9,858.0	9,379.9	10,619.2	11,021.4	11,676.2	
TURNOVER	236,859.0	224,041.6	234,388.2	233,847.5	249,683.2	255,737.8	
Less:							
Housing depreciation	61,647.0	66,897.8	68,974.6	71,251.8	73,532.1	76,084.1	
Impairment written off / (back)	0.0	0.0	0.0	0.0	0.0	0.0	
Management costs	44,215.7	45,859.4	44,928.3	43,049.7	43,507.6	43,599.6	
Service costs	4,406.4	6,435.0	6,482.9	6,055.0	5,814.3	5,943.6	Increased utility costs from year 1
Planned maintenance - direct costs	20,048.3	22,893.2	22,559.5	22,219.8	22,875.6	25,519.5	
Re-active & voids maintenance - direct costs	30,702.7	31,242.8	32,729.4	33,488.5	34,258.7	35,089.0	
Maintenance overhead costs	0.0	0.0	0.0	0.0	0.0	0.0	
Bad debts written off / (back)	2,209.0	4,114.0	4,262.4	4,409.0	4,563.9	4,699.9	
Developments for sale costs	0.0	0.0	0.0	0.0	0.0	0.0	
Other activity costs	7,296.6	6,991.8	5,881.8	6,021.0	6,175.1	6,291.0	
Other costs	10,966.2	14,356.1	13,122.3	8,662.8	10,958.6	8,069.3	Other FA depreciation, ER/VR & demolit
	119,844.9	131,892.3	129,966.6	123,905.8	128,153.8	129,211.9	
Operating Costs	181,491.9	198,790.1	198,941.2	195,157.6	201,685.9	205,296.0	
Gain/(Loss) on disposal of PPE	(7.0)	0.0	0.0	0.0	0.0	0.0	
Exceptional Items - (Income) / Expense	(22,103.5)	10,877.9	24,186.5	10,056.9	2,669.4	(816.5)	GOBC of £32,595k included year 0
OPERATING SURPLUS/(DEFICIT)	77,463.6	14,373.6	11,260.5	28,633.0	45,327.9	51,258.3	

Interest receivable and other income

Interest payable and similar charges

Increase / (Decrease) in Negative Goodwill

Other Gains / (Losses)

SURPLUS/(DEFICIT) ON ORDINARY ACTIVITIES BEFORE TAX

Tax on surplus on ordinary activities

SURPLUS/(DEFICIT) FOR THE YEAR AFTER TAX

Actuarial (loss) / gain in respect of pension schemes

Change in Fair Value of hedged financial instruments.

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

41	:	0.0	17.7	35.0	71.2	109.3	148.7	
42	:	44,816.1	46,068.4	47,337.3	50,173.1	50,377.9	51,867.1	
43	:	0.0	0.0	0.0	0.0	0.0	0.0	
44	:	3,988.3	37,960.6	56,370.9	56,121.4	55,068.7	49,679.4	Movement in value of social housing
46	:	36,635.8	6,283.5	20,329.1	34,652.5	50,128.0	49,219.3	
48	:	0.0	0.0	0.0	0.0	0.0	0.0	
50	:	36,635.8	6,283.5	20,329.1	34,652.5	50,128.0	49,219.3	
52	:	0.0	0.0	0.0	0.0	0.0	0.0	
53	:	0.0	0.0	0.0	0.0	0.0	0.0	
55	:	36,635.8	6,283.5	20,329.1	34,652.5	50,128.0	49,219.3	

STATEMENT OF FINANCIAL POSITION

Non-Current Assets

Intangible Assets & Goodwill

Housing properties - Gross cost or valuation  
Less

Housing Depreciation  
Negative Goodwill

NET HOUSING ASSETS

Non-Current Investments  
Other Non Current Assets

TOTAL NON-CURRENT ASSETS

Current Assets

Net rental receivables  
Other receivables, stock & WIP  
Investments (non-cash)  
Cash at bank and in hand

TOTAL CURRENT ASSETS

Payables : Amounts falling due within One Year

Loans due within one year  
Overdrafts due within one year  
Other short-term payables

TOTAL CURRENT LIABILITIES

NET CURRENT ASSETS/(LIABILITIES)

TOTAL ASSETS LESS CURRENT LIABILITIES

Payables : Amounts falling due After One Year

Loans due after one year  
Other long-term payables  
Grants to be released

TOTAL LONG TERM LIABILITIES

Provisions for liabilities & charges  
Pension asset / (liability)

NET ASSETS

Capital & Reserves

Share capital  
Revaluation reserve  
Restricted reserves  
Revenue reserves

TOTAL CAPITAL & RESERVES

Intra Group Receivables - as included above  
Intra Group Payables - as included above

60 :	0.0	0.0	0.0	0.0	0.0	0.0	
63 :	1,527,105.8	1,554,231.9	1,580,997.9	1,635,353.3	1,674,219.3	1,730,081.1	Housing properties assumed at valuation
65 :	0.0	0.0	0.0	0.0	0.0	0.0	Housing properties assumed at valuation
66 :	0.0	0.0	0.0	0.0	0.0	0.0	
67 :	1,527,105.8	1,554,231.9	1,580,997.9	1,635,353.3	1,674,219.3	1,730,081.1	
69 :	99,898.0	113,441.3	133,065.2	138,341.8	150,895.7	151,920.4	Mid market rent and commercial properti
70 :	57,764.0	58,944.9	61,675.1	61,345.8	59,569.8	58,481.4	Includes on lend to Lowther
71 :	1,684,767.8	1,726,618.1	1,775,738.2	1,835,040.9	1,884,684.8	1,940,482.9	
74 :	10,851.0	11,479.4	11,445.5	10,661.4	10,731.6	10,641.1	
75 :	11,096.0	10,652.2	10,150.6	10,154.9	10,158.7	10,162.7	
76 :	0.0	0.0	0.0	0.0	0.0	0.0	
77 :	0.0	7,000.0	7,000.0	7,000.0	7,764.9	7,446.2	
78 :	21,947.0	29,131.6	28,596.1	27,816.3	28,655.2	28,250.0	
81 :	0.0	0.0	0.0	0.0	0.0	0.0	
82 :	3,242.0	0.0	0.0	0.0	0.0	0.0	
83 :	57,217.4	65,352.7	65,352.7	65,352.7	65,352.7	65,352.7	
84 :	60,459.4	65,352.7	65,352.7	65,352.7	65,352.7	65,352.7	
86 :	(38,512.4)	(36,221.1)	(36,756.6)	(37,536.4)	(36,697.5)	(37,102.7)	
88 :	1,646,255.4	1,690,397.0	1,738,981.6	1,797,504.5	1,847,987.3	1,903,380.2	
91 :	978,385.0	1,020,422.5	1,056,535.3	1,072,276.3	1,079,611.1	1,080,609.1	Includes contingent efficiency grant
92 :	0.0	0.0	0.0	0.0	0.0	0.0	
93 :	29,531.6	25,352.2	17,494.9	25,624.3	18,644.3	23,819.9	
94 :	1,007,916.6	1,045,774.7	1,074,030.2	1,097,900.6	1,098,255.4	1,104,429.0	
96 :	1,853.0	1,853.0	1,853.0	1,853.0	1,853.0	1,853.0	
97 :	(5,842.0)	(5,842.0)	(5,842.0)	(5,842.0)	(5,842.0)	(5,842.0)	
98 :	642,327.8	648,611.3	668,940.4	703,592.9	753,720.9	802,940.2	
101 :	0.0	0.0	0.0	0.0	0.0	0.0	
102 :	398,462.3	436,422.9	492,793.8	548,915.2	603,983.9	653,663.3	
103 :	0.0	0.0	0.0	0.0	0.0	0.0	
104 :	243,865.5	212,188.4	176,146.6	154,677.7	149,737.0	149,276.9	
105 :	642,327.8	648,611.3	668,940.4	703,592.9	753,720.9	802,940.2	
107 :	30,886.0	30,886.0	30,886.0	30,886.0	30,886.0	30,886.0	Includes Lowther on lend
108 :	973,668.0	983,524.4	1,014,627.4	1,047,679.8	1,060,255.3	1,064,314.6	Includes intra group loan from WFL1

ADDITIONAL INFORMATION

Number of units added during year to:

- New Social Rent Properties added
- New MMR Properties added
- New Low Costs Home Ownership Properties added
- New Properties - Other Tenures added

Total number of new affordable housing units added during year

Units developed for sale:

- Number of units developed for sale to RSLs
- Number of units developed for sale to non-RSLs

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
- Development Assumption Comment

Number of units lost during year from:

- Sales including right to buy
- Demolition
- Other

Units owned:

- Social Rent Properties
- MMR Properties
- Low Costs Home Ownership Properties
- Properties - Other Tenures

Number of units owned at end of period

Number of units managed at end of period (exclude factored units)

Financed by:

- Scottish Housing Grants
- Other public subsidy
- Private finance
- Sales
- Cash reserves
- Other

Total cost of new units

160	:	2,843	32	20	27	100	137	
161	:	169	129	186	43	112	0	
162	:	12	0	0	0	0	0	
163	:	0	0	0	0	0	0	
164	:	3,024	161	206	70	212	137	

167	:	0	0	0	0	0	0	
168	:	0	0	0	0	0	0	

171	:	No												
172	:	The financial projections have been prepared based on funding capacity as at February 2022 and consequently two schemes included in the GCC SHIP have not been included. We have since successfully concluded amendments to our funding arrangements. These amendments provide the additional capacity to enable these schemes to be delivered												
173	:													

176	:	0	0	0	0	0	0	
177	:	128	0	300	300	0	0	
178	:	0	0	0	0	0	0	

181	:	42,715	42,747	42,467	42,194	42,294	42,431	
182	:	720	849	1,035	1,078	1,190	1,190	
183	:	12	12	12	12	12	12	
184	:	0	0	0	0	0	0	
185	:	43447	43608	43514	43284	43496	43633	

187	:	42,727	42,759	42,479	42,206	42,306	42,443	
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190	:	20,120.0	12,010.6	16,398.8	7,283.7	13,927.5	11,872.9	
191	:	0.0	0.0	0.0	0.0	0.0	0.0	
192	:	23,799.5	15,914.3	21,900.7	7,287.6	17,212.4	10,993.6	
193	:	0.0	0.0	0.0	0.0	0.0	0.0	
194	:	0.0	0.0	0.0	0.0	0.0	0.0	
195	:	0.0	0.0	0.0	0.0	0.0	0.0	
196	:	43,919.5	27,924.9	38,299.5	14,571.3	31,139.9	22,866.5	



Assumptions:

General Inflation (%)

Rent increase - Margin above General Inflation (%)

Operating cost increase - Margin above General Inflation (%)

Direct maintenance cost increase - Margin above General Inflation (%)

Actual / Assumed average salary increase (%)

Average cost of borrowing (%)

Employers Contributions for pensions (%)

Employers Contributions for pensions (£'000)

SHAPS Pensions deficit contributions (£'000)

Minimum headroom cover on tightest interest cover covenant (£'000)

Minimum headroom cover on tightest gearing covenant (£'000)

Minimum headroom cover on tightest asset cover covenant (£'000)

199	:		1.5	3.0	3.0	3.0	2.5	2.5	
200	:		0.2	(1.1)	0.7	0.7	1.0	0.4	excludes ex Cube stock
201	:		0.0	0.0	0.0	0.0	0.0	0.0	
202	:		0.0	0.0	0.0	0.0	0.0	0.0	
203	:		2.2	3.5	2.5	2.0	2.0	2.0	
204	:		4.2	4.5	4.5	4.6	4.6	4.7	
205	:		19.3	19.3	19.3	19.3	19.3	19.3	
206	:		7,827.6	8,101.6	7,999.8	7,849.3	8,006.3	8,060.8	
207	:		0.0	0.0	0.0	0.0	0.0	0.0	
208	:		0.0	0.0	0.0	0.0	0.0	0.0	Covenants calculated at RSL Borrower C
209	:		0.0	0.0	0.0	0.0	0.0	0.0	Covenants calculated at RSL Borrower C
210	:		0.0	0.0	0.0	0.0	0.0	0.0	Covenants calculated at RSL Borrower C

Total staff costs (including NI & pension costs)

Full time equivalent staff

212	:		58,390.5	60,434.2	59,674.7	58,552.5	59,723.6	60,130.1	
213	:		1,643.0	1,643.0	1,589.5	1,536.0	1,536.0	1,518.5	

EESSH Revenue Expenditure included above

EESSH Capital Expenditure included above

Total capital and revenue expenditure on maintenance of pre-1919 properties

Total capital and revenue expenditure on maintenance of all other properties

215	:		0.0	0.0	0.0	0.0	0.0	0.0	
216	:		11,224.0	4,380.0	7,703.0	8,152.0	10,400.0	16,902.0	
217	:		1,051.5	1,583.9	1,374.0	1,278.9	1,159.9	1,208.5	
218	:		111,202.5	95,318.8	100,336.0	102,254.9	105,379.8	113,738.0	

Have you included any decarbonisation cost in the figures above?

If so, please add an estimate of what the decarbonisation cost will be

	Values	Comment
221	Yes	
222	35,800.0	

## Trends &amp; Comparators

2022

## Wheatley Homes Glasgow

317

## Ratios

## Financial capacity

Interest cover

Gearing

Year -2	Year -1	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	National Median
Actual	Actual	Outturn	Forecast	Forecast	Forecast	Forecast	Forecast	
181.900	214.500	282.733	205.894	215.261	237.936	243.064	250.094	442.1
148.700	147.400	152.823	156.245	156.895	151.405	142.207	133.654	54.1

## Efficiency

Voids

Arrears

Bad debts

Staff costs / turnover

Turnover per unit

Responsive repairs to planned maintenance ratio

0.600	1.100	1.057	1.568	1.576	1.576	1.105	1.105	0.6
1.100	5.200	5.457	5.685	5.487	4.937	4.775	4.583	2.2
1.300	1.000	1.111	2.037	2.043	2.042	2.031	2.024	0.8
30.700	28.200	24.652	26.975	25.460	25.039	23.920	23.512	20.7
5,273	5,372	5,452	5,138	5,387	5,403	5,740	5,861	5,194
1.9	1.5	2.7	2.1	2.1	2.1	2.1	2.3	1.9

## Liquidity

Current ratio

0.5	0.3	0.4	0.4	0.4	0.4	0.4	0.4	1.9
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## Profitability

Gross surplus / Deficit

Net surplus / Deficit

EBITDA / revenue

15.900	13.800	32.705	6.416	4.804	12.244	18.154	20.043	19.6
14.000	6.600	15.467	2.805	8.673	14.818	20.077	19.246	11.9
17.300	24.800	32.765	17.186	14.426	22.262	27.817	28.547	31.4

## Financing

Debt Burden ratio

Net debt per unit

Debt per unit

4.2	4.2	4.1	4.6	4.5	4.6	4.3	4.2	2.1
22,274	22,154	22,594	23,239	24,119	24,611	24,642	24,595	7,053
22,370	22,319	22,594	23,400	24,280	24,773	24,821	24,766	10,560

## Diversification

Income from non-rental activities

16.000	16.400	16.056	9.868	10.998	7.656	9.992	9.208	17.5
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## Indicators

Turnover

Operating costs

Net housing assets

Cash &amp; current investments

Debt

Net assets / capital &amp; reserves

209,001.0	216,557.0	236,859.0	224,041.6	234,388.2	233,847.5	249,683.2	255,737.8
116,512.0	132,957.0	119,844.9	131,892.3	129,966.6	123,905.8	128,153.8	129,211.9
1,396,909.0	1,442,733.0	1,527,105.8	1,554,231.9	1,580,997.9	1,635,353.3	1,674,219.3	1,730,081.1
3,796.0	6,651.0	0.0	7,000.0	7,000.0	7,000.0	7,764.9	7,446.2
0.0	0.0	981,627.0	1,020,422.5	1,056,535.3	1,072,276.3	1,079,611.1	1,080,609.1
593,796.0	605,692.0	642,327.8	648,611.3	668,940.4	703,592.9	753,720.9	802,940.2