



WHEATLEY HOUSING GROUP LIMITED

BOARD MEETING

21 June 2021

8 New Mart Road, Edinburgh

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of meeting held on 28 April 2021 and matters arising
4. Group CEO Update

Main Business Items

5. Business update
6. 5 year review of City Building Glasgow (LLP)
7. Update on Single Glasgow vehicle
8. Annual Charter Returns and Delivery Plan Year-End Update
9. Group Performance Management Framework and 2021/22 Delivery Plan
10. Credit rating and funding update
11. Group Anti-Social Behaviour framework

Other Business Items

12. Finance Report
13. Governance update
14. Contract Award - Fleet
15. AOCB

Report

To: Wheatley Housing Group Board

By: Olga Clayton, Group Director of Housing and Care

Approved by: Martin Armstrong, Group Chief Executive

Subject: Business update

Date of Meeting: 21 June 2021

1. Purpose

- 1.1 To provide an update on the current business and remobilisation position across the Group.

2. Authorising context

- 2.1 The Group CEO has responsibility for business operations across the Group. The pandemic has had a significant effect on these operations and to reflect this the Board agreed in June 2020 the principles of our approach for how we might continue to develop our service. This approach remained subject to the rate at which Scotland moved through the phases of the Scottish Government's route map.

3. Risk appetite and assessment

- 3.1 The Group's risk appetite relating to laws and regulations is "averse"; defined as avoidance of risk and uncertainty is a key organisational objective. The Group strategic risk register identifies the particular risk associated with non-compliance with health and safety requirements.
- 3.2 Our priority throughout the pandemic has been protecting the health and safety of our customers, our staff and the other people they come into contact with. We continue to mitigate this risk by undertaking rigorous health and safety risk assessments as part of our remobilisation, including compliance with all relevant Scottish Government guidance.

4. Background

- 4.1 The Scottish Government has continued to progress through its strategic routemap to ease restrictions. As of 7 June 2021 some areas of Scotland moved to level 1 of the restrictions (including Dumfries and Galloway and West Lothian). Most of the central belt is in level 2 restrictions including Edinburgh and Glasgow. This is a more cautious approach than the Government had originally planned at this stage – where all areas would have been in level 1 – due to an increase in Covid cases in recent weeks. At present, the Government still aims to move all areas of Scotland to level 0 in late June.

5. Customer engagement

- 5.1 As we remobilise our services we are also able to increase our customer engagement. As part of this phase of remobilisation we have commenced neighbourhood walkabouts which gives an opportunity for customers to engage directly with housing officers while they are in their neighbourhood.
- 5.2 Development of digital methods and processes to support our new customer engagement strategy is continuing at pace. This includes the piloting of our “you choose challenge” and the development of new approaches to obtain customer views at the time of providing a service.
- 5.3 DGHP’s new website launched in May, allowing customers to access more services digitally than ever before. Customers were fully involved in testing the development of the site through Zoom sessions. A further session has been arranged to allow customers to provide more feedback after the system has been live for 6 weeks.

6. Discussion

- 6.1 In recent months we have continued to remobilise services where possible. We have largely been able to undertake the remobilisation plans outlined to Board in April (see table below), despite more gradual easing. The main issues have been around delayed remobilisation in Glasgow due to it remaining in level 3 for longer. Our aim is still to fully remobilise by September but we have slightly flexed our plans to allow the phased reintroduction to continue to the end of September if necessary. This is due to the current situation which is more fragile than anticipated with rising numbers across much of the country. We will therefore need to continue our regular review of remobilisation plans and adapt these as required. It is possible that the situation will change relatively rapidly and require different approaches in different parts of the country.

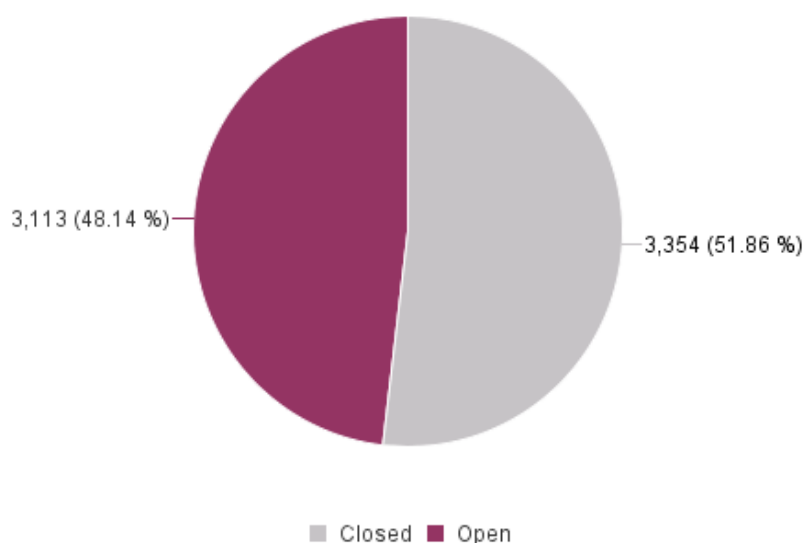
	End April	End May	June-September	30 September onwards
Repairs	Fully remobilised Customer comms plan launched		End June - backlog cleared	Fully remobilised
Investment	Non-complex internal investment commences		Internal investment scales up to full remobilisation	Fully remobilised
Compliance		Standalone electrical inspections, TMV maintenance and M&E works recommenced	Fully remobilised	Fully remobilised
Housing Officer	Increased patch-based activity, doorstep visits	In home visits where required	Fully remobilised	Fully remobilised
Income collection	Doorstep visits	In home visits where required	Fully remobilised	Fully remobilised
Allocations/ Homelessness	Mutual exchanges resumed		Fully remobilised	Fully remobilised
Stair cleaning		Phased reintroduction	Fully remobilised	Fully remobilised
Environmental	Fully remobilised			
Anti-social Behaviour, Group Protection	Doorstep visits	In home visits, where required	Fully remobilised	Fully remobilised
Fire Safety Visits	Fully remobilised			
Care			Services remobilised with a blended model for some outreach services	Fully remobilised
New Build	Fully remobilised			
Factoring/MMR/ PRS letting	Virtual viewing model retained – Repairs, Investment and Environmental services remobilised in line with RSLs			Fully remobilised
Foundation	Phased reintroduction of Wheatley Works Emergency response Fund closed	Bursary programme launched Environmental apprentice recruitment Barony Support Fund launched	Fully remobilised	Fully remobilised

6.3 A more detailed update on the current position and future remobilisation for our services is set out below.

Repairs, Investment and Compliance

6.4 Our repairs service was fully remobilised on 26 April 2021. A safe and cautious approach continues for customers and staff in line with ongoing Scottish Government restrictions. All repair requests are being accepted and completed and are only being delayed where the work required would mean that guidance on social distancing cannot be achieved. Examples of this would be large disruptive multi trade jobs such as rot works or a full kitchen replacement would we not be able to complete the work within a tenanted property.

6.5 All our customers who had a suspended repair request have been regularly updated throughout the current lockdown arrangement. As at the 7th June we have now actioned over 50% of the requests and remain on target for actioning all requests by the end of June.



- 6.6 Our in-house DLO staff and delivery partner City Building Glasgow continue to follow method statements for working within the covid restrictions with all necessary PPE being used to ensure staff and customer safety at all times.

Investment

- 6.7 Our investment programme has continued throughout the pandemic in a restricted capacity, with predominately external works such as roof replacements, external wall insulation and environmental works being delivered. With the country moving into Level 2 and Level 1 restrictions, the investment programme has increased with “soft start” internal work such as boiler replacements and windows and doors being completed from mid-May
- 6.8 It is anticipated that despite restrictions gradually easing that some customers may continue to feel uneasy about providing access to tradespeople to undertake non-essential improvement works within their home. To provide reassurance, we have developed a new 5 step engagement approach, which looks to improve communication with our customers, specifically around our robust health & safety approach. This approach includes calls to every customer due to receive internal investment by a member of our asset teams to discuss the work and to seek their commitment to provide access for the work to take place.
- 6.9 We have already begun communications with customers who are scheduled to receive internal improvements shortly. Feedback so far has been positive with only 10% of customers contacted expressing any apprehension. This is similar to the level we would expect in normal operations. Going forward, this approach will continue to be used for all planned internal investment work, with the expected benefit of driving down waste in terms of no access and refusals.
- 6.10 From July subject to the continuing easing of restrictions, more complex tasks such as rewires, kitchen and bathroom replacements will commence. Pre-commencement work, has been carried out to ensure immediate operational delivery of this internal investment.

Compliance

- 6.11 Our compliance works include programs to meet our legal and regulatory obligations, as well as works we undertake as part of keeping our customers and assets safe. All programs to meet our legal and regulatory obligations are operational despite current restrictions including gas safety, legionella prevention and smoke and heat detector installations. The current status of each is as follows:
- **Gas safety** – we continue to remain 100% compliant in this area.
 - **Legionella testing/water management** – work is continuing as planned with inspection and testing works taking place being completed in line with the programme.
 - **Smoke and Heat Detector Installation** – Smoke and heat LD2 upgrade works have continued throughout the pandemic as these works have been deemed essential. The current Scottish Government deadline for this work stream is February 2022. We continue to aim for this target date across our RSLs. While access for this work can be challenging, we have developed a revised process to help to address this.
 - **Periodic electrical inspections** – work is continuing as planned with inspection and testing works taking place being completed in line with the programme.
 - **Emergency lighting** – our programme for upgrading the lighting in our MSF stock within GHA has continued and we are currently over 60% complete.

Housing Services

- 6.12 During the pandemic we have continued to operate the vast majority of our services with staff largely home based. Contact with customers has been primarily through digital channels. The gradual easing of restrictions by the Scottish Government now allows us to step up mobilisation into our new service model.
- 6.13 Our new model helps to implement our strategic vision of stronger customer engagement, increased digital service and a way of working which is based primarily among our customers and neighbourhoods rather than in offices.

Housing Officer role

- 6.14 For most of 2020 and all of 2021 housing officers have been based at home. We have provided invaluable support and contact to customers, primarily through the use of telephone and digital means. In line with restrictions, we have visited customers only where there has been an exceptional need.
- 6.15 As part of the phased move to our new operating model we have commenced neighbourhood walkabouts to increase our visibility and to identify issues that would normally have been picked up by housing officers on their patch. These walkabouts generally include the housing officer for the patch, relevant NETs officer and an investment officer. They consider the external condition of buildings, stairs and other communal areas and the general environment. It also provides an informal opportunity for customers to approach our staff out of doors and have a general discussion about issues that matter to them.

- 6.16 From 26 April our officers have moved towards their patch-based customer approach. In line with our strategy, our new model will mean that customers do not need to come to an office. In most circumstances they will either use digital contact, or housing officers can come to them and meet them on their doorstep.
- 6.17 From 17 May housing officers have been able to undertake essential visits in customer homes, except in Glasgow. Essential visits in customer homes recommenced in Glasgow from 5 June in line with the move from level 3 to level 2. PPE and social distancing requirements are in place in line with operating safety manuals already used by our repairs staff.

Income collection

- 6.18 Maintaining our rental income to fund our services and supporting our customers to pay their rent have been key priorities through the pandemic. As a result, we have maintained a sector leading arrears position and ended the year at 4.49%, a reduction of 0.12% from 2019/20 and a significant reduction of 0.56% from the peak GRA of 5.05% in May 2020. When compared to the combined results of Local Authorities (LAs) and RSLs reporting to SHR, we are performing 1.67% better than the reported 6.16% performance for March 2021.
- 6.19 Housing officers continue to successfully operate our virtual model of support through telephone and digital contact. This has enabled us to provide support and advice to customers at the point they need it most. It has been backed up by easy digital methods to pay which avoid unnecessary contact, with housing officers again providing support to help customers through the process.
- 6.20 We suspended home visits for rent issues on 5 January in line with lockdown restrictions. Visits could only take place where there were acute welfare concerns. Following the easing of Scottish Government restrictions, doorstep visits have been reintroduced, although this was later than initially anticipated in Glasgow given the longer period the city was subject to level 3 restrictions.
- 6.21 The 6-month notice period for Notice of Proceedings and evictions has been extended by the Scottish Government until 30 September 2021. The new escalation processes which we have developed to take account of this are now well embedded. This includes the potential to escalate to Notice of Proceedings where we are satisfied that the household 'won't pay' rather than 'can't pay'. This will only be done following a review of individual cases, including an assessment of any covid-19 impact and any potential vulnerabilities.
- 6.22 As we remobilise we will continue to build on the innovation we have undertaken throughout the year. Our housing officers now have access to bespoke reporting which distils complex information into easily readable visuals and data.
- 6.23 To ensure that staff and customers remain focused on putting rent first as the country starts to move out of the tightest Coronavirus related restrictions, we are developing a revised 'Talk to Us' campaign. Building on the success of the initial campaign last year, the revised campaign will remind customers of the variety of wraparound services we have available to help them to maximise their income and continue to pay their rent as financial circumstances may change and there are more demands placed on their incomes again for example due to children's clubs and childcare costs starting again.

- 6.24 We are continuing our process of upgrading payment methods. We have implemented call secure plus which provides a much simpler experience for customers using card payments. We are about to launch some improvements to our web self-service payment option using Walk Me, our customer overlay tool, to improve the customer payment journey and to gather simple customer feedback to develop further enhancements were identified by the customers using the service. We are expanding our reporting and recording to ensure housing officers and CSC staff can easily see payment methods used by customers to help them support customers to use the best options for them.

Allocations and Homelessness

- 6.25 Allocations have been remobilised since August 2020 and are operating in 'business as usual' mode with additional safe working procedures. Providing homes for homeless households and other priority households continues to be the focus.
- 6.26 The Board previously agreed that 65% of homes in Glasgow and 50% of homes in DGHP and DC should go to homeless households. During 2020/21 Group as a whole has achieved 63% of relevant lets to homeless households, despite allocations being suspended during the first Covid-19 lockdown. This has provided a major contribution to supporting local authorities in reducing the number of homeless households in temporary accommodation. We have provided more than 1,500 homes to homeless households in Glasgow in 2020/21, up from just under 1,000 the previous year despite the 3 month suspension of allocations.
- 6.27 As approved by Board in April, we are continuing our successful matching approach in Glasgow and Dumfries and Galloway. This directly matches homeless households to suitable alternative accommodation. It has had a significant impact on speeding up the time for households to get a home and has also reduced the number of offers we make which are refused by households.
- 6.28 Mutual exchanges were suspended during the most recent lockdown to comply with Government guidance in relation to avoiding non-essential moves. These resumed from 26 April. We continue with work to meet other commitments. This includes "flipping" homes which are let as temporary accommodation into permanent tenancies where suitable in order to avoid the disruption of a further move. Similarly, we continue to provide over half of the Housing First tenancies in Scotland – these are generally for customers with some of the most complex issues related to homelessness.

Stair cleaning

- 6.29 Stair cleaning was reintroduced on a phased basis from the first week in May in line with the easing of national restrictions. Excellent progress is being made in dealing with the backlog and we are still on track to have dealt with this and fully remobilised by the beginning of July. Furloughed staff are being returned to work on a phased basis. This is being done to ensure that all returning staff are trained and able to follow the safe working practices which are in place. Despite the challenges of the nature of NETs work there has been little impact from Covid on the team and this phased return helps to mitigate any risk from the return of staff.

- 6.30 Wider environmental services continue as normal. These include our concierge and cleaning services within multi-storey flats and any bulk uplifts of rubbish that are a fire risk. In addition, a new NETs service for DGHP is expected to be in place by July 2021.
- 6.31 Across the Group, the number of accidental dwelling fires remains lower than levels last year. This is despite the fact that lockdowns and restrictions mean many people are spending more time at home.
- 6.32 Fire safety visits for vulnerable households were recommenced last summer and have continued through the current lockdown. In addition, fire risk assessments have taken place for multi-storey flats, care and LivingWell properties throughout lockdown.
- 6.33 Our Home Safety, ASB and Group Protection Teams are now well established in their new, primarily digital model. Contact with relevant agencies is almost entirely digital and has worked well throughout the pandemic. As with housing officers, officers have been able to undertake doorstep visits from 26 April and essential in-home visits from 17 May (except in Glasgow where in-home visits were possible from 5 June). These will be used where digital methods are not appropriate or have not worked.
- 6.34 There continues to be a particular concern for the victims of domestic abuse during this period – they may have had less opportunity to seek out support. We remain alert for increased reporting of abuse as restrictions ease. Our staff are well trained on domestic abuse and this provides them with the knowledge, skills and experience to best support victims, connecting them to our services or bespoke domestic abuse support. The Group Protection Team provide specialist knowledge and can guide staff dealing with complex cases.

Handyperson service

- 6.35 The handyperson service was resumed in May 2021, having been suspended throughout the pandemic because it involves work within homes and also a highly vulnerable client group. Resumption is possible due to the effective roll out of vaccines to the initial priority groups and the Government's easing of restrictions after lockdown.

Care Services

- 6.36 Wheatley Care staff have continued to provide support to individuals across 10 Local Authority areas including Dumfries and Galloway Council. Redesigned service delivery models and support continue to operate to ensure each person we work for receives a tailored approach based on their individual needs.
- 6.37 [redacted]
- 6.38 Services that operate within a building base continue to ensure a reduced staff footfall where possible and all service provision remains virtual where this is viable and conducive to safety, positive wellbeing and achievement of specific outcomes. In line with Government guidance, our shared spaces and common areas remain closed. For outreach and core and cluster services staff continue to work from home where they can.

- 6.39 The Livingwell Services were expected to step up face to face contact from 17 May but following Glasgow City remaining in level 3 the remobilisation plan has been reviewed and is currently paused.
- 6.40 Our Contact points in Fife and Edinburgh opened on the 24th of May for in person visiting for the first time since March 2020 with specific operating procedures in place in line with guidance. This is very welcome progress for the 133 people who attend the Contact Point Services each month who describe it as a lifeline.
- 6.41 Remobilisation plans established in 2020 continue to be refined in the light of the latest position. These plans are being implemented with all services expected to be fully remobilised by the end of June, subject to the Government continuing to ease restrictions broadly in line with its roadmap.
- 6.42 Implementation and consistent review of the remobilisation plans continue to reflect and be impacted by a number of things namely:
- Changing Government guidance;
 - Service type and model;
 - Local restrictions;
 - Staff returning from furlough and shielding; and
 - Discussions with the HSCP/purchasers.
- 6.43 At present, 84% of staff have had their first dose of vaccine with 57% having received their second dose. A small number of staff continue to refuse the vaccine. Approximately half of these are due to medical reasons with the remainder due to personal reasons. This number continues to reduce on a monthly basis.
- 6.44 Staff in services continue to test at least twice weekly. Senior management has also commenced twice weekly testing as they begin to undertake more site visits.
- 6.45 As part of the Care Leaders Forum in April the team have reflected on individual service achievements and learning from the pandemic. Leaders from across the business reflected that they appreciated the time to do this and felt proud of the work that had been done but were excited about looking to the future.
- 6.46 Staff have now all received their £500 recognition award from Scottish Government, including those who worked through the pandemic but did not meet the Scottish Government criteria, funded from Wheatley Care budgets. This is in addition to recognition payments in August and December last year.
- 6.47 The Care Inspectorate continue to make regular contact with services proactively to discuss response to the emergency and understand any concerns or issues. The contact has reduced as the pandemic has continued while being helpful and reassuring for managers with the feedback from the Care Inspectorate without exception, very positive.
- 6.48 The Inspectorate have now intimated that inspections will re-commence with the focus remaining on how well providers have supported individuals throughout the pandemic. The Care Leadership Team have established a project focusing on establishing high levels of confidence around the quality of care and service provision. This will focus on revisiting policy and service protocol, re-establishing and refining our assurance process and a focus on service priorities and improvements.

- 6.49 Most training was moved to a digital platform during the pandemic. This has worked well and will continue to be the default approach going forward. However, there are a small number of areas where a practical element is required to support theory – for example in relation to first aid, epilepsy and moving and handling. This training has now been reintroduced by the Academy with Covid safe procedures approved by our health and safety staff.

Development

- 6.50 The Scottish Government has committed £3.5bn in the five year period from 2021/22 to the delivery of affordable housing. This was one of the main pillars within the Scottish Government Housing to 2040 strategy launch.
- 6.51 Linked to this we have been participating, as one of the Scottish Federation of Housing Association representatives, as members in the Scottish Government's Affordable Housing Investment working group. We are represented by the Director of Development. This working group is tasked with bringing back recommendations to both the Cabinet Secretary for Social Justice, Housing and Local Government and to the COSLA Leadership on affordable housing Grant benchmarks for 2021/22 and beyond. The working group, which is jointly Chaired by Scottish Government and COSLA, has met five times and is scheduled to conclude its recommendations in June 2021 to provide confidence in the More Homes Programme moving forward.
- 6.52 Contractors and developers we are in contract with across our programme continue to adhere to construction industry guidance for Covid-19. Monitoring and reporting regimes are in place to continue to test Covid-19 compliance. This remains a standing item at all development site meetings.
- 6.53 We are in dialogue with our contractors to assess the impact of material supply issues now increasingly affecting the construction industry. We are planning a further survey of our contractors on this issue over the next few weeks and will report back to the Group Development Committee on key findings.
- 6.54 At 1 June, 2021 38 units have handed over in our 2021/22 programme. This includes the completion of two projects: GHA Bellrock and DGHP Monreith. We currently have 24 sites (1,137 units under construction) across our live development programme.
- 6.55 [paragraphs 6.55-6.58 redacted]

Wheatley Foundation

- 6.56 The Foundation has been the vehicle through which we have provided a significant element of our support to customers throughout the pandemic, through Eatwell and the Emergency Response Fund.
- 6.57 As we move out of the crisis stage, the Foundation is now resuming full services with Foundation programmes operational from Q1 onwards:
- EatWell transitioned from W360 to the Foundation on 29 March 2021 and continues to support customers across Group. The introduction of digital supermarket vouchers in 2020 meant customers could exercise more

choice, more quickly and the service has now moved to provide supermarket vouchers as a solution to food poverty.

- The Foundation's Covid Emergency Response fund, which supported people with essential purchases during the pandemic, closed on 30 April 2021 as many services returned to normal.
- The new Barony Support Fund was launched on 1 June 2021 and is available for staff to help customers in hardship across Wheatley communities with one-off priority or essential purchases for customers experiencing financial hardship.
- The next customer bursary round for 2021/22 was launched in May, with customer applications open until 30 June.
- Re-introduction of Wheatley Works commenced in April, with Wheatley Works Officers organising new Environmental Roots courses and preparing and advertising for new intakes of Changing Lives trainees and new Environmental and Trades Apprentices throughout April and May.
- A new Small Grants Youth Arts Programme supporting 10 local projects across Group also commenced in partnership with Creative Scotland.
- The May Foundation Board agreed key actions for the year including customers' continued access to Wheatley Works and a range of programmes alleviating poverty; with vulnerable children also benefiting from Foundation partnerships and programmes such as the Imagination Library and Children's University Scotland.

Conclusion

- 6.61 The Scottish Government's current roadmap out of lockdown has given more definitive timescales for change but recent increases in case numbers have resulted in a return to more uncertainty. At present, we continue to aim for full remobilisation by September but will keep this under regular review.

7. Digital transformation alignment

- 7.1 Our remobilisation process takes the best learning from home working through the pandemic to increase digital services wherever possible. In addition to remobilisation of existing services, there are a number of strategic projects underway to progress our digital transformation.

8. Financial and value for money implications

- 8.1 The cost of remobilising is contained within our existing business plans. As we remobilise we are developing more efficient methods of delivery which will promote increased value for money.

9. Legal, regulatory and charitable implications

- 9.1 A key focus will continue to be complying with the prevailing legal and regulatory restrictions at all stages of our remobilisation. We continue to update the Scottish Housing Regulator and Care Inspectorate as appropriate on our remobilisation activities.

10. Equalities impact

- 101 We will continue to take special account of those who have underlying health conditions.

11. Environmental and sustainability implications

- 11.1 There are no direct environmental and sustainability implications arising from this report.

12. Recommendations

- 12.1 The Board is asked to note this report.

Report

To: Wheatley Housing Group Board

By: Tom Barclay, Group Director of Property and Development

Approved by: Martin Armstrong, Group Chief Executive

Subject: Year Five review of City Building (Glasgow) LLP

Date of Meeting: 21 June 2021

1. Purpose

- 1.1 This report asks the Board to note the findings from a Year Five review of City Building (Glasgow) LLP (“CBG”).

2. Authorising and strategic context

- 2.1 Under the Group Authorising Framework and Intra-Group Agreement the Wheatley Board is responsible for agreeing matters of strategic significance.

3. Risk Appetite and Assessment

- 3.1 The Group’s risk appetite relating to Repairs and Maintenance is “Minimal” i.e. preference for ultra-safe business delivery options that have a low degree of inherent risk and only have a potential for limited reward. The risk tolerance of individual subsidiaries relating to Repairs and Maintenance is “Minimal”.

4. Background

- 4.1 Wheatley Housing Group became an equal member of CBG, along with Glasgow City Council (“GCC”), in April 2017. As part of the legal agreements that created CBG and to ensure that it was delivering value for us and our customers, it was agreed that a review would take place on or around the fifth anniversary of the joint venture. The legal agreements also indicated that, amongst other things, the review should:
- be carried out jointly with GCC; and
 - cover the extent to which CBG is meeting the strategic objectives set for it by Wheatley and GCC, and the priorities in its business plan.
- 4.2 The proposed Terms of Reference for the Year Five review were agreed by the Board at its meeting in September 2020. Campbell Tickell were appointed, in discussion with GCC, to carry to the review. Campbell Tickell’s unique understanding of the drivers for forming the CBG joint venture, gained through supporting our own options appraisal before entering the joint venture and the year 1 review of CBG, was the key factor in determining its suitability for the work.

- 4.3 The Year Five review took place between November 2020 and March 2021, to ensure there was sufficient time to take any action in advance of the break point in the joint venture agreement with GCC in April 2022. Structured interviews and focus groups were a key part of the review. These involved staff in Wheatley partners, GCC and CBG. Staff from all Group partners – GHA, Loretto, Cube and Lowther – that CBG serves took part in the review, as did senior leaders and those involved in the strategic and operational management of CBG in our repairs investment and compliance team. Campbell Tickell also analysed various sources of information including performance reports, delivery plans, and board reports, and drew on the experience of its team from considering repairs services elsewhere in the UK in conducting the review.

5. Customer engagement

- 5.1 Tenant Participation Advisory Service (“TPAS”) have been commissioned to undertake an independent review of the repairs service provided by CBG from our customers’ perspective. This review is on-going and will capture customer views directly through focus groups. Findings from this review will help inform the approach to CBG service development discussed later in this report.

6. Discussion

- 6.1 Campbell Tickell’s review report is provided at Appendix 1 for consideration. Two main aspects to the review are drawn out in summary below. These are:

- 1) the extent to which the CBG joint venture is delivering on Wheatley’s stated objectives as set out in the Terms of Reference for the review; and
- 2) areas that Campbell Tickell have identified where improvement action might be considered

- 6.2 Campbell Tickell’s overall conclusion is that the joint venture with GCC is working well and that CBG delivers in the main a high quality repairs service. The review also highlights that the objectives that Wheatley and GCC had when establishing our CBG joint venture are being met. From considering what Campbell Tickell have identified in its review particular strengths can be noted including:

- the effectiveness of communications and collaboration between Wheatley and CBG staff including as demonstrated by the relative ease with which the repairs and investment service has been able to flex in response to guidance during the on-going pandemic;
- the increasing alignment in CBG with our key service objectives of providing a high quality repairs service, that delivers right first time, with a strong customer serviced ethos;
- CBG’s on-going ability, except last year due to operating limitations during the pandemic, to deliver the financial performance set through its business plan;
- the level of confidence the joint venture arrangement provides of service continuity at times of change and for the future; and
- the direct insight on CBG’s operations that comes through close working relationship and CBG Board structure that includes three Wheatley appointees.

- 6.3 Campbell Tickell's work also provides insight on areas where there is some room for improvement in the service provided by CBG. Most notable of these are in planning and delivering follow on repair and CBG's willingness and ability to flex its service to the increasingly diverse needs of group partners and their customers, especially Lowther Homes and RSLs outside Glasgow. These are areas where we are actively looking for CBG to develop.
- 6.4 As part of its review, Campbell Tickell has also set out recommendations on areas that should be developed. These are set out in full in the attached report and amongst other things look to address the areas for improvement identified above and ensure that the joint venture continues to deliver the value we seek for our business and customers: Illustrations, in summary form, of the recommendations presented include:
- CBG should keep its service model under review to make sure it aligns with the needs of Wheatley partners and their customers;
 - CBG should ensure its workforce has skills for emerging areas of work such as sustainability;
 - CBG should develop a business strategy that aligns with Wheatley's stated strategic direction;
 - Modern methods for gathering robust customer insight should be put in place; and
 - There should be greater collaboration on IT development.
- 6.5 We have considered all the recommendations and believe these are valuable and worth taking forward. We have discussed this with CBG's Managing Director and agreed these will inform a delivery plan, alongside other priorities for improving repairs and investment delivery that will be taken forward jointly between CBG and Wheatley.
- 6.6 The CBG Board will be asked to agree this delivery plan at its next meeting and will also be provided with a copy of the Campbell Tickell review for information. Progress updates on the deliver plan resulting from the Year Five review will be provided thereafter to each CBG Board meeting as well to Wheatley Solutions, given its role in overseeing CBG on behalf of the Group. Progress will also be reported to this Board as part of our established approach to reporting progress on strategic projects through our performance management framework.

7. Digital transformation alignment

- 7.1 Enhancing use of online and digital are essential in developing our repairs service. Our repairs service delivery model spans Wheatley and CBG and as such changes to improve value for the customer and our business through use of digital working require close collaboration. The Year Five review highlights the importance of this close collaboration in IT as one of its recommendations.

8. Financial and value for money implications

- 8.1 The Year Five review does not identify any financial implications, and highlights CBG's track record, the pandemic notwithstanding, in delivering on its business plan including the return to members.

9. Legal, regulatory and charitable implications

- 9.1 Legal, regulatory and charitable implications were considered in detail in establishing the CBG joint venture, and there are no factors identified in the review that would change assessments made previously. There are also no legislative changes that would impact these earlier assessments since the joint venture was established.

10. Equalities implications

- 10.1 There are no equalities implications associated with this report.

11. Environmental and sustainability implications

- 11.1 There are no environmental or sustainability implications associated with this report, although the Year Five review highlights the importance of CBG ensuring that its workforce has the skills needed to support Wheatley and GCC in meeting their sustainability objectives.

12. Recommendations

- 12.1 This Board is asked to note the Year Five review of City Building Glasgow at Appendix 1, and that a delivery plan will be developed to take forward the recommendations with CBG.

List of Appendices

Appendix 1: [redacted]

Report

To: Wheatley Housing Group Board

By: Steven Henderson, Group Director of Finance

Approved by: Martin Armstrong, Group Chief Executive

Subject: Update on Single Glasgow vehicle

Date of Meeting: 21 June 2021

1. Purpose

- 1.1 This report updates the Board on the transfer of homes from Cube to other RSLs in the Group, and the proposed next steps for the new single housing vehicle in the Glasgow.

2. Authorising and strategic context

- 2.1 Under the Group Authorise/Manage/Monitor Matrix, the Group Board has responsibility for determining the Group's structure and approving the overall Group and individual subsidiary business plans.
- 2.2 The creation of a single housing vehicle in the city of Glasgow is a key element of our strategy. It creates a platform that will facilitate regeneration, increased investment and jobs in communities across the city.

3. Risk appetite and assessment

- 3.1 The transfer of stock from Cube is covered by the "operating model (modernising services etc)" category in the Group's risk appetite framework. Risk appetite in this area is **"Hungry"**. This level of risk tolerance is defined as "eager to be innovative and choose the options offering potentially higher business rewards (despite greater inherent business risk)".
- 3.2 We are on track with our planned timescales for the legal and technical steps for transfer of the Cube properties and risk to completion is low. In establishing a new brand for our single Glasgow vehicle there is a risk of a potential adverse reaction among some tenants and stakeholders if the rationale and vision for the future is not clearly articulated. The steps proposed to mitigate this risk are set out in this report and will be subject to further consideration in future reports prior to any brand launch.

4. Background

- 4.1 The Board agreed the key principles of a new vision for housing in Glasgow at its meeting in September 2020. This vision included as an initial priority, and to provide a platform for developing a new vehicle, the transfer of Cube homes in Glasgow to GHA. This transfer took place as planned on 28 April 2021.

4.2 Other aspects of this new vision included:

- Ensuring future rent increases are below 3% throughout the life of the GHA business plan, and for former Cube homes, restricting rent increases to 1% for three years;
- Increasing our new build ambitions with an additional 600 new homes over and above the current assumption of 1500 in the next seven years of the business plan;
- Creating at least three new community action regeneration areas including one covering the former Cube stock at Wyndford, expanding our highly successful Transformational Regeneration Area programme in partnership with Glasgow City Council and the Scottish Government; and
- Investing at least £250 million in customers' homes including those that transfer from Cube over the next five years.

5. Customer engagement

5.1 A detailed tenant and stakeholder communications plan has guided our engagement activity in the run up to transfer and the weeks following.

5.2 Key aspects of this plan have now taken place and include:

- Extensive communications with Cube tenants post ballot and ahead of transfer which kept customers updated on the realisation of the benefits in their communities and the value of becoming part of GHA;
- Over 2,660 tenants were sent a goodbye letter from Cube ahead of transfer, to remind them of what was happening and when. This was followed by a 'Welcome' letter from GHA which landed with customers on the date of transfer. This included advice and guidance on some small changes transferring tenants needed to be aware of, such as how to update their online journal for those claiming Universal Credit;
- Bespoke fliers were included with all welcome letters introducing tenants to their housing officer and included details of how to get in touch and a reminder that they're here to help and support in a range of ways. Digital screens in each of our multi-storey flats were also updated with new contact information and advice;
- Tenants who have had a change in housing officer received calls from their new housing officer to say hello and introduce themselves. As restrictions ease and in line with our remobilisation plans, housing officers will be able to further develop these relationships whilst out and about in their communities; and
- Clear communication on our online platforms redirecting transferring tenants to GHA website and web self-service, enabling customers to use their existing log-on details to access their online account.

5.3 This engagement has built on the in-depth dialogue and consultation that Cube undertook in advance of the tenant vote, and which led to the positive ballot result earlier this year.

6. Discussion

- 6.1 Successfully completing the transfer from Cube on 28 April represents a major milestone in GHA's journey and creates a single strategic and operational vehicle for housing in Glasgow within Wheatley.
- 6.2 Cube held the first of two Special General Meetings ("SGMs") in May, where the proposed Transfer of Engagements ("ToE") of the non-Glasgow operations to Loretto Housing was approved by its membership. There is a legal requirement for a further SGM to conclude the transfer, and this meeting is scheduled for 22 June. Following this, the Financial Conduct Authority will be requested to authorise the transfer of engagements and the Scottish Housing Regulator will deregister Cube. We anticipate the ToE being completed by late July or early August.
- 6.3 Good progress has already been made on key elements of our vision for the new vehicle. The GHA Board agreed its five-year investment programme at its May meeting, reflecting the £250m investment commitment, and the first year of the three-year cap on rent increases at 1% for former Cube tenants has been delivered.
- 6.4 Work on developing regeneration proposals is continuing, with discussions ongoing with Glasgow City Council and the Scottish Government in respect of extending the Maryhill Transformational Regeneration Area boundary to encompass Wyndford. Proposals for other Glasgow regeneration areas will be brought back to the Board later this year.
- 6.5 Our funders and credit rating agency have welcomed the greater strategic clarity provided by a single vision and vehicle in Glasgow and discussions are continuing on an increase in our borrowing capacity to deliver the planned additional new build.
- 6.6 We have also made good on our commitment that the transfer would not adversely impact on staff or jobs through the revised GHA patch structure and the related transfer to Loretto which will conclude this summer.
- 6.7 Also, as committed as part of developing the transfer from Cube, work is underway on a new concierge service for Wyndford, Broomhill and Collina St that better reflects customer needs and the 24/7 service enjoyed by GHA tenants. High level designs for the sites have been developed by the appointed architect. These designs once developed more fully will be shared with the local community to make sure their views inform the final design and as an early indication of progress in delivering this key transfer commitment.
- 6.8 Once the Cube transfer of engagements is completed, a number of Cube Board members will take up places on other Boards across the Group. Cube tenant Board members will join GHA and Loretto Housing Boards, ensuring a continuity of tenant voice in our governance structure. Proposals for wider changes to our tenant engagement approach in Glasgow are also being developed and will be brought back to the Board later this year.

- 6.9 In terms of a new brand for the new vehicle, the Board's views are sought on the proposal to adopt the name **Wheatley Homes Glasgow**. Tenants in Glasgow are familiar with the Wheatley brand, and incorporating the name of the City along with John Wheatley's name would provide a fitting tribute to his legacy as a Glasgow MP and government minister known as the "father of social housing".
- 6.10 GHA tenant Board members have already provided supportive informal feedback on the name, and initial discussions have been held with a number of former Board members and stakeholders. While there is understandable reflection on the possible loss of the GHA name and brand, given all it has achieved in the city, there was also an appreciation that the era of stock transfer has passed, and there are exciting new housing ambitions that a new vehicle can deliver.
- 6.11 Good progress is being made on the plans for our buildings, which involve a move away from corporate offices to a smaller number of better quality and more flexible hubs, as an important part of our new operating model. The refurbishment of Wheatley House, as the first Glasgow hub, is on schedule for completion in August. It is proposed that all of our hubs will be open to the public, including the installation of facilities for customers to access our online services, with in-person support in each location. They would also be made available for community uses, which is an important change from previous corporate office arrangements.
- 6.12 Design work is underway on the new Dumfries hub, with an anticipated opening early next year, and we are close to completing the acquisition of our existing premises in Stranraer ahead of a proposed redevelopment. Early development work is underway on the other hub plans, including the refurbishment of New Mart Road in Edinburgh and the other Glasgow sites.
- 6.13 In terms of next steps, a detailed tenant and stakeholder communications plan is being developed, which would set out how we would engage on the changes associated with our new operating model. This will include the new Glasgow brand, the tenant engagement structures (once Boards have considered these) and local hub plans, including how our tenants and communities can use them. We would make key partners, stakeholders and political representatives aware ahead of any official launch. A further update would be provided to this Board for approval prior to any launch.

7. Digital transformation alignment

- 7.1 Transferring Cube's stock to GHA and developing a single Glasgow vehicle are not directly linked to our digital transformation programme. However, work to integrate systems between Cube and the receiving landlords GHA and Loretto supports our future digital ambitions and simplifies our IT architecture. In addition, our digital programme to ensure customers can access services at a time and in a way of their choosing will be made more straightforward through having a single vehicle with one customer base in Glasgow.

8. Financial and value for money implications

- 8.1 The impact of the transfer from Cube has been assessed previously on the GHA and Loretto Housing business plan. No issues were identified in completing the transfer to impact the assessment made previously and agreed by the Board.

9. Legal, regulatory and charitable implications

- 9.1 Legal, regulatory and charitable implications of the transfer from Cube were assessed fully, including through taking appropriate external advice, and presented for Board consideration at previous meetings as part of the decision to conclude the transfers.

10. Equalities implications

- 10.1 There are no equalities implications associated with this report.

11. Environmental and sustainability implications

- 11.1 Environmental aspects of the investment in former Cube stock have been addressed in the investment programmes considered by the GHA and Loretto Housing Boards in May.

12. Recommendations

- 12.1 The Board is asked to:

- 1) note the update on progress with the transfer of Cube's stock to GHA and Loretto Housing; and
- 2) consider the proposed name *Wheatley Homes Glasgow* for the new Glasgow vehicle

Report

To: Wheatley Housing Group Board

Report by: Steven Henderson, Group Director of Finance

Approved by: Martin Armstrong, Group Chief Executive

Subject: Annual Charter Returns 2020/21 and Delivery Plan Year-End Update

Date of Meeting: 21 June 2021

1 Purpose

- 1.1 This report presents the Annual Return on Charter results for the Group's Registered Social Landlords for 2020/21. It also provides a year-end update on progress delivering the targets and strategic projects in the Delivery Plan 2020/21.

2 Authorising and Strategic Context

- 2.1 Under the terms of the Group Authorising Framework, the Group Board is responsible for setting the overall Group Performance Framework and approving the delivery plan for each year. Under the Group Authorise/Manage/Monitor Matrix, the Group Board has an ongoing role monitoring performance of subsidiaries across the Group against the key indicators agreed under the performance framework. Individual RSL Boards are responsible for approving their ARC returns.
- 2.2 The figures reported for the ARC are subject to further validation and checks by the Scottish Housing Regulator, with final validated figures are published in the autumn.

3 Risk Appetite and Assessment

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

4 Background

- 4.1 The Board agreed that the Group's strategy originally intended for 2020 to 2025 would be refined during 2020/21 and introduced for 2021 to 2026. 2020/21 was an exceptional year due to the COVID-19 pandemic. To reflect the challenging operating context, the Board agreed an interim set of projects and targets. This set includes a number of the themes of our original draft 2020-25 strategy, while recognising that normal performance was not possible due to government restrictions.

- 4.2 2020/21 was an unprecedented year globally due to the COVID-19 pandemic and, as expected, performance in this year-end report reflects its impact on our services. Our performance reflects the outstanding resilience and commitment of our staff, exemplified by, for example, a reduction in sickness absence, the delivery of over 100,000 emergency repairs under the target average time of three hours, and the reduction in rent arrears.
- 4.3 In context, when comparing our performance to that of the wider UK sector (Housemark COVID-19 Impact Monitoring Report, April 2021), we can see that:

- Median current tenant arrears increased by 0.5% across the sector – while **our arrears fell by 0.12% year-on-year**
- At 4.78% for GHA and 3.86% for DGHP, **our largest RSLs arrears were well below the Scottish average** for +10,000 home organisations, which reported 8.17%.
- The sector median for sickness absence was 4.6% of working days lost – our result far outperformed the sector, with **only 2.13% of working days lost**.
- As of March 2021 the Scottish average for properties with a valid gas certificate was 99.98%. **100% of our homes have a valid gas certificate.**
- 90% of landlords have accelerated their digital transformation, although for many this is in the early planning stage – **we have significantly accelerated, and begun to implement, a new operating model**
- In the period since the first lockdown eased, the sector has been struggling to catch up with void letting. However, **our Group void position is now back to pre-pandemic levels.**

- 4.4 Social landlords are responsible for meeting the standards and outcomes set out in the 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.
- 4.5 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.

5 Customer engagement

- 5.1 A summary of the results in this report will be benchmarked against national performance when published later this year and presented to the Tenant Scrutiny Panel in October.
- 5.2 Due to the impact of COVID-19 on customers, we decided it was not an appropriate time to survey our tenants and customers. Qualitative research using interviewers would not have been allowed or appropriate under social distancing restrictions, and paper-based surveys may have resulted in a low response rate that may have been adversely affected by personal circumstances relating to the pandemic and outwith our control.

- 5.3 This decision has had an impact on some of our ARC measure reporting, as we have not carried out the usual annual survey of our tenants. The SHR allows figures to be used for three reporting years and so we are reporting satisfaction figures that we have reported previously. As a result, we did not set targets this year. A similar situation also affects our repairs satisfaction figures, which are based on a 12-month rolling figure using surveys submitted by customers on the completion of a repair. As the volume of repairs was much lower this year, the number of surveys has gradually reduced over the 12 months. Very low numbers have affected the overall performance reported by some RSLs as a result.
- 5.4 A final note on survey usage regards Dunedin Canmore. This RSL has not conducted a survey of factoring customers since 2017/18. One was planned in 2020/21 which would have kept us in line with the SHR guidance. However, as we made a Group decision not to survey customers during this period due to the pandemic, we are reporting figures that have been reported more than the maximum of times outlined by the Regulator. We plan to conduct a survey later in 2021/22 to ensure we have data to report next year.
- 5.5 We will carry out a survey of tenants and customers in 2021/22 that will focus on their experiences and the impact of COVID-19. In 2022/23, we will then resume a regular annual survey of our customers and tenants.

6 Discussion: Key Charter Measure Performance for the Group

- 6.1 The following section presents a summary of key Charter measures. A full set of figures for each RSL against targets is provided in Appendix 1.

Gross Rent Arrears

- 6.2 The exceptional support we provided to our customers throughout the pandemic limited the impact on the rate of arrears. On average, the Group finished the year at 4.49%, compared to our target of 5.24%. This is a significant achievement considering the economic situation and in comparison to the performance reported across Scotland.
- 6.3 This good performance is despite not having the usual tools available in the normal arrears recovery process, including court action. Our strong individual customer relationships have worked well for us, as has the availability of a wide range of wraparound services to support customers to pay their rent and our campaigns to promote these services and urging customers to talk to us.

RSL	2019/20	2020/21 Performance against target	Year-End and RAG	Target	SHR average for comparison (February)
Cube	5.24%	4.96%	■	5.52%	4.36%
DC	4.00%	3.90%	■	4.51%	4.36%
DGHP	3.97%	3.86%	■	4.40%	8.17%
GHA	4.80%	4.78%	■	5.60%	8.17%
Loretto	5.10%	3.05%	■	4.80%	4.36%
WLHP	2.34%	2.62%	■	3.10%	4.36%
Group	4.61%	4.49%	■	5.24%	6.16%

- 6.4 The Group's performance contrasts with the trend seen across Scotland throughout this year, which was a continual increase during the pandemic until signs of recovery in March. The Scottish Housing Regulator's most recent published average shows the average increasing from 5.81% in March 2020 to 6.16% at the end of March 2021. GHA arrears of 4.78% and DGHP of 3.86% are significantly better performing than the peer group comparison figure (>10,000 properties), for which the average arrears rate is 8.17%. Housemark figures state that 1 in 20 landlords have arrears of over 20%.

Average Days to Re-Let

- 6.5 The average days to re-let a property across the Group was affected by the pandemic restrictions which prohibited letting/house moves in the first lockdown in 2020. The time to repair and prepare a property and interactions with customers were also slower due to social distancing requirements.








In August we set a series of phased targets that reflected the lifting of lockdown restrictions and a return to business as usual in quarter four. These targets, unlike the Charter basis of measurement, excluded the impact of the lockdown period. On this basis, with the first lockdown period removed, comparative year-on year performance is shown below.

Average Days to Re-Let (Charter Measure)	2019/20	2020/21
Cube	17.26	42.04
Dunedin Canmore	9.68	52.60
DGHP	28.23	37.26
GHA	15.44	40.96
Loretto	14.34	35.18
WLHP	1.54	19.78
Group	17.61	40.86

- 6.6 Despite the effect COVID-19 has had on our Charter letting times, across the Group we have reduced void levels to pre-pandemic levels. Give ups and lets have been monitored on a weekly basis since letting recommenced in August. We have continued to see lets outpace give-ups since letting commenced (except for a slight expected increase after the Christmas break).








Tenancy Sustainment

- 6.7 The percentage of new tenancies sustained for more than a year has remained slightly below the 90% target for the year, with 89.13% as a Group average. This is 5,073 lets sustained out of 5,692.
- 6.8 WLHP, Dunedin Canmore and Loretto surpass the 90% target with GHA just marginally below at 89.73%. DGHP tenancy sustainment is 84.98%. As reported previously, this RSL is largely affected by tenancies held by previously homeless customers. Cube tenancy sustainment is 88.31% is due to the known impact of Wyndford challenges. Analysis shows that when we remove Wyndford, the percentage for Cube increases to 92%.

Tenancy Sustainment	2019/20	2020/21	2020/21 Figures
Cube	88.02%	88.31%	 423 / 479
DGHP	85.72%	84.98%	 809 / 952
Dunedin Canmore	93.79%	92.51%	 420 / 454
GHA	90.35%	89.73%	 3,128 / 3,486
Loretto	90.59%	90.27%	 167 / 185
WLHP	98.39%	92.65%	 126 / 136
Group	89.75%	89.13%	 5,073 / 5,692

Repairs

- 6.9 As a Group, we carried out emergency repairs on average within 2.76 hours against the target of 3 hours. Each RSL provided this emergency service within the targeted time despite the ongoing challenges of social distancing and restrictions.
- 6.10 At DGHP, the creation of the new in-house repairs service, use of new technology and Group investment into the job management and materials distribution services have resulted in strong performance in response times for emergency repairs, improving benefits to customers in Dumfries and Galloway. The time in 2019/20 was a 2.27 hour wait, compared to 1.90 this year.

Emergency repairs carried out within targeted time (hours)	Target	Performance
Cube	3.00	2.91 
DGHP	3.00	1.90 
Dunedin Canmore	3.00	2.65 
GHA	3.00	2.96 
Loretto	3.00	2.80 
WLHP	3.00	2.52 
Group average	3.00	2.76 

- 6.11 Repairs services remobilised in November, with some exclusions for safety reasons. However, in January, a further lockdown again restricted services until late April 2021. A consequence of being unable to provide a full service safely in the first half of the year is that there is a backlog of works such as roofing, drainage and customer requests. These will be coordinated and project managed as we remobilise.

Gas Safety

- 6.12 The Charter measure shows the number of certificates that have expired at any point during the last 12 months and for this reason, all social landlords will report higher than usual figures for the year against this Charter measure, due to safety precautions we took for our staff and sensitivity to the concerns of our customers accessing their properties during the lockdown. In total, there were 2,149 gas safety certificates expirations. Housemark reports that despite access issues that affected compliance across the sector, landlords are now 99.98% compliant once again.
- 6.13 As a Group we prioritised our landlord responsibility to reduce the backlog of expired gas servicing certificates that arose during this early part of the pandemic. Targeted and focused efforts across the Group reduced the number of expired gas safety certificates that arose and we have been in a 100% compliant position with no further expired gas certificates across all Group subsidiaries since September, despite further lockdowns over the winter and spring.

Individual RSL Summary Performance

- 6.14 This section presents a summary of each RSL's performance against the key Charter measures. A full breakdown of all RSL performance against the full set of measures is provided in Appendix 1.

RSL	Green (met or exceeded target)	Amber (<10% off target)	Red (>10% off target)	Contextual, no target or not applicable
Cube	10 (67%)	3 (20%)	2 (13%)	15
DGHP	9 (60%)	4 (27%)	2 (13%)	15
Dunedin Canmore	12 (80%)	1 (7%)	2 (13%)	15
GHA	10 (63%)	4 (25%)	2 (13%)	14
Loretto	10 (67%)	2 (13%)	3 (20%)	15
WLHP	12 (80%)	2 (13%)	1 (7%)	15

- 6.15 For all of our RSLs, the red measures were caused by the impact of Covid. Firstly, on gas servicing (as noted above), and secondly on rent loss due to void properties, which was higher than target due to the prohibition on letting during the first lockdown.

Cube

- 6.16 Cube met target for 67% of the Charter measures in 2020/21. Of most notable performance during this challenging year was the improvement of gross rent arrears from 5.24% last year to 4.96% in 2020/21. Rent collected also surpassed previous performance, with 99.64% being collected compared to 98.52% last year.
- 6.17 Cube achieved target in complaints responded to within the targeted time and resolved 100% of cases of ASB, this was despite a substantial increase in anti-social behaviour recorded locally and nationally resulting from the enforced lockdown. There was also reduced turnover of stock, as the percentage of lettable houses that became vacant was well below the 11% target for the year.
- 6.18 Both non-emergency and emergency repairs were carried out within the targeted timescales despite restrictions to services throughout the year and medical adaptations were carried out within 32.07 days compared to a target of 72.
- 6.19 Cube had three "amber" measures that were marginally below target. They fell just below target for repairs satisfaction, impacted by a continually reducing sample size meaning a very small number of responses had a disproportional effect. The percentage of repairs carried out right first time also reduced slightly, with 95.94% this year compared to 96.75% last year. This measure was also affected by a smaller than usual volume of repairs carried out. Amber performance was also reported for tenancy sustainment, which at 88.31% is below the target of 90%. We have noted previously that this performance is in large part due to the known Wyndford challenges and if we remove those properties from this measure, sustainment improves to 92%.

- 6.20 Cube recorded 71 instances where it was not possible to complete a gas safety check due to COVID-19. This indicator was recorded as red for all Group RSLs due to the impact of the pandemic on our ability to access and enter homes. Concerted efforts across the Group meant that by July Cube had cleared this backlog and have been 100% compliant since. As for all Group RSLs, Cube also reports greater than targeted rent loss due to properties being empty, at 0.94% compared to a target of 0.44% and last year's performance of 0.50%. This was directly caused by the freeze on letting during the first lockdown.

DGHP

- 6.21 DGHP met target for 60% of the Charter measures in 2020/21, although similarly to the other RSLs, two of the red measures were largely outwith its control and, adjusting for the impact of these, 73% would have met target. Better than target performance included complaints responded to under the target of 8 days, with an average of 4.86 day-response time. Despite a substantial increase in anti-social behaviour resulting from enforced lockdown and recorded nationally, DGHP resolved all but one out of 991 cases, equating to a 99.9% resolution rate. There was a reduced turnover of stock, as the percentage of lettable houses that became vacant was 7.83%, below the 9% target for the year. Strong financial performance was achieved through rent collection of 100% and arrears of 3.86% against the target of 4.40%. This is a result of the support and engagement provided by Housing Officers working to the Group's operating model.
- 6.22 Amber performance included the percentage of complaints responded to in full, 95.81% against a target of 96%. Emergency repairs were carried out in 1.9 hours on average, which is the fastest out of the Group RSLs.
- 6.23 With 94.44% of customers satisfied, DGHP was also above target for repairs satisfaction having introduced a new bespoke survey tool in January 2021 (although survey response numbers are still relatively small at 72). And the percentage of repairs carried out right first time improved and above target, with 93.46% this year compared to 83.47% last year. The days to complete medical adaptations was 43.30 days, which was well below target of 72.00 days.
- 6.24 Amber performance was reported for DGHP for the percentage of stock meeting the SHQS. Despite delays to work this year, the RSL made improvement from 80.80% to 87.07% during 2020/21 towards the target of 92%. Tenancy sustainment at 84.98% was also below target.
- 6.25 Analysis suggests that lower sustainment rates among customers who have previously been homeless, in particular young, male, single person households living in flats disproportionately affect DGHP's sustainment. Targeted engagement by Housing Officers will improve this position.
- 6.26 Finally for amber performance: although a focus on emergency repairs meant that target was surpassed, the number of days to carry out non-emergency repairs increased to 5.63 against a target of 5.50 days.

- 6.27 DGHP recorded 298 instances where it was not possible to complete a gas safety check due to COVID-19. This indicator was recorded as red for all Group RSLs due to the impact of the pandemic on our ability to access and enter homes. Concerted efforts across the Group meant that by September this backlog had been cleared and we have been 100% compliant since then. As for all Group RSLs, DGHP also reported greater than targeted rent loss due to properties being empty, at 0.86% compared to a target of 0.6% and last year's performance of 0.77%. This was directly caused by the freeze on letting during the first lockdown.

Dunedin Canmore

- 6.28 Dunedin Canmore maintained strong performance for the majority (80%) of targeted measures. Repairs were carried out well within timescales, for both non-emergency and emergency, and 96.59% achieved right first time. Medical adaptations were completed within 10.48 days compared to 8.26 last year. Complaints were handled within timescale, and 100% of anti-social behaviour cases were resolved. Tenancy sustainment also surpassed the target of 90% at 92.51%. This year Dunedin Canmore collected 100% of rent due and improved the gross rent arrears figure to 3.84% compared to 4.02% in 2019/20.
- 6.29 Repairs satisfaction decreased from 94.57% to 88.34% and is reported as amber. The results are not like for like, due to the much smaller census size this year and the fact that there are far fewer routine non-emergency repairs customers in the sample.
- 6.30 Dunedin Canmore also followed the Group's trend to record more rent lost due to properties being empty this year, due to the freeze on letting earlier in 2020/21. This figure increased to 1.36% compared to 0.39% in the year before. The RSL also recorded 122 gas safety certificate expiries due to the lockdown and limited access to homes. It resumed a 100% compliant position in September that has been maintained since, despite further lockdowns.

GHA

- 6.31 GHA met target for 63% of the targeted Charter measures, although excluding the impact of red measures outwith our control this would have been 78%, and the four amber measures were only marginally below target. Despite Covid restrictions, GHA delivered significant improvement in key areas during the year. Rent arrears performance has been noted above; at 4.78% this is an improvement on the previous year figure of 4.80% as well as being below target. This is in the context of credit rating agency forecasts of a rise to 8% - which was the position for GHA's Scottish peer group where the average for landlords with 10,000+ homes was 8.17%.
- 6.32 Significant achievements included complaints being responded to and all reported anti-social behaviour issues being resolved within target timescales. This reflects the focus on GHA's staff on keeping in close contact with customers and communities even where this was not possible in a face to face context. This commitment was reflected in a 1% sickness absence rate – down from 3% the previous year. The percentage of stock meeting the SHQS was 99.47% against a target and last year's figure of 99.36%. Repairs – of which over 110,000 in total were carried out - were carried out within the 3 hour and 5 day respective timescales for emergency and non-emergencies. This reflected the close co-operation with our City Building colleagues. Medical adaptations were completed within 66.24 days compared to a targeted 72 days.

- 6.33 The percentage of lettable homes that became vacant reduced to 7.21% from 8.38%. This reduction was seen Group-wide and may have been due to people wanting to stay in place during the pandemic. The percentage of court actions initiated that resulted in an eviction was 33.33%. Although not far above last year's figure of 29.70%, the percentage is calculated from much lower figures due to the freeze on evictions during the pandemic. There were three court actions and one eviction (which took place in April 2020), compared to the year before when there were 330 court actions and 98 evictions.
- 6.34 GHA achieved amber performance in four measures. The percentage of rent collected, at 99.41% shows an improvement on last year's figure of 98.34% but is just below the target of 99.70%. The percentage of repairs completed right first time was 96.28%, which is just below last year's figure of 96.31% and below the target of 97.50%. Repairs satisfaction was also amber, at 87.54% against a target of 90%. This rolling 12-month figure has been affected by a drop in survey numbers due to the reduction in repairs volume over the course of the year. Tenancy sustainment decreased slightly from 90.35% in 2019/20 to 89.73%, just below the target of 90% - but in the context of GHA's significant commitment to supporting homeless people and families, who comprised around 65% of lets, this is still an extremely strong performance and highlights the impact of our model of wraparound services and support.
- 6.35 GHA, like all other Group RSLs, was unable to carry out gas safety certificate checks during the first lockdown and recorded 1,536 expiries. We prioritised this work as part of remobilisation and since September have been in a 100% compliant position. The work of the Customer Contact Centre was vital in achieving this – with over 60,000 outbound calls to support gas servicing compliance during the year. Rent lost due to properties being empty was also higher this year across the Group and GHA recorded 0.81% against last year's figure of 0.43% and a target of 0.50%.

Loretto

- 6.36 Loretto met target for 67% of the Charter measures in 2020/21. They had an outstanding year in the financial measures with the percentage of rent collected at 101.36% and a significant reduction of 2.06% in gross rent arrears from 5.11% in 2019/20 down to 3.05% against a target of 4.80%.
- 6.37 Targets also achieved included the percentage of complaints responded to within timescales (97.59%) and the average days to respond (4.55 days compared to a target of 8 days). Loretto resolved all cases of anti-social behaviour despite the nationally recorded increase in complaints due to enforced lockdown in the first part of the year.
- 6.38 Both non-emergency and emergency repairs were carried out within the targeted timescales despite restrictions to services throughout the year. Satisfaction with repairs was 100% and tenancy sustainment also continued to better target, at 90.27% against a target of 90%.
- 6.39 Amber performance is reported for the turnover of stock, as the percentage of lettable houses that became vacant was 8.28%; although an improvement on last year's figure of 8.3%, it is just above the 8% target.

- 6.40 The percentage of repairs carried out right first time also reduced slightly, at 95.17% this year compared to 96.44% last year. Delivery of repairs was affected by both COVID-19 and Brexit, with the requirement to wear PPE and for staff and customers to socially distance, including where this required delivering repairs that would normally be delivered together being done at different stages. Repairs were also affected by supply chain issues affecting materials.
- 6.41 Loretto recorded 114 instances where it was not possible to complete a gas safety check due to COVID-19. This indicator was recorded as red for all Group RSLs due to the impact of the pandemic on our ability to access and enter homes. Concerted efforts across the Group meant that by August, Loretto had cleared the backlog and we have been 100% compliant since that time. Medical adaptations also were completed in a time longer than target, with an average of 119.39 days compared to 72.00 days. This was due to some larger scale adaptations that were affected by delays and suspension of works.
- 6.42 Finally, as for all Group RSLs, Loretto also reports greater than targeted rent loss due to properties being empty, at 1.11% compared to a target of 0.44% and last year's performance of 0.55%. This was directly caused by the freeze on letting during the first lockdown and a larger number than usual vacancies within our Fordneuk Service. A large proportion of Loretto's stock is filled through social work nominations, some of which were delayed due to the inability to move during lockdown.

West Lothian Housing Partnership

- 6.43 WLHP met target for 80% of the Charter measures in 2020/21. Targets achieved included 100% of complaints responded to within timescales and the average days to respond (2.94 days compared to a target of 8 days). Stock meeting the SQHS was maintained at 100%. WLHP resolved all cases of anti-social behaviour despite the nationally recorded increase in complaints due to enforced lockdown in the first part of the year. And despite restrictions to services, both non-emergency and emergency repairs were carried out within the targeted timescales and the percentage of repairs carried out right first time was 97.16%.
- 6.44 Tenancy sustainment also met target, at 92.65% against a target of 90%. The percentage of lettable houses that became vacant was 5.10%, which is a slight reduction from last year's figure of 5.59%. The percentage of rent lost due to properties being empty was also within target at 0.26%. Rent arrears ended the year at 2.62%. The average time to complete medical adaptations also met target, at 40.25 days compared to a target of 70 days.
- 6.45 Amber performance is reported for WLHP's satisfaction with repairs, which was also affected by the very small numbers of surveys included in the calculation (18). WLHP reported 84.21% and is under-target, although as noted for other RSLs the small census size means the results are not like for like. The Group will be prioritising a refreshed survey and ensuring an increased census size in 2021/22. The percentage of rent collected was also amber, and just under target at 97.65% against a target of 99.70%.

- 6.46 The only red indicator resulted from the 8 recorded instances where it was not possible to complete a gas safety check due to COVID-19. This indicator was recorded as red for all Group RSLs due to the impact of the pandemic on our ability to access and enter homes. Concerted efforts across the Group meant that by September, this backlog had been cleared and we have been 100% compliant since then.

Other Key Performance Measures

- 6.47 The following sections present year-end performance against our measures in our other key business areas for your information. The dashboard for all these measures is attached as appendix 2.

New Build Programme

- 6.48 The re-forecast business plan from August 2020 aimed to deliver a total of 475 units this year and we successfully delivered 413 despite the ongoing delays and challenges of COVID-19 and Brexit on the construction industry. Earlier than anticipated handovers that began in July rather than September improved the reforecast position rental income position by £228k (reforecast - £1,766k, total - £1,994k). Details of the programme delivered are provided in the table below.

RSL	Location	Project	Tenure	Units
GHA	Glasgow NW	Linkwood, Drumchapel	SR	88
GHA	Glasgow NW	Scaraway Street, Milton	SR	49
GHA	Glasgow NE	Auchinlea, Easterhouse	SR	57
GHA	Glasgow NE	Bellrock, Cranhill	SR	27
GHA	Glasgow S	Kennishead Avenue, Kennishead	SR	6
GHA	Glasgow S	Inglefield Street, Govanhill	MMR	49
Cube	West Dunbartonshire	Westcliff / Talisman, Dumbarton	SR	24
DC	City of Edinburgh	Beaverbank, North Edinburgh	SR	41
DC	City of Edinburgh	South Gilmerton, Gilmerton, Edinburgh	SR	10
DC	City of Edinburgh	Lang Loan, Liberton/Gilmerton Ward	SR	7
DC	City of Edinburgh	Fountainbridge Block L, Edinburgh City Centre	MMR	19
DC	City of Edinburgh	Greendykes AH3 Phase 4, Edinburgh East	MMR	16
DGHP	Dumfries and Galloway	Queensberry Square, Sanquhar	SR	12
WLHP	West Lothian	Dixon Terrace, Whitburn	SR	8
			Total =	413

Fire Prevention

- 6.49 Lockdowns posed a particular challenge for fire prevention work; more people staying at home for extended periods increases the risk of accidental dwelling fires. Scottish Fire and Rescue reported a national increase over the year.
- 6.50 Despite an increase in quarter one for Group RSLs, due to the first lockdown, the figures reduced as the year progressed. Compared to last year's total of 227 fires, the total this year for RSLs included within the comparative count is 193 fires, a 15% reduction—this is a very good result in light of further lockdowns over the winter months. DGHP recorded 23 ADFs in 2020/21 but are not included in the count towards target compared to the previous year; reporting will be aligned for 2021/22. Lowther recorded one ADF in quarter one of 2020/21.

Number of recorded accidental dwelling fires	2019/20				2020/21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Cube	6	2	3	1	3	2	5	2
Dunedin Canmore	N/A	3	3	4	5	0	0	4
GHA	43	59	55	43	50	34	33	35
Loretto	2	2	0	1	7	2	5	5
WLHP	0	0	0	0	0	0	0	0
Total	51	66	61	49	66	38	43	46
DGHP	N/A	N/A	N/A	N/A	6	4	5	8
Lowther					1	0	0	0

Homelessness

- 6.51 As reported previously, the Group prioritised its support to the Scottish Government's initiative to provide housing for homeless people during the pandemic. As a result, we have increased the percentage from 31.9% in 2019/20 to 60.3% this year. When we focus on only those lets for which we have more control ("relevant lets"), the table below shows that we have increased to 63%. The Scottish Housing Network has published an average figure for RSLs of 34.9% lets to homeless applicants. The Board agreed a new policy proposing a target of 65% for Glasgow and 50% for DC and DGHP. We will provide 50% nominations in Loretto, West Dunbartonshire and West Lothian.

Percentage of lets to homeless applicants	2019/20 (Charter)	2020/21 (Charter)	2020/21 Relevant Lets	Target
Cube	21.2%	61.3%	65.4%	65%
DGHP	40.4%	50.3%	51.8%	50%
Dunedin Canmore	48.2%	61.6%	72.8%	50%
GHA	30.1%	63.1%	65.7%	65%
Loretto	15.9%	38.5%	57.1%	50%
WLHP	27.9%	65.0%	69.7%	50%
Group	31.9%	59.7%	63.3%	65%

Customer Service Centre

- 6.52 Our Customer Service Centre answered an average of 71% of calls within 30 seconds in the year to date, against a target of 75%. The percentage of calls presented to the Glasgow and DGHP Hubs and answered within 30 seconds has improved continually since October, despite a number of operating and staff changes over the course of the year.
- 6.53 These changes included the permanent secondment of staff from the DGHP Customer Service Centre into the Group model, a high turnover as staff took up new housing officer opportunities within DGHP, the introduction of a full out-of-hours service for DGHP customers, implementation of a COVID Helpline to support customers with a range of complex support needs during the height of the pandemic and, most recently, supporting the in-house delivery of the new heating contract in DGHP. Despite performance not yet meeting target, the CSC has made substantial improvements to its performance over the course of the year and has a strong foundation to take into the new reporting year, as we look to grow and develop its service offering to customers and the wider business.
- 6.54 The Glasgow Hub made over 215k core service outbound calls during 2020/21. Although these figures are lower than in the prior year, reflecting the pandemic and restricted services, the Glasgow Hub continued to co-ordinate calls to customers to support gas servicing in the East and West subsidiaries. Since outbound calling was reintroduced in May 2020, the Glasgow Hub co-ordinated over 60,000 calls to support gas servicing compliance.
- 6.55 The CSC has not recorded much change in the usage of our web self-service platform during this year. Due to the pandemic, it has been challenging to develop this area as we have switched a number of services off due to restricted services. The most notable example of this is the repairs service where currently customers do not have the option to log their repair through WSS. Despite this, we have 49% of our current customer base signed up for WSS. This equates to 46,558 customers registered out of a customer base of 94,370. Work has started to scope our future online service offer for customers under the new strategic project, Better Online Services.

Group Payments

- 6.56 The Group paid 93.8% of invoices within timescale this year, which is a slight improvement on last year's figure of 93% but falls below our 96% target. All invoices paid late continue to be highlighted through a weekly report to managers. This year, requisitioners who were furloughed resulted in some delays to invoices being processed due to the availability of purchase orders. All invoices unprocessed are highlighted on a weekly report not being actioned on time. Managers review weekly reports and ensure action is taken.

Sickness Absence

- 6.57 We recorded low levels of sickness absence throughout the year. Although partly due to staff working from home and around 10% of staff who were furloughed, the improvement in this measure shows the resilience and commitment of our staff. Working from home has benefits, but during the pandemic it also brought challenges such as isolation and learning new ways of working, such as video calls.

- 6.58 During this time staff were instrumental in keeping tenants and customers safe and supported. For example, our Universal Credit task force helped 3.3k people claim UC in the first seven weeks of the pandemic—almost twice as many as usual. Staff also worked hard to find new ways to connect with customers, including over the phone and online when face-to-face visits could not happen. Even during lockdowns and restrictions, staff were determined to ensure that their tenants and customers felt connected and could access vital support as and when they needed it.

Percentage of working time lost due to sickness absence	2019/20	2020/21
Cube	1.28	0.69
DGHP	4.74	1.49
Dunedin Canmore	2.85	1.45
GHA	3.03	1.05
Loretto Housing	5.53	0.87
Wheatley 360	Incl. GHA	1.80
Wheatley Care	4.52	3.85
Wheatley Solutions	2.34	1.39
WLHP	0.27	3.61
Group average	3.47	2.13

Wheatley Care

- 6.59 Wheatley Care responded strongly to the challenges of the last year. Detailed proactive plans supported service delivery during the further winter lockdown and in the last quarter, the service successfully rolled out enhanced testing and vaccination programmes in the last quarter.
- 6.60 The surplus for Wheatley Care ended the year at £140k against a target of £215k. Income generated this financial year was £19,278k against a target £19,981k. The financial position was affected by one-off payments in the autumn to staff.
- 6.61 We supported 6,353 individuals this year, compared to 6,805 individuals in 2019/20. There were no COVID-related deaths in our residential care services and no further deaths following the three recorded deaths of tenants within LivingWell in the spring, who did not receive direct care from us. There were 23 unplanned move-ons reported throughout the year, which is very low even compared to our historically strong performance (2019/20 figure was 49).
- 6.62 Wheatley Care has 24 registered services, three of which do not have a live inspection by the Care Inspectorate. The Care Inspectorate has not carried out any new inspections since December 2019 due to the pandemic. The Care Inspectorate has reconvened inspections for under-performing care homes, reporting their results to the Scottish Government. No Wheatley Care services were included in this round of inspections. The majority of our services (67%) remain graded 5 or better. Across the sector, the average is 60% of services, so our performance remains good.
- 6.63 The staff retention stability rate stands at 85.9%, well above the Scottish Social Services Council workforce stability index average of 76.8%. All staff continue to be compliant with SSSC qualification requirements; 100% of staff are registered with the appropriate body within the first six months of starting a post.

- 6.64 Sickness absence was the lowest it has been in over 5 years.
- 6.65 Despite the pandemic the year was one of the busiest for care business development with 12 contracts bid for and retained or won. This included Wheatley Care's first contract award by Dumfries and Galloway Council.

Commercial

- 6.66 [paragraphs 6.66-6.74 redacted]

Jobs, Training and Apprenticeships

- 6.75 2020/21 began with the Foundation adapting programmes to meet customers' immediate needs as the COVID-19 pandemic hit. The Foundation's Eat Well and the Emergency Response Fund were at the forefront of the Group's customer support package, responding to urgent daily requests for food and other essential items.
- 6.76 Due to the pandemic, we also had to suspend Wheatley Works for much of the year, greatly reducing the level of activity. However, referrals continued to be passed to delivery partners so customers could still receive support. Some of our local employability projects and partners continued to support young people living in Wheatley communities. Wheatley Works Officers restarted in the latter part of the year, with new employability courses prepared to begin by the end of March 2021. As a result, 188 training and employment opportunities were able to be secured this year.
- 6.77 Further examples of other activities supporting our customers during the year are noted below.
- Scottish Government and Ofgem grants over £1.4m provided energy vouchers for our customers.
 - After receiving almost 200 online applications from customers across Group, the Foundation made provision for an extra 30 new education Bursary awards, bringing the total number available up to 80 this year. Thanks to this financial support, 77 customers are now going on to train in professions as diverse as teaching, social care and physiotherapy.
 - The Foundation distributed the Group's Christmas Vouchers Scheme, which supported families with a £30 supermarket voucher for each child in the household. Parents/carers of almost 15.8k children across Group received Tesco, Asda or Sainsbury's Vouchers to help with Christmas purchases. The Foundation and Universal Credit teams worked together throughout December to distribute vouchers via text and email, so 8,000 households could buy presents and food over the festive period.
 - Eat Well supported 11,235 households with over 33,000 food packs or vouchers in 2020/21, helping customers affected by health issues, financial hardship and reduced income during the pandemic.
 - The Emergency Response Fund was mobilised quickly and with the additional support of external funding, assisted customers with one-off purchases at the height of the pandemic and throughout the year. The ERF was able to help people through a difficult period when other support services faced delays or temporary closure. Purchases varied from mobile phones and fuel top ups to larger purchases such as beds, cookers and fridges, supporting 6,751 vulnerable

households. We began issuing digital vouchers where possible, helping speed up the process and giving customers more choice.

- My Great Start supported 1692 people this year with crucial financial and money advice, helping to secure just over £1m of financial gain for customers. With financial difficulties caused by the pandemic, the service saw an increase in demand as more people faced sudden difficulties such as job loss or applying for benefits for the first time.
- The Dolly Parton Imagination Library delivered almost 5,800 books to 619 children under five, continuing to support early-years literacy and children's introduction to books.
- The Children's University Scotland supported 5,600 children throughout Scotland to access to wider learning activities. During this time, they adapted delivery to support schools and households with home learning resources and play packs/activities, particularly assisting those with limited access to online resources.
- As restrictions eased, Home Comforts resumed a scaled-back service for part of the year and supported over 400 households with free recycled furniture and white / electrical goods. On average, each household received 4 items from the service.

Strategic Project Delivery

- 6.78 Appendix 3 presents progress towards each of the strategic projects in the revised delivery plan for 2020/21. Of the 24 projects, 16 are completed, one is on track to complete in June, and seven are overdue.
- 6.79 The seven overdue projects are noted in the following table, along with an update of progress and when we expect to now complete the work. Delays for the most part were unavoidable due to the pandemic and circumstances out of our control. However, as strategy planning discussions identified dependencies and aligned work streams, we also identified some projects that will move to 2021/22 as part of the new Strategy Delivery Plan.

Overdue Projects	Update Provided	Revised Completion Date
1 Develop pre-1919 strategic overview by 31 December 2020	Project plan now to be presented to the Executive Team.	Will now complete in quarter 2 2021/22.
2 Socio-economic research study linked to cost of a home by 31 January 2021	The Fraser of Allander Institute has formally validated the methodology for the cost of a home. During the development of the implementation approach it was identified that there is a need to integrate the approach with the ongoing review of the W360 wraparound services and access to low cost broadband. This project is expected to complete in the second quarter of 2021/22 to reflect this more integrated approach.	Will now complete in quarter 2 2021/22.

Overdue Projects	Update Provided	Revised Completion Date
3 [redacted]	[redacted]	[redacted]
4 Implementation of strategy to meet "no home unimproved" by 2020 by 31 March 2021	Delayed due to COVID-19 restrictions and inability to carry out non-essential home visits.	New completion date 31 October 2021.
5 Agree the Wyndford strategic road map by 31 March 2021	Communications with Glasgow City Council regarding the regeneration of Wyndford are ongoing.	Now incorporated into the new Strategy 2021-26 project, the Wyndford Regeneration.
6 [redacted]	[redacted]	[redacted]
7 [redacted]	[redacted]	[redacted]

Conclusions

- 6.80 This report outlines solid progress in achieving the majority of performance targets and the delivery of projects, despite the challenges posed by the COVID-19 pandemic and an unprecedented year. Particularly strong performance by all RSLs in rent collection and reducing arrears means that the economic impact of the pandemic was mitigated by a Group response. Repairs, too, performed strongly under challenging service delivery circumstances. Key areas of focus as we continue into 2020/21 will be the continued support of customers who may be experiencing additional financial hardship and to manage our arrears, continued focus on letting properties and supporting our contribution to reducing homelessness, and delivery of safe and high-quality repairs and care services to our customers.

7 Digital transformation alignment

- 7.1 There are no digital transformation themes aligned to the content of this report.

8 Financial and value for money Implications

- 8.1 The measures and projects included in this report were agreed as the delivery plan for 2020/21. These items are intended to focus service improvement on the key priorities within the Strategy to make sure that financial and other resources are aligned with our priorities.
- 8.2 There are no direct financial implications arising from this report. Any financial requirements related to actions and projects within the report are subject to separate reporting and agreement.

9 Legal, regulatory and charitable Implications

- 9.1 The SHR requires an Annual Return on the Charter from each RSL. Key indicators within this return are also included in monthly performance reporting. RSL Subsidiary Boards approve the final return and the information is included in the year-end performance report to the Board. 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 annually by October.

10 Equality implications

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

11 Environmental and sustainability implications

- 11.1 The indicators in the Annual Report on Charter are set via the SHR. We have our own plans to increase the number of environmental and sustainability-based measures in our performance framework. The Scottish Housing Regulator recently consulted on the indicators it will use to monitor landlord performance against the Energy Efficiency Standard for Scottish Social Housing (“EESH”). The SHR is due to publish technical guidance to support landlords to make their first return under the new indicators on 31 May 2022.

12 Recommendations

- 12.1 The Board is asked to note the contents of this report and appendices, and that the Annual Returns on the Charter have been submitted to the SHR for all RSLs.

LIST OF APPENDICES

Appendix 1: RSL Annual Returns on the Charter

Appendix 2: Other Group Board Measures Dashboard

Appendix 3: Strategic Projects Dashboard

Appendix 1: Group RSL Annual Returns on the Charter 2020/21

Charter Indicators		Cube		
		2019/20 Results	2020/21 Draft Results	2020/21 Target
	Indicators shaded in mint green are ARC survey questions measured annually. No survey carried out in 2020/21.			
01	Percentage of annual tenants satisfied with the overall service	86.35%	86.35%	N/A
02	Percentage of annual tenants who feel their landlord is good at keeping them informed about their services and decisions	85.83%	85.83%	N/A
03	Percentage of complaints responded to in full at Stage 1 and at Stage 2 (combined)	100.00%	97.30%	96.00%
04	Average time in working days for a full response at Stage 1 and at Stage 2 (combined)	4.57	5.85	8.00
05	Percentage of annual tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	80.00%	80.00%	N/A
06	Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)	99.07%	99.19%	99.00%
07	Percentage of annual existing tenants satisfied with the quality of their home	89.11%	89.11%	N/A
08	Average time to complete emergency repairs (hours)	2.95	2.91	3.00
09	Average time to complete non-emergency repairs (working days)	5.41	4.18	5.50
10	Percentage of reactive repairs completed right first time	96.75%	95.94%	98.00%
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.	0	71	0
12	Percentage of tenants satisfied with repairs or maintenance carried out in last 12 months	94.58%	87.76%	90.00%
13	Percentage of annual tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in	80.35%	80.35%	N/A
14	Percentage of tenancy offers refused during the year	46.49%	22.22%	Contextual
15	Percentage of anti-social behaviour cases reported in the last year which were resolved	100.00%	100.00%	98.00%
16	Percentage of new tenancies sustained for more than a year - overall	88.02%	88.31%	90.00%
17	Percentage of lettable houses that became vacant	10.34%	7.79%	11.00%
18	Percentage of rent due lost through properties being empty	0.50%	0.94%	0.44%
19	Number of households currently waiting for adaptations to their home	0	8	Contextual
20	Total cost of adaptations completed in the year by source of funding (£)	£110,403.00	£10,611.00	Contextual
21	Average time to complete approved applications for medical adaptations (calendar days)	15.67	32.07	72.00
22	Percentage of court actions initiated which resulted in eviction - overall	60.00%	N/A	25.00%
23a	Percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that resulted in an offer	49.97%	73.49%	Contextual
23b	Percentage of offers made to LA Section 5 and other referrals for homeless households that result in a let	69.53%	79.78%	Contextual
25	Percentage of annual tenants who feel that the rent for their property represents good value for money	73.35%	73.35%	N/A
26	Rent collected as % of total rent due	98.52%	99.64%	99.20%
27	Gross rent arrears (%)	5.24%	4.96%	5.52%
28	Average annual management fee per factored property.	£170.28	£181.86	Contextual
29	Percentage of annual owners satisfied with the factoring service	40.91%	40.91%	N/A
30	Average length of time taken to re-let properties (calendar days)	17.26	42.04	Contextual

Appendix 1: Group RSL Annual Returns on the Charter 2020/21

Charter Indicators		DGHP		
		2019/20 Results	2020/21 Draft Results	2020/21 Target
	Indicators shaded in mint green are ARC survey questions measured annually. No survey carried out in 2020/21.			
01	Percentage of annual tenants satisfied with the overall service	94.83%	94.83%	N/A
02	Percentage of annual tenants who feel their landlord is good at keeping them informed about their services and decisions	95.93%	95.93%	N/A
03	Percentage of complaints responded to in full at Stage 1 and at Stage 2 (combined)	100.00%	95.81%	96.00%
04	Average time in working days for a full response at Stage 1 and at Stage 2 (combined)	4.34	4.86	8.00
05	Percentage of annual tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	94.75%	94.75%	N/A
06	Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)	80.80%	87.07%	92.00%
07	Percentage of annual existing tenants satisfied with the quality of their home	92.68%	92.68%	N/A
08	Average time to complete emergency repairs (hours)	2.27	1.90	3.00
09	Average time to complete non-emergency repairs (working days)	8.44	5.63	5.50
10	Percentage of reactive repairs completed right first time	83.47%	93.46%	92.00%
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.	0	298	0
12	Percentage of tenants satisfied with repairs or maintenance carried out in last 12 months	92.40%	94.44%	90.00%
13	Percentage of annual tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in	92.83%	92.83%	N/A
14	Percentage of tenancy offers refused during the year	28.00%	19.80%	Contextual
15	Percentage of anti-social behaviour cases reported in the last year which were resolved	89.81%	99.90%	98.00%
16	Percentage of new tenancies sustained for more than a year - overall	85.72%	84.98%	90.00%
17	Percentage of lettable houses that became vacant	9.84%	7.83%	9.00%
18	Percentage of rent due lost through properties being empty	0.77%	0.86%	0.75%
19	Number of households currently waiting for adaptations to their home	28	80	Contextual
20	Total cost of adaptations completed in the year by source of funding (£)	£556,947.00	£109,500.00	Contextual
21	Average time to complete approved applications for medical adaptations (calendar days)	18.49	43.30	90.00
22	Percentage of court actions initiated which resulted in eviction - overall	13.38%	N/A	25.00%
23a	Percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that resulted in an offer	90.70%	94.35%	Contextual
23b	Percentage of offers made to LA Section 5 and other referrals for homeless households that result in a let	83.03%	74.93%	Contextual
25	Percentage of annual tenants who feel that the rent for their property represents good value for money	90.32%	90.32%	N/A
26	Rent collected as % of total rent due	99.47%	100.04%	100.00%
27	Gross rent arrears (%)	3.97%	3.86%	4.40%
28	Average annual management fee per factored property.	£96.12	£99.96	Contextual
29	Percentage of annual owners satisfied with the factoring service	67.12%	67.12%	N/A
30	Average length of time taken to re-let properties (calendar days)	28.23	37.26	Contextual

Appendix 1: Group RSL Annual Returns on the Charter 2020/21

Charter Indicators		Dunedin Canmore		
		2019/20 Draft Results	2020/21 Draft Results	2020/21 Target
	Indicators shaded in mint green are ARC survey questions measured annually. No survey carried out in 2020/21.			
01	Percentage of annual tenants satisfied with the overall service	96.02%	96.02%	N/A
02	Percentage of annual tenants who feel their landlord is good at keeping them informed about their services and decisions	95.03%	95.03%	N/A
03	Percentage of complaints responded to in full at Stage 1 and at Stage 2 (combined)	98.49%	98.89%	96.00%
04	Average time in working days for a full response at Stage 1 and at Stage 2 (combined)	4.88	4.80	8.00
05	Percentage of annual tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	93.64%	93.64%	N/A
06	Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)	99.77%	99.77%	99.00%
07	Percentage of annual existing tenants satisfied with the quality of their home	95.42%	95.42%	N/A
08	Average time to complete emergency repairs (hours)	1.76	2.65	3.00
09	Average time to complete non-emergency repairs (working days)	5.09	3.14	5.50
10	Percentage of reactive repairs completed right first time	96.82%	96.69%	95.00%
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.	0	122	0
12	Percentage of tenants satisfied with repairs or maintenance carried out in last 12 months	94.57%	88.34%	90.00%
13	Percentage of annual tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in	88.62%	88.62%	N/A
14	Percentage of tenancy offers refused during the year	12.98%	10.51%	Contextual
15	Percentage of anti-social behaviour cases reported in the last year which were resolved	100.00%	100.00%	98.00%
16	Percentage of new tenancies sustained for more than a year - overall	93.79%	92.51%	90.00%
17	Percentage of lettable houses that became vacant	7.29%	6.73%	8.00%
18	Percentage of rent due lost through properties being empty	0.39%	1.36%	0.44%
19	Number of households currently waiting for adaptations to their home	6	4	Contextual
20	Total cost of adaptations completed in the year by source of funding (£)	£106,039.00	£52,338.00	Contextual
21	Average time to complete approved applications for medical adaptations (calendar days)	8.26	10.48	72.00
22	Percentage of court actions initiated which resulted in eviction - overall	35.00%	0.00%	33.00%
23a	Percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that resulted in an offer	85.71%	96.27%	Contextual
23b	Percentage of offers made to LA Section 5 and other referrals for homeless households that result in a let	87.04%	100.00%	Contextual
25	Percentage of annual tenants who feel that the rent for their property represents good value for money	87.65%	87.65%	N/A
26	Rent collected as % of total rent due	99.18%	100.00%	99.70%
27	Gross rent arrears (%)	4.08%	3.84%	4.51%
28	Average annual management fee per factored property.	£181.42	£194.27	Contextual
29	Percentage of annual owners satisfied with the factoring service	86.67%	86.67%	N/A
30	Average length of time taken to re-let properties (calendar days)	9.68	52.60	Contextual

Appendix 1: Group RSL Annual Returns on the Charter 2020/21

Charter Indicators		GHA		
		2019/20 Results	2020/21 Draft Results	2020/21 Target
	Indicators shaded in mint green are ARC survey questions measured annually. No survey carried out in 2020/21.			
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)	97.13%	96.21%	96.00%
04	Average time in working days for a full response at Stage 1 and at Stage 2 (combined)	5.09	5.58	8.00
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)	99.36%	99.47%	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)	2.88	2.96	3.00
09	Average time to complete non-emergency repairs (working days)	5.48	4.09	5.50
10	Percentage of reactive repairs completed right first time	96.31%	96.28%	97.50%
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.	0	1,536	0
12	Percentage of tenants satisfied with repairs or maintenance carried out in last 12 months	94.34%	87.54%	90.00%
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	32.28%	18.92%	Contextual
15	Percentage of anti-social behaviour cases reported in the last year which were resolved	100.00%	100.00%	98.00%
16	Percentage of new tenancies sustained for more than a year - overall	90.35%	89.73%	90.00%
17	Percentage of lettable houses that became vacant	8.38%	7.21%	8.50%
18	Percentage of rent due lost through properties being empty	0.43%	0.81%	0.50%
19	Number of households currently waiting for adaptations to their home	93	94	Contextual
20	Total cost of adaptations completed in the year by source of funding (£)	£1,740,296.42	£746,324.00	Contextual
21	Average time to complete approved applications for medical adaptations (calendar days)	17.60	66.24	72.00
22	Percentage of court actions initiated which resulted in eviction - overall	29.70%	33.33%	25.00%
23a	Percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that resulted in an offer	49.47%	68.09%	Contextual
23b	Percentage of offers made to LA Section 5 and other referrals for homeless households that result in a let	68.54%	79.09%	Contextual
25	Percentage of annual tenants who feel that the rent for their property represents good value for money	79.43%	79.43%	N/A
26	Rent collected as % of total rent due	98.34%	99.41%	99.70%
27	Gross rent arrears (%)	4.81%	4.78%	5.60%
28	Average annual management fee per factored property.	£171.83	£181.99	Contextual
29	Percentage of annual owners satisfied with the factoring service	60.23%	60.23%	N/A
30	Average length of time taken to re-let properties (calendar days)	15.44	40.96	Contextual

Appendix 1: Group RSL Annual Returns on the Charter 2020/21






Charter Indicators		Loretto		
		2019/20 Results	2020/21 Draft Results	2020/21 Target
	Indicators shaded in mint green are ARC survey questions measured annually. No survey carried out in 2020/21.			
01	Percentage of annual tenants satisfied with the overall service	84.06%	84.06%	N/A
02	Percentage of annual tenants who feel their landlord is good at keeping them informed about their services and decisions	75.59%	75.59%	N/A
03	Percentage of complaints responded to in full at Stage 1 and at Stage 2 (combined)	97.18%	97.56%	96.00%
04	Average time in working days for a full response at Stage 1 and at Stage 2 (combined)	4.22	4.55	8.00
05	Percentage of annual tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	63.58%	63.58%	N/A
06	Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)	100.00%	100.00%	100.00%
07	Percentage of annual existing tenants satisfied with the quality of their home	88.78%	88.78%	N/A
08	Average time to complete emergency repairs (hours)	3.02	2.95	3.00
09	Average time to complete non-emergency repairs (working days)	4.90	4.60	5.50
10	Percentage of reactive repairs completed right first time	96.44%	94.94%	97.00%
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	114	0
12	Percentage of tenants satisfied with repairs or maintenance carried out in last 12 months	93.09%	100.00%	90.00%
13	Percentage of annual tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in	75.39%	75.39%	N/A
14	Percentage of tenancy offers refused during the year	24.59%	6.67%	Contextual
15	Percentage of anti-social behaviour cases reported in the last year which were resolved	100.00%	100.00%	98.00%
16	Percentage of new tenancies sustained for more than a year - overall	90.59%	90.27%	90.00%
17	Percentage of lettable houses that became vacant	8.30%	8.28%	8.00%
18	Percentage of rent due lost through properties being empty	0.55%	1.11%	0.44%
19	Number of households currently waiting for adaptations to their home	4	5	Contextual
20	Total cost of adaptations completed in the year by source of funding (£)	£122,144.54	£94,588.13	Contextual
21	Average time to complete approved applications for medical adaptations (calendar days)	21.68	119.39	72.00
22	Percentage of court actions initiated which resulted in eviction - overall	61.54%	N/A	25.00%
23a	Percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that resulted in an offer	49.50%	68.19%	Contextual
23b	Percentage of offers made to LA Section 5 and other referrals for homeless households that result in a let	68.83%	79.17%	Contextual
25	Percentage of annual tenants who feel that the rent for their property represents good value for money	77.36%	77.36%	N/A
26	Rent collected as % of total rent due	98.55%	101.36%	99.20%
27	Gross rent arrears (%)	5.11%	3.05%	4.80%
28	Average annual management fee per factored property.	£171.69	£182.00	Contextual
29	Percentage of annual owners satisfied with the factoring service	66.67%	66.67%	N/A
30	Average length of time taken to re-let properties (calendar days)	14.34	35.18	Contextual

Appendix 1: Group RSL Annual Returns on the Charter 2020/21




Charter Indicators		WLHP		
		2019/20 Results	2020/21 Draft Results	2020/21 Target
	Indicators shaded in mint green are ARC survey questions measured annually. No survey carried out in 2020/21.			
01	Percentage of annual tenants satisfied with the overall service	95.14%	95.14%	N/A
02	Percentage of annual tenants who feel their landlord is good at keeping them informed about their services and decisions	91.85%	91.85%	N/A
03	Percentage of complaints responded to in full at Stage 1 and at Stage 2 (combined)	91.67%	100.00%	96.00%
04	Average time in working days for a full response at Stage 1 and at Stage 2 (combined)	4.45	2.94	8.00
05	Percentage of annual tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	92.93%	92.93%	N/A
06	Percentage of stock meeting the Scottish Housing Quality Standard (SHQS)	100.00%	100.00%	100.00%
07	Percentage of annual existing tenants satisfied with the quality of their home	92.39%	92.39%	N/A
08	Average time to complete emergency repairs (hours)	1.90	2.52	3.00
09	Average time to complete non-emergency repairs (working days)	4.92	4.00	5.50
10	Percentage of reactive repairs completed right first time	96.42%	97.16%	95.00%
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.	0	8	0
12	Percentage of tenants satisfied with repairs or maintenance carried out in last 12 months	94.23%	84.21%	90.00%
13	Percentage of annual tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in	91.26%	91.26%	N/A
14	Percentage of tenancy offers refused during the year	12.60%	7.89%	Contextual
15	Percentage of anti-social behaviour cases reported in the last year which were resolved	100.00%	100.00%	98.00%
16	Percentage of new tenancies sustained for more than a year - overall	98.39%	92.65%	90.00%
17	Percentage of lettable houses that became vacant	5.59%	5.10%	7.33%
18	Percentage of rent due lost through properties being empty	0.03%	0.26%	0.44%
19	Number of households currently waiting for adaptations to their home	0	0	Contextual
20	Total cost of adaptations completed in the year by source of funding (£)	£20,600.32	£5,737.88	Contextual
21	Average time to complete approved applications for medical adaptations (calendar days)	14.33	40.25	72.00
22	Percentage of court actions initiated which resulted in eviction - overall	33.00%	N/A	33.00%
23a	Percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that resulted in an offer	100.00%	100.00%	Contextual
23b	Percentage of offers made to LA Section 5 and other referrals for homeless households that result in a let	100.00%	96.30%	Contextual
25	Percentage of annual tenants who feel that the rent for their property represents good value for money	89.07%	89.07%	N/A
26	Rent collected as % of total rent due	98.95%	97.65%	99.70%
27	Gross rent arrears (%)	2.34%	2.62%	3.10%
28	Average annual management fee per factored property.	N/A	N/A	N/A
29	Percentage of annual owners satisfied with the factoring service	N/A	N/A	N/A
30	Average length of time taken to re-let properties (calendar days)	1.54	19.78	Contextual

Appendix 2: Wheatley Housing Group Board - Delivery Plan 20/21 - Strategic Measures (Non-ARC)

Our Group

	2019/20	2020/21		
Measure	2019	2020		
	Value	Value	Target	Status
Group - % calls answered <30 seconds (Grade of Service)	63.74%	70.42%	75%	
Group - % avoidable contact	8.48%	10.93%	17%	
Group - % of payments made within the reporting period which were paid in 30 days or fewer (from the date the business receives a valid invoice)	92.77%	93.82%	96%	
Group - Total number of jobs, training places or apprenticeships created including Wheatley Pledge	900	188	150	
Group - Sickness Rate	3.47%	2.13%	3%	

GHA

	2019/20	2020/21		
Measure	2019	2020		
	Value	Value	Target	Status
New build completions - Social Housing	59	227	311	
New build completions - Mid-market	119	49	49	
% Sickness rate	3.03%	1.05%	3%	

Cube

Measure	2019/20	2020/21		
	2019	2020		
	Value	Value	Target	Status
New build completions - Social Housing	109	24	24	✓
% Sickness rate	1.28%	0.69%	3%	✓



Loretto Housing

Measure	2019/20	2020/21		
	2019	2020		
	Value	Value	Target	Status
Sickness Rate	5.53%	0.87%	3%	✓


Dunedin Canmore

Measure	2019/20	2020/21		
	2019	2020		
	Value	Value	Target	Status
New build completions - Social Housing	84	58	48	✓
New build completions - Mid-market	78	35	35	✓
Sickness Rate	2.85%	1.45%	3%	✓









WLHP

Measure	2019/20	2020/21		
	2019	2020		
	Value	Value	Target	Status
New build completions - Social Housing	83	8	8	
% Sickness rate	0.27%	3.61%	3%	

DGHP

Measure	2019/20	2020/21		
	2019	2020		
	Value	Value	Target	Status
% Sickness rate	4.74%	1.49%	3%	

Care

Measure	2020/21		
	2020		
	Value	Target	Status
Number of people we work for with unplanned move on	23	70	
% Care services graded very good (5) or better in Care inspections	66.67%		
Number of Care inspection requirements received in year	0	0	
% complaints to Care Inspectorate upheld	0%	0%	
% complaints responded to within SPSO timescales by Wheatley Care	100%	96%	
% staff registered with appropriate body within first 6 months of starting post if register open	100%	100%	
% sickness rate	3.85%	5%	
Number of accidents and incidents reported to the Care Inspectorate	607		

Lowther Factoring

[redacted]

Lowther Letting

[redacted]

Commercial Properties

[redacted]

Appendix 3 - Wheatley Group Board - Delivery Plan 20/21 - Strategic Projects

Strategic Project	Delivery Date	Status	% Progress
Ignite programme 2020	31-Oct-2020	✓	<div><div>100%</div></div>
Develop Group Homelessness Framework, including rapid rehousing	31-Dec-2020	✓	<div><div>100%</div></div>
Complete implementation plan for migration of YP's business to Lowther Homes	31-Dec-2020	✓	<div><div>100%</div></div>
Develop pre-1919 strategic overview	31-Dec-2020	✗	<div><div>90%</div></div>
Socio-economic research study linked to cost of a home	31-Jan-2021	✗	<div><div>70%</div></div>
██ ██	28-Feb-2021	✓	<div><div>100%</div></div>
Reshape the homelessness commissioning approach through alliancing in Glasgow and influencing approaches nationally	28-Feb-2021	✓	<div><div>100%</div></div>
Review of Wheatley Foundation purpose and future focus	31-Mar-2021	✓	<div><div>100%</div></div>
Develop a new framework for customer engagement (incorporating customer inspection process)	31-Mar-2021	✓	<div><div>100%</div></div>
Establish DGHP in-house repairs service	31-Mar-2021	✓	<div><div>100%</div></div>
Agree the MyRepairs technology strategy	31-Mar-2021	✓	<div><div>100%</div></div>
Year 1 DGHP integration and transformation	31-Mar-2021	✓	<div><div>100%</div></div>
New staff operating model	31-Mar-2021	✓	<div><div>100%</div></div>
Agree & Implement a Digital Learning Framework/ Approach	31-Mar-2021	✓	<div><div>100%</div></div>

Strategic Project	Delivery Date	Status	% Progress
[redacted]	[redacted]	[redacted]	[redacted]
Strategic review of Cube completed and findings implemented	31-Mar-2021	✓	<div><div>100%</div></div>
Agree and introduce digital maturity assessments across key services and projects	31-Mar-2021	✓	<div><div>100%</div></div>
Carry out Corporate Estate review in line with proposed new 'blended approach' service model and devise programme of estate rationalisation	31-Mar-2021	✓	<div><div>100%</div></div>
Implementation of strategy to meet "no home unimproved" by 2020	31-Mar-2021	⛔	<div><div>40%</div></div>
Agree the Wyndford strategic road map	31-Mar-2021	⛔	<div><div>80%</div></div>
[redacted]	[redacted]	[redacted]	[redacted]
Implement One Care Company culture change programme	31-Mar-2021	✓	<div><div>100%</div></div>
[redacted]	[redacted]	[redacted]	[redacted]
Work with Police Scotland to develop a Group-wide Antisocial Behaviour and Crime Prevention and Mitigation Framework	30-Jun-2021	▶	<div><div>80%</div></div>

To: Wheatley Housing Group Board

By: Steven Henderson, Group Director of Finance

Approved by: Martin Armstrong, Group Chief Executive

Subject: Performance Framework and Strategic Projects 2021/22

Date of Meeting: 21 June 2021

1. Purpose

- 1.1 This report sets out our plans for the delivery of our 2021-26 strategy through a refreshed Group performance management framework, and
- 1) Seeks approval of the Group's Key Performance Indicators ("KPIs") and targets for 2021/22;
 - 2) Sets out the planned strategic projects over the life of the strategy and seeks approval for the 2021/22 Board level projects; and
 - 3) Provides an update on our plans for engaging staff on our new strategy.

2. Authorising and strategic context

- 2.1 Under the Group Authorising Framework, the Group Board is responsible for agreeing the overarching Group Performance Framework.
- 2.2 Our approach is set within the strategic context of transitioning to the first year of our new strategy. This includes both the objectives and targets contained therein and how we introduce a more sophisticated approach to performance management, specifically customer value.
- 2.3 In terms of our current year targets, they are set within the context of our assumptions in relation to remobilisation (subject to a separate agenda item) and as we enter potentially the final phase of the pandemic restrictions and the transition into the economic and social recovery phase for our business and our tenants.

3. Risk appetite and assessment

- 3.1 We do not have a single risk appetite in respect of strategy or performance targets. The future impact of the pandemic and transition to the recovery remains a risk in terms of the impact on our tenants, in particular the recovery of the labour market and targets for a year where different restriction levels applied.
- 3.2 We have sought to reflect this in our approach to developing our targets, which take into account our remobilisation assumptions. Any risk associated with delivering our targets as a clearer picture emerges over the coming months of remobilisation and impact on the wider economy will remain under review.

4. Background

- 4.1 The Board agreed our new strategy – Your Home, Your Community, Your Future – in October. Since then, we have translated the strategic commitments within the strategy into strategic projects with identified Delivery Leads and corresponding milestones. In conjunction with this, a new Group performance management framework has been developed to ensure effective planning, measurement and reporting of performance.
- 4.2 We have engaged with all partner Boards on the Group performance framework and strategic projects in advance of consideration by the Group Board. This sequencing reflects our focus on the Group approach for our new strategy period being developed through engagement and feedback from partner Boards.
- 4.3 We have also considered good practice from the new EFQM Model and reflected this in our refreshed approach to strategy development and our performance framework.

5. Customer engagement

- 5.1 A key theme threaded throughout our strategy is our commitment to ensuring customers have greater power, control and choice regarding the services they receive. We have reflected this in our approach to developing our strategic projects, with over 50% incorporating an element of customer engagement activity. This is a key deliverable within our new engagement framework, 'Stronger Voices, Stronger Communities', which was previously approved by the Board.
- 5.2 Additionally, we engaged the Group Scrutiny Panel ("the Panel") on the proposed Group performance framework, in particular the customer value approach. The Panel provided us with a range of feedback on our framework, which we have used to refine our approach. Further detail on that feedback is set out within the body of the report.

6. Discussion

- 6.1 We are now in the implementation phase of our 2021-26 strategies across the Group. As previously recognised by the Board, our implementation approach requires to continue to reflect our operating environment and as such remain agile and flexible.
- 6.2 We are now clearer in some areas, such as the national political context following the Scottish Parliament elections in May. However, there remains uncertainty over the future economic impact in areas such as employment and the timing of the transition back to a fully operating economy.
- 6.3 The pandemic has emphasised the need for resilience, both at business level and for our communities and customers. Our business has proven to be very resilient over the pandemic and we have a strong platform from which to build. Our strategy implementation has a strong focus in the first two years on further enhancing our resilience in areas such as digital maturity and cyber security, our operating model and leadership and staff skills.
- 6.4 We have an equally strong focus on building resilience amongst our communities and tenants, such as: an enhanced employability support programme; enhanced digital engagement; and a wider range of self-service platforms. This focus on resilience forms part of our wider risk management strategy to enhance preparedness for any future pandemic type events.

- 6.5 Our implementation approach is therefore based on the need to continue to be flexible and agile and is set out in more detail below:

Group Performance Management Framework

- 6.6 A strong planning, measurement and reporting framework allows us to know whether we are on track to deliver our objectives and make refinements, if required. This framework establishes the following as we move into the implementation phase of the new strategy:

- What we want to deliver;
- How we plan to deliver it; and
- How we will monitor and report on delivery.

- 6.7 Our refreshed Group Performance Management Framework is presented in diagrammatical form at **Appendix 1**. This diagram illustrates the alignment between the strategic themes, the key outcomes within the Group and subsidiary strategies with performance management.

The Group performance management framework has the following aims:

- ensuring all of our work can be aligned to the delivery of the overarching strategic themes as well as the UN's Sustainable Development Goals and the Scottish Government's National Performance Framework;
 - providing robust reporting that allows us to see cause and effect of our work and decisions, manage delivery and ensure compliance with legislative and other compliance requirements; and
 - increased focus on performance from our customers' perspective in the form of operational KPIs that measure value to customers, in addition to continued use of a robust suite of business value, compliance and regulatory measures.
- 6.8 Under the framework, we propose a hierarchy with societal impact measures at the highest level, to detailed operational performance measures at the most granular level. These are connected, with achieving our targets at each tier being an important part of delivering the aims of the tier above.

Impact Measures	Long-term measures that demonstrate the influence our work has on our society and communities.
Strategic Results	Set and agreed by the Board to be achieved by the end of the strategy period (unless stated otherwise). These results will be reported at least annually to demonstrate the progress we are making in delivering the commitments in our strategy. Where possible, we will also report Strategic Results quarterly.
Key Performance Indicators (KPIs)	A suite of indicators we use to manage operational delivery. KPIs will be split into three categories: customer value , business value and other (includes ARC, regulatory, and compliance indicators). Indicators and targets will be reviewed annually to ensure they remain relevant and challenging. Some high-level KPIs will be reported to subsidiary boards quarterly with the Strategic Results.
Delivery Plans & strategic projects	Annual project delivery plans agreed for each theme. These will be reviewed annually. Progress against delivery milestones will be reported quarterly.

Impact measures

- 6.9 The new Group strategy, for the first time, set out a range of objectives that have an impact on the communities in which we operate and contribute to national policy agendas. These include CO₂ reduction from our homes, jobs created and numbers of homeless people and families housed. When finalising impact measures we will seek to do so in a way that allows measures to be disaggregated to partner level.

Strategic Results

- 6.10 The overarching Group strategy sets out 49 strategic results across the five strategic themes previously approved as part of **“Your Home, Your Community, Your Future”**. The full list of these Strategic Results is attached as **Appendix 2**. The table below shows key results by strategic theme:

Delivering exceptional customer experience	<ul style="list-style-type: none">▪ Overall customer satisfaction is above 90%.▪ RSL tenant satisfaction with value for money is increased to 85%.▪ Implement “rate it” score from bookit, track it, rate it repairs approach and aim to improve performance by 10%.
Making the most of our homes and assets	<ul style="list-style-type: none">▪ Develop 5,500 new homes across all tenures.▪ Invest £500m into improving, modernising and maintaining homes.▪ Reduce the volume of emergency repairs by 10%.
Changing lives and communities	<ul style="list-style-type: none">▪ Over 70% of our customers live in neighbourhoods categorised as peaceful.▪ 90% of Care services are graded 5 or above.▪ 4,000 jobs, training and apprenticeship opportunities delivered.▪ Achieve 85% satisfaction with Wheatley Environmental Services.▪ 10% reduction in the cost of running a home by 2026.
Developing our shared capability	<ul style="list-style-type: none">▪ Over 90% of staff say they feel appreciated for the work they do.▪ Over 80% of RSL customers self-report positive distance travelled towards “self-reliance”.▪ Staff absence is maintained at 3% and 5% for care services.▪ Our workforce’s demographic makeup more closely resembles that of the communities in which we operate.
Enabling our ambitions	<ul style="list-style-type: none">▪ Limit annual RSL rent increases to 2.9% throughout the life of the strategy.▪ Reduce gross rent arrears to 4% by 2023.▪ Average days to let a home by RSLs maintained at less than 14 days.▪ Over 50% of our customers actively use their online account to make transactions with us.

- 6.11 We have developed a clear pathway to achieving each of the strategic results by the end of the strategy through setting targets across each of the 5 years. In some instances for completely new measures, this will involve developing new baselines.
- 6.12 The targets will remain agile and flexible through remaining subject to annual review as part of the process through which Boards set in year performance targets. This annual process allows us to refine our target setting process to reflect our

performance the previous year, consider new baselines developed and take account of the prevailing operating context.

Key Performance Indicators – core measures

- 6.13 We have a well-established set of existing performance measures that have supported us being a high performing organisation. These KPIs relate to a combination of:
- performance data we are required to collect as part of the Annual Return on the Charter to the Scottish Housing Regulator;
 - Compliance and safety related measures such as gas safety; and
 - Other business and efficiency measures, such as staff absence and invoices paid on time.
- 6.14 These measures also provide us with the opportunity to benchmark ourselves against other organisations, particularly the ARC measures. The full list of the proposed targets for these KPIs for 2021/22, as well as our projections for the life of the strategy, are included in **Appendix 2**. The key targets include the following:
- *Homeless accommodation*
We will meet the agreed contribution of accommodation for homeless households in each local authority area we operate in, housing an estimated 10,000 homeless people/households over five years. This requires meeting targets of 45% for DGHP, 50% for Dunedin Canmore, West Lothian and Loretto, and GHA meeting a target of 65% of all relevant lets going to homeless applicants.
 - *Tenancy sustainment*
The focus will be to increase sustainment back to 90% for all RSLs and maintain this over the next five years.
 - *Gross rent arrears*
The Group's Strategic Result is to reduce gross rent arrears to 4.00% by 2023. The Group figure for 2020/21 was 4.49%. Due to the impact of COVID-19 on customer income and the increase in customers on Universal Credit, our analysis suggests that the impact of the pandemic will be seen over the next few years. To achieve a 4.00% by the end of strategy will require a Group annual target of 5.03% in year one, and thereafter 5.02%, 4.78%, 4.39%, and achieving 3.85% in year 5. Subject to Board agreement, this change would be reflected in our strategic result of 'Reduce gross rent arrears to 4% by 2023' being amended to be by the end of the strategy.
 - *Average days to let*
Average days to let as a measure was particularly affected by the pandemic in 2020/21. Performance was primarily impacted by the cessation of letting for over a quarter of the year. The continued need to socially distance and longer time to carry out repairs on voids will continue to impact performance in the first half of 2020/21. As a result, we have set phased targets during 2021/22 to bring all Group RSLs back to pre-pandemic levels. This will position the Group to achieve the strategic result of fewer than 14 days by 2022/23.

- *Compliance*

To underscore the importance of fire safety and achieve the associated Strategic Result to reduce accidental dwelling fires by 10%, we have introduced additional measures to monitor the fire risk assessments we undertake.

We will report to the Board on the percentage of relevant properties that have a current fire risk assessment based on the risk profile in place. This will be segmented by property type, with the target for HMOs and relevant properties being 100% throughout the life of the strategy. LivingWell and multi-storey properties, which not currently included in the legislation, will have assessments carried out over the next three years. Once this three-year cycle has introduced an assessment, these properties too will move to a 100% compliance maintenance for the rest of the strategy life. Under compliance KPIs, we will also continue to report to the Board on gas safety to ensure we maintain a 100% compliant position.

- *Repairs*

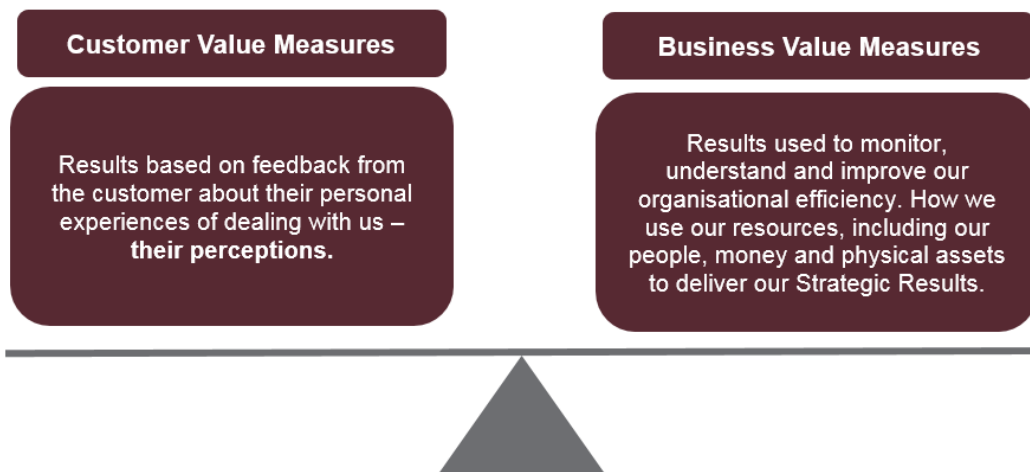
We have proposed new measures for the new strategy that will drive a focus on planned maintenance and efficiency, while adhering to the regulatory targets for delivering emergency (3.0 hours) and non-emergency repairs (5.5 days). The ratio of planned versus reactive repairs spending we aim to maintain at 60:40. We also aim to reduce the volume of emergency repairs by 10% over the life of the strategy.

6.15 As part of the strategy development process the Board previously discussed how, alongside the existing KPIs referred to above, we refine our performance approach further. In particular, the Board agreed that we should develop the concept of distinguishing between 'business value' and 'customer value' measures. This was in recognition of the limitations of the ARC measures – which were developed by the Scottish Government nearly 10 years ago – in providing insight into customer views, and that customer value drivers and business value drivers are not always the same.

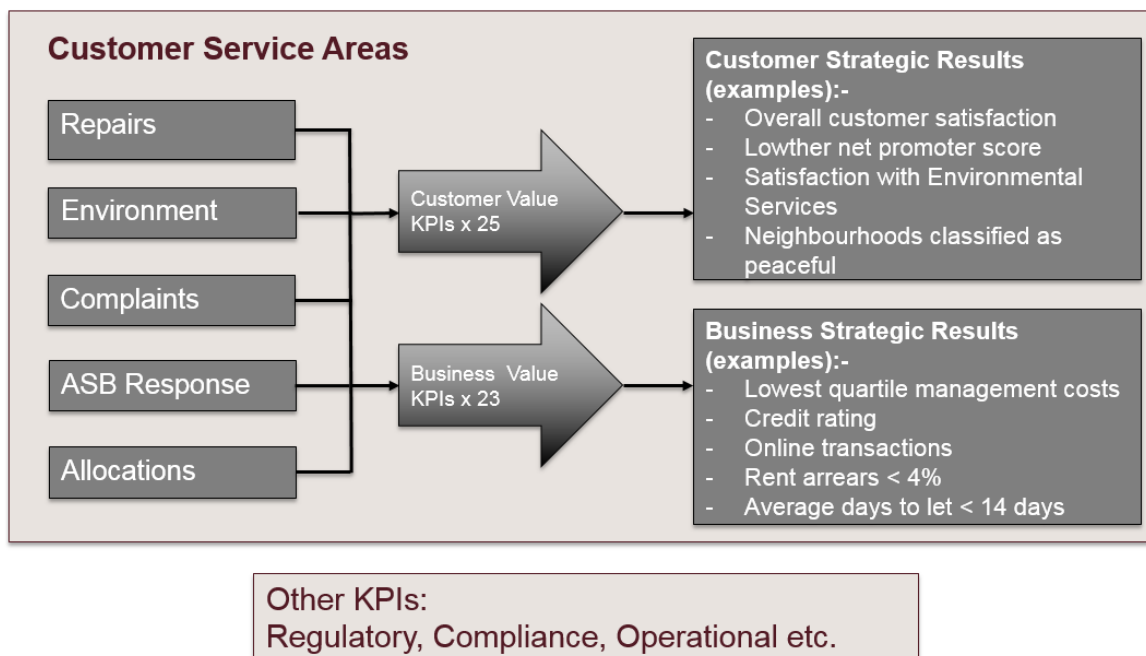
6.16 The objective of the new measures was to provide us with greater insight throughout the year into what drives high level annual results. In developing this approach we plan to focus on key customer facing services that we know are high value drivers for customers: repairs; anti-social behaviour resolution; neighbourhood environmental services; complaints handling and allocations (including new build). This process is now well underway, with a more detailed update set out below.

Customer and business value measures

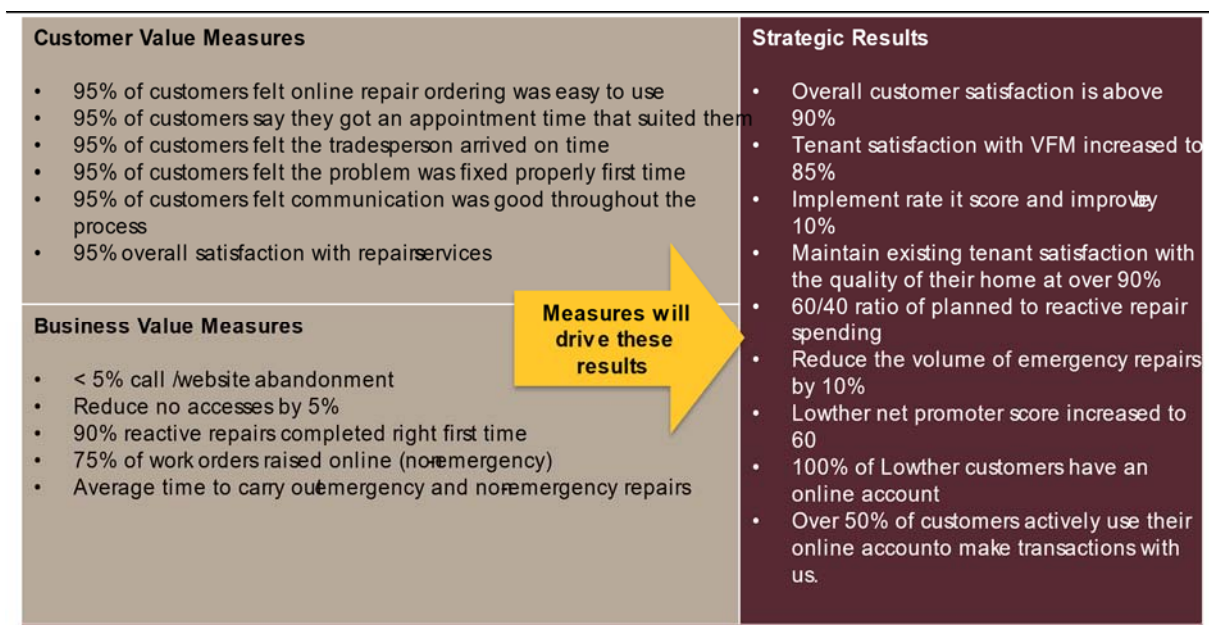
6.17 As a first step, we have developed clear definitions for what we mean by 'customer value' and 'business value' as follows:



- 6.18 We are in the process of finalising a suite of customer and business value measures across the five customer service areas, including understanding what strategic results they drive. The diagram below sets out these services and illustrates how customer and business value measures can drive different results from the same customer journey:



- 6.19 This approach is consistent with the recent Board discussion about our new approach to complaints handling. Our previous measures focussed on whether we handled complaints within 'X' number of days. This would represent a 'business value' measure, which provides us with a sense of how efficiently we are processing complaints. It does not however give us any actionable insight as to what provided customer value in the process of making a complaint, for example measuring the percentage of customers who felt communication was good throughout the process.
- 6.20 We have developed a draft of customer value and business value indicators for each of the five services. By way of example, the indicative repairs measures are set out on the next page.



- 6.21 We engaged the Group Tenant Scrutiny Panel to review the full suite of draft customer value measures and their feedback is now being used to refine the measures. In support of the approach, the Chair of the Panel has provided the following feedback on behalf of the Panel:

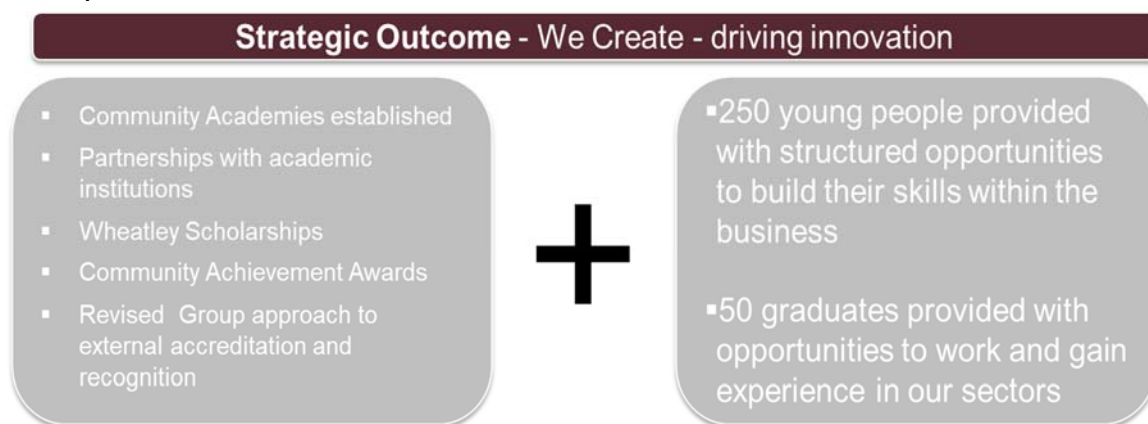
The Panel is pleased to see that the Group will be capturing customer sentiment as part of performance reporting going forward and it supports the proposed measures. The five customer service areas are the correct ones to focus on and the right questions to be asking. In particular, for repairs, the work shows a vast improvement since their previous thematic review, particularly around appointments – showing that the Group had listened to customers. The proposed value measures are impressive and well-placed.

- 6.22 Once the measures are agreed, we will develop robust arrangements to capture and report the relevant data in a structured way. This will allow us to include Customer and Business Value performance as part of the performance reporting dashboards.
- 6.23 It is intended that all customer value measures will be brought back to the Board for review and will thereafter be reported as part of all performance reports. A more detailed report will be brought back to the Board later this year with an update on progress and timescales for reporting arrangements.

Strategic Projects

- 6.24 As is set out in the Performance Management Framework, the strategic projects are directly linked to and aligned with the delivery of our strategic results and outcomes.
- 6.25 We have mapped all commitments in the Group strategy by strategic outcome and strategy theme. We have then developed these into distinct strategic projects within each theme over the course of the 5 year strategy period.
- 6.26 We have also added some core enabling projects not specifically referenced in the strategy but that will play a key enabling role in delivering the strategic outcomes/results. A copy of the commitments by outcome, theme and year is attached at Appendix 3.

- 6.27 The delivery of the majority of these projects will be overseen by the Group Chief Executive through his responsibility for implementing the Group strategy. Board level projects, that is those requiring a specific Board approval or Board visibility due to their significance or impact, will continue to be agreed and reported to the Board through the agreed annual delivery plan.
- 6.28 As part of the process, each project was reviewed to identify interdependencies with other projects, for example where IT/Digital investment is required before a project can progress to the next stage, and ensure that the sequencing of delivery reflects this.
- 6.29 For some projects, a phase of scoping/preparatory work will be required to develop a clearer implementation plan. This has meant that a number of projects are now considered in multiple phases, delivered over multiple years.
- 6.30 We have also tested each of the projects against a number of lenses to ensure they reflect the overall ambitions within the strategy. These include:
- Increasing our customer engagement
 - Building resilience in our communities
 - Developing our digital capacity
 - Delivering sustainable communities
- 6.31 We will use individual Delivery Plans under each of the 5 strategy themes as the mechanism to capture the interdependencies and phasing in more detail, in particular the link to our technology work streams. This will support us in ensuring these interdependencies are highly visible, managed and monitored and more widely track progress over the life of the strategy. The Delivery plans will also play a key role in ensuring we clearly capture any changes agreed by the Board over the life of the strategy.
- 6.32 In terms of how we know we have delivered our strategic outcomes, it is proposed that the delivery of a strategic outcome will be based on delivering all the strategic commitments and the associated strategic results (as set out in Appendix 3). An example would be:



- 6.33 We will retain our agility and flexibility through the retention of our established approach of annual Board strategy workshops to refresh/renew (in alternate years) our strategies. As part of this process the Board will:

- review progress against strategic outcomes over the previous year
- consider the operating context and key challenges for future years
- consider and, where appropriate, agree changes to strategies to reflect the above

6.34 The proposed Board level projects for the Group for 2021/22 is attached at **Appendix 4**. The projects have been subject to review by all partner Boards, who have agreed the projects are appropriate and no changes were suggested.

6.35 As part of this process each Board also considered its own specific projects and how they reflect their own distinct operating contexts. As part of this process, the DG HP Board agreed that the timing was appropriate to mainstream its Transformation programme into its performance management framework. This was a reflection of the significant achievement already delivered and that all future commitments are now firmly embedded in their own 5 year strategy.

Staff engagement

6.36 As previously indicated to the Board, we plan to hold Wheatley Way sessions with all staff, in person. We are planning to hold them in September and this will be integrated with our wider programme for the remobilisation and the implementation of our new business model.

6.37 A detailed programme for this has been developed and is being overseen at Group Executive level. Staff engagement and communication is a very strong element running throughout the programme as we transition to our new normal, including the opening of Wheatley House as our first Centre of Excellence.

7. Digital transformation alignment

7.1 The Group's five-year strategy is underpinned by digital transformation. Each project has been reviewed against our digital transformation plans to identify what financial and people resources are required as well as any interdependencies across projects. These requirements and interdependencies have subsequently been reviewed to confirm the necessary resources are available prior to being approved as a project.

8. Financial and value for money implications

8.1 There are no direct financial implications associated with this report.

9. Legal, regulatory and charitable implications

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

10. Equalities implications

10.1 Project monitoring and evaluations consider equalities information and Equalities Impact Assessments are undertaken at the outset of new programmes to ensure compliance with equality legislation, where applicable.

11. Environmental and sustainability implications

11.1 We are committed to becoming a more sustainable organisation and this is reflected in our new strategy. Projects such as the Wheatley Green Investment Plan and the implementation of our new operating model as well as greater use of digital

engagement will have a significant impact on our overall targets around sustainability and the desire to be carbon neutral by 2026.

12. Recommendations

12.1 The Board is asked to:

- 1) Approve the new Group-wide performance management framework;
- 2) Approve the Group's proposed KPIs and targets for 2021/22;
- 3) Approve the proposed approach to the achievement strategic outcomes, to be monitored through the annual Board strategy workshop; and
- 4) Approve the group strategic projects for 2021/22.

List of Appendices

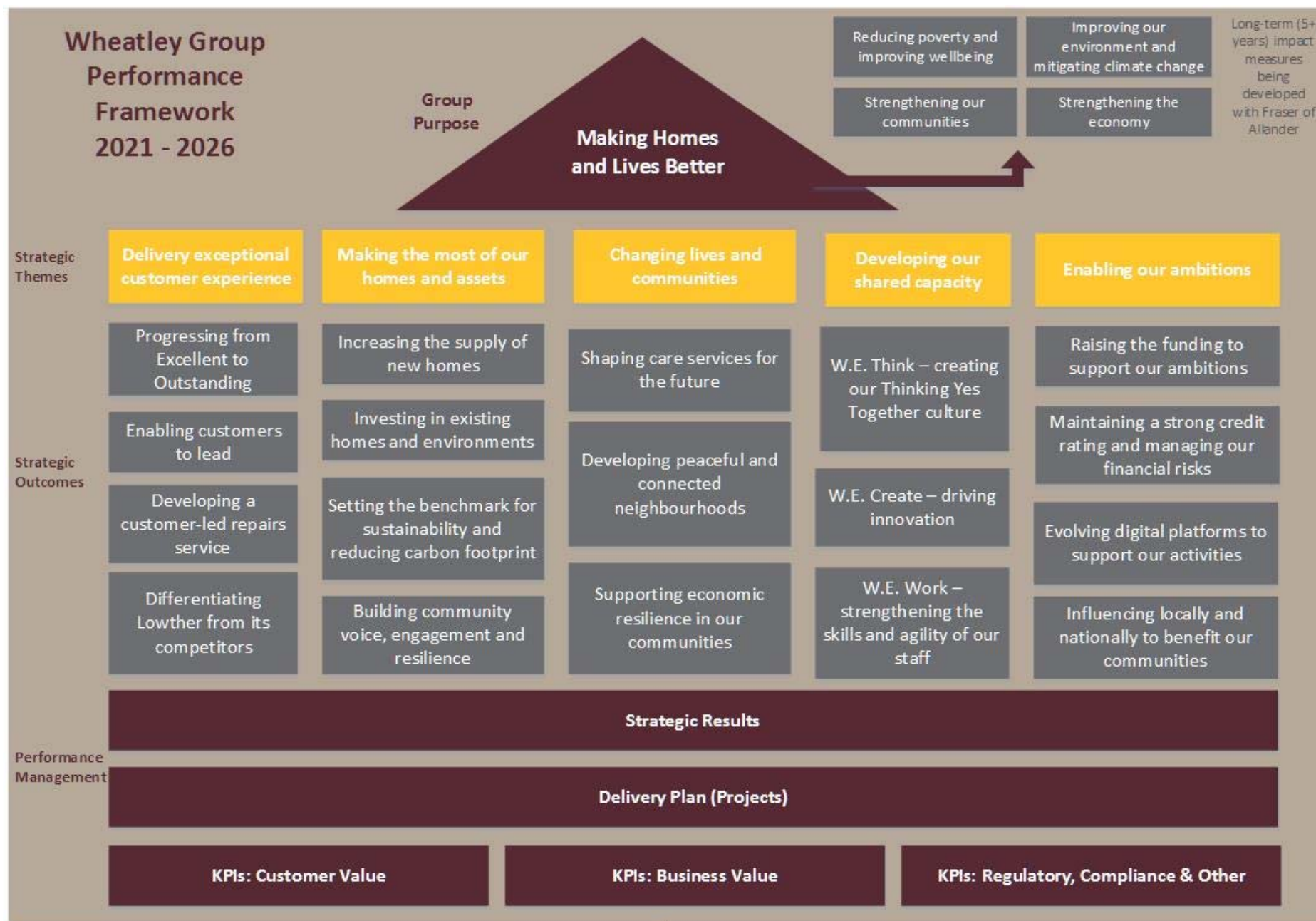
Appendix 1: Diagram of the Group's Performance Framework

Appendix 2: Group Strategic Results, KPIs and Targets for 2021 to 2026

Appendix 3: 5 year strategic commitments

Appendix 4: Strategic Projects: Board Level 2021/22

Appendix 1: Diagram of the Performance Framework



Appendix 2

Group Board Strategic Results and KPIs 2021 to 2026



1. Delivering Exceptional Customer Experience

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Type of measure	Reporting Frequency
1	Overall customer satisfaction is above 90%	DC - 96.0% DGHP - 94.8% GHA - 87.6% Loretto - 84.1% WLHP - 95.1% In 2021/22, a survey of our customers will be undertaken to determine the impact of the pandemic on their lives and experiences. The usual ARC survey will be carried out in 2022/23.	No targets will be set in this year as we are not carrying out the ARC survey in 2021/22.	DC - 94% DGHP - 94% GHA - 89% Loretto - 87% WLHP - 94%	DC - 94% DGHP - 94% GHA - 90.10% Loretto - 88% WLHP - 94%	DC - 94% DGHP - 94% GHA - 90.10% Loretto - 89% WLHP - 94%	DC - 94% DGHP - 94% GHA - 90.10% Loretto - 90.10% WLHP - 94%	Strategic Result	Annually
2	Maintain overall customer satisfaction with Care services at over 90%	Baseline to be agreed in year 2. Previous surveys are not applicable as Wheatley Care established in 2020.	Approach to be developed.	Establish baseline.	90%	90%	93%	Strategic Result	Annually
3A	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
3B	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
4	Implement "rate it" score from the book it, track it, rate it repairs approach and aim to improve performance by 10%	New measure and new approach. Baseline to be established 2021/22	Develop and implement coordinated approach.	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	>10% improvement (DGHP = 90%)	Strategic Result	Quarterly
5	RSL tenant satisfaction with value for money increased to 85%	DC - 87.7% DGHP - 90.3% GHA - 79.4% Loretto - 77.4% WLHP - 89.1%	No targets will be set in this year as we are not carrying out the ARC survey in 2021/22.	DC - 89% DGHP - 90% GHA - 81% Loretto - 79% WLHP - 90%	DC - 90% DGHP - 90% GHA - 82% Loretto - 80% WLHP - 90%	DC - 90% DGHP - 90% GHA - 84% Loretto - 82% WLHP - 90%	DC - 90% DGHP - 90% GHA - 85% Loretto - 85% WLHP - 90%	Strategic Result	Annually
6	Satisfaction with complaints handling increased by 10%	Baseline to be established in year one.	Implement new survey approach and set baseline.	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Baseline + 10% (DGHP > 90%)	Strategic Result	Quarterly

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Type of measure	Reporting Frequency
7	Overall satisfaction among households with children improved to 90%	DC - 89% DGHP - Baseline to be established GHA - 87% Loretto - 90% WLHP - 94%	No targets will be set in this year as we are not carrying out annual surveys in 2021/22.	DC - 90% DGHP - Target will be set after baseline established GHA - 89% Loretto - 90% WLHP - 94%	DC - 90% DGHP - Target will be set after baseline established GHA - 90% Loretto - 90% WLHP - 94%	DC - 90% DGHP - Target will be set after baseline established GHA - 90% Loretto - 90% WLHP - 90%	DC - 90% DGHP - Target will be set after baseline established GHA - 90% Loretto - 90% WLHP - 94%	Strategic Result	Annually
8	90% of customers feel they can participate in the landlord's decision making	In 2021/22, a survey of our customers will be undertaken to determine the impact of the pandemic on their lives and experiences. DC - 93.64% DGHP - 94.75% GHA - 80.11% Loretto - 63.58% WLHP - 92.93%	No targets will be set in this year as we are not carrying out the ARC survey in 2021/22.	DC - 94% DGHP - 94% GHA - 84% Loretto - 75% WLHP - 94%	DC - 94% DGHP - 94% GHA - 86% Loretto - 80% WLHP - 94%	DC - 94% DGHP - 94% GHA - 88% Loretto - 85% WLHP - 95%	DC - 94% DGHP - 94% GHA - 90% Loretto - 90% WLHP - 95%	Strategic Result	Annually
9	95% of customers actively engaged in shaping services feel they participate in decision making	Survey approach to be developed and implemented in 2021/22 (Customer Engagement Strategy). Existing measure for RSLs.	Establish baselines for [redacted] and Care.	Care - Baseline [redacted] DC - 90% DGHP - 90% GHA - 90% Loretto - 90% WLHP - 90%	Care - 90% [redacted] DC - 92% DGHP - 92% GHA - 92% Loretto - 92% WLHP - 92%	Care - 92% [redacted] DC - 94% DGHP - 94% GHA - 94% Loretto - 94% WLHP - 94%	Care - 95% [redacted] DC - 95% DGHP - 95% GHA - 95% Loretto - 95% WLHP - 95%	Strategic Result	Annually
10	Satisfaction with the process of getting my new home is improved by 10%	Survey approach to be developed and implemented in 2021/22, dependent on remobilisation and COVID-19 restrictions.	Establish baseline.	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Satisfaction to be increased by 10% (DGHP = 85%)	Strategic Result	Quarterly
11	Percentage of tenants who sustain their tenancies for more than 12 months	DC - 92.51% DGHP - 84.98% GHA - 89.73% Loretto - 90.27% WLHP - 92.65%	All other RSLs 90% DGHP - 87%	90%	90%	90%	90%	KPI Business value	Quarterly
12	Average number of working days to respond to stage 1 complaints (maximum of 5 days)	DC - 3.1 days DGHP - 4.3 days GHA - 3.2 days Loretto - 2.9 days WLHP - 2.7 days [redacted] [redacted] Care - Baseline to be established in year 1	5	5	5	5	5	KPI Business value	Quarterly

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Type of measure	Reporting Frequency
13	Average number of working days to respond to stage 2 complaints (maximum of 20 days)	DC - 17.7 days DGHP - 10 days GHA - 17.7 days Loretto - 19.5 days WLHP - None this year [redacted] [redacted] Care - Baseline to be established in year 1	20	20	20	20	20	KPI business value	Quarterly

2. Making the Most of Our Homes and Assets

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Reporting Frequency
1	Develop 5,500 new homes across all tenures N.B. Funding has been agreed for 4,000 homes, with our objective being to secure a further £250m to deliver an added 1.5k homes by 2026 to achieve totals of 5,500 homes and £750m investment by the end of our strategy.	Group - 413 Cube - 24 DC - 93 DGHP - 12 GHA - 276 Loretto - 0 WLHP - 8	GHA - Social - 93, MMR - 292 Loretto - Social - 0 DC - Social - 54, MMR - 25 WLHP - Social - 136, MMR - 26 DGHP - Social - 49	GHA - Social - 50, MMR - 66 Loretto - Social - 139 DC - Social - 162, MMR - 0 WLHP - Social - 107, MMR - 6 DGHP - Social - 47	GHA - Social - 24, MMR - 123 Loretto - Social - 169 DC - Social - 142, MMR - 66 WLHP - Social - 30, MMR - 34 DGHP - Social - 112 [redacted]	GHA - Social - 80, MMR - 98 Loretto - Social - 99 DC - Social - 70, MMR - 90 WLHP - Social - 186, MMR - 26 DGHP - Social - 257 [redacted]	GHA - Social - 50, MMR - 0 Loretto - Social - 16 DC - Social - 170, MMR - 52 WLHP - Social - 62, MMR - 0 DGHP - Social - 345 [redacted]	Strategic Result	Quarterly
2	Invest £500m of new public and private finance in new build housing	N/A	£119m	£108m	£112m	£114m	£99m	Strategic Result	Bi-Monthly
3	Achieve 95% customer satisfaction with their new build home	Will be set in 2021/22	New survey approach to be implemented	92%	93%	94%	95.0%	Strategic Result	Quarterly
4	Invest £360 million in improving, modernising and maintaining homes	£56.6 million	£86m	£72m	£67m	£68m	£68m	Strategic Result	Bi-Monthly
5	Achieve a 60:40 ratio of planned to reactive repair spending	Planned-Reactive Costs (2020/21 Accounts) DC - 61%:39% DGHP - 65%:35% GHA - 67%:33% Loretto - 43%:57% WLHP - 49%:51%	60:40	60:40	60:40	60:40	60:40	Strategic Result	Quarterly
6	Reduce the volume of emergency repairs by 10%	81,628	80,022	78,296	76,630	74,964	<10% fewer emergencies	Strategic Result	Quarterly

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Reporting Frequency
7	Maintain existing tenant satisfaction with the quality of their home at over 90%	DC - 95.4% DGHP - 92.7% GHA - 87.1% Loretto - 88.8% WLHP - 92.4% In 2021/22, a survey of our customers will be undertaken to determine the impact of the pandemic on their lives and experiences. ARC survey will be carried out in 2022/23 to establish a baseline for this and other measures.	No targets will be set in this year as we are not carrying out the ARC survey in 2021/22.	DC - 95% DGHP - 93% GHA - 89% Loretto - 90% WLHP - 92%	DC - 95% DGHP - 93% GHA - 90% Loretto - 90.1% WLHP - 92%	DC - 95% DGHP - 93% GHA - 90.1% Loretto - 90.1% WLHP - 92%	DC - 95% DGHP - 93% GHA - 90.1% Loretto - 90.1% WLHP - 92%	Strategic Result	Annually
8	Reduce the output of CO ₂ emissions from our homes by at least 4,000 tonnes per year	N/A	Baseline to be agreed in year 1, then a reduction of 4,000.	-8,000	-12,000	-16,000	-20,000 Total reduction of at least 20k over 5 years	Strategic Result	Annually
9	Reduce our corporate carbon footprint to carbon neutral by 2026	N/A	Baseline to be agreed in year 1	75% of baseline	50% of baseline	25% of baseline	0	Strategic Result	Annual

3. Changing Lives and Communities

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/24)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Reporting Frequency
1A	Percentage of lets to homeless applicants (Charter)	DC - 57.7% DGHP - 50.3% GHA - 63.1% Loretto - 75.2% WLHP - 65.0% Group - 60.3%	Contextual	Contextual	Contextual	Contextual	Contextual	Strategic Result	Quarterly
1B	Percentage of relevant lets to homeless applicants (Strategy wording: meet the agreed contributions to accommodation for homeless households in each local authority we operate in)	DC - 72.8% DGHP - 51.8% GHA - 65.7% Loretto - 57.1% WLHP - 69.7% Group - 63.6% - including Cube	DC - 50% DGHP - 45% GHA - 65% Loretto - 50% WLHP - 50%	DC - 50% DGHP - 45% GHA - 65% Loretto - 50% WLHP - 50%	DC - 50% DGHP - 45% GHA - 65% Loretto - 50% WLHP - 50%	DC - 50% DGHP - 45% GHA - 65% Loretto - 50% WLHP - 50%	DC - 50% DGHP - 45% GHA - 65% Loretto - 50% WLHP - 50%	Strategic Result	Quarterly
2	House an estimated 10,000 homeless people or households over 5 years	YTD 31 Jan 2021 - 1,759 lets to homeless applicants (revised measure), 1,815 (ARC)	2,000	4,000	6,000	8,000	10,000	Strategic Result	Quarterly
3	Over 70% of our customers live in neighbourhoods categorised as peaceful	YTD 31 Jan 2021 - 67.2% tenancies living in peaceful neighbourhoods	68.0%	68.5%	69.0%	69.5%	70.0%	Strategic Result	Quarterly
4	Achieve 85% satisfaction with Wheatley Environmental Services	Baseline to be established in 2021/22	Baseline to be agreed in year 1	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	85.0%	Strategic Result	Quarterly
5	Reduce the number of accidental dwelling fires by 10%	Group - 206 Cube - 13 DGHP - NA DC - 9 GHA - 161 Loretto - 17 WLHP - 0	2% reduction from baseline figure	4% reduction from baseline figure	6% reduction from baseline figure	8% reduction from baseline figure	10% reduction from baseline figure	Strategic Result	Quarterly
6	100% of applicable properties have a fire risk assessment	100%	100%	100%	100%	100%	100%	Strategic Result	Quarterly

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Reporting Frequency
7	4,000 jobs and training and apprenticeship opportunities delivered	700	700	750	850	850	850	Strategic Result	Quarterly
8	250 customers have been supported to attend higher education and university through Wheatley bursaries	77	50	100	150	200	250	Strategic Result	Annually
9	10,000 vulnerable children benefit from targeted Foundation programmes	New	1,400	3,200	5,450	7,850	10,000	Strategic Result	Annually
10	60% of tenants with online accounts are using the My Savings rewards gateway	10%	20%	30%	40%	50%	60%	Strategic Result	Annually
11	Reduce the cost of running a home by 10% by 2026	New measure being developed in collaboration with the Fraser of Allander Institute	Baseline to be agreed in year 1	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Strategic Result	Annually
12	90% of Care services are graded 5 or above	85%	85%	90%	90%	90%	90%	Strategic Result	Quarterly

4. Developing Our Shared Capacity

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Reporting Frequency
1	Over 90% of staff say they feel appreciated for the work they do	80.0% (2019 IIP Survey)	80.0%	82.0%	85.0%	88.0%	91.0%	Strategic Result	Annually
2A	Staff absence for all parts of the business, excluding Care, is maintained at 3%	DC - 2.96% DGHP - 4.74% GHA - 3.03% Loretto - 2.52% WLHP - 4.11% [redacted] [redacted] W360 - 3.2% Solutions - 2.3%	3.0%	3.0%	3.0%	3.0%	3.0%	Strategic Result	Quarterly
2B	Staff absence within Care is maintained at 5%	5.3%	5.0%	5.0%	5.0%	5.0%	5.0%	Strategic Result	Quarterly
3	Staff voluntary turnover (i.e. resignations) remains at less than 7%	7%	7%	7%	7%	7%	7%	Strategic Result	Annually
4	Over 80% of customers self-report positive distance travelled towards 'self-reliance'	Baseline to be reported once approach implemented.	Implement approach	Establish baseline	Target to be set 2022/23 following baseline	Target to be set 2022/23 following baseline	80.1%	Strategic Result	Quarterly
5	250 young people are provided with structured opportunities to build their skills within the business	35	35	50	55	55	55	Strategic Result	Annually
6	50 graduates are provided with opportunities to work and gain experience in our sectors	36	25	50	51	51	51	Strategic Result	Annually
7	Our workforce's demographic makeup more closely resembles that of the communities in which we operate	N/A	Indicators will be agreed during years 1-2 and introduced in year 3.	Indicators will be agreed during years 1-2 and introduced in year 3.	Indicators and baselines introduced	Target to be set 2023/24 following baseline	Target to be set 2023/24 following baseline	Strategic Result	Annually
8	40% of promoted posts are filled with internal candidates	40%	40%	40%	40%	40%	40%	Strategic Result	Annually

5. Enabling Our Ambitions

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Reporting Frequency
1	Limit annual RSL rent increases to 2.9% throughout the life of the strategy	DGHP 2% All other RSLs 3.4%	GHA – 1.6% Cube – 1% Ex- Barony – 2% Other RSLs – 1.7%	2.9% DGHP - 2.0%	2.9%	2.9%	2.9%	Strategic Result	Annually
2	Maintain a strong investment grade rating of A+ stable	A+ Stable	A+ Stable	A+ Stable	A+ Stable	A+ Stable	A+ Stable	Strategic Result	Annually
3	Reduce gross rent arrears to 4%	DC - 3.84% DGHP - 3.87% GHA - 4.81% Loretto - 3.76% WLHP - 2.62% Group 4.49%	DC - 4.29% DGHP - 4.57% GHA - 5.35% Loretto - 4.03% WLHP - 3.12% Group - 5.03%	DC - 4.44% DGHP - 4.51% GHA - 5.33% Loretto - 3.87% WLHP - 3.35% Group - 5.02%	DC - 4.33% DGHP - 4.22% GHA - 5.09% Loretto - 3.69% WLHP - 3.13% Group - 4.78%	DC - 4.13% DGHP - 3.99% GHA - 4.63% Loretto - 3.47% WLHP - 3.15% Group - 4.39%	DC - 3.78% DGHP - 3.83% GHA - 3.98% Loretto - 3.19% WLHP - 3.02% Group - 3.85%	Strategic Result	Quarterly
4	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
5	Percentage of Care services breaking even	81%	81%	90%	90%	90%	90%	Strategic Result	Quarterly
6	£15 million generated in Gift Aid to Wheatley Foundation and reinvested in communities	£1.47m	£3m	£6m	£9m	£12m	£15m	Strategic Result	Annually
7A	Average days to let a home maintained at less than 14 days	2019/20 DC - 9.68 DGHP - 28.23 GHA - 15.44 Loretto - 14.34 WLHP - 1.54	See proposed quarterly targets below.	DC - <14 DGHP - <14 GHA - <14 Loretto - <14 WLHP - <14	DC - <14 DGHP - <14 GHA - <14 Loretto - <14 WLHP - <14	DC - <14 DGHP - <14 GHA - <14 Loretto - <14 WLHP - <14	DC - <14 DGHP - <14 GHA - <14 Loretto - <14 WLHP - <14	Strategic Result	Quarterly
7B	Quarterly targets for average days to let in year 1	ARC 2020/21 DGHP - 37.26 DC - 52.60 GHA - 40.96 Loretto - 35.18 WLHP - 19.78	Q1 DGHP - 22.8 DC - 25.0 GHA - 25.5 Loretto - 20.0 WLHP - 15.0	Q2 DGHP - 21.1 DC - 22.5 GHA - 22.7 Loretto - 20.0 WLHP - 15.0	Q3 DGHP - 20.0 DC - 20.0 GHA - 20.7 Loretto - 19.0 WLHP - 15.0	Q4 (Year End) DGHP - 19.1 DC - 18.9 GHA - 19.9 Loretto - 18.1 WLHP - 15.0	N/A	Strategic Result	Quarterly

Ref.	Indicators	Baseline (2020/21 unless noted otherwise)	Year 1 (2021/22)	Year 2 (2022/23)	Year 3 (2023/34)	Year 4 (2024/25)	Year 5 (2025/26)	Measure type	Reporting Frequency
8	Over 50% of customers actively using their online account to make transactions with us	N/A	Baseline to be established and targets to be set 2021/22	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	Target to be set 2021/22 following baseline	50%	Strategic Result	Quarterly
9	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
10	Achieve targets across the 7 domains of our digital maturity assessment	Level 2	Level 2	Level 2	Level 3	Level 4	Level 4	Strategic Result	Annually
11	Achieve management costs per unit that remain in the lowest quartile among an independently selected UK and international benchmarking group	N/A	Management costs in lowest quartile	Management costs in lowest quartile	Management costs in lowest quartile	Management costs in lowest quartile	Management costs in lowest quartile	Strategic Result	Annually

Appendix 3 - 5 year strategic commitments			Year					
Strategic Theme	Strategic Outcome	Strategic Commitment	1	2	3	4	5	Strategic Result
Delivering Exceptional Customer Experience	Progressing from Excellent to Outstanding	Implement new engagement framework						* Overall customer satisfaction is above 90% * Over 90% of Wheatley Care customers are satisfied with the overall service * RSL tenant satisfaction with value for money is increased to 85% * Satisfaction with complaints handling is increased by 10% * Overall satisfaction among households with children is improved to 90% * Satisfaction with the process of getting my new home is improved by 10%
		Develop a Wheatley Whole Family approach						
		Review Group approach to rent and income management						
		Review Group performance and benchmarking approach to define outstanding						
		Simplify our rent structures						
		AI/Data Analytics/Customer Insight informed decision making						
		Carry out a review of common housing registers and choice based letting systems currently used within the Group						
		Transform our rent payment methods						
	Enabling customers to lead	Introduce new cloud based telephony system						* 90% of customers feel they can participate in the landlord's decision making * 95% of customers who are actively engaged in shaping services feel they participate in decision making
		Develop new RSL online services model						
		Extend Outcome Star to Housing & W360						
		Virtual Patches for Livingwell and Asylum Seekers						
		Review options to integrate MyHousing and other online customer services (eg MySavings)						
		Improve reporting on homelessness and allocations to provide strong data analytics about customers' preferences						
		25% of all tenant facing expenditure will be controlled by tenants						
		Forge strong partnerships with Universities re mentoring for customers						
		Develop Talent Mining approach to employability						
		Enable customers to choose how and when repairs and investment work is undertaken						
		Enable customers to let out a spare room						
	Developing a Customer Led Repairs Service	Refine Repairs Delivery Model						* Implement a “rate it” score from the book it, track it, rate it repairs approach and aim to improve performance by 10%
		Review Online Repairs Service						
		Digital Repairs Service enhancements introduced						
		Digital consultation to allow customers to co-create priorities for planned repairs						
	[redacted]	[redacted]						[redacted]
		[redacted]						
		[redacted]						
		[redacted]						
		[redacted]						
		[redacted]						
	Making the most of our Homes & Assets	Increasing the supply of new homes	Explore the potential advantages of rebranding with geographical based names					
Wheatley 24 – Customer Voices: enhanced customer choice (DC West Craigs)								
Wheatley 24 – Customer Voices: enhanced customer choice (GHA Carnwadric)								
Identify potential DGHP new build opportunities via stock viability appraisal								
Develop and agree joint plans for DGHP Transformational Regeneration Area (Lochside)								
Investing in existing homes & environments		Online/Digital Services - online planning tool, live property dashboards						* Achieve a 60:40 ratio of planned to reactive repairs spending * Reduce the volume of emergency repairs by 10%
		Review of our corporate estate						
		Technology & Analytics - sensor tech and remote fault diagnosis						
		Virtual picture of communities developed						
		Expand our RSBi factory capability						
		Create a single vehicle for Glasgow						
		Wyndford Regeneration						
Setting the benchmark for sustainability and reducing carbon footprint		High-Rise Living Framework Year 2						* Reduce the output of CO2 emissions from our homes by at least 4000 tonnes per year * Reduce our corporate carbon footprint to carbon neutral by 2026
		Wheatley Green Investment Plan						
		Implement roll out of pilots of new storage heater options						
		Scope requirements for EESSH2						
Building community voice, engagement & resilience		Community led development approach introduced						* Maintain existing tenant satisfaction with the quality of their home at over 90%
		Wheatley Trusted Builder Mark' introduced for new homes						
		New Community Entrepreneurship and Resilience programme						
		Create a Wheatley Place measure						
		Data analytics informs community investment decisions						
		Review and refine Wheatley Community Benefit Model						
Overarching Vision	Implement the Strategic Homelessness Policy						* Meet the agreed contributions to accommodation for homeless households in each local authority we operate in; housing an estimated 10,000 homeless people or	
	Diversify and develop new revenue streams not dependent on commissioning							

Changing Lives & Communities	Shaping Care services for the future	Pioneer new approaches in Care to help people stay at home							households over 5 years * 90% of Care services are graded 5 or above
		Review approach to services being tailored to support strengthened communities and reduce social isolation							
		Introduce new care design and technology							
		Increase level of active citizens via our community engagement approach							
		Blended model of Care for 20% of outreach customers							
		Develop a Care Centre of Innovation and Excellence							
		Bespoke volunteering programme							
	Developing peaceful & connected neighbourhoods	Wheatley Community Connection Plan - develop approach to affordable broadband							* Over 70% of our customers live in neighbourhoods categorised as peaceful * Achieve 85% satisfaction with Wheatley Environmental Services * Reduce the number of accidental dwelling fires by 10% * 100% of applicable properties have a fire risk assessment
		Digital Neighbourhoods							
		Develop Groupwide ASB Prevention & Mitigation framework							
		Review Group Fire Prevention & Mitigation Framework including digital solutions							
	Supporting economic resilience in our communities	Introduce in house NETs service to DGHP							* 60% of tenants with online accounts are using the My Savings rewards gateway * 250 customers have been supported to attend higher education and university through Wheatley bursaries * 4,000 jobs, training and apprenticeship opportunities delivered * 10,000 vulnerable children benefit from targeted Foundation programmes
		Develop approach to reshaping services to provide additional support to those at risk of unemployment							
Developing our Shared Capability	We Think - creating our Thinking Yes Together culture	Review and refresh staff development programme to reflect new operating model							* Over 90% of staff say they feel appreciated for the work they do * Over 80% of customers self-report positive distance travelled towards self-reliance
		Develop new leadership development programme							
	We Create - driving innovation	Create a Community Academy							* 250 young people are provided with structured opportunities to build their skills within the business
		Develop strategic partnerships with academic institutions							
		Introduce Wheatley Scholarships							* 50 graduates are provided with opportunities to work and gain experience in our sectors
		Introduce Community Achievement Awards							
	We Work - strengthening the skills & agility of our staff	Review Group approach to external accreditation and recognition							* Staff absence maintained at 5% for Care and 3% for all other parts of the business * Staff turnover remains at less than 7% * Our workforce's demographic makeup more closely resembles that of the communities in which we operate * 40% of promoted posts are filled with internal candidates
		Establish trusted Wheatley Associates							
		Scope career marketplace platform							
		Work with schools and colleges to foster talent and source pipeline							
		Further enhance our approach to Equality, Diversity and Inclusion							
Enabling our Ambitions	Raising the funding to support our ambitions / maintaining a strong credit rating and managing financial risks	Design team related recognition							* Limit RSL rent increases to 2.9% throughout the life of the strategy * Reduce gross rent arrears to 4% from 2023 * 100% of Care services at break-even after management fee * Average days to let a home by RSLs maintained at less than 14 days * Maintain a strong investment grade rating of A+ stable
		Strategic governance review							
		[redacted]							
		Restructure funding syndicate							
		Review of staff Terms & Conditions							
	Evolving digital platforms to support our activities	Maintain a strong investment credit rating of A+ stable							* £15 million generated in Gift Aid to Wheatley Foundation and re-invested in communities
		Care to remain <5% of Group turnover							
		Data management and analytics - single source of info for core front line and support services							
		Review approach to contract and vendor management							
	Influencing locally & nationally to benefit our communities	Establish digital maturity approach and assessments							* Achieve management costs per unit that remain in the lowest quartile among an independently selected UK and international benchmarking group * Over 50% of customers actively using their online account to make transactions with us * 100% of Lowther rental customers have an online account * Achieve targets across the 7 domains of our digital maturity assessment
		DGHP digital technical integration							
		Adopt an international dimension to benchmarking							
		Showcase our role-model approaches							
		Media training incorporated into Leadership Development programme							
		Map and maintain strategic profiles							

Appendix 4 - Strategic Projects (By theme and strategic outcome) – Board Level: 2021/22

Strategic Theme	Strategic Projects
Delivering Exceptional Customer Experience	<i>Strategic Outcome - Progressing from Excellent to Outstanding</i>
	<ul style="list-style-type: none"> ▪ Implement new engagement framework - Phase 1
	<ul style="list-style-type: none"> ▪ Develop a Wheatley Whole Family approach
	<i>Strategic Outcome - Enabling Customers to Lead</i>
	<ul style="list-style-type: none"> ▪ Introduce new cloud-based telephony system
	<ul style="list-style-type: none"> ▪ Develop new RSL online services model (Solutions Board)
	<i>Strategic Outcome - Developing a Customer Led Repairs Service</i>
Making the most of our Homes & Assets	<ul style="list-style-type: none"> ▪ Refine Repairs Delivery Model
	<i>Strategic Outcome - Investing in existing homes & environments</i>
	<ul style="list-style-type: none"> ▪ Implement Group corporate estate model - phase 1
	<ul style="list-style-type: none"> ▪ Wyndford Regeneration
	<ul style="list-style-type: none"> ▪ High Rise Living Framework Year 2 (GHA Board)
	<i>Strategic Outcome - Setting the benchmark for sustainability and reducing carbon footprint</i>
Changing Lives & Communities	<ul style="list-style-type: none"> ▪ Wheatley Green Investment Plan
	<i>Strategic Outcome - Shaping Care services for the future</i>
	<ul style="list-style-type: none"> ▪ Glasgow Alliance to End Homelessness 1-year review
	<ul style="list-style-type: none"> ▪ Redesign the TSS Service
	<ul style="list-style-type: none"> ▪ Care policy framework reviewed (Care board)
	<i>Strategic Outcome - Developing peaceful and connected neighbourhoods</i>
	<ul style="list-style-type: none"> ▪ Develop and Implement a Groupwide ASB Prevention & Mitigation framework
	<ul style="list-style-type: none"> ▪ Review Group Fire Prevention & Mitigation Framework including digital solutions

Strategic Theme	Strategic Projects
Developing our Shared Capability	<i>Strategic Outcome - WE Think – creating our Thinking Yes Together culture</i>
	<ul style="list-style-type: none"> ▪ Develop new leadership development programme
	<i>Strategic Outcome - WE Work – strengthening the skills and agility of our staff</i>
	<ul style="list-style-type: none"> ▪ Strategic governance review
Enabling our Ambitions	<i>Strategic Outcome - Raising the funding to support our ambitions /maintaining a strong credit rating and managing financial risks</i>
	<ul style="list-style-type: none"> ▪ [redacted]
	<ul style="list-style-type: none"> ▪ Restructure funding syndicate
	<i>Strategic Outcome - Evolving digital platforms to support our ambitions – Solutions Board</i>
	<ul style="list-style-type: none"> ▪ Establish digital maturity approach and assessments

Report

To: Wheatley Housing Group Board

By: Steven Henderson, Group Director of Finance

Approved by: Martin Armstrong, Group Chief Executive

Subject: Credit rating and funding update

Date of Meeting: 21 June 2021

1. Purpose

- 1.1 The purpose of this report is to provide the Board with an update on our latest credit rating review and funding activity.

2. Authorising and strategic context

- 2.1 The Group Standing Orders state that matters in relation to Group treasury management and funding, including material changes to the Group business plan, are reserved to the Group Board.
- 2.2 Maintaining an A+ credit rating is a key objective in our strategy. We also aim to deliver 5,500 new affordable homes by 2026, and recognise that this scale of building will require new and innovative approaches to funding.

3. Risk appetite and assessment

- 3.1 The Board's risk appetite for funding risk is "cautious", which is defined as "preference for safe delivery options that have a low degree of inherent risk and may only have limited potential for reward".
- 3.2 Maintaining our credit rating mitigates a key risk; that we may not be able to raise the funding needed to deliver our strategy. The wider funding activities set out in this report are designed to create the capacity within our business plan to increase our new build activity, while borrowing at the lowest rates possible in order to minimise future rent increases.

4. Background

- 4.1 We have maintained regular engagement with our credit rating agency, Standard & Poor's, throughout the last year. This meant they were already familiar with the Group's strong performance throughout the pandemic, ahead of their formal annual assessment process during April and May.

5. Customer engagement

- 5.1 Not applicable.

6. Discussion

(a) Rating update

- 6.1 Standard & Poor's ("S&P") re-affirmed the Group's credit rating at A+ (stable outlook) in May. Their report is attached at appendix 1. Their feedback was very positive, noting that "Wheatley's strategy and management remains a rating strength". This is the joint-highest rating currently awarded by S&P in the UK, other than one entity which is guaranteed by a local authority in London.

(b) EIB loan drawdown completion

- 6.2 We have drawn the final £28m of our £185m EIB loan, within the three-year availability period set when we signed it in June 2018. The fixed rate on this £28m was [redacted]. Our business planning assumption was [redacted]%; so this rate represents a saving versus the plan of £348k a year.
- 6.3 The blended average interest rate on the £185m has been [redacted]%. This remains well below any other rates available in the market and has been an important contributor to our ability to reduce rent increase assumptions in the business plan in the last two years.

(c) Funding and lender/investor engagement update

- 6.4 We have updated all lenders and investors on our credit rating, which has been positively received. We are also in discussions with lenders in relation a number of measures that would increase the capacity of our partner organisations to deliver new build homes.

(i) RSL Borrowing Group

- 6.5 Firstly, we are in discussions with the lenders to our RSLs about three key changes to our loan arrangements:
- (i) DGHP joining the Wheatley RSL borrowing group from April 2022;
 - (ii) An increase in our "debt per unit" loan covenant from £27,000 to at least £30,000, which is necessary to facilitate an increase in our new build programme to the 5500 homes target in our five-year strategy; and
 - (iii) Replacing references to LIBOR, the variable base rate used as standard by banks but which financial regulators require to be phased-out by the end of 2021, with the new base rate known as SONIA
- 6.6 Discussions so far have been positive although each lender has a different credit approval process and some take significantly longer than others. The initial premise of our proposal is to ask all lenders to consent to our requested changes; but in the event any lender does not support these, other options may be possible, including refinancing.

6.7 [paragraphs 6.7-6.10 redacted]

(ii) Next steps

6.11 In recent years the Group Strategic Development Committee (“SDC”) has considered new funding proposals in detail, including the legal terms and conditions (with input from our external lawyers) and sensitivity analysis/stress testing impacts on our business plan projections. Given the significance of the new funding and loan covenant changes under discussion, it is proposed that authority is delegated to the SDC to consider the detail of the [redacted] transaction and the position we reach in respect of the amendments to the RSL Borrowing Group loan agreements. This would include any potential refinancing options.

6.12 The Board will be updated on progress and recommendations from the SDC’s detailed review prior to approvals being sought to conclude any new or amended legal agreements.

7. Financial and value for money implications

7.1 The funding activities outlined above will contribute to our objective of delivering 5500 new affordable homes by 2026. The combined new investment in Lowther of £70m, along with government grant, is expected to fund around 700 of these homes.

7.2 The interest rate on the final tranche of EIB funding represents a saving compared to the business planning assumption, and this will help us minimise future rent increases.

8. Legal, regulatory and charitable implications

8.1 It is proposed that detailed legal documentation for new funding and any changes to our existing arrangements be considered by the Strategic Development Committee.

8.2 The Scottish Housing Regulator is kept updated on our credit rating and funding activities through our regular engagement.

9. Equalities implications

9.1 There is no equalities impact identified as a result of this report.

10. Environmental and sustainability implications

10.1 [redacted]

11. Recommendations

11.1 The Board is asked to:

- 1) Note our latest credit rating review outcome; and

- 2) Delegate authority to the Strategic Development Committee (SDC) to consider the [redacted] and RSL Borrowing Group loan amendments in detail, and for the SDC to make recommendations to the Board in due course

List of Appendices

Appendix 1: S&P Credit Rating report, May 2021

Report

To: Wheatley Housing Group Board

By: Olga Clayton, Group Director of Housing and Care

Approved by: Martin Armstrong, Group Chief Executive

Subject: Group ASB Framework 2021-2026

Date of Meeting: 21 June 2021

1 Purpose

- 1.1 This report seeks the Board's approval for our new Group Anti-Social Behaviour Framework, which supports the ambition in ***Your Home, Your Community, Your Future*** to create calm and peaceful communities where people are proud to live.

2 Authorising and strategic context

- 2.1 Our work on Anti-Social Behaviour ("ASB") is a key part of our Group Strategy "Your Home, Your Community, Your Future". It expands across our housing, care and foundation activities. Our approach to ASB and the broad services we deliver are strategic decisions.
- 2.2 Under the Group Authorising Framework the approval of any Group wide frameworks is reserved to the Group Board. The day to day operational work and delivery will be delegated to the Group CEO.
- 2.3 The Group ASB Framework is a strategic commitment directly linked to the 'Delivering peaceful and connected neighbourhoods' strategic outcome in our Group strategy. Approval of the framework will mark an element of this strategic outcome having been achieved. It is also linked to the delivery of a number of strategic results. This strategic context is set out in more detail within this report.

3 Risk appetite and assessment

- 3.1 The Group's risk appetite for service improvement is "open". This means we are prepared to take the risk of adopting the approach that is most likely to result in the successful delivery of our service objectives.
- 3.2 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.

4 Background

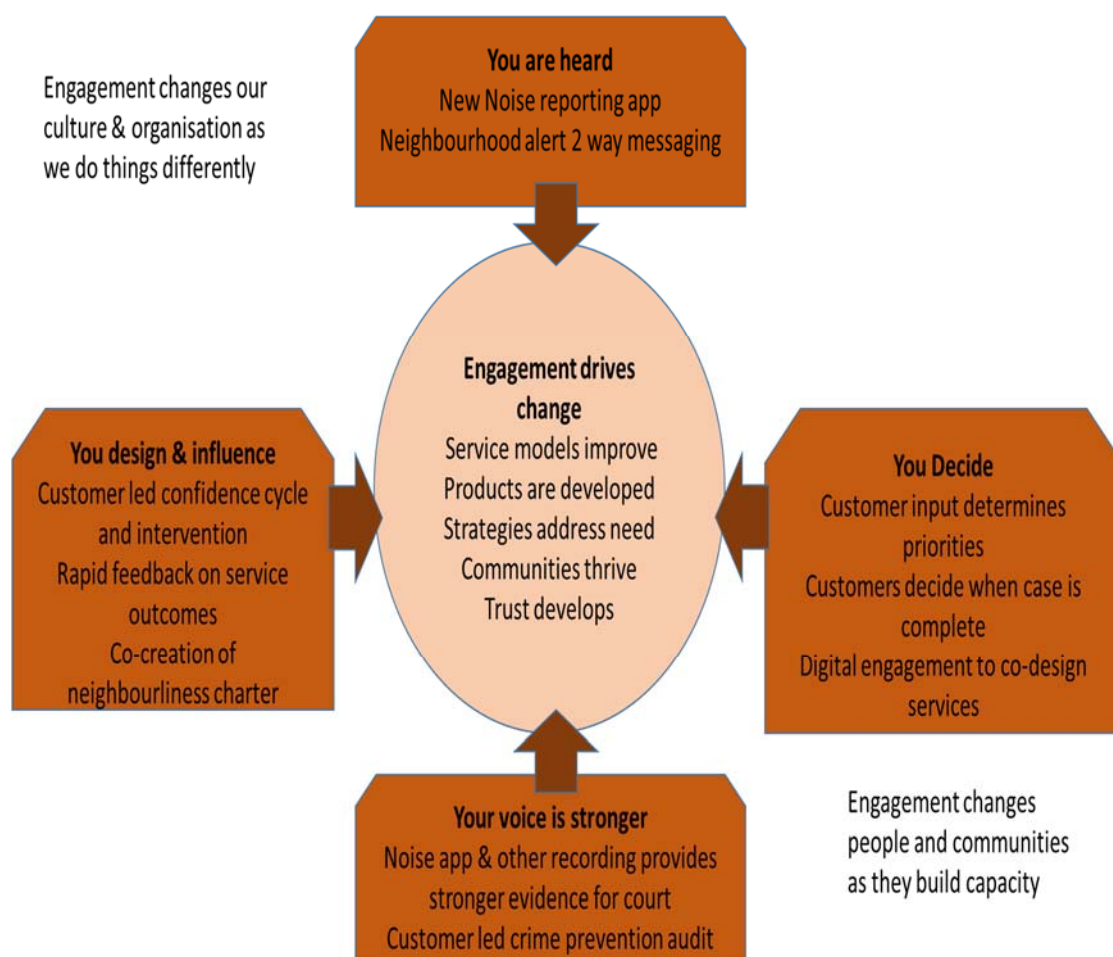
- 4.1 The Group Strategy highlights some key commitments which relate to ASB. The primary action is to utilise our Community Improvement Partnership approach to take communities from being merely safe to ones that are improving, peaceful and with high levels of satisfaction.

- 4.2 This will be based on building a confidence cycle with and for communities. The cycle will support communities to become more resilient through increased confidence to report crimes and other issues. In turn, this information will help Wheatley and our community partners to support those living there to make their communities stronger and more peaceful.
- 4.3 The ASB Framework sets out how we will deliver this and also supports a number of other key commitments in the strategy including:
- Customers should have control over their own lives and be able to direct the design of services.
 - Tenants should be helped to sustain their home including receiving understanding of trauma, adverse childhood experiences, substance abuse, mental health issues and the impacts of homelessness.
 - Work will be undertaken with communities to co-create a 'Wheatley Place Measure' that reflects the criteria our customers identify as crucial to a successful and resilient community.
 - Creation of a new community entrepreneurship and resilience programme, demonstrating our faith in people and our willingness to create opportunities for them to thrive.
 - Establishing a virtual network and leveraging our physical assets and spaces within communities, such as commercial units and corporate office footprint, empowering communities to come together in creative ways.
 - Putting the 'Neighbour' back into our neighbourhoods, creating a modern version of 'Neighbourliness' as a hallmark of our communities by 2026.
 - Creating digital neighbourhoods where our customers can connect virtually to further support each other and co-create local solutions to improve their community.
- 4.4 We know from our customers that anti-social behaviour plays a major part in whether they are happy in their home and neighbourhood, whether they feel safe as well as how satisfied they are with us as a landlord. This can be true whether it is high level crime or issues relating to factors such as noise. Our priority will therefore always be to resolve and reduce anti-social behaviour so that our customers can live peacefully. We will use enforcement wherever necessary to achieve that aim. Our customers will be at the centre of helping us to identify the issues that matter to them and telling us when we have resolved them.
- 4.5 Wheatley Housing Group already has a reputation for leading the sector and creating innovative approaches to anti-social behaviour. In the last few years we have developed our Community Improvement Partnership which brings together our staff with colleagues in Police and Fire in each of our key geographic areas to provide a co-ordinated approach to issues.
- 4.6 Our "confidence cycle" approach encourages customers to become involved in resolving ASB and strengthening communities. This is based on strong data analytics which shows us the key issues and priority areas. We then work with customers to develop targeted plans to deal with the issues in their neighbourhoods.

- 4.7 Our innovation has led to a range of new policies and approaches which have already been approved by the Board including:
- Protecting People Policy;
 - MAPPA policy
 - Child protection policy;
 - Adult support and protection policy; and
 - Domestic Abuse Policy
- 4.8 Our approaches have been widely recognised across the Country. This includes the Scottish Government's Divert & Deter, Serious and Organised Taskforce recognising the CIP operating model as best practice – resulting in a delegation from the Home Office visiting Wheatley.
- 4.9 Police Scotland's Partnerships Prevention & Wellbeing Division have recognised the CIP Operating Model and promote our approach to their other partners. They regularly bring visiting forces from across the world to showcase the work they do in partnership with Wheatley. Two recent examples are the visit of the Deputy Chief Officer from Toronto and of 20 Senior Officers from Beijing.

5 Customer engagement

- 5.1 Customer engagement and control is at the heart of this Framework. The diagram below shows how some of the key actions in this Framework also support our strategic priorities for customer control.



6 Discussion n

Vision and Aims

6.1 In addition to supporting our Group strategic vision:

Customers have increased control over their services, their communities and their lives, with new opportunities for building skills and resilience.

6.2 The ASB Framework sets out a vision and aims for this area of work:

Vision:

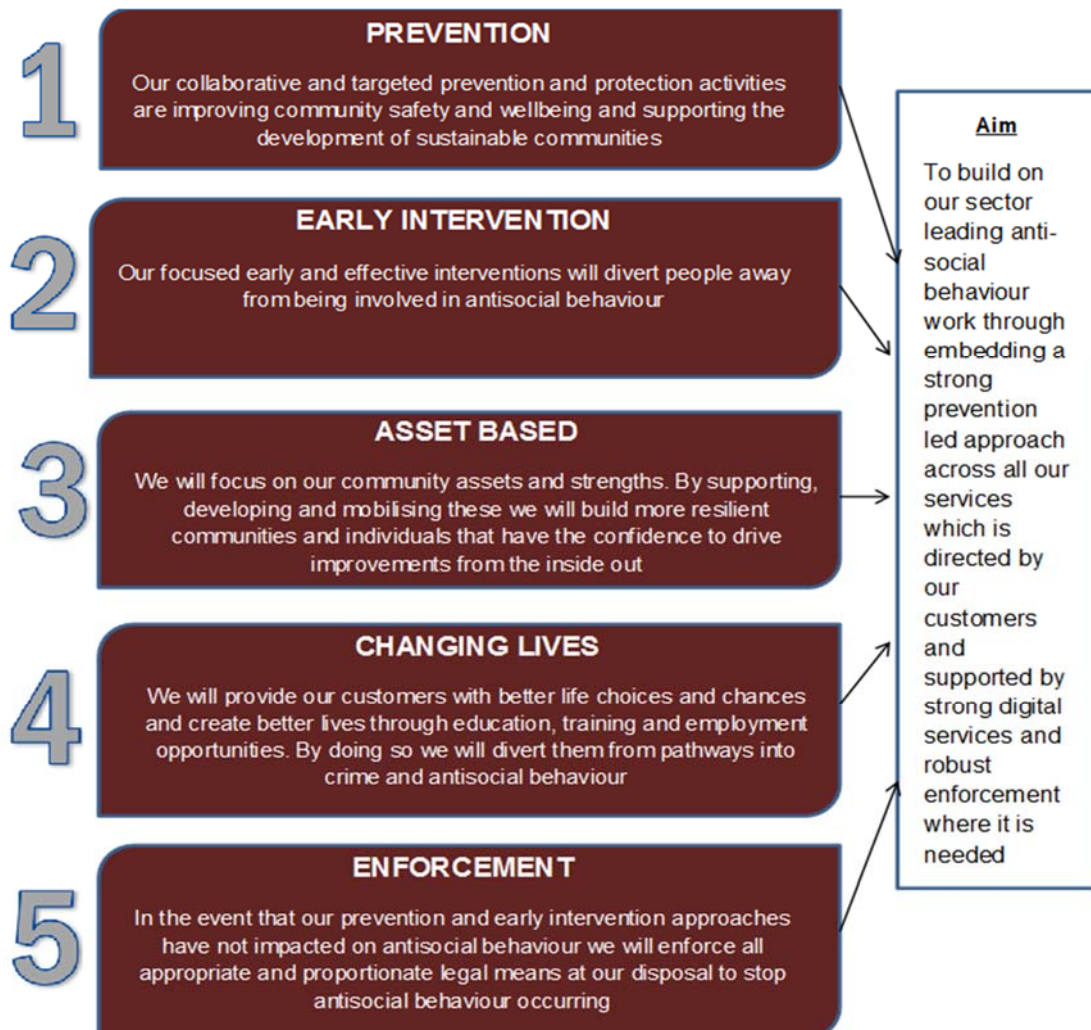
Our Antisocial Behaviour Prevention and Mitigation Framework will create calm, peaceful and sustainable communities where people are proud to live.

Aim:

To build on our sector leading anti-social behaviour work through embedding a strong prevention led approach across all our services which is directed by our customers and which is supported by strong digital services and robust enforcement where it is needed.

Our approach

6.3 There are five key strands to our approach going forward:



- 6.4 This structured approach to anti-social behaviour focuses on ensuring that our customers will be empowered to make their own choices about the services they want, be properly equipped to do things for themselves and involved in the design of products and services from start to finish. It will support digital provision of services where these are appropriate, recognising that it is important that “no-one is left behind”. In particular, we recognise that those who are living in socially deprived communities may have particular challenges in gaining access to or using digital services.
- 6.5 Success will be dependent on strong relationships with our customers and communities. They must feel confident to report issues and information to us and our partners. Our ability to provide quality resolutions to issues and to respond to customer feedback will be vital to this.
- 6.6 Our “confidence cycle” will be an important element of this approach. This helps increase people’s willingness to provide information and report issues. In turn, the information we receive can be used to target crime, reducing incidence and creating a more peaceful community. This then further encourages the community to have confidence in sharing information with housing officers and police to create further benefit.



- 6.7 This Framework recognises that preventing ASB requires a partnership of many organisations. We will continue to support local authorities and Police Scotland in their statutory role to prevent anti-social behaviour. Our people are supported and trained to think innovatively, to think yes together with their customers and to provide leadership in digital transformation. We will use this innovative style to help provide thinking which challenges and encourages a new approach to services. We will work with partners across the country to share innovation and best practice to deliver our aims.

- 6.8 Excellence is embedded in the Wheatley DNA, so we will build on the innovative approaches that we have used to date. We will continue to push towards outstanding service, challenging our performance and outcomes in each area. As part of our new relationship with customers, we will measure this in different and more stretching ways, looking to further improve the aspects of service which matter most to customers.
- 6.9 The actions within the Framework are aligned with our Group strategic themes. Some of the key actions are outlined in the diagram below:



Measuring Success

- 6.10 The key Group strategic target for this Framework is that **70% of our customers live in neighbourhoods categorised as peaceful**. However, the Framework also support a number of other strategic targets:

Delivering exceptional customer experience:
<ul style="list-style-type: none"> ▪ Overall customer satisfaction is above 90% ▪ RSL tenant satisfaction with value for money is increased to 85% ▪ Overall satisfaction amongst households with children is improved to 90% ▪ 90% of customers feel they can participate in the landlord's decision making ▪ 95% of customers actively engaged in shaping services feel they participate in decision making
Changing lives and communities
<ul style="list-style-type: none"> ▪ 4,000 jobs, training and apprenticeships delivered ▪ 250 customers have been supported to attend higher education and university through Wheatley bursaries ▪ 10,000 vulnerable children benefit from targeted Foundation programmes
Enabling our ambitions
<ul style="list-style-type: none"> ▪ Over 50% of customers actively use their online account to make transactions with us

Context

- 6.11 Our extensive experience in dealing with anti-social behaviour, backed up by research in Scotland and elsewhere, has given us a greater understanding of underlying causes. This has shown that the prevalence and type of ASB are often directly linked to issues such as childhood adversity, poverty and vulnerability.
- 6.12 We will use this knowledge to deliver our early intervention and prevention approach. While this will reduce anti-social behaviour we will still use appropriate and proportionate enforcement action where it is needed. This will be the case where the issues are so severe that they need to be dealt with immediately or where other action is having no effect.
- 6.13 In some cases, we may need to move the perpetrator to protect the community. This Framework sets out how we will seek to do this through planned pathways wherever possible. Working with partners, we plan to establish alternative accommodation routes to break a cycle of anti-social behaviour and eviction.
- 6.14 Drug and alcohol misuse is a major issue across Scotland. We also know that drug and alcohol dependencies can increase the likelihood of anti-social behaviour. Being able to support and treat customers to help them overcome or reduce use should be a key part of reducing ASB. Our employability and training options will also help to provide hope and purpose which can often help stabilise misuse or prevent a spiral of decline.
- 6.15 Mental health issues are growing in prevalence in society. It is likely that the Covid-19 pandemic will only increase this trend. Our experience is that issues can often arise where our customers have low level mental health issues.
- 6.16 These are often not sufficient for them to meet the criteria for specialist support. Despite this, our customers can struggle to live safely in a home and some will also behave in an anti-social way as a result. Using our care expertise and strong partnerships, we will seek to find ways to increase the support to these customers.
- 6.17 The nature of ASB is changing. Technology increasingly enables people to commit and hide crime. Fraud and organised crime are growing and often targeted at those who are vulnerable or poor. Child sexual abuse and exploitation remains at significant levels while reports of adult concern have risen in recent years. Stalking and harassment continue to be an issue and now often involves an element of online activity. In addition, "outing" of sex offenders has become much more prevalent, often using online forums. While the crime element of this trend is dealt with by the Police we increasingly have to support our communities and deal with the outcomes.

7 Digital transformation alignment

- 7.1 The digital element of work in this Framework aligns with two themes in the transformation plan: Providing better online services for our customers and transformation of our housing service delivery. The Framework commits us to providing digital delivery where that is appropriate to the service, while ensuring that no-one is left behind.
- 7.2 The key aspects of this will be the introduction of a new noise app which allows recording and digital reporting of noise and the rapport messaging system which provides 2-way communication for our customers. In addition, we will use the new digital customer engagement tools that are in development for the Group to ensure customers are able to co-create and refine our services.

- 7.3 This work is already built into our transformation plan over the next two financial years.

8 Financial and value for money implications

- 8.1 There will be costs associated with a number of the proposals. As they are developed, they will be considered via business case assessment and reported to Board as appropriate. Most costs will be incorporated within the existing budgets.

9 Legal, regulatory, and charitable implications

- 9.1 The Antisocial Behaviour etc (Scotland) Act 2004 is the primary legislation for dealing with antisocial behaviour in Scotland. The Act sets out a range of responses made available to Local Authorities and Police Scotland. The legislative framework that governs how all Group RSLs currently interpret and manage antisocial behaviour is contained within *the Housing (Scotland) Act 2014* and *the Antisocial Behaviour etc. (Scotland) Act 2004*. The 2004 Act states that a person is engaging in antisocial behaviour if they:

- Act in a manner that causes or is likely to cause alarm and distress.
- Pursue a course of conduct that causes or is likely to cause alarm or to distress to at least one person not of the same household as them.

- 9.2 The *Housing (Scotland) Act 2014* further enhanced the powers available to social landlords for the management of antisocial behaviour. This includes:

- Social landlords will have the power to convert an existing tenant's Scottish Secure Tenancy (SST) to a Short SST (SSST) or to grant a SSST to a new tenant in cases where there is evidence that the tenant, a member of their household, or a visitor, has been involved in antisocial behaviour in or near their home within the last three years;
- Simplifying the eviction processes in cases involving serious antisocial behaviour by allowing social landlords to make use of an existing conviction as grounds for possession. The tenant must have been convicted within the last 12 months; and
- Clarifying that a social landlord can suspend an application for social housing under certain prescribed circumstances.

- 9.3 The Scottish Social Housing Charter was introduced by the Scottish Government to help improve the quality and value of the services that social landlords provide, and support the Government's long term aim of creating a safer and stronger Scotland.

Outcome 6 of the Scottish Social Housing Charter states that:

"Social landlords, working in partnership with other agencies, help to ensure that:

Tenants and other customers live in well-maintained neighbourhoods where they feel safe."

- 9.4 This outcome covers a range of actions that social landlords can take on their own and in partnership with others. It covers action to enforce tenancy conditions on estate management and neighbour nuisance, to resolve neighbour disputes, and to arrange or provide tenancy support where it is needed. It also covers the role of landlords in working with others to tackle antisocial behaviour.
- 9.5 The Scottish Housing Regulator have developed the following indicators to assess how well housing associations and the Group are managing complaints of antisocial behaviour and our wider estates:
- **Indicator 13:** Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in; and
 - **Indicator 15:** Percentage of antisocial behaviour cases in the last year which were resolved.

10 Equalities implications

- 10.1 A full Equality Impact Assessment has been carried out for this Policy. The assessment has reviewed the impact of actions against the protected characteristics identified in equalities legislation. This shows that the Framework will have a positive or neutral impact on all characteristics because it will reduce levels of anti-social behaviour, increase community resilience and provide support to vulnerable households.

11 Environmental and sustainability implications

- 11.1 The review has no direct environmental or sustainability implications. However, the aim to provide digital service wherever possible will limit unnecessary journeys and use of offices.

12 Recommendations

- 12.1 The Board is asked to approve the draft Group Anti-Social Behaviour Framework and its designation as applying Group wide.

LIST OF APPENDICES

Appendix 1: Draft Group Anti-Social Behaviour Framework

Our Antisocial Behaviour Prevention Framework - Peaceful Places in Thriving Spaces 2021 - 2026

P REVENTION

E ARLY & EFFECTIVE INTERVENTION

A SSET BASED APPROACH

C HANGING LIVES

E NFORCEMENT

Our Journey from Excellent to Outstanding

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- 2. Our Organisation**
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- 5. Voice of the customer**
- 6. National and Group context**
- 7. Our Strategic and Operational Response**
- 8. Our Approach**
- 9. Investigating incidents and using our powers**
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- 12. Responsibilities**
- 13. Review**

Introduction and background

The Wheatley Group (The Group) is Scotland's leading housing, care and property management organisation. It comprises of five Registered Social Landlords (RSLs), one care organisation and one commercial organisation. In addition to these organisations, the Group also entered into a joint venture in April 2017 with City Building Glasgow.

As the largest and most diverse landlord in Scotland, we recognise the crucially important role we have in ensuring our communities are calm and peaceful places to live. ***Your Home, Your Community, Your Future***, our 2021-26 five-year strategy, identifies that feeling safe and secure in their home and community is one of the most important priorities for our customers. All parts of the Group have a shared commitment to improving not just homes but the lives of those in our communities.

As a Group we are nationally and internationally recognised for defining excellence and have an outstanding track record in delivering sector leading standards of service and innovating in all fields in which we operate.

We are already regarded as sector leading in our approach to anti-social behaviour. Our Community Improvement Partnership (CIP) in Glasgow broke new ground in close and effective working between Wheatley staff, police and the fire service. The CIP has now been developed into a true Group wide resource that influences partner priorities and facilitates joint working and the sharing of data across the different organisations resulting in improved services for our communities. It covers a range of inter-related areas including homelessness, allocations and group protection as well as anti-social behaviour.

We have established a holistic approach to key services that our customers need through the creation of our Wheatley 360 service. It brings together housing, environmental and support staff with police to deliver a seamless personalised approach across a comprehensive range of 'wrap-around' services that provide a life-line for our customers.

We know from our customers that anti-social behaviour plays a major part in whether they are happy in their home and neighbourhood, whether they feel safe as well as how satisfied they are with us as a landlord. This can be true whether it is serious, high level crime or issues relating to factors such as noise. Our priority will therefore always be to resolve and reduce anti-social behaviour so that our customers can live peacefully. We will use enforcement wherever necessary to achieve that aim. Our customers will be at the centre of helping us to identify the issues that matter to them and telling us when we have resolved them.

Our experience shows us that there is a great deal of benefit to tackling some of the root causes of anti-social behaviour while continuing to use enforcement as required. This means working towards prevention wherever possible. This can be done in a variety of ways including early intervention before matters escalate, helping neighbours to understand one another and through an empathetic approach to the vulnerabilities and trauma many victims and perpetrators have already experienced in their lives. Developments we have already put in place include new and ground breaking policies

around domestic abuse, sex offenders, hate crime together with child and adult protection.

This approach helps us to avoid a repeat cycle of enforcement and intervention which does not resolve the problem. It provides a firm basis for robust enforcement action where our efforts to change behaviour do not work. Enforcement will continue to be a key resource, for example where the nature of the behaviour is very serious and having a significant impact on the community, where the perpetrator shows no inclination to engage with help or where that help does not succeed and the community is being detrimentally affected.

Our new Framework will take these developments to the next level, accelerating the creation of calm and peaceful communities where people are proud to live. We have set a challenging target that **by 2026 over 70% of our customers live in neighbourhoods we classify as peaceful**. It will also support many of the other key aims in the strategy. These include the increase in the number of homeless households we house – many of these are likely to be vulnerable or have suffered trauma so our approach will help ensure that these households settle while maintaining stable communities. It will also help support the increasing focus on preventing homelessness from occurring in the first place by supporting vulnerable households who might otherwise have become homeless as a result of either perpetrating or being impacted by ASB.

Customers will co-create our approaches and priorities using our new customer engagement framework “**Stronger voices, stronger communities**”. Our new operating model, developed to support our Group Strategy, is based on highly skilled staff who can empower customers to get the services and support they require. We will increasingly look to digital and easy access approaches so that people can quickly tell us what they want us to hear. In turn we can then respond effectively and quickly while ensuring that no-one is left behind where they don't have digital skills.

This Framework will embed our approach to anti-social behaviour across all areas of the Group. Our aim is that all our staff will have an understanding of anti-social behaviour and the skills to help customers take the first steps to resolution. We will work with our customer facing staff to ensure that they have the training they need to deliver this aim. Training will apply across all services including the customer service centre, housing officers, concierge and care staff so that they can respond well to anti-social behaviour and can understand underlying issues which may be relevant.

Our approach is laid out within this Framework under five distinct themes. These are:

Prevention;
Early and Effective Intervention;
Asset Based Approach;
Changing Lives and
Enforcement.

Our Organisation

Wheatley Group has a unique integrated Group value proposition that gives our customers unrivalled access to expertise and resources across housing, homelessness, care, support, advice, training, volunteering and employment. Our Subsidiaries are:



Glasgow Housing Association, Scotland's largest social landlord, has more than 42,000 affordable homes in Glasgow. GHA works closely with Glasgow Police Division and the Glasgow City Council Multi Agency Tasking & Coordinating Group to tackle anti-social behaviour. Wheatley Group are also represented on Glasgow's Strategic Community Planning and Safe Glasgow Groups.

Glasgow, as Scotland's largest city, has the highest proportion of our anti-social behaviour. The proportion of ASB incidents reported to us in GHA is broadly in line with its proportion of stock and accounts for almost 80% of our cases. This is often concentrated in areas of high deprivation – in 2019 nearly half of Glasgow's population lived in areas identified as amongst the 20% of most deprived communities in Scotland. Almost a quarter of the most deprived zones in Scotland are to be found in Glasgow.



Loretto Housing Association has more than 2,500 affordable homes across the central belt and works closely with a number of local authorities and police divisions to tackle anti-social behaviour. Our Loretto housing has a higher proportion of customers in supported or specialist accommodation where we work closely with care colleagues.



DGHP joined Wheatley Group in December 2019 with 10,300 affordable homes spread from Dumfries to Stranraer. It provides the majority of the social rented stock in the area. DGHP have well established links with their local police division to ensure a joined up and effective response is provided to all reports of anti-social behaviour. Outside Dumfries the area is largely rural with long distances between communities. One third of the population live in communities with less than 500 people. Approximately 10% of data zones in Dumfries and Galloway are amongst the 20% most deprived in Scotland. The nature of deprivation in such a rural area means that these areas tend to be highly concentrated and also suffer from poor connections – both physical and digital.



Dunedin Canmore provides over 5,000 homes in Edinburgh, the Lothians and Fife. DC works with 3 Police Scotland divisions (Edinburgh City, Lothian & Borders & Fife Division). Wheatley have 2 seconded police officers working with frontline staff in the east of Scotland to tackle antisocial behaviour. Edinburgh has just under 15% of its datazones in the most deprived 20%, while Fife has 20%.

West Lothian Housing Partnership, with over 700 affordable homes works closely with West Lothian Council and Police Division to tackle anti-social behaviour. Just over 15% of West Lothian's datazones are in the most deprived in the country.

Wheatley 360 is our wraparound support division changing lives from every angle. Its role is at the heart of making our communities safer and helping people to settle in their homes. It encompasses the Community Improvement Partnership who work with seconded officers from Police Scotland. This has demonstrated the effectiveness of joint working and knowledge sharing across housing, care and police. Our anti-social behaviour team work closely with communities and households impacted by or perpetrating anti-social behaviour to provide advice, support and resolution. Concierges and neighbourhood environmental teams provide a local and visible service. They keep our communities clean, tidy and provide a friendly face. Our Think Yes approach allows them to do much more – helping our customers where they most need assistance. W360 also includes the homelessness and allocations teams which will create an important synergy as we help people to settle in resilient neighbourhoods.

Wheatley Care provides services to approximately 7,000 customers each year. Wheatley Care's innovative Tenancy Support Service is integral to supporting vulnerable customers and works closely with Wheatley 360 resources to prevent, and respond effectively to, antisocial behaviour. Our wider care services provide support to customers in a whole range of areas including homelessness, alcohol abuse and other vulnerabilities. Some of our vulnerable customers will receive support from Wheatley Care. While the majority will receive care from other providers our expertise means we work to ensure our customers receive the services they need.

Wheatley Foundation invests over £3million annually on improving the life opportunities of disadvantaged people in Wheatley's communities which includes funding our Home Comforts and Eat Well services to customers experiencing poverty. It provides jobs, training and apprenticeship opportunities to many of our customers. These opportunities have given customers with some of the most challenging histories opportunities, optimism and better life chances.

Building on Our Success

Investing in our Futures, the Wheatley Group's first five-year strategy, delivered outstanding customer satisfaction and raised the bar in Scotland and beyond for performance results and business efficiency in housing, care and property management. Over the last five years we have worked with our customers and communities to ensure our neighbourhoods are places customer are proud to live.

The Community Improvement Partnership (CIP) was first established in 2010 by Glasgow Housing Association, Strathclyde Police and Strathclyde Fire and Rescue. In 2017 we undertook a strategic review of our CIP and created a brand new operating model.

As the CIP has developed the benefits of closer links with a range of services became clearer. It became apparent that there were overlaps in the knowledge and services required for some customers who were homeless, for those suffering from or perpetrating ASB and in relation to protection and safety issues such as domestic abuse and vulnerable adults.

As a result, in 2018 the Scottish Justice Secretary, Humza Yousaf, launched our new holistic approach - Wheatley 360. Its focus is to deliver a more seamless, personalised approach across a comprehensive range of 'wrap-around' services that provide a life-line for our customers whilst improving their safety, wellbeing and resilience. The CIP sits at the centre of this service providing core services and insight in relation to safety and vulnerability.

As part of the development of Wheatley 360 we have brought together housing, environmental and support staff from the Wheatley Group with our CIP police and fire officers to tackle everything from antisocial behaviour and fire safety to fly-tipping, graffiti and food and fuel poverty. Services are co-designed by our staff and our customers to address the underlying causal issues to ensure that vulnerable tenants are provided with sustainable solutions that enable them to live safely, whilst enjoying their homes and creating thriving and sustainable communities.

The following unique examples are just some of the ways we are currently tackling and preventing anti-social behaviour across the Group:

Dedicated Specialist Resources

We reviewed the way we deployed our seconded policing team using detailed analytics and feedback from our customers and staff. This led to the creation of a two shift police team increasing our coverage at critical times by almost 300%. This included the provision of 2 dedicated officers to support our customers and staff in DC & WLHP.

A new Police Information and Intelligence Support Unit was created to support the new two team operating model and to ensure our frontline staff received the most up to date police information that was critical to resolving their antisocial behaviour investigations. In the last twelve months this new team have managed more than 2,600 information

requests from front line staff, proactively disclosed over 600 incidents of ASB and have processed more than 1,300 community information and intelligence reports. In the past it could take up to four weeks to get disclosure information from local policing.

The CIP's high profile position within Police Scotland ensures that we are always in the fortunate position to recruit the most experienced and best qualified officers from across the country. For example, our current team of officers has the following skill sets: a hate crime champion, crime prevention & architectural liaison officer, community information and intelligence gathering specialists, community and youth engagement champions, domestic abuse investigators, public order specialists and behavioural detection trained officers. In addition, all our supervisors are trained police incident officers who are able to lead and manage serious incidents and complex investigations.

Our police officers' specialist knowledge is used every day across the Group to support both our customers and staff whether a crime prevention officer is assisting our new build CoE or our hate crime champion is advising our Group Protection Team. Our ability to deploy this specialist resource anywhere in the Group is a unique ability and has brought many successes including the arrest of 2 fire starters in Glasgow.

Partnership Links

The CIP have a unique relationship with Police Scotland through our seconded police team. The CIP Management Team meet monthly with Police Scotland's Partnership Development Manager who is part of the newly created Partnerships, Prevention & Community Well Being Division. This provides unparalleled access to additional support services and national resources. A recent example of this is the support the division are providing to develop a public health approach to drug deaths in DGHP. Dundee City are the sector leaders in this approach and are sharing their experiences and expertise through Police Scotland to the CIP who will tailor this approach for DGHP.

Innovation & New Technology

Our CIP Team are empowered to develop, test and deliver innovative and collaborative changes to suit emerging threats and provide the right mix of services to meet our customer's needs. A recent example of this was the Group's decision to purchase the Noise App, an innovative digital way for our customers to record and report noisy neighbours in a safe way that is compliant with data protection regulations. This will have a particularly positive impact on an issue that now represents more than 50% of customer complaints to our RSLs.

We are also at the forefront of working with a major software company to develop the optimum antisocial behaviour, domestic abuse and vulnerability case management platform that will revolutionise the way we record, report and resolve complex cases relating to antisocial behaviour and vulnerability.

The Group is collaborating with Police Scotland and the Scottish Community Safety Network to bring to Scotland for the first time an innovative, secure, digital platform 'Community View', This will enable the us to gain a real-time understanding of opinions

from customers about our deployments and the wrap around services we are providing. Local engagement has been critical to the success of the CIP and this and other similar developments will take our digital partnership with our customers to the next level.

Anti-social behaviour

Our Antisocial Behaviour Interventions & Preventions Team (ASBIP Team) consists of 15 members of staff who are all highly skilled and trained in effectively investigating and managing the groups most serious/complex and persistent types of antisocial behaviour across Group. The team utilise their skills in adopting a collaborative, problem solving approach to tackling antisocial behaviour, whilst engaging fully with all parties to understand and provide the most appropriate support and guidance.

The teams' primary focus is to work with colleagues and partners to deliver effective intervention and prevention focussed services that seek to support and address the causal factors of ASB, whilst also support those affected by it. The ASBIP Team also provide invaluable support to the Groups front-line teams, specifically our Housing Officers, in offering guidance and support to assist them in their day-to-day role in managing ASB.

Our ASBIP Officers are all highly skilled in preparing cases to be lodged into court where cases cannot be resolved and enforcement is required. They will lead evidence on behalf of the organisation, whilst representing our customers and communities.

Unique Approach to CIP Deployments

The creation of our CIP Operating Model (Customer REASSURES) has ensured that we have continued to develop our understanding of the issues that negatively impact on the safety and well-being of our customers and communities. We have adapted our approach in line with changes across the world and locally in our communities. This meant that, during the pandemic, we continued to be visible and accessible to our customers.

Our new approach involves operating in both the physical and virtual environments increasingly extending our presence into the digital world. It makes strong use of data analytics to inform priorities. For example, the data we now collect has shown us that the majority of complaints are around noise related issues and that this has been exacerbated during the Covid-19 restrictions. These complaints are a low priority for police but have a major impact on our customers. Our interventions are now designed to have a focus on noise issues, alongside other issues identified by our customers. In addition, our data shows us where there is high incidence of ASB, and the nature of it. This enables us to target intervention at communities suffering the most, or seeing a sudden increase in incidents, working with residents to tackle the issues that matter most to them. Our early work in this area has shown the major positive impact that can be achieved within our communities

Our approach to tackling and preventing antisocial behaviour has delivered sustained change and improvements in a number of communities across the Group as can be seen from some of the results achieved since the introduction of our new operating model:

- During a CIP deployment to a community in Dunedin Canmore our approach resulted in a 12.5% reduction in customer reported antisocial behaviour which increased to a 14% reduction after six months. The turn around and sustained improvements in this community led to very positive coverage in the Edinburgh Evening News and a walkabout and photo shoot with our Director of Housing and local MSP
- In Blairdardie, GHA a CIP deployment led to a 44% reduction in customer reported antisocial behaviour including a 51% reduction in noise, 62% reduction in violence and a 13% in disorder. Our 6-month review post deployment highlighted a further improved and sustained reduction of 32% in customer reported antisocial behaviour.
- Whilst in Govan a CIP deployment achieved similar overall results but also a particularly striking 60% reduction in youth related antisocial behaviour. This was one of our communities' top priorities. This performance resulted in the Govan Ward being removed from the City's, Multi Agency, Tasking and Coordinating Groups top priorities for the first time in three years. Our approach also received praise from the Scottish Justice Secretary Humza Yousaf and was subsequently awarded Cash Back for Communities funding which has been used to support much needed youth outreach work.
- Our most recent deployment to Wyndford achieved a 26% reduction in customer reported incidents of antisocial behaviour, a 30% reduction in disorder and a 54% reduction in violence. A focus on the customer priority of drug dealing led to 14 drug dealers being arrested with over 6kg of drugs in total recovered after 5 house searches. This is the first ever deployment that was based on our Group Strategic priority of creating '**Peaceful**' communities. The deployment continued until all five data zones incorporating our 1,500 homes had moved from being merely safe to calm and peaceful communities. The comments below were made by local customers and partners:

"It is this level of joined up working that will inspire and nurture connections within the community" - Head of Wyndford Nursery following CIP actions in relation to threats and ASB.

“The increased police presence can be felt, you can see the difference, it’s like back to when we first moved in and had community police officers” - Elderly Cube resident to Housing Officer.

“I now appreciate that my actions are unacceptable and I am trying my best to change my behaviour” – Anonymous perpetrator of noise, following package based CIP police interactions and warnings (no further calls to date)

“This is an excellent partnership which is having a great impact on the Wyndford area” - Local Councillor and Cube Resident, Chair of Safe Glasgow Group

“In what has been a challenging time, our colleagues at CIP have been an invaluable resource to the team. It’s great to see the benefits this partnership has brought to Wyndford.” - Head of Housing, Wheatley Housing Group

Our approaches to tackling crime and antisocial behaviour have been widely recognised across the Country. This includes the Scottish Government’s Divert & Deter, Serious and Organised Taskforce recognising the CIP operating model as best practice – resulting in a delegation from the Home Office visiting Wheatley. Police Scotland’s Partnerships Prevention & Wellbeing Division have recognised the CIP Operating Model and promote our approach to their other partners. They regularly bring visiting forces from across the world to showcase the work they do in partnership with Wheatley. Two recent examples are the visit of the Deputy Chief Officer from Toronto and of 20 Senior Officers from Beijing.

Our Vision to End Antisocial Behaviour

Strategic vision: Our Antisocial Behaviour Prevention and Mitigation Framework will create calm, peaceful and sustainable communities where people are proud to live.

Our aim: To build on our sector leading anti-social behaviour work through embedding a strong prevention led approach across all our services, directed by our customers and supported by strong digital services and robust enforcement where it is needed.

We will deliver this aim by successfully achieving the following five key outcomes:



This structured approach to anti-social behaviour focuses on ensuring that our customers will be empowered to make their own choices about the services they want, be properly equipped to do things for themselves and involved in the design of products and services from start to finish. It will support digital provision of services where these are appropriate, recognising that it is important that “no-one is left behind”. In particular, we recognise that those who are living in socially deprived communities may have particular challenges in gaining access to or using digital services.

Success will be dependent on strong relationships with our customers and communities. They must feel confident to report issues and information to us and our partners, knowing we will use it effectively for prevention and enforcement. Our ability to provide quality resolutions to issues and to respond to customer feedback will be vital to this.

Our “confidence cycle” will be an important element of this approach. This helps increase people’s willingness to provide information and report issues. In turn, the information we receive can be used to target crime, reducing incidence and creating a more peaceful community. This then further encourages the community to have confidence in sharing information with housing officers and police to create further benefit.



We have created a model to define communities as safe, calm and aiming to have 70% of our communities meeting the definition of “peaceful” as shown in the matrix below.

		Public Reported Incidents of ASB					
		→					
		Low Volume and Stable/Improving	Low Volume yet Emerging Deterioration	Low Volume yet Sustained/Progressive deterioration	High Volume yet Stable/Improving	High Volume yet Emerging Deterioration	High Volume yet Emerging Deterioration
Deprivation (SIMD)	Levels of affluence and Improving	Peaceful	Peaceful	Peaceful	Peaceful	Calm	Calm
	Levels of affluence yet Worsening	Peaceful	Peaceful	Peaceful	Calm	Calm	Safe
	Levels of deprivation yet Improving	Peaceful	Peaceful	Calm	Calm	Safe	Safe
	Levels of deprivation and Worsening	Peaceful	Peaceful	Calm	Calm	Safe	Safe

This Framework recognises that preventing antisocial behaviour requires a partnership of many organisations. We will continue to support local authorities and Police Scotland in their statutory role to prevent anti-social behaviour. Our people are supported and trained to think innovatively, to think yes together with their customers and to provide leadership in digital transformation. We will use this innovative style to help provide thinking which challenges and encourages a new approach to services. We will work with partners across the country to share innovation and best practice to deliver our aims.

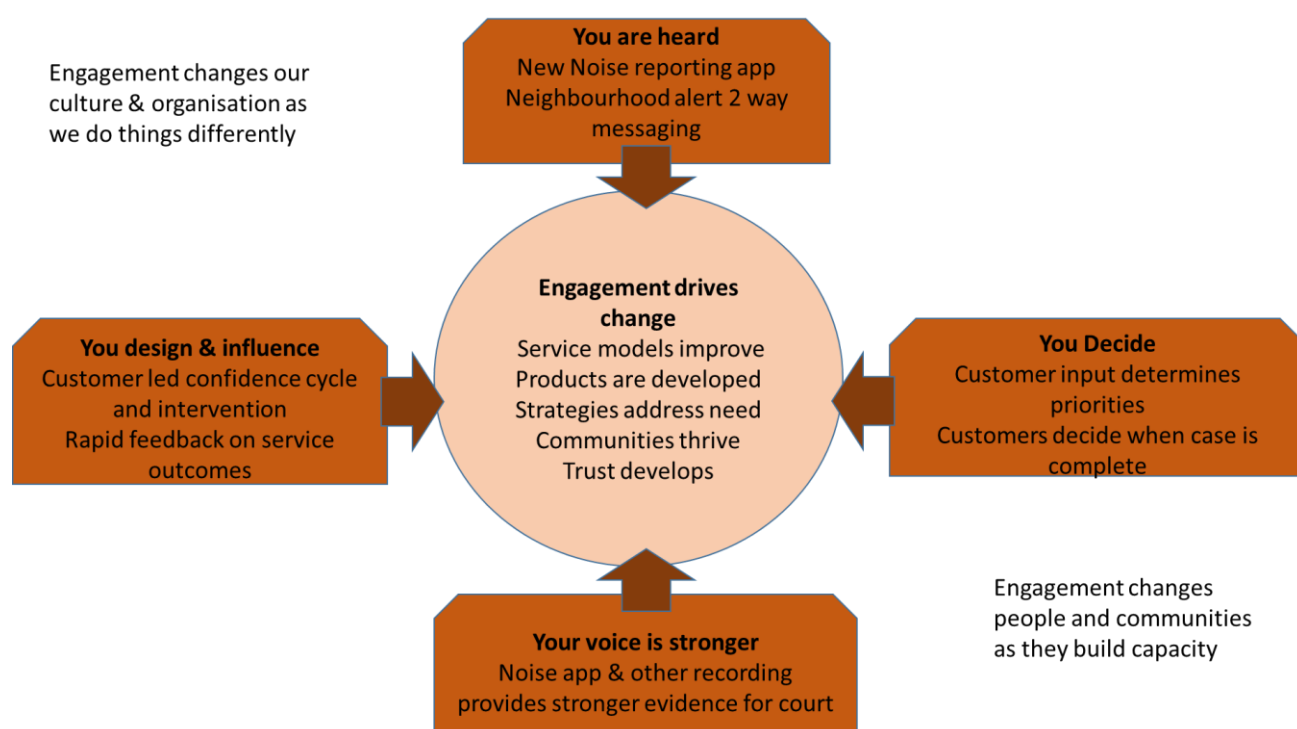
Excellence is embedded in the Wheatley DNA, so we will build on the innovative approaches that we have used to date. We will continue to push towards outstanding service, challenging our performance and outcomes in each area. As part of our new relationship with customers, we will measure this in different and more stretching ways, looking to further improve the aspects of service which matter most to customers.

Voice of the customer

In line with our Group Strategy, the process of refining and developing our services in relation to anti-social behaviour will be led by our customers. Wheatley customers already influence services through a wide range of engagement processes. Our new Engagement Framework “Stronger Voices, Stronger Communities” puts customers at the heart of decision making. This is particularly important for customers and communities experiencing anti-social behaviour where a sense of powerlessness to effect change can exacerbate the situation.

Our new approach ensures customers are at the heart of planning and decision making. This will help to replace that sense of powerlessness with confidence that change can be achieved. We know that this engagement will also have a powerful effect in building resilience in our communities.

The diagram below shows some examples of how this will work in relation to our anti-social behaviour services.



This Framework will take engagement to a new level for those customers who have experienced or are experiencing the impacts of anti-social behaviour. We recognise that our customers may have many issues in their lives and will ensure that our engagement approach makes it as easy as possible for people to talk to us and to become involved in directing service decisions. Our partners will also be working to engage with customers so we will work with them to ensure maximum joint benefit from each engagement. The diagram below sets out the key pillars of our approach.

We listen You are heard	<ul style="list-style-type: none"> You tell us if we are doing well or if we are getting it wrong
We consult and co-create You influence and design with us	<ul style="list-style-type: none"> You help us improve services You work with us to design new services or products
We give power to... You decide	<ul style="list-style-type: none"> You direct spending and resources You set policy priorities
We support Your voice is stronger and people listen to you	<ul style="list-style-type: none"> We help you to build capacity in your communities

Our engagement approach will mean that customers direct our approach across a range of areas. It will include:

- Identifying the priority issues in their own community;
- Develop the best ways to strengthen neighbourliness in their areas;
- Help empower their community and others around them to take control of situations and build capacity
- Engaging with us on the when, how and where of our anti-social behaviour work; and
- Directing support received from us so that it works best for the customer.

National & Group Context

In terms of national policy, the 'Promoting Positive Outcomes: Working Together to Prevent Antisocial Behaviour in Scotland' framework (published in 2009) remains the Scottish Government's most recent antisocial behaviour policy document. When developing antisocial behaviour strategies, and looking at new approaches to service design and interventions, it still provides the strategic direction for Local Authorities, Housing Associations and other statutory partners to follow.

Its' principal aim is to prevent antisocial behaviour from happening in the first place by:

- Encouraging agencies to work together more effectively;
- Involving communities more closely in developing local solutions; and
- By communicating positive, evidence-based messages about our people and places.

These aims are still relevant today and both our Group Strategy and this Framework are committed to prevention, community involvement, positive messaging and joint working. Our Framework builds on these by taking the next steps. These include developing customer control and real co-creation of services, not just consultation processes and seeking to influence our partner agencies to adopt a similar approach.

The Scottish Government recently commissioned the Scottish Community Safety Network to undertake some up to date research. This research, which was published in July 2020, aimed to provide an updated picture of antisocial behaviour in Scotland. Some of the key findings were:

- Levels of ASB have decreased over the past 10 years and the public have noticed this decline in their areas. 29% of adults in 2017/18 thought ASB was common in their area which is down from 46% in 2009/10;
- Those living in the most deprived areas, in socially rented housing and in large urban areas, as well as younger people, are more likely to perceive ASB issues in their area;
- While it is an improving picture, there is still a strong link between ASB and deprivation, possibly as a result of more densely populated communities and a lack of community facilities;
- Perceptions of ASB and who engages in it are often inaccurate and influenced by stereotypes;
- Court action for ASB has decreased over the last 10 years, reflecting a shift from treating ASB as an issue of law and order that requires sanctions to one of addressing perpetrator vulnerability to prevent ASB.

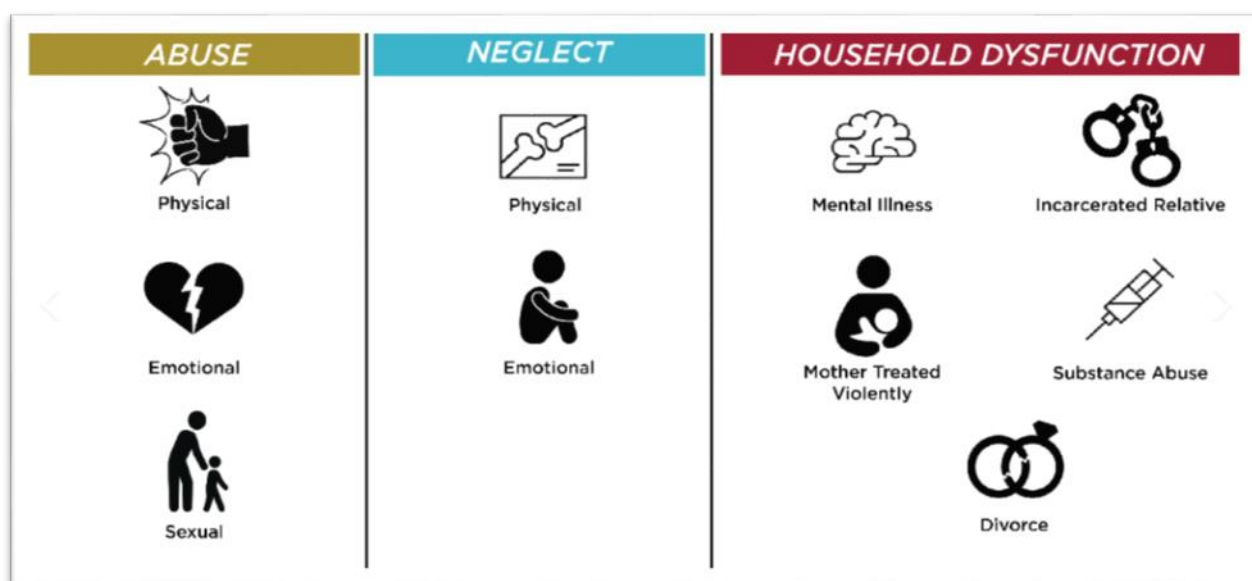
In recent years a growing body of research has directly linked the prevalence and type of antisocial behaviour in our communities to issues such as childhood adversity/victimisation and poverty.

International research has shown that a significant number of adult perpetrators of certain crimes and antisocial behaviour have experienced high levels of childhood trauma and

maltreatment. These are commonly known as Adverse Childhood Experiences or ACEs. This body of evidence is also reflected within Scottish statistics where we know that:

- 45% of adult prisoner survey respondents reported that they had been physically abused in their homes as a child;
- 61% of adult prisoner survey respondents had been bullied at school or somewhere else; and
- 56% of young people in custody said they had been sworn at, humiliated or put down by an adult in their own home.

The ten most commonly measured ACEs are categorized as follows:



Drug and alcohol misuse is a major issue across Scotland. Levels of misuse tend to be higher in areas of social deprivation but it is an issue in all our RSLs. We know that drug and alcohol dependencies can increase the likelihood of anti-social behaviour. Evidence suggests that in many cases the root cause of people becoming addicted to drugs and alcohol can be traced back to traumatic experiences in their childhood. Being able to support and treat customers to help them overcome or reduce use should be a key part of limiting ASB.

To do this we will need our customers to have quick and easy access to the support services they need, delivered by our partners in health and local authorities. We will help ensure that our customers' voices are heard by the organisations responsible for providing specialist support and we will work in partnership with those organisations to ensure that services are as seamless as possible. Our training and employability options form a key part of supporting customers with substance misuse issues. Providing hope and a purpose in life can help avoid a spiral of decline in misuse and help those recovering from addiction.

We have seen the impact that embedding specialists within our teams has delivered in areas such as domestic abuse and suicide prevention. We will expand this approach to

work with our local authority and health and social care partnership colleagues in relation to addictions. In addition, we will look to bring learning from substance abuse professionals into the training that we will give our staff.

Mental health issues are growing in prevalence in society. It is likely that the covid-19 pandemic will only increase this trend. Our experience is that issues can often arise where our customers have low level mental health issues. These are often not sufficient for them to meet the criteria for specialist support. Despite this, our customers can struggle to live safely in a home and some will also behave in an anti-social way as a result. Using our care expertise and strong partnerships, we will seek to find ways to increase the support to these customers.

Increasingly our partners are developing a similar approach and our joint objectives will support the achievement of the best results for customers. A key outcome for Police Scotland is “To protect people effectively, Police Scotland will evolve, sharpening its focus on keeping people safe from harm, whilst embracing innovative technologies and partnerships. Police Scotland will continue to be a key contributor to local joint planning and delivery, as well as to national cross-sectoral partnerships, helping drive a shift to prevention and early intervention across services.”

Similarly, the Scottish Fire and Rescue Service has a strategic outcome to “work in partnership with communities and others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland”.

Prevalence of crime and anti-social behaviour

For much of the last 10 years there has been a general decline in the number of recorded crimes in Scotland. Between 2018-19 and 2019-20, crimes recorded by the police in Scotland remained almost unchanged, increasing by less than 1% from 246,480 to 246,516. The 2019-20 figures include 1,681 new crimes recorded under the Domestic Abuse (Scotland) Act 2018, following its enactment on the 1st April 2019. The recording of crime remains at one of the lowest levels seen since 1974.

We know that ASB levels have increased significantly during the pandemic. The Police have recorded an increase in ASB issues of approximately 35% in Glasgow City. Across the Group, we have seen a slightly lower increase at 27%. Most of the increase has been related to noise and the impact of people being at home far more.

Our CIP has a well-established information sharing approach that provides us with detailed intelligence on all antisocial and violent behaviour in or around Wheatley properties. This information can be broken down by Subsidiary and then Local Housing Office or ‘patch’.

The data we now have has already allowed us to develop services which target key issues. For example, our increased understanding of domestic abuse issues has allowed us to create the Group Protection Framework with a range of increased supports for victims and actions against perpetrators. Our data has shown that noise

issues are the cause of the majority of complaints. These tend not to be a major focus for police work but do have a significant impact on our customers' wellbeing. We have developed a number of strategies to deal with noise issues which will be expanded during the course of this Framework.

The changing nature of crime

Serious and organised crime (SOC) affects more UK citizens, more often, than any other national security threat. It has a daily impact on citizens, public services, businesses, institutions, national reputation and infrastructure. SOC is estimated to cost the UK economy at least £37 billion a year, with this cost increasing year on year. This figure is highly likely to be a significant underestimate, particularly in relation to areas such as fraud.

The shifting demographic in Scotland has a major influence on how public services must work together to protect the most vulnerable people in our communities. Adult concern calls to Police Scotland have risen by 13.7% in the last two years, with a significant proportion of calls relating to vulnerability.

Advancing technology gives offenders new tools to commit and hide their crimes. Today's criminals can sell drugs, share indecent images of children, or hack into national infrastructure from anywhere in the world, communicating covertly through encrypted services and moving illicit finances at speed. Notable trends in the past year have related to the criminal use of encryption tools, the dark web and virtual currencies.

Advances in technology have also led to an increased threat of cybercrime, the use of technology in recorded cases of fraud has increased significantly in the past year, and 67% of stalking / harassment crimes now have an element of digital enablement.

Child sexual abuse and exploitation (CSAE) remains a high-volume offence, with recorded instances increasing across Scotland. It covers a range of crimes, from offending in the family context, to generation of indecent images, online grooming, blackmail and extortion.

These changes in digital and online behaviour have a significant effect on our communities. Disputes between neighbours can often be rapidly escalated via social media making it harder to resolve. The advent of social media has also vastly increased the incidence of outings of sexual offenders (accurately or otherwise), again causing disruption in our communities. While the crime element of this trend is dealt with by the Police we increasingly have to support our communities and deal with the outcomes.

Our approach will take account of these changing trends. It will seek to ensure that our communities are alert to new forms of crime and new methods of committing crime so that they can protect themselves from these. Our approaches will ensure that we take a whole community view, seeking to minimise the disruptive impact on our customers.

Our Strategic & Operational Response

Prevention

Our Aim:

Our collaborative and targeted prevention and protection activities are improving community safety and wellbeing and supporting the development of sustainable communities.

We know that feeling safe and secure in their home, and community, is extremely important to our customers and this in turn directly affects local demand and community stability. To successfully deliver this goal, customers must be at the centre of our work so that we are clear about what their concerns are and what they need. We must also build on our existing good relationships to work collaboratively with local authorities and other key partner organisations, such as Police Scotland, to develop sector leading antisocial behaviour prevention services. These services will protect, develop and support our communities to reach their full potential and become peaceful places where customers are proud to live. In addition to tackling and preventing crime and anti-social behaviour we will develop new and innovative ways to prevent, disrupt and respond to ever more challenging and complex problems by enhancing our use of digital tools and tactics.

Our four pillars of prevention are:

Community Prevention

We will focus on the causal factors of antisocial behaviour at a community level and introduce prevention focussed services designed to change the conditions that influence antisocial behaviour in our communities

Developmental Prevention

We will focus on interventions designed to inhibit the development of antisocial behaviour in individuals by targeting risk. Our support and other interventions will be designed to lower risks and provide life chances which increase a sense of community

Situational Prevention

We will focus on physical crime prevention and interventions designed to reduce the opportunities for antisocial behaviour and to increase the risk and difficulty of committing antisocial acts in the first place

Criminal Justice Prevention

If our prevention and early intervention approaches don't have the desired effect or where there is an imminent and serious risk to the community, we will use all legal measures to prevent individuals continuing to commit antisocial acts

Prevention – Our key measures

- Create a baseline for reporting in Streetwise post- covid to allow us to set informed targets for levels of reporting in each year.
- 100% of customers who request home safety and security consultations receive these
- 20% of priority neighbourhoods have a Wheatley community advocate by the end of the pilot process
- % of customers satisfied with the digital reporting system (baseline to be determined)

Prevention – case study

Our Home Safety Team work very closely with our CIP Police Team Crime Prevention Officer to improve the safety and security of some of our most vulnerable customers and their homes. A recent example involved a customer who was deaf and mute and lived in a street where there had been an increase in youth related antisocial behaviour. The customer's housing officer contacted the CIP for help. The next day the CIP were able to visit the customer and carry out a home/fire safety visit with an interpreter. During the visit the customer was provided with a range of home and personal safety products including the latest video doorbell. The customer was delighted with the service and has let their housing officer know how much safer they now feel. This approach to home safety and security has been provided to 170 customers this year alone. The demand for the service continues to grow.

Early Intervention

Our Aim:

Our focussed early and effective interventions will divert people away from being involved in antisocial behaviour.

We know that early and effective intervention has an important role to play in preventing crime and anti-social behaviour occurring in the first place.

The early identification of the characteristics that may lead to a customer or community becoming anti-social enables us to provide bespoke wrap around services. These can dovetail with our Wheatley Foundation work to reduce social exclusion and improve outcomes for disadvantaged communities. Characteristics we will particularly focus on include childhood trauma, vulnerability and current or previous drug and alcohol abuse.

We are developing predictive analytical approaches to identify communities that are susceptible to increased levels of crime and anti-social behaviour. Artificial intelligence will mine our rich data to support our frontline teams, spot trends and empower us to deliver personalised customer services where they are most needed. We will draw on our care expertise to mainstream effective tenancy support approaches into the skill sets of our customer facing staff, to help our tenants sustain their homes and lead their own lives, this will include experiential learning around the impacts of substance misuse, Adverse Childhood Experiences and mental health. We will work closely with our strategic

partners acknowledging that keeping people safe and promoting community wellbeing is a shared responsibility.

Our early intervention key measures

- Reduce the number of repeat complaints of ASB by 20%
- Reduce the number of noise nuisance calls customers make to Police by 25%
- 100% of customer facing staff are trauma informed and easily able to identify the characteristics associated with vulnerability
- Our Prosocial Behaviour media campaign is recognised as helpful by staff and customers across the Group

Early intervention – case study

An elderly couple in the North of Glasgow had lived peacefully for years in their end terraced house until the school at the rear of their home was closed. A path ran adjacent to their garden which formerly accessed the school. Over time, the path was not maintained and shrubs and trees began to grow over the path providing a canopy that could not be seen from the road. A group of youths began to congregate, drinking and playing loud music. This led to vandalism and broken bottles being thrown at the gable of our customer's home. After many calls to local police our CIP Team identified the pattern during their analysis of Group antisocial behaviour incidents.

Our customers were visited by the CIP who took time to listen to the concerns of the elderly customers before providing the reassurance that things would start to improve. Over the next few weeks visits and crime prevention surveys were carried out and partners engaged including the police and local authority. The CIP's recommendations were all progressed including removing the shrubbery, replacing broken street lighting, upgrading and repairing the customers fence, engaging with the local youths and providing positive alternatives. The CIP monitored police systems for any incidents at the property and called the couple once a week regardless. Our approach to antisocial behaviour prevention resulted in a heart-warming letter being received from the couple simply stating ***"Thank you! You have given us our lives back."***

Asset Based Approach

Our Aim:

We will focus on our customer and community assets and strengths in order to build more resilient individuals and communities, driving improvements from the inside out

Our Assets based approach is an integral part of our vision of creating calm and peaceful communities. It will encourage people and communities to come together to achieve positive change using their own knowledge, skills and lived experience of the issues they encounter in their own lives. The most important resource in dealing with anti-social behaviour will be our communities and the people in them. The focus will be on building people's skills and expertise to strengthen the sense of neighbourliness. Physical and

virtual locations that we and our partners have in our communities will help to support this.

We recognise that positive health and social outcomes will not be achieved by maintaining a 'doing to' culture and respect that meaningful social change will only occur when customers and communities have the opportunities and agency to control and manage their own futures. Our assets based approach recognises and builds on a combination of the human, social and physical capital that exists within our local communities.

We will take our award winning Think Yes culture to the next level to introduce Thinking Yes Together, improving the self-reliance of our customers and enhancing digital connectivity. Customers will be able to draw down many of our services easily and reliably at a time and place of their choosing.

Our Asset key measures

- 95% of customers actively engaged in shaping ASB services feel they have played a part in informing decision making
- Increase the number of customers who sign up for our neighbourhood alert system by 25%

Asset based approach – case study

During a recent CIP deployment in the South of Glasgow youth related antisocial behaviour and drunkenness was identified as a top customer priority. The CIP recruited some youth leaders to work with and engage with the local youths. The main focus was to establish what would divert them away from hanging about and causing antisocial behaviour.

The youths unanimously stated that a place to gather that was warm and safe and where they could play online games would be great. The CIP identified an abandoned shop that was still owned by the Group and applied for community pay back funding to upgrade the shop into a youth club. The local youths were brought into assist with the work.

Late night basketball was also requested. A local youth was trained up as an organiser, flood lights were borrowed from another Wheatley community and a local court was identified. These two projects had a significant positive impact on the local community. Youth related antisocial behaviour reduced by 60%.

Changing Lives

Our Aim:

We will provide our customers with better life choices and chances, creating better lives through education, training and employment opportunities.

By doing this we will build resilience and the ability to support their own communities. These life chances will also help to divert those who have committed or are at most risk of committing crime and antisocial behaviour into more positive pathways.

Almost half of Scotland's most deprived communities are within our neighbourhoods. Deprivation reduces life chances and makes life more difficult for households. At Wheatley, our mission is to make homes and lives better. We will make lives better through a comprehensive range of services. These include specific services such as tenancy support, fuel advice or money advice which help our customers manage in their homes. It also includes a range of opportunities that are uniquely available to Wheatley customers. As part of this Framework our customers will be given access to a range of training through Wheatley Academies. They can also be given additional help and support to ensure that they can get the most out of these opportunities.

Changing lives is not only about individuals but about communities. Our Group Strategy and this Framework set out our ambition to make communities stronger. The impact of the Covid-19 pandemic has shown just how much neighbours can help and support each other. We will work to develop this further by helping people to understand the issues that some members of the community face – whether as refugees, through mental health issues, addictions, homelessness or trauma.

Our ideal is that individuals and communities can take the lead in identifying issues and in developing local solutions. We will work to identify local community advocates who will help to support effective communities. The approach will be underpinned by a commitment to support people's ability to live life to the fullest as part of a strong, thriving sustainable community. Our customers will be at the forefront of the development of our services throughout the lifetime of this Framework. These actions will help to develop community resilience and voice, in turn creating neighbourhoods which work together to create strong communities.

Our Changing Lives key measures

- % of vulnerable customers who have tenancy star in place
- % of Wheatley Foundation opportunities taken up by those who have been referred as a result of being impacted by or perpetrating anti-social behaviour
- We will also develop a measure around the uptake of wraparound services

Changing Lives – case study

A young male who was part of a local gang and involved in drunkenness and antisocial behaviour was identified by one of our Environmental Team Leaders. The male was initially encouraged to get involved with the local five a side football game the Group organised.

This in turn led to an opportunity to enrol in our “Changing Lives” programme which provided him with training and ultimately a job. The male turned his life around and was even able to put down roots when he was offered a local house.

The young man is now providing W360 services in the very area where he was once a member of a youth gang.

Another great example of what Team Wheatley can deliver in changing chaotic lives into resilient, peaceful ones.

Enforcement

Our Aim:

In the event that our prevention and early intervention approaches have not impacted on antisocial behaviour we will enforce all appropriate and proportionate legal means at our disposal to stop antisocial behaviour occurring

We know that feeling safe and secure in their home, and community, is extremely important to our customers and this, in turn, directly affects community stability and the desire to live in an area. To successfully deliver this goal for our customers we need to work collaboratively with local authorities and other key partner organisations, such as Police Scotland, to develop sector leading antisocial behaviour services. These services will protect, develop and support our communities to reach their full potential and become great places to live.

Instances of antisocial or criminal behaviour, particularly where they become repeated or entrenched, can adversely affect our tenants’ feeling of safety, the quality of the environment and their ability to peacefully enjoy their homes.

We are committed to tackling all reports and forms of antisocial behaviour in an effective manner. Our early intervention and prevention approach, aligned to our Community Improvement Partnership confidence cycle will reduce anti-social behaviour but we will use appropriate and proportionate enforcement action where it is needed. This will be the case where the issues are so severe that they need to be dealt with immediately or where other action is having no effect.

In some cases, we may need to move the perpetrator in order to protect the community. This Framework sets out how we will seek to do this through planned pathways wherever possible. Working with partners, we plan to establish alternative accommodation routes to break a cycle of anti-social behaviour and eviction. This may involve the use of alternative supported or other specialist accommodation or it may simply require a

change of location to somewhere where there is more family support or where a fresh start can be made.

Our Enforcement key measures

- 50% increase in submission of community information and intelligence direct to our Police Information and Intelligence Unit

Enforcement – case study

Drug abuse and drug dealing are regularly in our customers' top priorities the CIP were recently asked to support a local housing office to gather information/intelligence that would support an application to evict a tenant who was a well-known drug dealer.

Our CIP Police & ASBIP Team worked tirelessly to try and find a customer willing to speak up to what was going on in their community. The drug dealer had convinced the courts that they had turned their life around and was now a model citizen.

The drug dealing customer was due to be moved into a brand new home.

The CIP Team were able to gather enough information and intelligence to secure three drug search warrants for houses related to the drug dealer.

The subsequent police operation involved over 60 specialist police officers and search dogs. The operation was a huge success with drugs, monies and stolen property being recovered and the drug dealer and associates arrested. The drug dealer was subsequently evicted.

The community leaders were hugely complimentary of the CIP's involvement in ridding their community of the Drug Dealer.

Our approach

Moving forward we aim to future proof and build on the outstanding achievements delivered to date through our new Framework. The Framework is also a key element in the delivery of our Group wide strategy. It sets a very clear benchmark for the standard of service our customers should expect over the next 5 years and beyond.

The Framework supports the Strategy in some of the following key ways:

- Creating the detailed approach to delivering peaceful neighbourhoods;
- Improving customer satisfaction with home and neighbourhood through reduced anti-social behaviour and increased resilience within communities;
- Creating the digital platforms for anti-social behaviour which allow customers to self-serve, to engage with us when and where they want and which help us work more efficiently;
- Working across the Group to ensure our programmes to build community resilience and increase neighbourliness reach out to those most vulnerable and most excluded; and
- Preventing homelessness by reducing the number of people who need to leave their home either because they perpetrate ASB or because of the impact of such behaviour.

Our approach will require effective partnership working at local community and subsidiary level. No one agency or organisation can tackle antisocial behaviour alone. We will work together with our customers, colleagues in Police Scotland, Scottish Fire and Rescue Service, Local Authorities, Health Authorities, Community Justice, Social Work and Education. Together we must develop shared outcomes based on joint priorities, local intelligence and customer insight.

The table below shows where the Antisocial Behaviour Framework has significant importance for the delivery of our strategic themes.

Strategic Themes				
Delivering Exceptional Customer Experience	Making the Most of our Homes and Assets	Changing Lives and Communities	Developing our Shared Capacity	Enabling our Ambitions
Key Outcomes				
<ul style="list-style-type: none">• Enabling customers to Lead• Progressing from Excellent to Outstanding	<ul style="list-style-type: none">• Investing in existing homes and environments• Building community voice, engagement and resilience	<ul style="list-style-type: none">• Developing peaceful and connected neighbourhoods	<ul style="list-style-type: none">• W.E. Create - driving innovation• W.E. Work – strengthening the skills and agility of our staff	<ul style="list-style-type: none">• Influencing locally and nationally to benefit our communities

The following sections summarise the key actions we will undertake through this Framework.

Delivering exceptional customer experience

Progressing from excellent to outstanding

- Embedding our approach to ASB across all our services and staff so that customers receive a consistent and supportive response wherever they contact us
- Improving our customers' experience through:
 - Creation of a new Community Safety Solutions & Prevention Hub to enhance our dynamic response to anti-social behaviour
 - Using our sector leading approach to customer involvement and data analysis to influence our priorities and those of our partners in line with our customers' objectives (including our data analysis partnership with Brainnwave)
- Develop the skills of our frontline staff including those in the CSC, housing officers, environmental staff and care staff, so that they can:
 - provide a first line response to ASB;
 - deliver a supportive space for customers to report or discuss concerns;
 - understand the traumas and vulnerabilities that may be relevant;
 - link customers to community networks;
 - understand some early resolution approaches and when they may be considered.
- Deliver customer informed digital approaches which make it easy to communicate with us and to receive information from us.
- Create a Group definition of vulnerability in relation to fire and anti-social behaviour to help support early intervention, prevention and understanding of our customers
- Develop the ability to record vulnerability characteristics, where appropriate and agreed by the customer, in order to provide pioneering products and services tailored to customers reducing the likelihood of them becoming a victim or perpetrator of anti-social behaviour in the future

Enabling customers to lead

- Support our customers to co-create a "Neighbourliness Charter" which defines what it means to be a good neighbour
- Conduct joint customer- led crime prevention audits in all of our communities currently categorised as safe in order to identify priorities
- Create new digital engagement processes which allow customers to co-create services with us
- Provide new, digital systems to allow customers to direct and engage with services including:
 - 24/7 digital reporting methods;
 - Increased use of "Rapport" messaging which provides 2-way communication for our most vulnerable customers; and
 - Development of crime and anti-social behaviour toolkits for customers with expert advice and guidance on spotting the early signs of crime & ASB, including what to do and expect if they become a victim of crime or ASB

- Develop integrated case management which ensures the customer can draw down the most appropriate resource to deal with their case at a time of their choosing.
- Extend the use of our innovative tenancy star for tenants with vulnerabilities. This will enable customers to direct their services to meet their priorities
- Develop learning from the fire safety “stay safe” campaign to develop communication campaigns in relation to ASB

Making the most of our homes and assets

Increasing the supply of new homes

- Use our expertise in anti-social behaviour and Community Improvement Partnerships to provide skills in 'Designing out Crime' to our Asset Team and New Build CoE

Investing in existing homes and environments

- Work with customers to develop home safety and security products which best meet their needs

Building community voice, engagement and resilience:

- Review the options to build community resilience and connectedness through volunteer community advocates/navigators, building on the experience of others in the community who may once have faced trauma or other issues, supporting communities and individuals to have a stronger voice and to create a greater sense of neighbourliness
- Co-create a '**Wheatley Place Measure**' that reflects the criteria our customers identify as the hallmarks of a successful and resilient community
- Ensure pathways into our new community entrepreneurship and resilience programme for our vulnerable customers
- Work with our customers to co-create community networks for those customers who do not receive additional support

Changing lives and communities

Shaping care services for the future

- Reshape our Tenancy Support Service to provide:
 - early assessment and support for at risk customers, particularly those who have been homeless or have vulnerabilities;
 - a focused approach to managing ASB;
 - Building resilience to cope with ASB; and
 - Effectively identifying pathways of specialist support where these are needed.
- Mainstream our effective tenancy support approaches into the skill set of all relevant customer facing staff to help our tenants sustain their homes
- Work with partners to develop clear pathways for care services, specialist services, risk management strategies, and protection plans for our customers, including services for low level mental health issues
- Work with partners to identify new pathways of support for those at risk of repeated homelessness through anti-social behaviour
- Ensure that our volunteering offer can have maximum benefit for customers with vulnerabilities, those experiencing and perpetrating ASB, wherever appropriate
- Develop new partnership approaches to tackle the harm caused by drug and alcohol abuse

Developing peaceful and connected neighbourhoods:

- Expand and develop our customer confidence cycle so that customers are at the heart of directing services and strengthening their communities
- Use our better lives focus to connect households to their neighbourhoods through support which encourages engagement including group activities, volunteering and other actions.
- Use our virtual spaces to create room for community discussion to help grow the understanding and support for newcomers but also to address the impacts or concerns existing tenants may have.
- Support work to use our facilities for the benefit of communities and creating neighbourliness
- Ensure our enforcement process builds on our understanding of root causes and is used rapidly and effectively where it has to be implemented
- Influence our strategic partners and the Scottish Community Safety Network with our unique and sector leading approach to reinventing neighbourliness and pro-social Behaviour
- Improve our strategic links with our approach to Group Protection for vulnerable people

- Work with Scottish Fire & Rescues' Prevent and Protect Team to change the behaviours of those customers involved in setting deliberate fires

Supporting economic resilience in our communities:

- Review our Wheatley Foundation and other wider services to maximise the employment, training and skill building opportunities available to customers who are vulnerable, have had adverse childhood experiences or who are at higher risk of being impacted by or perpetrating anti-social behaviour
- Use our proposed participatory budget events in our priority communities to increase confidence and resilience
- Further develop our sports for change programme to encourage young people to get active and involved.
- Work closely with Police Scotland's Cyber Crime 'Centre of Excellence' ensuring our customer receive the best possible advice and guidance on preventing them from becoming a victim of online exploitation or fraud

Developing our shared capability

W.E. Think – creating our “Thinking Yes Together” culture

- New, digital apps will be used to allow customers to direct and engage with services

W.E. Create – driving innovation

- Work with our partners to examine options for integrated commissioning of support across homelessness, addictions, mental health, criminal justice and general health budgets in order to achieve a comprehensive and effective service for our customers
- Enable customers to access online learning to build up Wheatley Credits for housing, care and property management that will be a recognised part of Wheatley’s Pathways into Work programme

W.E. Work – strengthening the skills and agility of our staff

- Train all customer facing staff in our approach to understanding trauma, preventing ASB and building community resilience, linking to the THRIVE model used by our Police Scotland colleagues
- Ensure all our staff are trained in our approach to ASB and knowledgeable about key factors which are relevant including trauma, vulnerability, addictions and mental health issues.
- Increase the skills of our frontline staff, including the customer service centre and housing officer teams to receive and respond to reports of ASB
- Increase our understanding of substance abuse issues through integrating the experience of our partners in drug and alcohol services into our training and processes
- Provide training for staff in negotiation and mediation skills to allow early intervention to de-escalate issues between neighbours quickly
- Customer facing staff trained in supporting community connections across all our services.
- Create a specialist digital qualification for frontline housing, care and other staff which develops an empowering approach to support and the skills to support customers through trauma and disruption. This will be complementary to the Scottish Government’s national trauma training programme led by NHS Education for Scotland.

Enabling our ambitions

Influencing locally and nationally to benefit our communities

- Work with Police Scotland’s “Partnership, Prevention and Community Wellbeing division” co-creating innovative services to keep our customers safe and secure in their homes
- Gather and share information with Police Scotland and Scottish Fire & Rescue Service on anti-social behaviour to highlight emerging issues and target preventative measures
- Influence our neighbourhood organisations to support new residents

The key strategic measures

The key Group strategic target for this Framework is that **70% of our customers live in neighbourhoods categorised as peaceful**. However, the Framework also supports a number of other strategic targets:

Delivering exceptional customer experience:

- Overall customer satisfaction is above 90%
- RSL tenant satisfaction with value for money is increased to 85%
- Overall satisfaction amongst households with children is improved to 90%
- 90% of customers feel they can participate in the landlord's decision making
- 95% of customers actively engaged in shaping services feel they participate in decision making

Changing lives and communities

- 4,000 jobs, training and apprenticeships delivered
- 250 customers have been supported to attend higher education and university through Wheatley bursaries
- 10,000 vulnerable children benefit from targeted Foundation programmes

Enabling our ambitions

- Over 50% of customers actively use their online account to make transactions with us

Investigating incidents and using our powers

Customers can report antisocial behaviour by phone, e-mail, in writing or in person and will be advised, in all instances, to report criminal behaviour to Police Scotland. As part of this Framework reporting by digital methods will also be available. Whilst recognising that enforcement action needs to be appropriate, proportionate and timely the wellbeing and protection of our tenants and communities will always be at the forefront of our decision making process.

Our approach to the use of enforcement action will be informed by the type and severity of antisocial behaviour that has been reported. In the majority of cases this will have been when a preventative and supportive approach has failed to address the problem but we will move straight to enforcement action if it is deemed necessary for the protection of our tenants and communities.

When required our staff will utilise the various types of legislative powers available to RSLs within the Antisocial Behaviour etc. (Scotland) Act 2004, the Housing (Scotland) Act 2001 and the Housing (Scotland) Act 2014 to manage antisocial behaviour, and the perpetrators of such. This will include the use of:-

- Referrals for support;
- Acceptable Behaviour Contracts (ABC);
- Unacceptable Behaviour Notices (UBN);
- Mediation (non-legislative);
- Warning Letters (non-legislative);
- Interim Antisocial Behaviour Orders (Interim ASBO);
- Antisocial Behaviour Orders (ASBO);
- Notice of Proceeding for Recovery of Possession (NPRP);
- Eviction Orders; and
- Short Scottish Secure Tenancy.

When investigating cases of antisocial behaviour we will be fair and firm, remaining impartial and observing confidentiality at all times. We will take a customer focused approach to tackling antisocial behaviour, working with the complainer and the alleged perpetrator with a view to reaching agreed actions, timescales and ultimately closure. An antisocial behaviour toolkit has been developed for staff to refer to. The toolkit provides detailed guidance on how to manage the five key stages of an antisocial behaviour complaint, ensuring staff manage cases in a consistent and informed manner. These are:



The guiding principles of the toolkit are noted below:

- Listen to complaints and give complainers advice as to what they can do and what they can expect from us;
- Assess and monitor any risk;
- Keep to specified target response times for acknowledging and responding to reports of antisocial behaviour;

- Ensure the emergency and statutory services have been notified where there has been/is a risk to life or safety;
- Discuss the forward process with the complainant, being clear and realistic about potential outcomes and timescales involved;
- Choose from a range of different actions and take action proportionate to the type of antisocial behaviour reported;
- Refer customers to external agencies for support and advice as appropriate;
- Use the Streetwise system to note all reports of antisocial behaviour and manage the case in accordance with good practice and Scottish Social Housing Charter (SSHC) requirements; and
- Keep in regular contact with the complainant and advise how they can record any future incidents, for example using diary sheets.

Tenant Agreed Categories & Timescales

Following consultation with our tenants we have defined, categorised and grouped the different types of antisocial behaviour according to their level of seriousness. We have also agreed the following timescales for actioning and resolving complaints of antisocial behaviour.

Category	Definition	Timescales
A	<ul style="list-style-type: none"> • A conviction or criminal charges of drug dealing (supply or intent to supply) or production of a controlled drug. • Criminal charges relating to firearms. • Criminal behaviour involving serious incidents of violence or threats of violence towards any members of the public. • Serious assault. • Serious harassment. • Hate crimes (racial, sectarian, homophobic, religious, disability etc.). • Serious damage to property including wilful fire-raising. 	Action within 1 working day
		Resolve within 10 working days
B	<ul style="list-style-type: none"> • Aggressive / Abusive behaviour. • Drug / Solvent / Alcohol abuse. • Verbal / Written harassment. • Noise nuisance / Disturbances. • Vandalism. • Dog fouling • Graffiti. • Non-accidental Bin fires / Grass fires. 	Action within 3 working days
		Resolve within 10 working days

Legislation Planning and Guidance

National and Legal Context

As well as enabling our Group's strategic outcomes, our Antisocial Behaviour Prevention and Mitigation Framework also demonstrates and strengthens our contribution towards a number of the national outcomes contained within the Scottish Government's National Performance Framework. These include national outcomes such as:

- **Outcome 2** - We respect, protect and fulfil human rights and live free from discrimination
- **Outcome 5** - We live in communities that are inclusive, empowered, resilient and safe
- **Outcome 6** - We grow up loved, safe and respected so that we realise our full potential

The Legal Framework

The Antisocial Behaviour etc (Scotland) Act 2004 is the primary legislation for dealing with antisocial behaviour in Scotland. The Act sets out a range of responses made available to Local Authorities and Police Scotland ranging from the requirement of Local Authorities to jointly prepare and produce an antisocial behaviour strategy, to the dispersal of groups, closure of premises, dealing with noise nuisance and the environment as well as the application of Antisocial Behaviour Orders.

This Antisocial Behaviour Prevention and Mitigation Framework has been developed to ensure that we are not only meeting all the legislation and guidance that is pertinent to antisocial behaviour reduction and prevention but exceeding it and setting best practice approaches nationally.

There are a number of additional pieces of legislation which support responses to antisocial behaviour such as:

- Human Rights Act 1998;
- Regulation of Investigatory Powers (Scotland) Act 2000;
- Housing (Scotland) Act 2001;
- Equality Act 2010;
- Housing (Scotland) Act 2010;
- Housing (Scotland) Act 2014; and
- Data Protection Act 2018.

Registered Social Landlord Subsidiaries

The legislative framework that governs how all Group RSLs currently interpret and manage antisocial behaviour is contained within *the Housing (Scotland) Act 2014* and *the Antisocial Behaviour etc. (Scotland) Act 2004*. The 2004 Act states that a person is engaging in antisocial behaviour if they:

- Act in a manner that causes or is likely to cause alarm and distress.
- Pursue a course of conduct that causes or is likely to cause alarm or to distress to at least one person not of the same household as them.

The *Housing (Scotland) Act 2014* further enhanced the powers available to social landlords for the management of antisocial behaviour. This includes:

- Social landlords will have the power to convert an existing tenant's Scottish Secure Tenancy (SST) to a Short SST (SSST) or to grant a SSST to a new tenant in cases where there is evidence that the tenant, a member of their household, or a visitor, has been involved in antisocial behaviour in or near their home within the last three years;
- Simplifying the eviction process in cases involving serious antisocial behaviour by allowing social landlords to make use of an existing conviction as grounds for possession. The tenant must have been convicted within the last 12 months; and
- Clarifying that a social landlord can suspend an application for social housing under certain prescribed circumstances.

Scottish Social Housing Charter

The Scottish Social Housing Charter was introduced by the Scottish Government to help improve the quality and value of the services that social landlords provide, and support the Government's long term aim of creating a safer and stronger Scotland.

Outcome 6 of the Scottish Social Housing Charter states that:

"Social landlords, working in partnership with other agencies, help to ensure that:

- *Tenants and other customers live in well-maintained neighbourhoods where they feel safe."*

This outcome covers a range of actions that social landlords can take on their own and in partnership with others. It covers action to enforce tenancy conditions on estate management and neighbour nuisance, to resolve neighbour disputes, and to arrange or provide tenancy support where it is needed. It also covers the role of landlords in working with others to tackle antisocial behaviour.

The Scottish Housing Regulator have developed the following indicators to assess how well housing associations and the Group are managing complaints of antisocial behaviour and our wider estates:

- **Indicator 13:** Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in; and
- **Indicator 15:** Percentage of antisocial behaviour cases in the last year which were resolved.

Complaints

Our aim is to get it right first time, however, where there is dissatisfaction with this Framework or its operation, customers can make a complaint. A summary of our Complaints Policy and Procedure is available on our website and in local offices.

Responsibilities

The Group Director of Housing and Care will have overall strategic responsibility and will oversee the successful implementation of the work plan.

Review and Consultation

Our framework will be reviewed regularly to ensure that it continues to be relevant and appropriate in achieving our aims. Partners remain committed to working together to critically review performance, to maintain or improve our current high standards of service delivery. Partners will also seek to develop services that are focused on early intervention and prevention and meet the differing needs of the various communities across Group.

Report

To: Wheatley Housing Group Board

By: Steven Henderson, Group Director of Finance

Approved by: Martin Armstrong, Group Chief Executive

Subject: Finance report

Date of Meeting: 21 June 2021

1. Purpose

- 1.1 To provide the Board with the financial results for the period to 30 April 2021.

2. Authorising and strategic context

- 2.1 On-going monitoring of financial performance against agreed targets is one of the responsibilities of the Group Board under the Group Authorise, Manage & Monitor Matrix.
- 2.2 The 2021/22 budget effectively mirrors the first year of the business plan financial projections for each entity and will allow each Board, as well as the Group Board, to monitor progress during the year against our business plan targets.

3. Risk appetite and assessment

- 3.1 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".
- 3.2 Delivery of financial results within approved budgetary limits is a key element in delivering our strategy and maintaining the confidence of investors.

This report provides the Board with an update of performance to date to allow it to discharge its role in monitoring performance and agreeing any actions required.

4. Customer engagement

- 4.1 This report relates to our financial reporting and therefore there is no direct customer engagement.

5. Discussion

Financial performance to 30 April 2021

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

£m	Year to Date (Period 1)		
	Actual	Budget	Variance
Turnover	31.2	30.4	0.8
Operating expenditure (24.0)	(24.8)	0.8	
Operating surplus	7.2	5.6	1.6
<i>Operating margin</i>	<i>23.0%</i>	<i>18.4%</i>	
Net interest payable	(5.4)	(5.9)	0.5
Surplus	1.8	(0.3)	2.2
Net Capital Expenditure	(10.0)	(12.5)	2.5

5.2 The Group is reporting a statutory surplus for the month of April 2021 of £1.8m, £2.2m higher than budget for the year to date.

5.3 Key variances against budget include:

- Grant income is £0.6m higher than budget with amounts recognised in GHA for the completion of 19 units at the Bellrock site. These properties were assumed in the budget to be completed in March 2021. This is offset by the early DGHP completions at Sanquhar which were budgeted to complete in April but were handed over in March 2021 and the grant income recognised in the previous financial year.
- Other income is £0.2m favourable to budget; this is principally due to higher levels of income from factored homeowners for repairs work billed, with increased costs of providing services included in expenditure.
- In expenditure, total costs are £0.8m lower than budget, driven by the timing of spend in repairs and maintenance as we remobilise and lower levels of bad debt costs.
 - In repairs and maintenance, the largest variance is in DGHP where reactive repairs costs are £0.3m lower, this is partially offset by higher levels of cyclical maintenance in the other RSLs as work focussed on the delivery of our compliance programme during April
 - The budget for bad debts in 2021/22 continues to include a prudent level of provision for costs associated with an assumed increase in arrears levels related to Universal Credit.

- Interest and financing costs are £0.5m lower than budget for the month, linked to lower net debt levels at the end of the 2020/21 financial year and lower interest costs following the termination of fixed rate loan arrangements in March. The Group has cash balances available of £119.4m with no drawdowns in the month. A drawdown of £28m was made from the EIB in June.

5.4 Net capital expenditure is £2.6m lower than budget. Within this new build spend is £5.3m lower. Spend reported of £5.8m relates to costs incurred on ongoing construction across the RSLs and is lower than budget in GHA, WLHP, Dunedin Canmore and DGHP. A number of sites had later approvals than assumed in the budget and will be on site and incurring spend in the first quarter. In Dunedin Canmore a number of sites incurred higher accelerated levels of spend in late 2020/21 which has impacted spend reported in April.

5.5 The core investment programme spent £4.0m in the month which was £0.6m lower than budget; the variance driven by the restrictions on carrying out of internal works in April with external and environmental work the main focus during the month.

5.6 Scottish Housing Regulator ("SHR") Loan Portfolio Submission

- We are required to submit a loan facilities and borrowing position, as at 31 March 2021, to the Scottish Housing Regulator via the Regulator's online portal. The submission report in Appendix 2 contains the details which will be transferred to the portal, showing both the information and the layout. The submission for Wheatley Housing Group includes the loans held by Wheatley Funding No. 1 Ltd ("WFL1") on behalf of the RSL Borrower Group, any direct loans to the RSL Borrower Group, and related security information.
- The submission report contains the information relating to the loans held by, and the intragroup funding from, Wheatley Funding No. 1 Limited, this information being factual information on the debt position as at the financial year end.
- The key information contained within the report is that, as at 31 March 2021:
 - Facilities are the total amount of committed debt available to the RSL Borrower Group (£1.5bn);
 - Loan details contain the individual loan amounts borrowed by WFL1 under the facilities, along with lending details and the relevant rates (£1.20bn);
 - Intra-group Lending are the amounts on-lent to the individual RSLs from the loans drawn under WFL1 (£1.15bn);
 - Covenants are as set under each facility with the most recent levels reported to the funders under the facilities detailed (all covenants met); and
 - Security contains the number of housing units of the RSL Borrower Group used as security (53,055) against the current facilities, and the number of units unencumbered (3,326) available to support further debt facilities. The value of the secured units is £2.00bn, which includes £3.9m secured but not allocated to a funder. (31 March 2020 valuation).

- 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.”

5.7 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 for Wheatley Housing Group Limited contains only direct income and costs of the parent company itself, such as Board member payments and audit fees. The financial projections of our RSL operating subsidiaries have been approved by each RSL board and will be submitted separately. This year, the SHR have asked for covenant information to be included in the return and for the Wheatley Group have asked that this information is provided for the RSL Borrower Group in the Wheatley Group return, an approach that is similar to the Loan Portfolio Submission. At other points in the year we submit our whole Group 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 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.

6. **Digital transformation alignment**

6.1 No implications.

7. **Financial and value for money implications**

7.1 The results for 2020/21 are £2.2m favourable to budget and in line with the assumptions made in the most recent update of the Group's business plan. Delivery of our cost efficiency target is a key element of continuing to demonstrate value for money. The underlying results for the period to 30 April 2021 were favourable to budget ensuring that these efficiency targets are met.

8. **Legal, regulatory and charitable implications**

8.1 No implications.

9. **Equalities impact**

9.1 Not applicable.

10. Environmental and sustainability implications

10.1 No implications

11. Recommendations

11.1 The Board is requested to:

- 1) Note the management accounts for the period ended 30 April 2021 at Appendix 1;
- 2) Approve the loan portfolio submission in Appendix 2; authorise this to be submitted to the Scottish Housing Regulator; and delegate authority to the Group Director of Finance to approve any factual data updates that are required in advance of the submission; and
- 3) Approve the summary sheet and accompanying financial data and projections at Appendix 3; authorise these to be submitted to the Scottish Housing Regulator; and delegate authority to the Group Director of Finance to approve any factual data updates that are required in advance of the submission.

List of appendices

Appendix 1: Wheatley Group Financial Report to 30 April 2021

Appendix 2: Loan Portfolio Submission.

Appendix 3: Five Year Financial Projections Submission

Appendix 1: Wheatley Group Financial Report To 30 April 2021 (Period 1)

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1a) Wheatley Group – Year to date



YTD (£k)	Year to 30 April 2021			Full Year Budget £'000
	Actual £'000	Budget £'000	Variance £'000	
INCOME				
Net Rental Income	25,439	25,431	8	307,015
Grant income	1,513	929	584	49,933
Other Income	4,321	4,080	241	52,198
Total Income	31,273	30,439	834	409,146
EXPENDITURE				
Employee Costs	7,140	7,225	85	83,417
ER/VR	-	-	-	3,046
Running Costs	4,552	4,649	97	54,478
Repairs & Maintenance	3,804	4,063	259	50,930
Bad debts	183	516	333	6,097
Depreciation	8,410	8,410	-	100,928
Demolition Programme	1	36	35	1,449
Total Expenditure	24,090	24,897	807	300,345
NET OPERATING SURPLUS	7,183	5,542	1,641	108,801
Gain/(loss) on sale of fixed assets	23.0%	18.2%	-	26.6%
Net interest payable	-	-	-	-
STATUTORY SURPLUS/(DEFICIT)	(5,351)	(5,862)	511	(69,624)
	1,832	(320)	2,152	39,177

INVESTMENT				
Total Capital Investment Income	177	4,793	(4,616)	65,693
Core Investment Programme	4,027	4,654	627	106,328
New Build Programme	5,844	11,110	5,266	125,310
Other fixed assets	267	1,567	1,300	19,130
Total Capital Investment Expenditure	10,138	17,332	7,194	250,768
NET CAPITAL INVESTMENT SPEND	(9,961)	(12,539)	2,578	(185,075)

Key highlights year to date:

The Group operating surplus for the period ended 30 April was £7,183k which is £1,641k favourable to budget. At the statutory surplus level, a surplus of £1,832k is reported showing a favourable variance of £2,152k to budget driven mainly by the unbudgeted grant income realised in GHA from the delayed completion of new build units, originally budgeted in March 2021, and lower levels of bad debts.

Total income at £31,273k is £834k higher than budgeted.

- Net rental income is broadly in line with budget, and includes the impact of delays in new build completions within all of the RSLs delayed from March, as well as lower void levels although across the Group, a number of properties continue to be provided to local authorities to provide temporary homeless accommodation.
- Grant income has been recognised for new build completions, delayed from March 2021. Income has been recognised for the completion of 19 units completed at GHA's Bellrock site, assumed to have been completed in 2020/21, offset by DGHP completions at Sanquhar, also completed in 2020/21, however budgeted to complete in April 2021.
- Other income is £241k higher than budget at April 2021. This is driven by higher levels of income from owners for factoring services, with increased costs of providing services included in running costs.

Total expenditure of £24,090k is £807k favourable to budget:

- Staff costs are £85k lower than budget mainly driven by a favourable variance to employee care contract costs from budget in Wheatley care. This relates to a number of services operating with staff vacancies against budget.
- Running costs are £97k favourable to budget with the variance largely linked to the timing of expenditure and the continuation of home working for a number of staff.
- Revenue repairs and maintenance expenditure is £259k favourable to budget. This is a timing issue with the service resuming in full during May.
- Bad debts are £333k favourable to budget across the Group with a prudent provision set aside for increases in arrears. Interest costs are £511k lower than budget with rates on borrowings lower following the loan restructuring in March 2021.
- The net capital expenditure of £9,961k is £2,578k favourable budget. Capital investment income relates to the cash receipt of new build grant, which is £4,616k below budget. Grant income in GHA and DGHP will be claimed in the quarter.
- Core programme spend is lower than budget by £627k, driven by the ongoing delay of internal works during the lockdown with external work the main focus of spent during this period. Internal investment work has started in May 2021, with major improvements, eg kitchens and bathrooms commencing in Q2 to limit the volume of tradespeople in tenants' homes.
- New Build spend of £5,844k reflects the ongoing construction progress across sites including the completion of delayed units from March 2020.
- Other fixed assets expenditure of £267k is £1,300k favourable to budget and includes IT capital spend on the new repairs system initially being deployed at DGHP, the ASTRA customer relationship management system upgrade and mobile equipment provided to staff for home working as well as costs for office accommodation projects.

Wheatley Group Financial Report To 30 April 2021 (Period 1)

RSL Borrower Group

2a) RSL Borrower Group – Year to P1

Key highlights year to date:

The RSL Borrower group operating surplus to 30 April is £4,997k, £2,149k favourable to budget. At the statutory surplus level, a surplus of £392k is reported showing a favourable variance of £2,662k compared to the budget. The bulk of the variance is driven by the additional grant income recognised in GHA from the delayed completions of new build units, which were expected to be completed in March 2021 and lower levels of bad debts costs.

Total income is £1,609k higher than budgeted:

- Net rental income is £22k favourable to budget across the RSLs. Rental income includes the impact of delays in new build completions within the Borrower Group, and a lower level of voids across the Borrower Group with the exception of Loretto, where the higher than budgeted void levels are driven by Loretto's three temporary accommodation sites managed by Wheatley Care.
- Grant income has been recognised to date primarily for new build properties where completion had been delayed in March 2021. Income has been recognised for the completion of 19 units completed at GHA's Bellrock site, assumed to have been completed in 2020/21.
- Total expenditure is £541k favourable to budget, mainly driven by the lower bad debts costs compared to budget of £338k.
- Revenue repairs and maintenance expenditure is £86k higher than budget driven by an acceleration of the compliance programme in the month. Responsive repairs are reported lower than budget with the service resuming a full service from May 2021. Compliance work includes gas and lifts servicing.
- Interest costs are £513k lower than budget driven by the lower levels of revenue and capital expenditure with planned funding drawdowns not being required.
- Net capital expenditure is £2,303k lower than budget. Lower levels of capital expenditure have been driven by the continuing delays in the progress of some sites as a result of the pandemic
- Core programme spend of £2,765k, is £678k lower than budget driven by the ongoing delay of internal works during the lockdown with external work the main focus of spent during this period. Internal investment work resumed in May 2021, with major improvements, eg kitchens and bathrooms commencing in Q2 to limit the volume of tradespeople in tenants' homes.
- New build spend of £5,301k, relates to the costs incurred on ongoing construction across the Borrower Group. Greater spend had been anticipated for Calton Village, Sighthill, Hurlford Avenue and Watson sites, all significantly under the budget for April. The costs to date include spend on Dovehill £0.4m, Hurlford Avenue £0.6m, Sighthill £0.4m, Watson £0.3m, Carnwadric £0.4m, Damshot £0.4m (GHA), Queens Quay £0.4m (Cube), Dargavel £0.5m, Hallrule/Cobblebrae Farm £0.3m (Loretto), Almondvale £0.5m (WLHP).
- Grant claims have been submitted for HAG on new build of £177k mainly related to Queens Quay.

YTD (£k)	RSL BORROWER GROUP Year to 31 March 2021			Full Year Budget £'000
	ACT £'000	BUD £'000	VAR £'000	
INCOME				
Net Rental Income	20,287	20,265	22	246,490
Grant income	1,513	18	1,495	44,683
Other Income	1,014	923	91	22,277
Total Income	22,814	21,205	1,609	313,450
EXPENDITURE				
Employee Costs	5,011	5,040	29	56,698
ER/VR	-	-	-	2,700
Running Costs	2,832	3,058	226	34,564
Repairs & Maintenance	2,461	2,375	(86)	37,861
Bad debts	62	400	338	4,831
Depreciation	7,450	7,450	-	89,379
Demolition Programme	1	36	35	1,200
Total Expenditure	17,817	18,358	541	227,233
NET OPERATING SURPLUS	4,997	2,848	2,149	86,217
	21.9%	13.4%	-	27.5%
Gain/(loss) on sale of fixed assets	-	-	-	-
Net interest payable	(4,605)	(5,118)	513	(60,575)
STATUTORY SURPLUS/(DEFICIT)	392	(2,270)	2,662	25,642

INVESTMENT				
Total Capital Investment Income	177	4,221	(4,044)	57,978
Core Investment Programme	2,765	3,443	678	72,767
New Build Programme	5,301	9,969	4,668	107,049
Other fixed assets	215	1,216	1,001	14,919
Total Capital Investment Expenditure	8,281	14,628	6,347	194,735
NET CAPITAL INVESTMENT SPEND	(8,104)	(10,407)	2,303	(136,757)

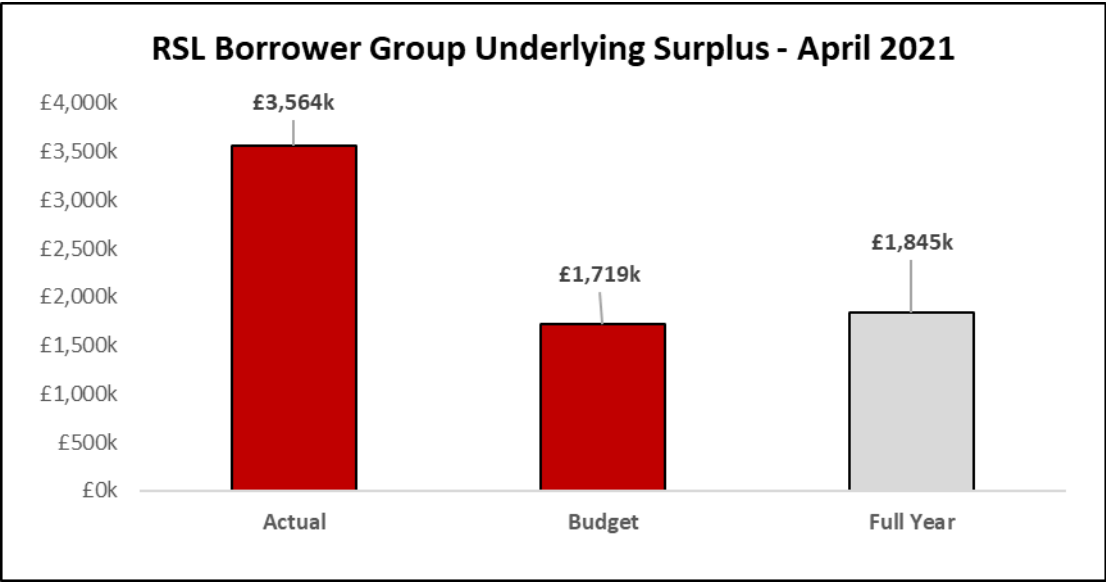
2b) RSL Borrower Group underlying surplus – year to date

The Wheatley Group and RSL Borrower Group operating Statement (Income and Expenditure Account) on pages 2 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 in the RSL Borrower Group 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.

In the first month of the financial year, an underlying surplus of £3,564k has been generated using this measure which is £1,845k favourable to budget. The variance is driven by the lower levels of core investment expenditure, savings in running costs, lower bad debt costs and lower interest costs.



2c) GHA – Year to date



	Year To April 2021			Full Year Budget £ks
	Actual £ks	Budget £ks	Variance £ks	
INCOME				
Rental Income	£15,304	£15,328	(£24)	£198,828
Void Losses	(£113)	(£109)	(£4)	(£1,410)
Net Rental Income	£15,191	£15,219	(£28)	£197,419
Other Income	£720	£643	£77	£18,750
Grant Income	£1,479	£0	£1,479	£28,859
Total Income	£17,390	£15,862	£1,528	£245,028
EXPENDITURE				
Employee costs	£3,886	£3,879	(£7)	£46,400
ER / VR	£0	£0	£0	£2,741
Running costs	£2,337	£2,282	(£56)	£26,884
Revenue Repairs and Maintenance	£1,796	£1,751	(£45)	£30,400
Bad Debts	£27	£308	£281	£4,074
Depreciation	£5,385	£5,385	£0	£68,939
Demolition and Tenants Compensation	£1	£36	£35	£1,205
TOTAL EXPENDITURE	£13,433	£13,641	£208	£180,643
NET OPERATING SURPLUS / (DEFICIT)	£3,956	£2,221	£1,736	£64,386
<i>Net operating margin</i>	22.8%	14.0%	8.8%	
RTB Income	£0	£0	£0	£0
Interest payable & similar charges	(£3,519)	(£3,865)	£346	(£50,123)
STATUTORY SURPLUS / (DEFICIT)	£437	(£1,644)	£2,082	£14,262
INVESTMENT				
	Actual £ks	Budget £ks	Variance £ks	Full Year Budget £ks
Total Capital Investment Income	£0	£2,376	(£2,376)	£28,458
Total Expenditure on Core Programme	£2,214	£2,806	£592	£61,803
New Build & Other Investment Expenditure	£3,014	£5,640	£2,625	£55,725
Other Capital Expenditure	£165	£1,076	£912	£12,438
TOTAL CAPITAL EXPENDITURE	£5,393	£9,522	£4,129	£129,965
NET CAPITAL EXPENDITURE	£5,393	£7,146	£1,753	£101,508

Key highlights year to date:

- Net operating surplus of £3,956k is £1,736k favourable to budget. Statutory surplus for the period to 30 April is £437k, £2,082k favourable to budget. The main drivers of the variance are higher grant income in the month offset by higher repairs costs. The full year budget incorporates Cube activities from May onwards in line with the date of the stock transfer.
- Net rental income of £15,191k is £28k adverse to budget as a result of the delay in the availability of new build properties for letting at Bellrock, Kennishead and Auchinlea. A total of 14 units at Kennishead – 9 and Auchinlea - 5 have completed in May 2021, with the remaining units due to complete by July 2021.
- Void losses are broadly in line with budget for April, representing a 0.74% loss rate compared to budget of 0.7%. The number of voids at the end of April 2021 are back to pre-covid March 2020 levels.
- Grant income recognised relates to the total of 19 units completed at Bellrock in April assumed to have been completed in 2020/21.
- Revenue repairs and maintenance expenditure is £45k higher than budget driven by an acceleration of the compliance programme in the month. Compliance work includes gas and lifts servicing.
- The net capital position of £5,393k is £1,753k lower than budget. No grant income has been claimed in April for new build, with budget assuming income for Damshot and Carnwadric, both of which have been delayed due to Covid restrictions.
- Core capital investment programme spend on existing stock is £592k lower than budget driven by the ongoing delay of internal works during the lockdown with external work the main focus of spent during this period. Internal investment work resumed in May 2021, with major improvements, eg kitchens and bathrooms commencing in Q2 to limit the volume of tradespeople in tenants' homes.
- New build spend is £2,626k lower than budget, with continuing delays in the progress of some sites as a result of the pandemic. Spend in the month relates covers progress in all of the GHA sites. Greater spend had been anticipated for Calton Village, Sighthill, Hurlford Avenue and Watson sites, all significantly under the budget for April.

2d) Cube – Year to date



	Year to 30 April 2021		
	Actual £ks	Budget £ks	Variance £ks
INCOME			
Rental Income	£1,615	£1,619	(£4)
Void Losses	(£27)	(£90)	£63
Net Rental Income	£1,588	£1,529	£59
Grant Income	£29	£12	£17
Other Income	£37	£35	£2
TOTAL INCOME	£1,654	£1,576	£78
EXPENDITURE			
Employee Costs - Direct	£281	£285	£4
Employee Costs - Group Services	£69	£69	£0
ER / VR	£0	£0	£0
Direct Running Costs	£138	£150	£12
Running Costs - Group Services	£49	£49	£0
Revenue Repairs and Maintenance	£187	£132	(£55)
Bad debt costs	£11	£44	£33
Depreciation	£670	£670	£0
TOTAL EXPENDITURE	£1,405	£1,399	(£6)
NET OPERATING SURPLUS / (DEFICIT)	£249	£177	£72
<i>Net operating margin</i>	<i>15.1%</i>	<i>11.2%</i>	<i>3.8%</i>
RTB Income	-	-	-
Net Interest payable & similar charges	(£320)	(£407)	£87
STATUTORY SURPLUS / (DEFICIT)	(£71)	(£230)	£159

INVESTMENT			
TOTAL CAPITAL INVESTMENT INCOME	£172	£12	£160
Total Expenditure on Core Programme	£151	£149	(£2)
New Build & other investment expenditure	£406	£430	£24
Other Capital expenditure	£10	£36	£26
TOTAL CAPITAL EXPENDITURE	£567	£615	£48
NET CAPITAL EXPENDITURE	£395	£603	£208

Full Year	
Budget £ks	
£3,053	
(£136)	
£2,917	
£47	
£42	
£3,006	
£582	
£124	
£0	
£253	
£90	
£435	
£82	
£1,503	
£3,070	
(£64)	
-2.1%	
-	
(£748)	
(£812)	

Key highlights year to date:

- The full year budget is presented for the period up to 28 July in line with the planned transfer of engagements to Loretto Housing.
- Net operating surplus of £249k is £72k favourable to budget. Statutory deficit for the year to date is £71k, £159k favourable to budget. The main drivers of the variance are void performance and reduced interest charges.
- Rental income received of £1,615k is broadly in line with budget. Void losses in the year to date are 1.67% against a budget of 5.56%, generating a favourable variance of £63k.
- Other income includes any income from non-social housing stock and district heating schemes. Note, no District Heating income has been assumed in the current period, due to the temporary cessation of tenant charges for heat usage. Cube continues to pay costs associated with the scheme.
- Direct employee costs of £281k are broadly in line with budget. Employees recharged from Group Services for Cube's share of Wheatley Solutions staff is showing on target to budget.
- Direct Running Costs are favourable to budget by £13k, as a result of small under spends on a number of budget lines. Group Services Running Costs of £49k represents Cube's share of Wheatley Solutions running costs.
- Revenue repairs and maintenance expenditure is £55k unfavourable to budget, due to the timing of compliance based cyclical maintenance. Reactive maintenance is in line with budget.
- Bad debts report a favourable variance to budget. A prudent approach to Universal Credit was taken when setting the budget.
- Gross interest payable of £320k represents interest due on the loans due to Wheatley Funding Ltd 1. It is £87k lower than budget following recent loan restructuring in WFL 1.
- Net capital expenditure of £396k is £208k lower than the budget as a result of higher than budgeted capital investment income, noting that is due to timing rather than an additional grant award.
- The majority of capital investment income and new build spend relates to Queens Quay.
- Investment works expenditure of £151k is for medical adaptations, voids and capitalised repairs.
- Other capital expenditure of £10k relates to Cube's share of group wide IT investment.

2e) West Lothian Housing Partnership – Year to date

	Year to 30 April 2021			Full Year Budget £ks
	Actual £ks	Budget £ks	Variance £ks	
INCOME				
Rental Income	£308	£309	(£1)	£3,920
Void Losses	(£1)	(£4)	£3	(£51)
Net Rental Income	£307	£305	£2	£3,869
Grant Income	£0	£0	£0	£12,467
Other Income	£0	£0	£0	£32
TOTAL INCOME	£307	£305	£2	£16,368
EXPENDITURE				
Employee Costs - Direct	£36	£47	£11	£581
Employee Costs - Group Services	£6	£6	£0	£69
ERVR	£0	£0	£0	£0
Direct Running Costs	£30	£40	£10	£296
Running Costs - Group Services	£4	£4	£0	£49
Revenue Repairs and Maintenance	£39	£49	£10	£647
Bad debts	£0	£4	£4	£51
Depreciation	£172	£172	£0	£2,065
TOTAL EXPENDITURE	£287	£322	£35	£3,758
NET OPERATING SURPLUS / (DEFICIT)	£20	(£17)	£37	£12,610
<i>Net operating margin</i>	6.5%	-5.6%	12.1%	77.0%
Interest receivable	-	-	-	-
Interest payable & similar charges	(£80)	(£97)	£17	(£991)
STATUTORY SURPLUS / (DEFICIT)	(£60)	(£114)	£54	£11,620
INVESTMENT				
TOTAL CAPITAL INVESTMENT INCOME	£0	£647	(£647)	£7,274
Total Expenditure on Core Programme	£37	£32	(£5)	£828
New Build & other investment expenditure	£515	£1,569	£1,054	£15,975
Other capital expenditure	£2	£6	£4	£67
TOTAL CAPITAL EXPENDITURE	£554	£1,607	£1,053	£16,870
NET CAPITAL EXPENDITURE	£554	£960	£406	£9,596

Key highlights year to date:

- Net operating surplus of £20k is £37k favourable to budget. Statutory deficit for the period to 30 April is £60k, £54k favourable to budget with main drivers being lower interest cost and lower levels of repairs compared to budget.
- Total income is £2k favourable to budget. Gross rental income of £308k is £1k adverse to budget, void losses of £1k are 3k favourable to budget.
- Total expenditure of £287k is £35k favourable to budget. Employee costs of £36k are £11k favourable to budget. This is due to a housing officer vacancy in April (which has now been filled by a graduate trainee) and an adjustment relating to a member of staff who is now being recharged to a different group subsidiary.
- Lower than budget running costs and repairs and maintenance costs with services moving back towards full remobilisation.
- Gross interest payable of £80k is £17k favourable to budget.
- Core investment expenditure of £37k is £4k higher than budget, largely due to unplanned boiler replacements.
- New Build expenditure of £515k is reported at the end of period 1 with the variance of £1,054k driven by lower than expected spend at a number of sites including Sibbalds Brae, Winchburgh O and Blackness Road.
- No grant income has been received in the year to date against a budget of £647k which reflects the lower than expected spend detailed above.

2f) Loretto Housing – Year to date

Key highlights year to date:

- Net operating deficit of £71k is £35k unfavourable to budget. Statutory deficit for the year to date is £184k, £12k unfavourable to budget. The main driver of the variance is the timing of R&M compliance based cyclical spend. The full year budget incorporates Cube activities from August onwards in line with the date of the transfer of engagements.
- Void losses in the year to date are 5.07% against a budget of 3.23%, which is largely linked to Loretto's 3 temporary accommodation sites managed by Wheatley Care. At Broad Street, one of the temporary accommodation sites, there are currently 22 voids. Wheatley Care have confirmed we are now at the end of the process of agreeing new referral criteria, with sign off anticipated imminently and the voids should reduce very quickly once this happens.
- Grant income relates to medical adaptations.
- Direct running costs are £7k favourable to budget, with a number of budget lines showing small underspends.
- Revenue repairs and maintenance expenditure is £39k unfavourable to budget due to the timing of compliance based cyclical maintenance. Reactive maintenance is in line with budget.
- Bad debts are £13k favourable to budget. A prudent approach was taken when setting the budget.
- Gross interest payable of £113k represents interest due on the loans due to Wheatley Funding Ltd 1. It is £23k lower than budget following recent loan restructuring in WFL 1.
- The net capital position of £903k is £534k higher than budget. This is due to the timing of grant claims for the Cobblebrae and Hallrule Drive sites.
- Investment works expenditure of £56k mainly relates to voids, capitalised repairs and compliance works.
- New build expenditure of £848k is unfavourable to budget purely due to the timing of spend at ongoing sites.
- Other capital expenditure of £4k relates to the Loretto contribution to Wheatley Group IT. Full year budget includes £108k budgeted for office refurb and conversion of housing properties previously used as offices by Wheatley Care. This budget has been brought forward from 2020/21.

	Year to 30 April 2021			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
INCOME				
Rental Income	£697	£697	£0	£12,188
Void Losses	(£35)	(£23)	(£12)	(£393)
Net Rental Income	£662	£674	(£12)	£11,794
Grant Income	£5	£6	(£1)	£167
Other Income	£24	£23	£1	£295
TOTAL INCOME	£691	£703	(£12)	£12,256
EXPENDITURE				
Employee Costs - Direct	£114	£110	(£4)	£2,120
Employee Costs - Group Services	£21	£21	£0	£398
ER / VR	£0	£0	£0	£0
Direct Running Costs	£152	£159	£7	£1,752
Running Costs - Group Services	£15	£15	£0	£287
Revenue Repairs and Maintenance	£139	£100	(£39)	£1,941
Bad debts	£6	£19	£13	£328
Depreciation	£315	£315	£0	£6,003
TOTAL EXPENDITURE	£762	£739	(£23)	£12,829
NET OPERATING SURPLUS	(£71)	(£36)	(£35)	(£573)
<i>Net operating margin</i>	<i>-10.3%</i>	<i>-5.1%</i>	<i>-5.2%</i>	<i>-4.7%</i>
RTB Income	-	-	-	-
Net Interest payable & similar charge	(£113)	(£136)	£23	(£2,514)
STATUTORY (DEFICIT)/SURPLUS	(£184)	(£172)	(£12)	(£3,087)

INVESTMENT				
TOTAL CAPITAL INVESTMENT INCOME	£5	£463	(£458)	£6,260
Total Expenditure on Core Programme	£56	£33	(£23)	£2,834
Investment Fees	£0	£0	£0	£0
New Build & other investment expenditure	£848	£785	(£63)	£11,956
Other Capital	£4	£14	£10	£351
TOTAL CAPITAL EXPENDITURE	£908	£832	(£76)	£15,141
NET CAPITAL EXPENDITURE	£903	£369	(£534)	£8,881

Classified as Internal

2g) Dunedin Canmore – Year to date

Key highlights year to date:

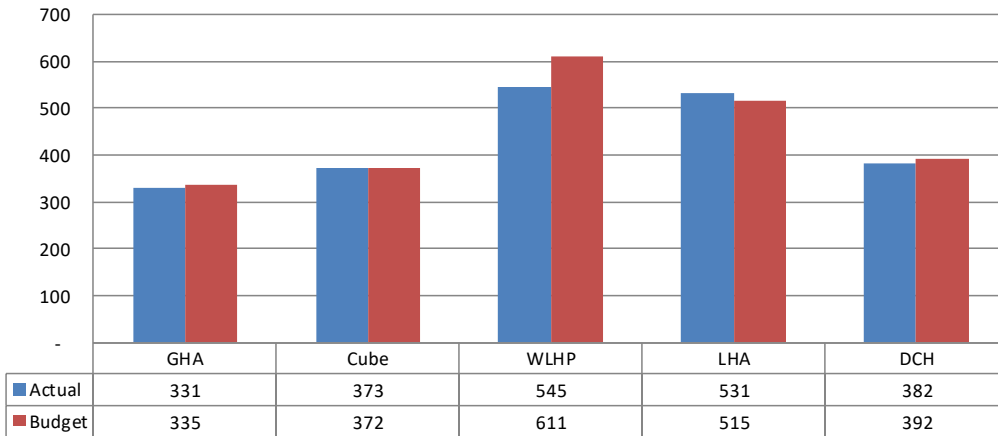
- Net operating surplus of £567k is £65k favourable to budget. Statutory deficit for the period to 30 April is £6k, £104k favourable to budget.
- Net rental income is broadly in line with budget. Gross rent is £1k favourable to budget, with void losses in line with budget.
- Other Income is £6k favourable to budget. This is largely as a result of DC Property Services ("DCPS") generating a profit of £5k in period against a budgeted loss of £9k offset by lower than expected supporting people income for the Harbour as the new contract with City of Edinburgh council has not yet started and the budget assumed this would start from 1 April.
- Total expenditure is £58k favourable to budget. The largest variance relates to repairs and maintenance costs which are £47k favourable to budget largely due to lower than budgeted cyclical expenditure.
- Interest expenditure of £573k is £39k favourable to budget.
- Investment expenditure on existing properties is £117k lower than budget. This is largely as a result of ongoing coronavirus restrictions and it is expected that spend will accelerate in the coming months with a full service expected to resume in July.
- New build spend of £518k is £1,026k lower than budget largely as a result of accelerated spend on a number of sites in P12 of 2020/21.

	Year to 30 April 2021			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
INCOME				
Rental Income	2,570	2,569	1	30,985
Void Losses	(31)	(31)	0	(376)
Net Rental Income	2,539	2,538	1	30,609
HAG Recognised in the Year	0	0	0	4,909
Other Income	238	231	6	3,158
TOTAL INCOME	2,776	2,769	8	38,676
EXPENDITURE				
Employee Costs - Direct	345	338	(8)	4,862
ER/VR	0	0	0	-
Employee Costs - Group Services	136	130	(6)	1,562
Direct Running Costs	411	420	8	3,210
Running Costs - Group Services	85	94	9	1,123
Revenue Repairs and Maintenance	305	352	47	4,438
Bad Debts	18	25	6	296
Depreciation	909	909	0	10,908
TOTAL EXPENDITURE	2,209	2,267	58	26,399
NET OPERATING SURPLUS / (DEFICIT)	567	502	65	12,278
<i>Net Operating Margin</i>	20%	18%	2%	32%
Interest receivable	0	1	(0)	6
Interest payable	(573)	(612)	39	(7,280)
STATUTORY SURPLUS / (DEFICIT)	(6)	(110)	104	5,003

	Year to 30 April 2021			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
INVESTMENT				
Total Capital Investment Income	-	739	(739)	14,315
Total Expenditure on Core Programme	307	423	117	6,944
New Build & Other Investment	518	1,545	1,026	21,576
Other Capital Expenditure	34	84	50	1,008
TOTAL CAPITAL EXPENDITURE	859	2,052	1,193	29,528
NET CAPITAL EXPENDITURE	859	1,313	453	15,213

3) Summary of RSL operating costs and margin v budget

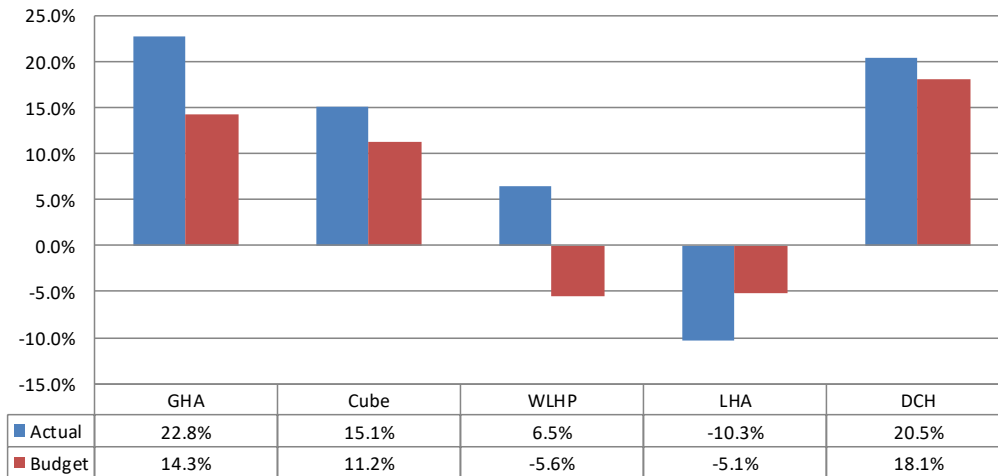
**Operating costs per unit
YTD period 1**



Operating costs per unit:

- At period 1 GHA, WLHP and Dunedin Canmore are reporting favourable operating costs per unit for the year to date. Higher costs of repairs due to the acceleration of the compliance programme are pushing operating costs per unit higher in Cube and Loretto.
- Operating costs per unit vary across the RSLs depending on the stock profiles and types of accommodation offered.

Net operating margin



Net operating margin:

- Net operating margin is favourable to budget in all subsidiaries for the year to date with the exception of Loretto which is reporting higher levels of voids losses in supported accommodation and higher levels of repairs spend. Similar to operating costs, favourable variances across all expenditure lines is driving higher margins in the other RSLs.

Wheatley Group Financial Report To 30 April 2021 (Period 1)

Dumfries & Galloway Housing Partnership (DGHP)

4) Dumfries and Galloway Housing Partnership – year to P1

	Year to 30 April 2021			Full Year
	YTD Actual £000s	YTD Budget £000s	YTD Variance £000s	Budget £ks
INCOME				
Rental Income	£3,977	£3,953	£24	£45,254
Void Losses	(£46)	(£40)	(£6)	(£457)
Net Rental Income	£3,931	£3,913	£18	£44,797
Grant Income	£0	£911	(£911)	£5,291
Other Income	£338	£356	(£18)	£2,286
Total Income	£4,269	£5,180	(£911)	£52,374
EXPENDITURE				
Employee Costs - Direct	£289	£276	(£13)	£3,307
Employee Costs - Group Services	£166	£160	(£6)	£1,918
ER / VR	£0	£0	£0	£305
Direct Running Costs	£167	£171	£4	£3,372
Running Costs - Group Services	£186	£186	£0	£2,231
Revenue Repairs and Maintenance	£748	£1,052	£304	£10,359
Irrecoverable VAT and bad debts	£50	£88	£38	£1,052
Depreciation	£959	£959	£0	£11,510
Demolition and Tenants Compensation	£0	£0	£0	£244
TOTAL EXPENDITURE	£2,565	£2,892	£327	£34,298
NET OPERATING SURPLUS / (DEFICIT)	£1,704	£2,288	(£584)	£18,076
<i>Net operating margin</i>	<i>39.9%</i>	<i>44.2%</i>	<i>-4.3%</i>	<i>34.5%</i>
Interest received	£0	£0	£0	£141
Net Interest payable & similar charges	(£509)	(£509)	£0	(£6,249)
STATUTORY SURPLUS / (DEFICIT)	£1,195	£1,779	(£584)	£11,968

	Year to 30 April 2021			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
INVESTMENT				
Total Capital Investment Income	£0	£572	(£572)	£6,855
Total Expenditure on Core Programme	£1,212	£1,154	(£58)	£32,816
New Build & other investment expenditure	£543	£1,141	£598	£16,970
Other Capital Expenditure	£52	£351	£299	£4,211
TOTAL CAPITAL EXPENDITURE	£1,807	£2,646	£839	£53,997
NET CAPITAL EXPENDITURE	£1,807	£2,074	£267	£47,142

Key highlights year to date:

- Net operating surplus of £1,704k is £584k unfavourable to budget. Statutory surplus for the month is £1,195k, again £584k unfavourable to budget. The key driver of the variance is the budgeted grant income of £911k for the new build properties at Sanquhar completion, which were completed early in March 2021 offset by lower levels of repairs and maintenance spend.
- Net Rental income is £18k favourable to budget. The monthly level of void rent loss continues to reduce. At end of April the void loss was 1.1% against a target of 1%.
- Grant income was recognised for the 12 units at Sanquhar in March 2021. Properties at Monreith are expected to complete in May
- Other income is £18k favourable to budget due only to timing of Ofgem Renewable Heat Incentive (RHI) grant receipts
- Total expenditure is favourable to budget by £327k driven by a lower level of repairs and maintenance spend of £304k with the budget assuming a return to the full service at the start of the financial year, the service was fully remobilised in the last week of April.
- Core programme is broadly in line with budget for the month
- New Build expenditure is £598k lower than budget due to the completion of Sanquhar in the previous financial year.
- Other IT capital expenditure of £52k relates to the migration of DGHP IT systems and other IT infrastructure spend.

Wheatley Group Financial Report To 30 April 2021 (Period 1)

Care and Commercial

5a) Wheatley Care – Year to date



[redacted]

5b) Lowther – Year to date



[redacted]

6) Wheatley Solutions – Year to date



	Year to April 2021			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
EXPENDITURE				
<u>Employee costs</u>				
Executive Team	114	124	9	1,494
Employee Relations and WFP	181	182	1	2,170
Marketing and Communications	63	64	1	760
Assurance	59	62	3	693
Academy	50	52	2	618
Finance	297	302	5	3,477
Company Secretary	76	78	3	943
Information Technology	116	113	(4)	1,333
Business Growth	65	70	5	836
Wheatley Hub	369	372	4	4,346
Property	86	95	8	1,073
Wheatley 360	32	33	0	390
Total employee costs	1,492	1,534	42	17,766
<u>Running costs</u>				
Executive Team	9	10	1	346
Employee Relations and WFP	17	64	47	765
Marketing and Communications	25	41	15	487
Assurance	2	8	6	97
Academy	26	65	40	785
Finance	30	58	28	696
Company Secretary	40	62	22	738
Information Technology	418	452	34	5,430
Business Growth	14	26	11	306
Wheatley Hub	0	5	5	66
Property	55	116	61	1,394
Wheatley 360	1	2	1	20
Total running costs	654	924	270	11,921
Regulated insurance activities	301	301	0	3,609
Head office costs	123	123	0	1,479
TOTAL EXPENDITURE	2,570	2,881	312	34,775

Key highlights year to date:

The table presents the financial performance of Wheatley Solutions for the 2020/21 financial year. Both employee costs and running costs are recovered in full by way of a recharge to each of the group subsidiaries. This recharge is reflected in the bottom half of the table.

Overall, Wheatley Solutions reports total expenditure of £2,570k. This is £312k lower than budget for the period with lower employee and running costs being the reason for this variance.

- Employee costs of £1,492k are £42k favourable to budget for the month.
 - The variances reported across departments relate to changes made to budgeted structure as at 1 April 2021.
- Running costs of £654k are favourable to budget by £270k for the period. The key variances within this are:
 - A number of the departments report lower costs across Wheatley Solutions with large number of staff working from home. Reduced activity in Academy, Business Growth (lower litigation costs), Company Secretary, Employee Relations (lower health and wellbeing claims) and marketing expenditure are the areas contributing most to savings against budget.
 - IT reports spend that is £34k lower than budget. This is expected to be a timing variance only as new support and maintenance contracts are added during the next few months
- Regulated insurance activities are in line with budget for the month of April.
- Due to lower than budgeted costs, the income received from subsidiaries is less than budgeted.

7) Wheatley Foundation – Year to date

	Year to April 2021			Full Year
	Actual £ks	Budget £ks	Variance £ks	Budget £ks
INCOME				
Donations from Wheatley subsidiaries	373	373		4,000
Employability Grants	2	3	(1)	40
External income	105	60	45	973
Total Income	479	436	43	5,013
EXPENDITURE				
Overheads	83	89	6	1,103
Tackling Poverty & Social Inclusion	101	53	(48)	792
Education				251
Digital Inclusion				64
Employability	44	76	31	1,406
Sports / Arts	7		(7)	20
Money/Welfare Benefits advice	134	131	(3)	1,561
Funds to be allocated				
TOTAL EXPENDITURE	370	349	(21)	5,198
NET OPERATING SURPLUS / (DEFICIT)	109	87	22	(185)

Key highlights to date:

The table presents the financial performance of Wheatley Foundation for the first month of 2021/22 financial year. The Wheatley Foundation reports a surplus of £109k for the period. This is better than budget by £22k.

Income of £479k is reported which is £43k higher than budget.

- Donations from Wheatley group subsidiaries total £373k which is in line with budget.
- External income of £105k is £45k higher than budget. Notable grants and donations:
 - Unbudgeted GCC grant of £32k to support emergency fuel top ups for the period.
 - Creative Scotland grant of £45k to support artists deliver projects during the year.
 - Community benefit grants to the value of £20k.

Expenditure of £370k is £21k higher than budgeted.

- Overhead costs of £83k are £6k lower than budget due to savings in Foundation staffing costs.
- Tackling Poverty & Social Inclusion spend of £101k is reported against a budget of £53k. The main project spend for the period relates to:
 - Emergency fuel top ups to the value of £32k. Supported by GCC grant.
 - Eat Well spend of £21k. This covers the costs of providing supermarket vouchers to those referred by Wheatley Group subsidiaries.
 - Emergency response payments of £17k.
- Employability expenditure of £44k is £31k lower than budget. The key items of expenditure for the period relate to £28k for the modern apprentice programme and Wheatley Works costs of £16k.
- Money advice team costs of £134k are slightly ahead of budget by £3k for the period. This is linked to sickness cover.
- Sports and Arts costs of £7k relate to early delivery linked to Creative Scotland grant award noted above.

8) City Building (Glasgow) LLP – Year to 31 March 2021

	Period to 31 March 2021		
	Actual £ks	Budget £ks	Variance £ks
INCOME			
Customer & client income	£109,748	£109,076	£672
TOTAL INCOME	£109,748	£109,076	£672
EXPENDITURE			
Employee Costs	£57,099	£53,731	(£3,368)
Premises Costs	£1,668	£1,952	£284
Transport Costs	£5,638	£5,354	(£284)
Supplies & Services	£42,341	£45,189	£2,848
Support Services (RSBi & Training)	£992	£1,002	£10
Inter Company Trading	£0	£0	£0
TOTAL EXPENDITURE	£107,738	£107,228	(£510)
GROSS MARGIN	£2,010	£1,848	£162
<i>Gross margin</i>	1.8%	1.7%	0.1%
OVERHEADS			
Employee Costs	£8,108	£8,267	£159
Premises Costs	£1,742	£1,949	£207
Transport costs	£393	£544	£151
Supplies & Services	£4,921	£4,240	(£681)
Recharge to CBC/RSBi/Training	(£8,758)	(£8,353)	£405
TOTAL OVERHEADS	£6,406	£6,647	£241
NET OPERATING SURPLUS/(DEFICIT)	(£4,396)	(£4,799)	£403
Redundancy costs	(£1,385)	£0	(£1,385)
NET OPERATING SURPLUS AFTER REDUNDANCY COSTS	(£5,781)	(£4,799)	(£982)
INVESTMENT			
IT Capital Expenditure	-	-	-
TOTAL CAPITAL EXPENDITURE	£0	£0	£0

Key highlights year to date:

- Results are presented for City Building (Glasgow) LLP, the joint venture entity between Wheatley and Glasgow City Council. The latest results are to the period ended 31 March 2021. City Building operates a different accounting cycle to the Wheatley Group.
- As a 50:50 joint venture, the results of City Building will be accounted for as an associate undertaking in the Group's statutory results.
- The table reports performance against a revised budget which was approved at the City Building Glasgow Board of 24 November 2020.
- The net operating surplus reported here is stated before accounting for the discount to be given to the joint venture partners.
- City Building's operations have been impacted by the lockdown however the levels of work for the year to 31 March have resulted on a small increase of work have increased by £672k compared to budget. Included is a claim for furloughed staff of £10,162k for the period to date. Given the restrictions that have been in place and the recommencement of work on a phased basis, City Building will not be able to generate a surplus sufficient to meet the budgeted discount.
- To ensure sufficient CBG cashflow, Wheatley Group and GCC have provided CBG £7.8m in additional support against the deficit reported which pending the finalisation of the year end position was more than required for CBG to reach a break even position and a future credit will be due back to the JV partners.
- Gross Margin generated to 31 March a profit of £2,010k, which is £162k favourable to budget. Overhead costs are £241k favourable to budget. Redundancy costs of £1,385k are reported for the year which will help achieved planned efficiency savings in future periods.

9) Wheatley Group – Consolidated Balance Sheet



	Current Month As at 30 April 2021 £ks	Previous yr end As at 31 March 2021 £ks
Fixed Assets		
Social Housing Properties	2,227,611	2,223,870
Properties under construction	158,431	155,417
Other tangible fixed assets	64,476	64,483
Investment properties	223,000	222,975
Investments -other	116	116
Fixed Assets	2,673,634	2,666,861
Debtors Due More Than One Year		
Development Agreement	10,232	12,201
Inter Company Loan	0	0
Pension Asset	13,585	13,585
Current Assets		
Trade debtors	34	392
Rent & Service charge arrears	22,862	20,709
less: Provision for rent arrears	(10,274)	(8,671)
Prepayments and accrued income	8,438	13,657
Intercompany debtors	0	(0)
Other debtors	29,907	20,544
	50,967	46,631
Bank & Cash	119,374	131,667
Current Assets	170,341	178,298
Current Liabilities		
Trade Liabilities	(8,211)	(9,352)
Accruals	(47,182)	(50,186)
Deferred income	(83,733)	(79,445)
Rents & service charges in advance	(12,071)	(11,758)
Intercompany creditors	0	0
Other creditors	(10,299)	(12,557)
	(161,496)	(163,298)
Net Current Assets	19,077	27,201
Long Term Liabilities		
Contingent efficiencies grant	(36,693)	(36,693)
Bank finance	(1,190,074)	(1,190,074)
Bond finance	(296,386)	(296,386)
Development Agreement	(10,232)	(12,201)
Provisions	(2,147)	(2,147)
Deferred income	(29,971)	(29,971)
Intercompany creditors	0	0
Loan arrangement fees	0	0
Other creditors	(3,546)	(3,546)
Pension liability	(4,943)	(4,943)
Long Term Liabilities	(1,573,992)	(1,575,961)
Net Assets	1,132,304	1,131,686
Funding Employed Capital & Reserves		
Share Capital	0	0
Retained Income b/fwd	693,833	694,735
Income & Expenditure	1,520	0
Movement in Pensions Provision	0	0
Designated Reserves/gain on business	0	0
Revaluation Reserves	436,951	436,951
Funding Employed	1,132,304	1,131,686

Key highlights:


- The balance sheet reported reflects the 31 March 2021 year end statutory accounts position and is subject to year end statutory adjustments for the valuation of housing properties, pension valuations and the fair value of the Scottish Government loan.
- The fixed asset 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.
- Group net assets stand at £1,132.3m at 30 April 2021.
- Current assets (excluding cash) are £4.3m higher than the year end position mainly driven by the higher levels of other debtors and lower levels of prepayments. Rent arrears net of provision are mainly in line with the March position, at £12.5m compared to the £12.0m comparative figure.
- Current liabilities are £1.8m lower than the year end position, with higher levels of deferred income and lower levels of accruals, trade creditors and other creditors. The movement on deferred income has been impacted by the release of grant to the income statement in the year less any additional grant received in the bank in the year.
- Long term liabilities are £1.9m lower mainly driven by the movement in the development agreement.
- Income and expenditure of £1.6m relates to the group surplus for the year to date.

RSL: 363 - Wheatley Housing Group Ltd (WHG)			
Return	Annual Return 2021		31/03/2021
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
53,055	49,729	3,326	100.00
Total Facility (£'000s)		Facility Outstanding (£'000s)	Facility Undrawn (£'000s)
1,506,923.5		1,201,490.1	279,100.0

[table redacted]

INTER-GROUP FINANCING LENDING																			
Borrower	Relationship	Amount Provided £'000s	Balance O/S £'000s	Purpose of Loan	Duratio n of Fundin g Arrang ement (month s)	First Cap Repayment Date	Is Funding Provide d Part of Funds Borrowe d	Lende r Aware of On-Lendi ng Arran gemen t	Securi ty	Type of Security	Security Details	Security Value £'000s	Loan Agree ment	Repa ymen t Perio d (mont hs)	Repayment Terms	Ref Rate	Margin / All-in Rate	Start Date	End Date
GLASGOW HA	Other Group Company	873,000.0	873,000.0	Working Capital	360	01/04/2022	YES	YES	Yes	Standard security over stock	GHA is guarantor to Lender	1,419,138.4	Yes	271	Interest only then capital & interest	Rate paid by on lender	5.05%	28/11/2014	28/11/2044
CUBE HA	Other Group Company	93,200.0	93,200.0	Working Capital	360	01/04/2022	YES	YES	Yes	Standard security over stock	Cube is guarantor to Lender	133,357.8	Yes	271	Interest only then capital & interest	Rate paid by on lender	5.05%	28/11/2014	28/11/2044
WEST LOTHIAN HP	Other Group Company	22,500.0	22,500.0	Working Capital	360	01/04/2022	YES	YES	Yes	Standard security over stock	WLHP is guarantor to Lender	40,939.8	Yes	271	Interest only then capital & interest	Rate paid by on lender	5.05%	28/11/2014	28/11/2044
LORETTO HA	Other Group Company	32,800.0	32,800.0	Working Capital	360	01/04/2022	YES	YES	Yes	Standard security over stock	Loretto HA is guarantor to Lender	69,572.9	Yes	271	Interest only then capital & interest	Rate paid by on lender	5.05%	28/11/2014	28/11/2044
DCHA	Other Group Company	127,000.0	127,000.0	Working Capital	343	01/04/2022	YES	YES	Yes	Standard security over stock	DCH is guarantor to Lender	336,740.0	Yes	271	Interest only then capital & interest	Rate paid by on lender	5.05%	01/04/2016	28/11/2044

[table redacted]


Financial Projections & Assumptions						2021	 Scottish Housing Regulator	
Wheatley Housing Group Ltd						363		
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
PLEASE USE "0" FOR NIL VALUES THROUGHOUT THIS RETURN								
Number of units lost during year to:		£'000	£'000	£'000	£'000	£'000	£'000	Comments
STATEMENT OF COMPREHENSIVE INCOME								
Gross rents	10	0.0	0.0	0.0	0.0	0.0	0.0	
Service charges	11	0.0	0.0	0.0	0.0	0.0	0.0	
Gross rents & service charges	12	0.0	0.0	0.0	0.0	0.0	0.0	
Rent loss from voids	13	0.0	0.0	0.0	0.0	0.0	0.0	
Net rent & service charges	14	0.0	0.0	0.0	0.0	0.0	0.0	
Developments for sale income	15	0.0	0.0	0.0	0.0	0.0	0.0	
Grants released from deferred income	16	0.0	0.0	0.0	0.0	0.0	0.0	
Grants from Scottish Ministers	17	0.0	0.0	0.0	0.0	0.0	0.0	
Other grants	18	0.0	0.0	0.0	0.0	0.0	0.0	
Other income	19	248.0	255.4	263.1	271.0	279.1	287.5	
TURNOVER	20	248.0	255.4	263.1	271.0	279.1	287.5	
Less:								
Housing depreciation	22	0.0	0.0	0.0	0.0	0.0	0.0	
Impairment written off / (back)	23	0.0	0.0	0.0	0.0	0.0	0.0	
Management costs	25	0.0	0.0	0.0	0.0	0.0	0.0	
Service costs	26	0.0	0.0	0.0	0.0	0.0	0.0	
Planned maintenance - direct costs	27	0.0	0.0	0.0	0.0	0.0	0.0	
Re-active & voids maintenance - direct costs	28	0.0	0.0	0.0	0.0	0.0	0.0	
Maintenance overhead costs	29	0.0	0.0	0.0	0.0	0.0	0.0	
Bad debts written off / (back)	30	0.0	0.0	0.0	0.0	0.0	0.0	
Developments for sale costs	31	0.0	0.0	0.0	0.0	0.0	0.0	
Other activity costs	32	0.0	0.0	0.0	0.0	0.0	0.0	
Other costs	33	248.0	255.4	263.1	271.0	279.1	287.5	
	34	248.0	255.4	263.1	271.0	279.1	287.5	
Operating Costs	36	248.0	255.4	263.1	271.0	279.1	287.5	
Gain/(Loss) on disposal of PPE	37	0.0	0.0	0.0	0.0	0.0	0.0	
Exceptional Items - (Income) / Expense	38	0.0	0.0	0.0	0.0	0.0	0.0	
OPERATING SURPLUS/(DEFICIT)	39	0.0	0.0	0.0	0.0	0.0	0.0	
Interest receivable and other income	41	0.0	0.0	0.0	0.0	0.0	0.0	
Interest payable and similar charges	42	0.0	0.0	0.0	0.0	0.0	0.0	
Increase / (Decrease) in Negative Goodwill	43	0.0	0.0	0.0	0.0	0.0	0.0	
Other Gains / (Losses)	44	0.0	0.0	0.0	0.0	0.0	0.0	
SURPLUS/(DEFICIT) ON ORDINARY ACTIVITIES BEFORE TAX	46	0.0	0.0	0.0	0.0	0.0	0.0	
Tax on surplus on ordinary activities	48	0.0	0.0	0.0	0.0	0.0	0.0	

Number of units lost during year to:		£'000	£'000	£'000	£'000	£'000	£'000	Comments
SURPLUS/(DEFICIT) FOR THE YEAR AFTER TAX	50	0.0	0.0	0.0	0.0	0.0	0.0	
Actuarial (loss) / gain in respect of pension schemes	52	0.0	0.0	0.0	0.0	0.0	0.0	
Change in Fair Value of hedged financial instruments.	53	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	55	0.0	0.0	0.0	0.0	0.0	0.0	
STATEMENT OF FINANCIAL POSITION								
Non-Current Assets								
Intangible Assets & Goodwill	60	0.0	0.0	0.0	0.0	0.0	0.0	
Housing properties - Gross cost or valuation	63	0.0	0.0	0.0	0.0	0.0	0.0	
Less								
Housing Depreciation	65	0.0	0.0	0.0	0.0	0.0	0.0	
Negative Goodwill	66	0.0	0.0	0.0	0.0	0.0	0.0	
NET HOUSING ASSETS	67	0.0	0.0	0.0	0.0	0.0	0.0	
Non-Current Investments	69	0.0	0.0	0.0	0.0	0.0	0.0	
Other Non Current Assets	70	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL NON-CURRENT ASSETS	71	0.0	0.0	0.0	0.0	0.0	0.0	
Current Assets								
Net rental receivables	74	0.0	0.0	0.0	0.0	0.0	0.0	
Other receivables, stock & WIP	75	0.0	0.0	0.0	0.0	0.0	0.0	
Investments (non-cash)	76	0.0	0.0	0.0	0.0	0.0	0.0	
Cash at bank and in hand	77	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL CURRENT ASSETS	78	0.0	0.0	0.0	0.0	0.0	0.0	
Payables : Amounts falling due within One Year								
Loans due within one year	81	0.0	0.0	0.0	0.0	0.0	0.0	
Overdrafts due within one year	82	0.0	0.0	0.0	0.0	0.0	0.0	
Other short-term payables	83	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL CURRENT LIABILITIES	84	0.0	0.0	0.0	0.0	0.0	0.0	
NET CURRENT ASSETS/(LIABILITIES)	86	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL ASSETS LESS CURRENT LIABILITIES	88	0.0	0.0	0.0	0.0	0.0	0.0	
Payables : Amounts falling due After One Year								
Loans due after one year	91	0.0	0.0	0.0	0.0	0.0	0.0	
Other long-term payables	92	0.0	0.0	0.0	0.0	0.0	0.0	
Grants to be released	93	0.0	0.0	0.0	0.0	0.0	0.0	
	94	0.0	0.0	0.0	0.0	0.0	0.0	
Provisions for liabilities & charges	95	0.0	0.0	0.0	0.0	0.0	0.0	
Pension asset / (liability)	96	0.0	0.0	0.0	0.0	0.0	0.0	
NET ASSETS	97	0.0	0.0	0.0	0.0	0.0	0.0	
Capital & Reserves								
Share capital	100	0.0	0.0	0.0	0.0	0.0	0.0	
Revaluation reserve	101	0.0	0.0	0.0	0.0	0.0	0.0	
Restricted reserves	102	0.0	0.0	0.0	0.0	0.0	0.0	
Revenue reserves	103	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL CAPITAL & RESERVES	104	0.0	0.0	0.0	0.0	0.0	0.0	
Intra Group Receivables - as included above	106	0.0	0.0	0.0	0.0	0.0	0.0	
Intra Group Payables - as included above	107	0.0	0.0	0.0	0.0	0.0	0.0	

5 Year Financial Projections 2020-2024

Number of units lost during year to:		£'000	£'000	£'000	£'000	£'000	£'000	Comments
STATEMENT OF CASHFLOWS								
Net Cash from Operating Activities								
Operating Surplus/(Deficit)	112	0.0	0.0	0.0	0.0	0.0	0.0	
Depreciation & Amortisation	113	0.0	0.0	0.0	0.0	0.0	0.0	
Impairments / (Revaluation Enhancements)	114	0.0	0.0	0.0	0.0	0.0	0.0	
Increase / (Decrease) in Payables	115	(1.0)	0.0	0.0	0.0	0.0	0.0	
(Increase) / Decrease in Receivables	116	0.0	0.0	0.0	0.0	0.0	0.0	
(Increase) / Decrease in Stock & WIP	117	0.0	0.0	0.0	0.0	0.0	0.0	
Gain / (Loss) on sale of non-current assets	118	0.0	0.0	0.0	0.0	0.0	0.0	
Other non-cash adjustments	119	0.0	0.0	0.0	0.0	0.0	0.0	
NET CASH FROM OPERATING ACTIVITIES	120	(1.0)	0.0	0.0	0.0	0.0	0.0	
Tax (Paid) / Refunded	122	0.0	0.0	0.0	0.0	0.0	0.0	
Return on Investment and Servicing of Finance								
Interest Received	125	0.0	0.0	0.0	0.0	0.0	0.0	
Interest (Paid)	126	0.0	0.0	0.0	0.0	0.0	0.0	
RETURNS ON INVESTMENT AND SERVICING OF FINANCE	127	0.0	0.0	0.0	0.0	0.0	0.0	
Capital Expenditure & Financial Investment								
Construction or acquisition of Housing properties	130	0.0	0.0	0.0	0.0	0.0	0.0	
Improvement of Housing	131	0.0	0.0	0.0	0.0	0.0	0.0	
Construction or acquisition of other Land & Buildings	132	0.0	0.0	0.0	0.0	0.0	0.0	
Construction or acquisition of other Non-Current Assets	133	0.0	0.0	0.0	0.0	0.0	0.0	
Sale of Social Housing Properties	134	0.0	0.0	0.0	0.0	0.0	0.0	
Sale of Other Land & Buildings	135	0.0	0.0	0.0	0.0	0.0	0.0	
Sale of Other Non-Current Assets	136	0.0	0.0	0.0	0.0	0.0	0.0	
Grants (Repaid) / Received	137	0.0	0.0	0.0	0.0	0.0	0.0	
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT	138	0.0	0.0	0.0	0.0	0.0	0.0	
NET CASH BEFORE FINANCING	140	(1.0)	0.0	0.0	0.0	0.0	0.0	
Financing								
Equity drawdown	143	0.0	0.0	0.0	0.0	0.0	0.0	
Debt drawdown	144	0.0	0.0	0.0	0.0	0.0	0.0	
Debt repayment	145	0.0	0.0	0.0	0.0	0.0	0.0	
Working Capital (Cash) - Drawn / (Repaid)	146	0.0	0.0	0.0	0.0	0.0	0.0	
NET CASH FROM FINANCING	147	0.0	0.0	0.0	0.0	0.0	0.0	
INCREASE / (DECREASE) IN NET CASH	149	(1.0)	0.0	0.0	0.0	0.0	0.0	
Cash Balance								
Balance Brought Forward	152	1.0	0.0	0.0	0.0	0.0	0.0	
Increase / (Decrease) in Net Cash	153	(1.0)	0.0	0.0	0.0	0.0	0.0	
CLOSING BALANCE	154	0.0	0.0	0.0	0.0	0.0	0.0	
ADDITIONAL INFORMATION								
Number of units added during year to:								
New Social Rent Properties added	159	0	0	0	0	0	0	
New MMR Properties added	160	0	0	0	0	0	0	
New Low Costs Home Ownership Properties added	161	0	0	0	0	0	0	
New Properties - Other Tenures added	162	0	0	0	0	0	0	

Number of units lost during year to:		£'000	£'000	£'000	£'000	£'000	£'000	Comments
Total number of new affordable housing units added during year	163	0	0	0	0	0	0	
Number of units lost during year from:								
Sales including right to buy	166	0	0	0	0	0	0	
Demolition	167	0	0	0	0	0	0	
Other	168	0	0	0	0	0	0	
Units owned:								
Social Rent Properties	171	0	0	0	0	0	0	
MMR Properties	172	0	0	0	0	0	0	
Low Costs Home Ownership Properties	173	0	0	0	0	0	0	
Properties - Other Tenures	174	0	0	0	0	0	0	
Number of units owned at end of period	175	0	0	0	0	0	0	
Number of units managed at end of period (exclude factored units)	177	0	0	0	0	0	0	
Financed by:								
Scottish Housing Grants	180	0.0	0.0	0.0	0.0	0.0	0.0	
Other public subsidy	181	0.0	0.0	0.0	0.0	0.0	0.0	
Private finance	182	0.0	0.0	0.0	0.0	0.0	0.0	
Sales	183	0.0	0.0	0.0	0.0	0.0	0.0	
Cash reserves	184	0.0	0.0	0.0	0.0	0.0	0.0	
Other	185	0.0	0.0	0.0	0.0	0.0	0.0	
Total cost of new units	186	0.0	0.0	0.0	0.0	0.0	0.0	
Assumptions:								
General Inflation (%)	189	0.0	1.5	3.0	3.0	3.0	2.5	
Rent increase - Margin above General Inflation (%)	190	0.0	0.0	0.0	0.0	0.0	0.0	
Operating cost increase - Margin above General Inflation (%)	191	0.0	0.0	0.0	0.0	0.0	0.0	
Direct maintenance cost increase - Margin above General Inflation (%)	192	0.0	0.0	0.0	0.0	0.0	0.0	
Actual / Assumed average salary increase (%)	193	0.0	0.0	0.0	0.0	0.0	0.0	
Average cost of borrowing (%)	194	0.0	0.0	0.0	0.0	0.0	0.0	
Employers Contributions for pensions (%)	195	0.0	0.0	0.0	0.0	0.0	0.0	
Employers Contributions for pensions (£'000)	196	0.0	0.0	0.0	0.0	0.0	0.0	
SHAPS Pensions deficit contributions (£'000)	197	0.0	0.0	0.0	0.0	0.0	0.0	
Minimum headroom cover on tightest interest cover covenant (£'000)	198	11,042.8	21,789.3	18,849.4	18,324.9	22,963.6	27,906.5	Per RSL Borrower Group Approved Bu
Minimum headroom cover on tightest gearing covenant (£'000)	199	167,820.5	164,680.0	94,260.2	62,701.6	52,226.5	51,736.2	Per RSL Borrower Group Approved Bu
Minimum headroom cover on tightest asset cover covenant (£'000)	200	3,937.3	4,016.0	4,096.4	4,178.3	4,261.9	4,347.1	2018 Private placement
Total staff costs (including NI & pension costs)	202	0.0	0.0	0.0	0.0	0.0	0.0	
Full time equivalent staff	203	0.0	0.0	0.0	0.0	0.0	0.0	
EESSE Revenue Expenditure included above	205	0.0	0.0	0.0	0.0	0.0	0.0	
EESSE Capital Expenditure included above	206	0.0	0.0	0.0	0.0	0.0	0.0	
Total capital and revenue expenditure on maintenance of pre-1919 properties	207	0.0	0.0	0.0	0.0	0.0	0.0	
Total capital and revenue expenditure on maintenance of all other properties	208	0.0	0.0	0.0	0.0	0.0	0.0	
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	Ratios								
	Wheatley Housing Group Ltd					363			Scottish Housing Regulator
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26		
		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5		
	Financial capacity								
	Interest cover %	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Gearing %	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Efficiency								
	Voids %	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Arrears %	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Bad debts %	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Staff costs / turnover %	0.0	0.0	0.0	0.0	0.0	0.0		
	Turnover per unit (£)	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Responsive repairs to planned maintenance ratio	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Liquidity								
	Current ratio								
	Profitability								
	Gross surplus / Deficit %	0.000	0.000	0.000	0.000	0.000	0.000		
	Net surplus / Deficit %	0.000	0.000	0.000	0.000	0.000	0.000		
	EBITDA / revenue (%)	0.000	0.000	0.000	0.000	0.000	0.000		
	Financing								
	Debt Burden ratio	0.0	0.0	0.0	0.0	0.0	0.0		
	Net debt per unit (£)	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Debt per unit (£)	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0	RDIV/0		
	Diversification								
	Income from non-rental activities %	100.000	100.000	100.000	100.000	100.000	100.000		

Report

To: Wheatley Housing Group Board

By: Steven Henderson, Group Director of Finance

Approved by: Martin Armstrong, Group Chief Executive

Subject: Group Fleet Contract

Date of meeting: 21 June 2021

1 Purpose

- 1.1 To seek approval for the award of the contract for the provision of fleet & associated services across Group to ALD Automotive Limited ("ALD") for a contract period of three years at an estimated value of £5.3 million.

2 Authorising and strategic context

- 2.1 Under the Scheme of Financial Delegation, set out in the Group Standing Orders, approval of revenue contracts over £1m is reserved to the Group Board.
- 2.2 A new consistent approach to acquiring vehicles across Group was identified in our procurement strategy as being a critical priority to ensure staff continue to be provided with fit for purpose vehicles which meets all regulatory and legislative requirements.

3 Risk appetite and assessment

- 3.1 Our agreed risk appetite in respect of Laws, Regulations and Covenant Compliance is Averse. This level of risk tolerance is defined as, "minimal tolerance for any decisions that could lead to external scrutiny."
- 3.2 The procurement exercise has been conducted in line with all legislative and regulatory requirements to minimise risk.
- 3.3 An assessment of risks associated with this procurement approach was undertaken as part of its development. The main risks identified and how they will be mitigated:

Risk	Mitigation
Non-compliance with Regulation and Legislation	Utilisation of The Procurement Partnership's (TPPL) Framework Agreements provides a compliant route to market for these services. Working in conjunction with TPPL we are able to develop a fit for purpose fleet which meets with all regulatory & legal requirements.
Value for Money	Through utilising a public sector wide framework, we are able to obtain competitively tendered bids, testing the market while taking advantage of the collaborative buying power resulting in competitive rates.

Delivery of our operational requirements	<p>Undertaking a mini-competition process ensures the Group has robust contractual terms & conditions and comprehensive due diligence has been completed on the proposed Supplier.</p> <p>A phased introduction of the new fleet will be agreed with the proposed new supplier, beginning from later this year, with continued hire of vehicles from incumbent providers remaining available as a contingency option.</p>
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4 Background

- 4.1 Group fleet is predominately utilised within our neighbourhood environmental teams (NETs) and within our two in-house repairs & maintenance teams at Dumfries and Galloway Housing Partnership (DGHP) and Dunedin Canmore (DC).
- 4.2 The Group currently contracts with three main vehicle hire & contract hire providers:
- **Northgate Vehicle Hire PLC**; appointed in April 2018 following the collapse of T.O.M Vehicle Rental Limited. Northgate are the Group's main supplier and currently provide 259 vehicles to DGHP in-house repairs, DC in-house repairs, Group wide NETs, and Wheatley 360;
 - **Arval UK**; appointed by DC prior to joining Group. Arval currently provide 53 vehicles; and
 - **VMS Fleet Management Ltd**; appointed by Group due to additional requirements for mini-buses as a result of the global pandemic.
- 4.3 The number and type of vehicles across Group has increased significantly over the last five years to accommodate Group growth and the development of new and diverse services including the introduction of a new in-house NETs model across Group and a new in-house repairs & maintenance team at DGHP. Due to these changes we require a strategic approach to managing and operating our fleet portfolio. Across Group there are varying specifications of vehicles and the age of our fleet varies between subsidiaries. One of the key objectives of this re-procurement was to achieve a single fleet approach, taking advantage of economies of scale by selecting one supplier.
- 4.4 Following a review of the routes to market available and analysis of the current fleet market, undertaking a mini-competition through TPPL's Framework for Group fleet requirements was identified as being the preferred route to market. This framework provided access to the main Suppliers in the market as well as taking advantage of the collaborative buying power of the Agreement. The Group currently contracts under two different financial arrangements in respect of Fleet:
- Flexible hire (rental) – Northgate/VMS contracts; and
 - Contract Hire – Arval contract
- 4.5 Through development of the procurement strategy it was identified that moving from a flexible hire to a contract hire arrangement could bring the Group significant savings. The former arrangement provides a greater level of flexibility in respect of off-hiring vehicles however this comes at a higher cost. The Group has been through a period of growth where having an element of flexibility was essential; however, as our service requirements are now well established, we have a stable fleet and do not off-hire vehicles regularly. It is therefore proposed that we move to a consistent contract hire arrangement.

5 Customer engagement

- 5.1 Engagement with tenants was not directly applicable to this tender. However, a working group was created which included key stakeholders from all partner organisations to ensure the vehicle specifications and service requirements met our operational needs. This group included a number of trade operatives as their feedback is critical in ensuring we receive fit for purpose vehicles. Unions have also been consulted in respect of the development of the vehicle specifications prior to going to tender.

6. Discussion

- 6.1 In April 2021 we issued a mini-competition to all 15 Framework Suppliers and received a total of six submissions. Submissions were evaluated on a cost/quality matrix of 60/40 to which the top three scoring Suppliers were then invited to an interview stage. ALD were identified as being the Most Economically Advantageous Tenderer through this process.
- 6.2 During the tender process TPPL provided us with support and market intelligence. TPPL have no allegiance to any contract hire provider or manufacturer. TPPL will continue to support Group with the project management of this contract through implementation to vehicle delivery.
- 6.3 References were sought from [redacted] which provided evidence of successful re-procurement of fleet portfolios utilising TPPL's Contract Hire Framework. PFP also provided a positive reference on the performance of ALD and the commercial advantage this type of contract has brought to their organisation.
- 6.4 In order to achieve best value all Contract Hire providers were asked to provide a basket of rates for the top vehicle manufacturers – Ford, Citroën, Renault & Vauxhall to allow us to select the optimal fit. From engagement with TPPL and the working group the recommendation is to select Citroën as the sole manufacturer who ALD will in turn place their order with for Group vehicles. This is based on current manufacturer lead times which are shorter than other manufacturers, downtime statistics which demonstrate that Citroën have the lowest percentage of vehicles off the road, and the fact they represent the lowest cost submission from ALD.
- 6.5 The current pandemic has led to a worldwide shortage of semi-conductors which in turn is having a significant effect on lead times for new vehicles. ALD have confirmed they have amended their implementation plans to ensure vehicles will be ordered with Citroën as soon as possible upon contract award. Based on current lead times and subject to board approval we anticipate the new vehicles would start to be delivered around the end of December this year. ALD have also committed to support the Group with the off-boarding process of our incumbent providers. Should lead times change or increase the Group will be able to continue hiring vehicles from incumbent providers for an interim period.
- 6.6 This contract will deliver the following benefits:
- Significant savings based on analysis of current rates – anticipated to be at least £128k per annum;
 - Better Support /Contract Terms – through utilising TPPL's Framework there are agreed rates for early termination fees/ off boarding charges which are highly competitive;

- Enhanced & standardised vehicle specifications across Group;
- Common Servicing intervals allowing better fleet planning for vehicle downtime;
- Access to overnight servicing/ mobile technicians/ local service arrangements ensuring downtime of vehicles is minimised;
- Ability to work directly with a specialist racking provider to confirm our exact requirements as opposed to being provided with a standard solution;
- Better consistency in marketing approach to same vehicle types/sizes/livery;
- Reduction in Co2 emissions through utilisation of newer fleet; and
- Opportunity to transition to electric with no early termination fees.

6.7 [redacted]

6.8 Group will be assigned a dedicated on-boarding specialist by ALD to manage all aspects of the handover. An implementation/project plan will be developed confirming key deliverables and milestones. Final specifications and fit details will be agreed with the operational team leads as vehicles will be tailored to meet the requirements of each subsidiary i.e. the racking solutions fitted will be specific to meet the needs of each trade group.

6.9 The proposed route to market and subsequent contract has been developed by taking into consideration the requirements of all Group subsidiaries. This contract will be available for utilisation by all Group partners.

7 Digital transformation alignment

7.1 Not applicable.

8 Financial and value for money implications

8.1 Effective procurement is a key approach to meet the Group's business plan and identified savings targets. The Group is anticipated to save at least £128k per annum through this route to market.

8.2 The Group will also take advantage of the following benefits:

- [redacted]

8.3 An Equifax finance report has been conducted for ALD detailing a financial stability rating of B+ which meets the Group's minimum requirements in respect of financial standing. TPPL also utilise Creditsafe to run reports on appointed Suppliers and have an alert system that highlights significant changes within any Supplier's credit report. Any changes to ALD's financial standing will be reported to Group prior to award and also during the contract term.

9 Legal, regulatory and charitable implications

9.1 [redacted]

10 Equalities impact

10.1 There are no specific equalities implications associated with this paper.

11 Environmental and sustainability implications

- 11.1 Our aim is to be a carbon neutral business by 2026. Scotland has set a target to phase out the sale of new fossil fuel vehicles by 2032. To meet both these ambitious targets it is timely for us to consider our transition to a zero-carbon fleet now, in order to prepare the knowledge, infrastructure and partnerships necessary to operate an environmentally sustainable and cost effective electric fleet within the next 5 years. Appraisal of the fleet configuration, electric charge point infrastructure capacity, vehicle telematics and corporate estate investment are underway in order to help inform the subsequent fleet procurement in three years' time.
- 11.2 ALD have committed to not charging early termination fees if the Group elects to start the transition to electric before the end of the three-year contract term. ALD were the only Supplier to make this commitment.

12. Recommendations

- 12.1 The Board is asked to:

- 1) approve the appointment of ALD Automotive Limited (Company Registration Number 00987418) for a period of three years based on an estimated contract value of £5.3 million; and
- 2) delegate authority to the Group Director of Finance to enter into this Contract on behalf of the Group.