BUSINESS PLAN
2025-28

April 2025

Cadder Housing Association

Business Plan 2025-28

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Appendices

The following appendices are contained in a separate file for ease of access.

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2. Corporate Risk Register 2025-26
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5. 30 Year Financial Plan

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1. Executive Summary

1 The Business Plan is a key document that sets out Cadder Housing Association's strategic direction through our Vision, Values, Mission Statement and Strategic Objectives. The Plan is mainly an internal working document, used by Board and staff to assist our planning, implementation, monitoring and evaluation of our work for the period 2025-2028. The Plan is also supported by the Community Hub Business Plan and other associated strategies.

2 Through this review we have engaged with Board and staff to develop new statements of strategic intent in the form of our Vision, Values, Mission Statement and Strategic Objectives. We have established detailed Delivery Plans within Section 8 of this document, which confirm the key tasks to deliver our strategic objectives, along with the outputs, risks, resources and timescales to achieve these. These Delivery Plans coupled with key performance indicators will facilitate close monitoring and verification on the achievement of our Strategic Objectives.

3 Cadder is a remote, diverse and deprived community and our tenants and residents rely mainly on the Association for support with rent, benefit and tenancy matters, as well as a range of other challenges they experience in their lives. We provide tenancy sustainment and wider role services to support our tenants and residents i.e. welfare rights, tenancy sustainment, and, activities and services from within the Community Hub. These activities from within the Hub attract a diverse mix of customers from within our community and the surrounding areas, and we continue to engage with our customers to ensure that we understand and deliver to meet local need and aspirations.

4 We have undertaken strategic analysis of the external and internal environment (Appendix 1), which informed the development of our Strategic Objectives and the Delivery Plans for their achievement.

5 External Factors: We recognise that our tenants and other customers continue to be impacted by increasing financial hardship due to rising energy prices and higher cost of living. These are exacerbated by higher unemployment and reliance on welfare benefits. We also recognise that due to a combination of Brexit and the aftermath of the pandemic there were significant supply chain issues, which have and may continue to impact on the Association's costs. Over and above this, Cadder is committed to playing our part in reaching net zero carbon by achieving EESSH2 by 2032.

6 The Business Plan for 2025-2028 focuses on how to square the circle between rent affordability, quality of housing and services and sustaining our long term financial viability.

7 Internal Factors: Cadder agreed a staffing structure towards the end of 2024, which involved the creation of two additional permanent posts, Senior Housing Officer and Senior Property and Compliance Officer. It is important that we have a stable team, so we have also permanently recruited for all posts which were being filled on a temporary basis. The period of transition and the disruption to services caused by instability within the team has also resulted in slippage in the Association's performance and, importantly, our customer satisfaction. We have set out detailed plans and targets to significantly improve both. We are fully committed to pursuing

excellent outcomes in our service delivery to our customers, and have created posts that are directly beneficial to this aim.

8 In relation to governance, Cadder remains focussed on ensuring compliance with our legislative and regulatory obligations.

9 We are reviewing our Performance Management Framework and have established our Key Performance Indicators. Targets against these indicators will remain the same but will be reviewed at the end of Q1 once the year end outturns are available. (Appendix 3) and we are refreshing our policies in order to aid our team in providing a consistent and efficient service. Staff members' objectives and development will be based on enhancing our operational performance and we will continue to listen and respond to the views of our staff to improve our organisational culture.

10 The Community Hub successfully reopened in November 23 following the pandemic and we have produced a comprehensive business plan to ensure its financial viability while delivering activities and services that meet the needs of the Community

11 The Association has robust risk management arrangements through our Risk Management Policy and the quarterly review of our Corporate Risk Register. Our risk register, developed jointly by Board and Senior Staff, reflects potential hazards and controls relating to statutory and regulatory obligations, income and cost control, governance and covenant compliance, service performance and ICT failure/business interruption. The Corporate Risk Register is attached at Appendix 2.

12 The Board has meaningfully engaged Cadder's staff in developing our vision, values, purpose and strategic objectives and has worked closely with the Senior Management Team to prioritise our key activities, in the detailed Delivery Plans.

13 Our Strategic Objectives for the Business Plan 2025-28 are:

Improving

- **Our Customer Service and Satisfaction**
- **Our Housing Quality and Health & Safety**
- **Our Business Performance**
- **Our Governance, Compliance and Financial Sustainability**

14 The key activities planned to achieve these objectives are set out in detail in the delivery plans included within Section 8 of this document

15 We have identified areas of significant importance in the Plan that represent a risk to our customers and our financial sustainability:

- Rent Affordability

We are committed to ensuring rents are affordable for our tenants and have assumed rent increase of CPI only.

- Improving our housing performance

We have established clear performance targets and the Delivery Plans confirm the measures we are taking to achieve improvements.

- Improving our Landlord Health and Safety

We ensure compliance with our Landlord Health and Safety within our cyclical maintenance programme, which has been externally validated by our internal auditor and Health and Safety consultants ACS.

- Securing Value for Money

As we make significant investment in our homes, we will programme and procure works in a manner that secures best value for money and supports our financial sustainability.

- Cadder Community Hub

Before re-opening the Hub, we developed a feasibility study and Business Plan to establish a clear strategy to ensure progressions toward its financial viability. The Scottish Housing Regulator suggested that a revised plan be developed for the Community Hub that provided further detail to achieving financial viability. We commissioned Community Enterprise to do this on our behalf and the Plan was submitted to the SHR.

16. ` Following submission of the revised plan, and during ongoing discussion with the Scottish Housing Regulator, Cadder Housing Association is deemed to be **"Compliant"** with all Regulatory Standards.

17. The Association is expected to commence the plan period with total reserves of around £9.2m including cash reserves of around £1.1m. Whilst we cannot expect to be precise over a 30 year period it is sensible to project forward based on realistic assumptions and expectations. The bottom-line cash position of the Association provides an indication of the level of comfort available to manage risk changes in circumstances.

18. Based on reasonable assumptions the Association's financial projections show an ability to generate annual surpluses and confirm adequate liquidity in order to allow implementation of the financial plans. No issues arise in respect of loan covenant compliance and the Association continues to operate satisfactorily. Changes in actuarial assumptions shall be accounted for as information becomes available post each year end.

19. Key objectives for the Association are to ensure that rents are affordable and that we strengthen our financial position through improvements in our housing performance and achieving value for money from our procurement for housing investment, repairs and estate services.

20. The term of our previous Business Plan 2022/25 was an unsettling period for the Association, due to the Association's "Non Compliant "Status, high turnover of a temporary staffing team, and lower than expected levels of customer satisfaction. The term of that plan has sought to realign

our workforce for the benefit of our customers, whilst ensuring that we achieve and maintain regulatory compliance.

21. As such, the focus of this plan, as highlighted within our Strategic Objectives, is to embed and improve upon the robust foundations that are now in place to ensure Cadder's strength in the future, namely **Improving**

- **Our Customer Service and Satisfaction**
- **Our Housing Quality and Health & Safety**
- **Our Business Performance**
- **Our Governance, Compliance and Financial Sustainability**

2. Introduction

1 Cadder's Business Plan is a key strategic document which communicates our strategic direction through our Vision, our Mission, Values and Strategic Objectives and how we will achieve those objectives. The Plan reflects the Board's aims and ambitions for the business and in their strategic role they will own and monitor progress of its achievement. It provides a framework for action and achievement, which will be communicated to our tenants and other customers, staff and key stakeholders. The Delivery Plans set out how we will achieve our Strategic Objectives.

2 The Plan has been developed in line with the Scottish Housing Regulator's Recommended practice on Business Planning (June 2024); Integrated Asset Management Recommended practice and Guidance (February 2023); and New Regulatory Framework published (February 2024).

3 In the Plan we have taken account of significant risks to our business, which include external factors such as the cost of living crisis and a changing political environment. Internally we have taken account of the staff structure, performance management and the management of the Community Hub.

4 In November 2024, as part of our Business Plan development, we hosted a collaborative session of Board and colleagues to undertake the following which has informed and influenced our strategy.

5 This includes:

- Completed a SWOT and PESTLE exercise to assess our current position and operating environment;
- Developed Delivery Plans for 2025-2028 to achieve the Strategic Objectives;
- Identified risks in our work to inform the Corporate Risk Register 2025-2026;
- Established performance indicators and targets for 2025-2026

6 We will refresh our Business Plan in March 2026 to ensure it remains relevant and we will:

- test our Strategic Objectives to ensure they enable us to achieve our Mission, Vision and Values;
- identify key goals for their achievement;
- set out a schedule for the development and review of policies and procedures;

- set out a programme of self-assessments to continually test compliance with regulatory standards, policies and other key work with the aim to continuously improve our work and services.
- Update the 30-year financial projections

7 The next full review of the Business Plan will be in 2027- 2028 for the period 2028-31.

3. Vision, Mission, Strategic Objectives, Values & Culture

Statement of Strategic Intent

1 Cadder's Board and Staff conducted the three-yearly review of the Association's vision, mission, values and strategic objectives at the Business planning day on 8th November 2024. Along with the delivery plans these have subsequently been reviewed and approved by our Board. We have carried out consultation with our Residents' Group who are happy to endorse the statements and delivery plans.

2 For the Business Plan 2025-28, our statements of strategic intent are as follows:

Vision

"Making a positive difference to your home and community"

Mission

''Providing safe, affordable homes in a community where people choose to live.''

Strategic Objectives

3 We have established 4 Strategic Objectives that reflect the Vision, Values and Mission and overarching aims:

Improving

- **Our Customer Service and Satisfaction**
- **Our Housing Quality and Health & Safety**
- **Our Business Performance**
- **Our Governance, Compliance and Financial Sustainability**

Section 8 of the Business Plan sets out:

- An overview of the importance of each objective
- Key tasks for achieving each objective
- The expected outputs and outcomes
- The key risks of failing to complete the tasks

Our Values -CADDER

1 The following values will shape our culture and how we do business to achieve our vision, mission and the strategic objectives set out in this plan. They underpin all the work that we do.

- Compassionate - We show empathy and treat people as valued individuals.
- Approachable - We ensure a welcoming, safe environment for our customers
- Dedicated - We will endeavour to meet the needs of our customers aspirations.
- Diverse - We embrace the diverse nature of our community
- Engaged - We provide opportunities to promote community engagement
- Responsive - We deliver our promises and commitments to our customers.

Culture

2 We are currently developing our People Strategy. We have implemented our Staff Appraisal and Development Policy and working with EVH developed a new Staff Development Policy Form and guidance. Work on enhancing Cadder's culture is ongoing. We are working with a well-being consultant and have established a well-being group to encourage employee engagement. An approach which will enable staff to have a say in our organisational culture and working practices. We are committed to making Cadder Housing Association a great place to work, developing our peoples' skills, to be the best that we can be.

3 Our People Strategy will outline our plans for Succession Planning, both within the staff team, our Board and from within our Residents Group, as we strengthen their access to service scrutiny.

4 We also intend to seek notable and relevant accolades to consolidate our achievements and encourage continuous improvement, for example, Cyber Essentials Plus, Investors in People and Customer Excellence.

4. About Cadder HA and Our Customers

Evolution of Cadder

1 Cadder Housing Association (CHA) is a not-for-profit organisation registered under the Co-operative and Community Benefits Societies Act 2014, a Scottish Charity and registered with the Financial Conduct Authority (FCA). We are a Registered Social Landlord (RSL) and a registered property factor. We are led by a voluntary Board.

2 The Association was formed in 1993 by local residents with the primary aim of improving the Cadder area's housing condition and services. We evolved through 2 housing stock transfers of 644 properties from Scottish Homes in 1994 and 1998 and undertook our first new build development of 50 units in May 2019. In recent years we have acquired a further three properties through the Scottish Government's buy -back on the open market scheme. Our stock has been affected through Right to Buy legislation (now repealed), although this has enhanced our role as a property factory in

Cadder. The Association now owns and manages 1102 properties, 697 in ownership and 405 in management as a property factor.

Independent & Community Controlled

3 The Board is proud of the Association's achievements in our service to our tenants and other customers, improvements to tenants and owner-occupiers' homes and properties, and progress in the regeneration of Cadder. However, there is scope to improve and strengthen aspects of our service and the Association strives toward such improvements as reflected in our Strategic Objectives. The Board values what an independent organisation based in the heart of the community has achieved in serving the needs of our tenants, owner-occupiers, residents and the community.

4 As part of our business plan review process in 2024, both Board and staff worked together to explore how we should move forward to ensure we deliver on our vision, maintain our desired strategic direction and best serve the interest of our tenants and other customers.

5 The Association will consider options appraisal at our Business Planning Day in 2025. This will allow us to embed our newly formed culture, staff team, performance framework and continued compliance. In line with the SHR's Business Planning Guidance, the options to be considered could include

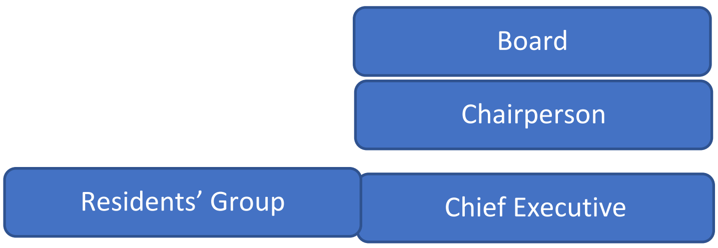
- Remain independent;
- Remain independent and collaborate more;
- Join up with another RSL to form a group structure
- Merge into another RSL with a transfer of all engagements.

Our Governance and Staff Structures

1. The Board as the governing body of the Association have a strategic role to lead and direct the business to achieve good outcomes for our tenants, other customers and key stakeholders. The membership of the Board comprises a mix of local residents with others providing specific skills and knowledge to enhance the Board's capability to govern the Association.

2. There are currently 10 full members on the Board, against maximum membership of 12 members as outlined in our Rules.

3. The Governance structure of the Association is set out below.



4. The Association currently employs 17 staff across our Housing Management, Asset Management, Estate Services, and Corporate Teams. The structure is attached at Appendix 4.

5. Our Community

1 Cadder is a remote community based in the North-west of Glasgow, where its boundaries are the neighbouring communities of Lambhill/Milton to the east and Summerston / Maryhill to the west, as well as the Glasgow Western Necropolis to the north and the Forth & Clyde Canal to the south of the area. It is represented by Council Ward 16 – Canal.

2 Cadder displays similar characteristics as other peripheral areas in Glasgow, albeit on a smaller scale, where it is remote, lacks amenities and has high levels of deprivation and poverty. The area has good transport links to Glasgow City, but residents experience difficulty accessing local areas e.g. Maryhill via public transport for key services and amenities.

3 The Scottish Government's Indices of Multiple Deprivation (SIMD) outlines the deprivation of communities across Scotland. The SIMD calculates deprivation based on a range of factors including income, employment, health, education, housing and crime. The SIMD divides Scotland into 6976 small areas, called datazones, each containing around 500-1000 residents. Each datazone is given a ranking for each factor, from 1 (most deprived) to 6976 (least deprived).

4 Cadder has 4 data zones covering the area, the 3 main data zones are within the worst 15% most deprived communities in Scotland for Income, Employment, Education, and Housing. The following chart shows the deprivation in Cadder, based on the most recently available data from the SIMD (2020v2)

Key: Red – within top 10% most deprived
Amber – within 10% to 15% most deprived
Black – Not in top 15% most deprived

Datazone	Population	Overall SIMD 2020 Rank	Overall SIMD 2020 %	Income	Employment %	Health %	Education %	Access %	Crime %	Housing %
S01010340	768	728	10.4%	8%	11.7%	14.2%	28.3%	19.8%	35.4%	8.0%
S01010350	931	506	7.3%	0%	9.1%	7.3%	16.8%	24.3%	37.7%	8.5%
S01010351	946	1,810	25.9%	2%	30.9%	38.1%	24.1%	24.8%	36.6%	13.5%
S01010352	495	421	6.0%	6%	5.7%	9.4%	8.3%	44.6%	28.9%	5.6%
TOTAL	3,140									

5 Cadder HA currently provide a Welfare Rights Service 5 days a week via our in-house Money Advice Officer, who works alongside our Housing Management team to help maximise income for our customers, process Universal Credit and Housing Benefit Applications, and refer to other agencies to assist with financial issues.

6 We also provide a Tenancy Support service in partnership with Blochairn Housing Association and Spireview Housing Association, to provide valuable support to our most vulnerable customers to help ensure high levels of tenancy sustainment. This service is provided by Simon Community Scotland through a service level agreement.

7 The personnel within these posts work together along with our staff team to provide a comprehensive and much valued service to our community. This in turn helps our tenants to pay rent and tackle other issues.

Our Customers

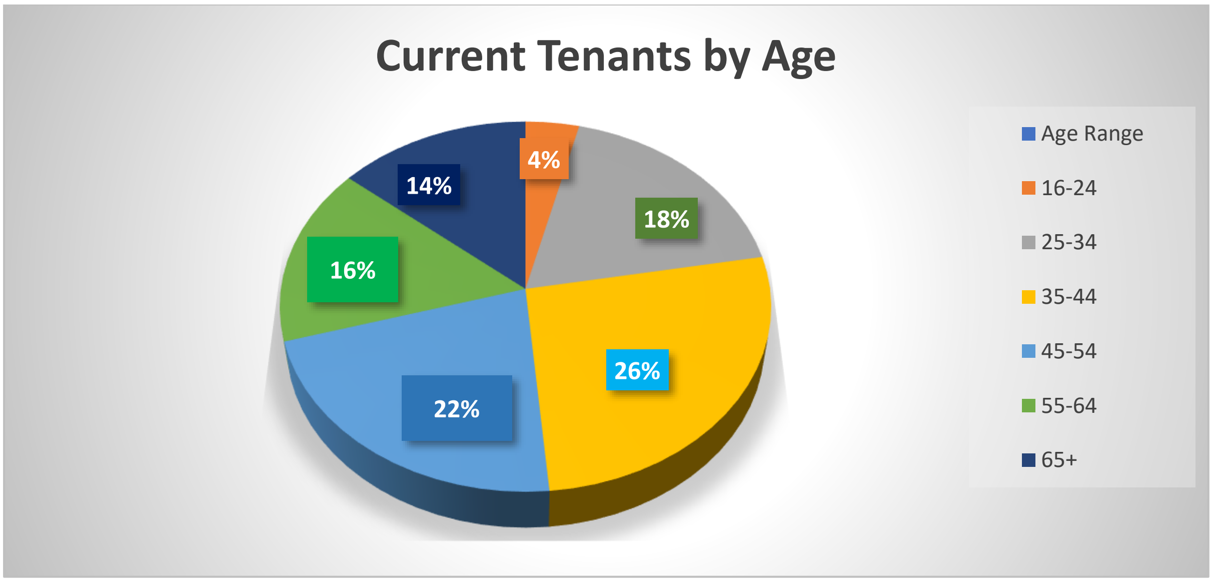
8 The Association currently owns and manages 697 properties and factors another 405 properties. It is essential that we know our current tenants to enable us to meet their needs, wants and aspirations in the development and review of our service and investment plans. We can achieve this through household demographic and ethnic information, coupled with periodic resident satisfaction surveys to seek their views on our services, their home and neighbourhood and the future regeneration of Cadder.

9 The current tenant base of sole and joint tenants shows that there are 506 (65.2%) female tenants, compared to 270 (34.8%) male tenants.

10 The chart on 'current tenants by age' shows:

- 75% of our tenants are aged 25 – 59 years of age
- 21% are aged over 60 years of age
- only 4% are aged 16-24 years of age.

11 In summary, the low number of tenants between 16-24 years of age (4%) reflects the limited number of 2 apartments for households of single persons or couples. It would seem that Cadder's population of tenants over 65 years of age is 14%, compared to the population of Glasgow (16.7%) and Scotland (23.9%). (Source Scottish Census 2022).



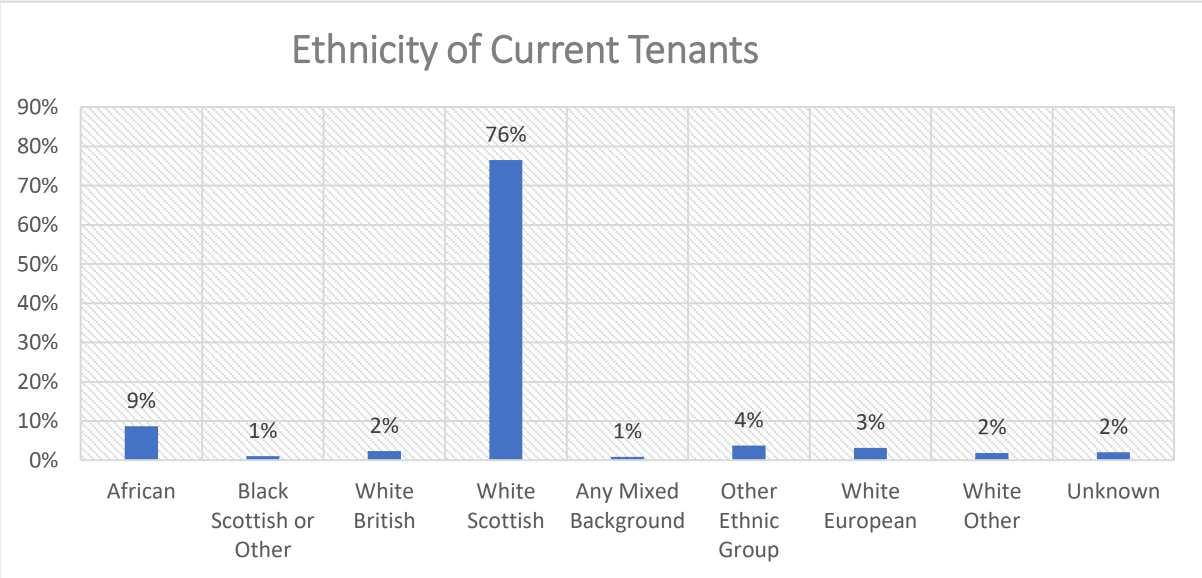
The table below shows the age profile of our tenants.

Age	16-24	25-34	35-44	45-54	55-64	65+	Total
Male	8	41	72	59	51	39	270
Female	22	101	133	111	70	69	506
Total	30	142	205	170	121	108	776
Percentage	3.87%	18.30%	26.42%	21.91%	15.59%	13.92%	100%

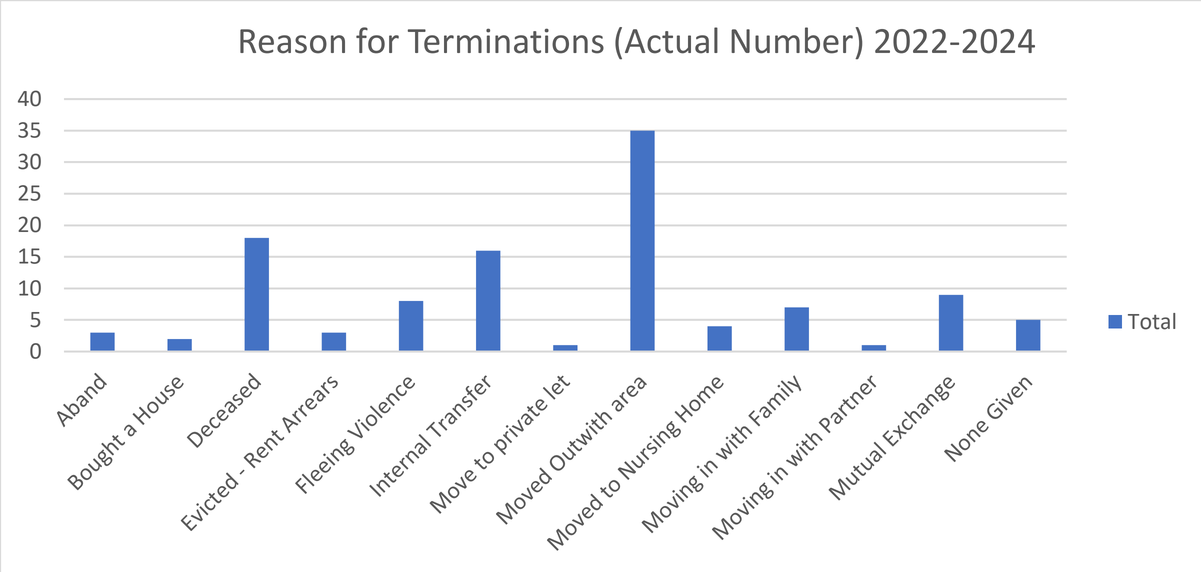
12 70.5% of our tenants are under the age of 55, with 29.5% being over 55. This data is important for asset management and housing management purposes as a growing aged tenant profile can increase the need for adaptation work in homes and additional support needs to help older people live independently.

13 The Chart on Ethnicity of Current Tenants shows the current information we hold regarding the ethnicity of our tenants. Cadder's main ethnic group based on tenant information is "white Scottish", although there is a good level of diversity of other nationalities living in the area, partly due to a long-standing partnership with Positive Action in Housing to promote Cadder to people from black & minority ethnic backgrounds.

Ethnicity	No of Tenants	% of Tenants
White Scottish	533	76.5%
White British	16	2.3%
African	60	8.6%
Black Scottish or Other	7	1.0%
Any Mixed Background	6	0.9%
White European	22	3.2%
White Other	13	1.9%
Other Ethnic Group	26	3.7%
Unknown	14	2.0%



14 The Association has a turnover of circa 8-10% of our properties annually. The chart below outlines the reasons for tenancy terminations in last two financial years (2022/23 & 2023/24).



15 In summary, the findings show:

- Total terminations were a total of 112 terminations in the 2022-2024 two year period.
    - 2022/23: 47 (6.8% turnover)
    - 2023/24: 65 (9.3% turnover)
- The main reasons for terminations were as follows:
    - 31% of terminations over the 2-year period were due to tenants moving out with the area. Further data gathering will be introduced to allow further analysis of our tenancy termination reasons
    - 19.6% of terminations over the 2-year period were due to the tenant being deceased or moving to sheltered housing.
    - 14% of terminations over the 2-year period were due to internal transfers, mainly related to families moving out of overcrowded conditions or tenants moving for medical reasons.

16 Cadder is a deprived community and there are high levels of disadvantage and poverty. 33.2% of our tenants require assistance through housing benefit and discretionary housing payment to assist them with their rent payments. The number of tenants receiving Housing Benefit is continually reducing as more tenants migrate to Universal Credit.

17 We now have around 400 tenants (58% of all tenants) on Universal Credit, and we are receiving direct payments of rents for tenants for 227 of these cases.

18 Going forward, as Universal Credit migration continues, we would expect to see a further reduction in Housing Benefit cases and increase in Universal Credit.

6. Tenant satisfaction

Summary findings from Resident Satisfaction Survey

1 The last RSS was carried out in Feb/March 24 and some of the key findings (as reported in the Annual Return on the Charter for 2023/24 are provided below along with the outturns from the previous RSS in brackets:

- 75% were satisfied with our overall service (81%)
- 56% of tenants said the rent was good value for money (69%)
- 69% of tenants surveyed were satisfied with the opportunities to participate (99%)
- 80% of tenants were satisfied with the quality of their home (79%)
- 80% of tenants surveyed were satisfied with the last repair to their home (79%)

Improving Customer Satisfaction

2 The Association is committed to improving our performance and customer satisfaction as set out in our Delivery Plans for 2025-28. Initiatives to address these include:

- Development and implementation of Residents Satisfaction Action Plan, which addresses the key concerns or comments raised within the RSS. This action plan is monitored via the Residents Group.
- Measures to enhance affordability and holding rent increases to no more than CPI
- Investment in homes and improvements in the lettable standard
- Increased quality checks on repairs
- Improved estate management standards and services

3 In seeking to improve our level of customer satisfaction in relation to opportunities to participate in the Association's work, we have established a Residents Group, who are within their formative year, with support from the Housing Management Team and Tenants Information Service.

7 Strategic Analysis

Strategy Development

1 In November 2024 the Association's Board and Staff undertook a strategic analysis and assessment of its current position and operating environment to inform the Business Plan 2025-28.

External Environment

2 The Board and Staff reviewed the external environment using the PESTLE model (Political, Economic, Social, Technological, Legal, Environmental factors). The range of factors considered are detailed in Appendix 1. We consider current or future issues in our external operating environment

and what implications they might have for the Association. We also look internally at our strengths and weaknesses and consider how these can be improved. Finally, we review the risks we face and consider how best to address these in terms of being able to avoid, mitigate or manage each key risk.

3 Digital development also presents an opportunity to improve access for customers and create efficiencies in our business. We are introducing new communications and reporting systems during the period of the Business Plan.

4 In the longer term, improving energy efficiency is an opportunity to reduce fuel poverty, improving our tenants' financial position and through this improve our rent collection performance. We are currently awaiting the Scottish Government's strategy for EESSH2 along with confirmation of potential funding support and will factor these into our Business Plan when there is clarity on these matters.

5 There are numerous challenges at present including volatile inflation, interest rates, investment/repairs costs and cost of living increases. These are factored into our expenditure in the Business Plan through our maintenance and repairs budgets and our performance targets for relet times, rent collection and arrears.

With regard to loans, 100% of these are fixed. All of Cadder's loans will be repaid by year 10, Our Business Plan ensures that we meet our covenants with lenders.

6 The lifecycle costing plan from the recent Stock Condition Survey takes account of inflation and rising component and contractor costs. We will co-ordinate our procurement of investment works in a manner that results in best value for money. Proposed rent increases are being held at CPI only to ensure affordability for tenants. We are preparing for the challenges in cyber security by developing an ICT strategy to support the delivery of Cadder's Corporate and Business Plans and enhance our cyber security.

7 Ensuring we are compliant with statutory and regulatory requirements remains a strong focus in the Business Plan including Landlord Health & Safety. We have set out detailed plans for audit, recording and completing necessary health and safety checks and a comprehensive approach to gaining assurance of our regulatory compliance as set out in the Delivery Plans.

Internal Environment

8 We have numerous strengths including our achievement of compliance with the Regulatory Framework, covenant compliance, financial sustainability, our approach to risk management and access to customer support services such as money advice and tenancy support. However, there are areas that require improvement such as:

- operational performance and customer satisfaction
- completion of overdue housing investment,
- Realising the financial viability of the Community Hub.
- improving our estate services

- reviewing our policies and procedures
- utilising our landlord systems more effectively
- improving our internal communications

All of these matters are included in our prioritised delivery plan outputs and performance targets.

Regulatory Framework

9 Cadder submitted its latest Annual Assurance Statement to the SHR in October 2024 confirming our Working toward compliance with the Regulatory Framework. This status is also reflected in SHR's Engagement Plan for 2024/25. In March 2025, the SHR confirmed Cadder's compliance with all Regulatory Standards.

New Housing Supply

10 The Scottish Government has produced a new Housing Strategy for the period up to 2040 setting a goal to deliver 100,000 affordable homes by 2031/32.

11 The Association has seen the positive impact of our first new build housing development on the attractiveness of our area, as well as an increased demand for this housing. In the Business Plan 2025-28 we aim to re-engage with key stakeholders to enable Cadder to contribute to meeting housing need through new build homes in the future. We expect exploratory and analytical activity to commence within the term of the Business Plan with a view that the next Business Plan term will see the development of new properties.

12 We will continue to seek properties for sale on the open market, or via Mortgage to Rent, if funding allows to support the Housing Strategy and in part address the current housing emergency.

Ageing Population

13 There is a change in the demographic landscape in Cadder, which is consistent with Glasgow city and the national position. We clearly have a higher population of older tenants and owner-occupiers and this is likely to increase, therefore we will have to consider, in conjunction with our partners and others, how we support our tenants as their care and support needs develop, to receive these services in their home and community.

Governance

14 We have an experienced Board, comprising 10 members which is aligned with our Rules which allows up to 12 Board Members. There is an excellent range of knowledge, experience and skills providing a local and professional perspective. The Board undertakes annual reviews with members; it carries out Board appraisals and succession plans.

Community

15 A key strength is that we are local and community based and have a good awareness of our customers needs, wants and aspirations. Cadder is a stable community which is well maintained and has low levels of anti-social behaviour. Our tenants and owners have high expectations of

the service we provide.   We are well aware of reducing satisfaction since the Covid pandemic and have prioritised performance improvement to return or exceed pre pandemic levels.

Digital Inclusion

16 We have developed a Communication Strategy which will enhance the range of communication methods used to ensure an effective and efficient means of engaging with our customers in a format that suits them best.

Environmental Services

17 Providing high quality estate caretaking services has become more challenging in recent times through reduced resources including employability funding and opportunities. We have also seen a reduction in services by the City Council, where they have withdrawn or scaled back services such as open space maintenance, garden maintenance service to elderly or infirm tenants, and latterly bulk removal. We have recently streamlined our bulk uplift service within the community which has received very positive feedback, and offers significant efficiencies within the organisation.

8. Strategic Objectives and Delivery Plans

1 The Board has established four Strategic Objectives for the Business Plan 2025-28

Improving

- **Our Customer Service and Satisfaction**
- **Our Housing Quality and Health & Safety**
- **Our Business Performance**
- **Our Governance, Compliance and Financial Sustainability**

2 Senior Staff have developed detailed SMART Delivery Plans, (i.e. specific, measurable, achievable, realistic and timebound). These ensure there is an accountable lead for each Strategic Objective and clarity on the expected outputs from each task, as well as the risks arising from failure to achieve the task. The Board's quarterly review of the Delivery Plans enables members to monitor progress and they form the basis for Senior Staff appraisals.

This section of the Plan outlines the key tasks to be completed between 2025 and 2028 under each Strategic Objective.

SO 1: Improving Our Customer Service and Satisfaction

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by:	Review Body/ Approval
1. Improve Customer Satisfaction by: 1. Continue to promote and conduct regular "action days" involving staff and customers to identify and address issues across the estate. 2. Strengthening the membership, expertise and outcomes of the Residents Group to support improvements in customer service and scrutiny 3. Ensure delivery and reporting of outcomes associated with the Resident Engagement Strategy.	**HoH**	▪ Board ▪ SMT ▪ Staff Team ▪ Head of Asset Management ▪ Residents Group	<u>Outputs</u> 1. Recording of issues identified in action days and status of these. 2. Develop a robust Residents Group with strong membership. 3. Action plan from RSS to be updated and actions implemented. <u>Outcomes</u> 1. Working through the action lists created. 2. Effective scrutiny on appropriate issues 3. Improved customer satisfaction	▪ Declining level of customer satisfaction and trust being reflected in the ARC. ▪ Increasing level of void rent loss due to difficult to let stock or refusal rates. ▪ Reputational damage	1. Yr 1 Q4 2. Yr 1 Q4 3. Yr 1 Q2	1. SMT 2. SMT 3. SMT
2. Improving policies, processes, efficiency and performance by: 1. Review SDM housing management system to evaluate suitability for future of association. 2. Implement policy reviews in Year 1 to ensure all policies are up to date, and maintain Policy Review Schedule going forward 3. Developing bespoke allocations and anti-social behaviour performance reports on SDM that align to the ARC, improving efficiency and accuracy of reporting (carried over from previous Business Plan)	**HoH**	▪ Board ▪ SMT ▪ Staff Team	<u>Outputs</u> 1. Suitability of SDM ascertained or procurement of new HM System. 2. Housing Management policies up to date and updated policy schedule 3. Antisocial Behaviour and Allocations reports produced through SDM. 4. Updated Allocations policy and easier access to application data for applicants 5. Appropriate arrangement for homeless referrals 6. Easier access for staff to processes for tasks and more robust training practices. 7. New, streamlined sign up process and easy to understand information on tenancy agreement for tenants	▪ Poor and inconsistent performance. ▪ Continued inefficient use of existing SDM software. ▪ Cost of inefficiency. ▪ Inaccurate data. ▪ Single point of failure with staff processes ▪ Breach of regulatory requirements. ▪ Reputational damage.	1. Yr 3 2. Yr 1 Q4 3. Yr 1 Q4 4. Yr 2 5. Yr 1 Q1 6. Yr 1 Q1 7. Yr 2 8. Yr 1 Q2 9. Yr 1 Q1	1. SMT 2. SMT 3. SMT 4. SMT 5. SMT 6. SMT 7. SMT 8. SMT 9. SMT

4. Conduct a comprehensive Allocations Policy Review with consultation and investigate the possibility of an online Housing Application and Letting system 5. Review our arrangement with GCC regarding homeless referrals 6. Create procedures portal on Microsoft Sharepoint for access by staff. 7. Improve efficiency of sign-up process with electronic missives, video for new tenants etc 8. Implement strategy to improve the prevention, identification and response to property condition issues at a much earlier stage. 9. Continue a programme of tenancy visits with targeting of vulnerable tenants and tenants we have not had engagement with in past 12 months			8. Early intervention in property condition issues. 9. Improved tenancy support to vulnerable tenants. Better customer relations <u>Outcomes</u> 1. Improved Housing Management system 2. Up to date HM policies 3. Automated data for ASB and allocations 4. Improved void and relet times 5. Improved local housing needs met 6. Consistent staff performance and training 7. Better understanding of tenancy agreement for tenants 8. Improved tenancy sustainment 9. Improved customer relations and tenancy sustainment			
3. Improving customer affordability by: 1. Maximise uptake of funding to help our tenants with ongoing cost of living pressures 2. Review Tenancy Sustainment Policy to ensure that services are meeting the needs of tenants 3. Review current resources and partnership working arrangements with regard to services, energy advice, affordable goods and essentials, employment opportunities etc.	**HoH**	▪ Board ▪ SMT ▪ Staff Team ▪ External Consultant	<u>Outputs</u> 1. Informing and engaging with eligible tenants to ensure awareness of available funding 2. Increase grant funding availability 3. Updated Tenancy Sustainment Policy 4. More effective signposting and efficient use of resources 5. Harmonised rent charges and better affordability for tenants. 6. Rent arrears procedures update. 7. Report from factoring review. Improved factoring service and administration.	▪ Increased rent arrears and reduced financial viability. ▪ Covenant breach. ▪ Poor customer satisfaction. ▪ Breach of potential rent regulation. ▪ Regulatory intervention.	1. Yr 1 Q4 2. Yr 1 Q3 3. Yr 2 4. Yr 1 Q4 5. Yr 3 6. Yr 1 Q4 7. Yr 1 Q4	1. SMT 2. SMT 3. SMT 4. SMT 5. Board 6. SMT 7. Board

4. Review our rent policies and move towards rent harmonisation for 2026/2027 5. Review our rent arrears procedures and recovery practices to ensure maximised income for the Association 6. Conduct a comprehensive review into the provision of Factoring Services including consultation with owners			Outcomes 1. Maximise support with cost of living to those affected. 2. Create ongoing help for tenants with cost of living 3. Increased tenancy sustainment and prevention of homelessness. 4. Reduced financial distress and improved provision of tenancy support and opportunities for tenants. 5. Fairer rent and affordability. 6. Clearer rent recovery processes. 7. Improved factoring service and administration.			
4. Improving communications with our customers by: 1. Strengthen and increase the membership of the Residents Group 2. Review and update tenant/owner handbook 3. Explore partnerships to enhance services, e.g. community activities 4. Develop My Home portal for customers to enable easier engagement with the Association 5. Finalise transfer of land from GCC at Skirsa Square and develop plans for area	**HoH**	▪ Board ▪ SMT ▪ Staff Team ▪ TIS	Outputs 1. Robust and well-trained Residents Group. 2. Updated tenant/owner handbooks 3. Increased community activities for residents 4. My Home portal which will improve customer access to Cadder and lessen administration for staff 5. Land acquisition agreement and plan for area Outcomes 1. Improved scrutiny and customer engagement 2. Up-to-date information for tenants/owners 3. Improved local initiatives and community engagement 4. Improved customer engagement and staff admin 5. Improvement to Cadder area	▪ Increase in customer complaints. ▪ Breach of regulatory requirements ▪ Regulatory intervention. ▪ Cost of intervention. ▪ Reputational damage.	1. Yr 1 Q1 2. Y2 2 3. Yr 2 4. Yr 3 5. Yr 1 Q4	1. SMT 2. SMT 3. SMT 4. SMT 5. Board

SO 2:Improving Our Housing Quality and Landlord Health and Safety						
Sub Objective	**Lead**	**Resources and support**	**Outputs/Outcomes**	**Risk**	**Outputs Complete by:**	**Review Body/Approval**
1. Strengthen tenant safety management and ensure continual Landlord H&S compliance. 1. Enhance the safety culture throughout the organisation, and implement a streamlined, holistic approach to tenant safety by embedding systems thinking methodology to managing our Health and Safety obligations, ensuring continued regulatory and legislative compliance and mitigated risk to the Association and its stakeholders. 2. Develop a standard H&S reporting format which clearly and accurately demonstrates the extent of Landlord compliance within the annual cycle. 3. Provide a quarterly update report to the Board on all Health and Safety matters.	**HoAM**	▪ Board ▪ SMT ▪ All Staff ▪ External H&S Consultants ▪ FMD	Outputs: 1. Operational System Thinking H&S Action Plan. 2. Appropriate standard reporting format of all H&S requirements for Board, SMT and other staff. 3. Quarterly reports to Board and SMT. Outcomes: • Improved tenant safety management, and continued Landlord H&S compliance and Board assurance.	▪ Breach of Regulatory Standards and Legislation, Regulatory intervention and significant cost implications. ▪ Reputational damage. ▪ HSE intervention. ▪ Civil and criminal charges for Board and Senior Officers.	1.Yr 1 Q4 2.Yr 1 Q2 3.Yr 1 Q1	1. CEO and SMT 2. Board 3. Board/SMT

2. Improve our approach to managing our reactive repairs and estate services by applying lean management principles to ensure that we 'do more for less'. **1.** Introduce a systematic lean approach to our repairs and estate management to ensure optimal efficiency by minimising waste and maximising value for the customer, whilst strengthening our internal capabilities and resilience to 'get it right first time'. **2.** Create an effective demand management culture to enable forecasting, planning for and managing the demands on our repair service whilst pursuing continual improvement in all our processes, performance capability and decision making, and focusing on value creation through waste elimination (non-value work) in all its forms. **3.** Conduct a comprehensive demand analysis on our current repairs service (reactive, voids and cyclical) and re-design our processes and procedures to meet customer demand and to ensure that value is added to the customer at every stage of the transaction, leading to demand failure reduction and eventual elimination. Embrace and take advantage of existing and emerging technology such as Microsoft Power BI, Power Automate, Forms, Open AI (Chat GPT) and website Chatbots to automate frequent, repetitive and time-consuming tasks, and for improved data collection and analysis.	**HoAM**	• Board • SMT • Staff • Contractors • FMD • Customers	Outputs: 1. Operational Demand and Lean Management Action Plan. Outcomes: • Significantly increased customer engagement and satisfaction by providing a value added, optimised service. • Increased productivity and economies of flow. • Processes designed against demand and purpose with more ability to absorb 'demand variety'. • More opportunity for cross-functional 'whole organisation' working and improved staff development, capability and motivation through a more effective and efficient system of work. • Improved value for money through contractor performance. • Assurance for the Board on the quality of the Repairs service management.	• Decline in customer satisfaction /increased complaints. • Regulatory intervention. • Poor contractor performance. • Reputational damage. • Financial risk.	1.Yr 1 Q4	**1.** CEO and SMT

3. Meet national energy efficiency targets and reduce our carbon footprint. **1.** Ensure that all our properties continue to meet the Scottish Housing Quality Standard and the Energy Efficiency Standards for Social Housing (EESSH). We are currently awaiting the outcome of the EESSH 2 review and its subsequent replacement with the new Social Housing Net Zero Standard to provide guidance and clarity on future targets for social landlords, but our approach will always be to ensure that our tenants live in warm, damp-free homes and are given help and advice to reduce fuel poverty whenever possible. **2.** Take positive action on climate change by ensuring that carbon impact awareness is in everything we do, and we will assess our current environmental impact to inform our decision making to help future-proof our organisation, and review how we can reduce the carbon footprint of our facility buildings (office and Community Hub), vehicles, waste management, machinery, office equipment, recycling and other activities whilst trying to mitigate the economic impact of rising energy costs. **3.** We will explore and assess the renewable technology solutions currently available (Heat Networks,	**HoAM – Year 3**	▪ Board ▪ SMT ▪ Staff ▪ FMD ▪ Contractors ▪ External consultants and specialist suppliers ▪ Scottish Government ▪ Customers	<u>Outputs:</u> • Organisational carbon reduction plan and an energy efficiency compliance strategy. <u>Outcomes:</u> • Our property portfolio meets all government standards (EESSH 2/Social Housing Net Zero)	▪ Failure to achieve national energy efficiency targets. ▪ Financial Risk ▪ Reputational damage. ▪ Increase in poor quality homes and fuel poverty. ▪ Customer dissatisfaction.	1. Y3 Q4	1. Board and SMT

air/ground source heat pumps etc.) to ensure that we make the right choices in the near future for the gradual removal of fossil fuel dependency across our property portfolio, whilst exploring the potential carbon impact funding opportunities available for carbon reduction solutions.						
4. Implement the RIBA Plan of Work methodology for managing our Planned Maintenance programmes. **1.** The RIBA Plan of Work is widely regarded as the definitive process-map based design and project management framework for construction work, but it is equally applicable and relevant to any process which can be defined as a 'project' such as investment or planned works within the social housing sector. **2.** By embedding this structured, stage-controlled framework to managing our future planned maintenance obligations, coupled with our recent commitment to the HUB Manager asset management software, we can ensure that the Association will have the confidence and assurance that each planned maintenance project workflow will be consistent, robust, resilient and risk managed. **3.** In addition to maintaining a coherent and consistent approach to the project process, the RIBA Plan of Work allows for the complexity of absorbing and responding to a diverse range of project drivers such as technological change and continual digital innovation,	**HoAM**	▪ JMP/HUB MANAGER ▪ FMD ▪ Board ▪ SMT ▪ Staff ▪ Contractors ▪ External Consultants ▪ Customers	<u>Outputs</u>: 1. RIBA Plan of Work training and project scenario knowledge assessments, following by the introduction of the Plan of Work method for all our planned maintenance projects. <u>Outcomes:</u> A systematic, consistent and risk-managed approach to managing our planned maintenance programmes in the short, medium and long term.	▪ Financial Risk ▪ Reputational Risk ▪ Poor quality homes ▪ Customer dissatisfaction ▪ Poor contractor performance ▪ Regulatory intervention	1. Yr 2 Q4	1. CEO and SMT

compliance with regulations, customer requirements and sustainability.						

SO 3: Improving Our Business Performance						
Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	**Outputs Complete by:**	**Review Body/Approval**
1. Delivering improvements in our performance by: 1. Develop an enhanced performance reporting format incorporating lessons learned from the ARC validation exercise 2. Review and Update Cadder's Performance Management Framework with new business plan corporate targets & KPIs, approved by the Board. 3. Improve our benchmarking information and better understand how we compare with others in the sector. 4. Engaging in benchmarking with peers and local RSL's to assess Cadder's performance in a market context. 5. Managing a risk based programme of internal audits to ensure our performance is independently assessed. Addressing recommendations for improvement and reporting completion of these to the Board. 6. Improve our Communications and raise our profile with key stakeholders.	**CEO**	▪ Board ▪ SMT ▪ Governance and Corporate Support Officer ▪ Residents Group	<u>Outputs</u> 1. Updated performance management and reporting framework. 2. Performance reporting template and quarterly reports to Board. 3. Benchmarking comparison with peers. 4. Customer Report and internal performance reports drawing on benchmarks to inform improvements. 5. Internal Audit programme and regular reports with recommendations. 6. Performance reporting for customers and other stakeholders via our website, newsletters and social media. <u>Outcomes</u> ▪ Improved performance against corporate and KPI targets. ▪ Closer monitoring and challenge regarding performance slippage. ▪ Improved financial position. ▪ Improved responsiveness and customer satisfaction. ▪ Improved performance information on how the Association is performing in relation to our peers. ▪ Improvement in the services provided. ▪ Improvement in the use of resources and value for money	▪ Poor performance leading to failure to meet budget, business plan and covenants. ▪ Inefficient processes reducing value for money. ▪ Poor customer satisfaction. ▪ Reputational damage ▪ Regulatory intervention	1. Yr 1 Q1 2. Yr 1 Q1 3. Yr 1 Q3 4. Yr 1 Q3 5. Yr 1 Q4 6. Yr 1 Q4	1. Board 2. Board 3. CEO 4. SMT and Board 5. Board 6. CEO

2. Ensuring good governance and statutory compliance by: 1. Review systems and procedures which are in place to capture and report equalities and human rights information in line with Guidance and enhance as necessary. 2. Assess whether external consultancy is required in relation to this work. 3. Fully embedding equalities throughout all our activities. 4. Providing assurance of consideration of equalities and human rights.	**CEO**	▪ SMT ▪ Board ▪ External Consultant ▪ Residents Group	Outputs 1. Annual Assurance Process, Programme and evidence bank. 2. Updated Equality and Human Rights Policy. 3. Procedures for recording and reporting performance on equalities and human rights. 4. Assurance Statement Outcomes ▪ Strengthened governance and regulatory compliance. ▪ Staff trained on E&HR systems. ▪ More efficient reporting on E&HR information. ▪ Improved diversity amongst customers, staff and Board.	▪ Breach of statutory and regulatory requirements. ▪ Regulatory intervention ▪ Fines and/or civil/criminal proceedings	1. Yr 1 Q3 2. Yr 1 Q1 3. Yr 1 Q3 4. Yr 1 Q3	1.CEO 2.Board 3.CEO 4.Board

3. Harnessing ICT and digital solutions by: 1. Effectively manage the new ICT support contract including the handover period. 2. Assess the requirement for a new Housing management system. 3. Project managing the implementation of Phase 2 of Office 365 and ensuring staff receive training and are competent in its use. 4. Improve our use of technology to increase the efficiency and customer focus of our services. 5. Review and Update our ICT strategy to support the delivery of Cadder's Corporate and Business Plans and maintain cyber security and work toward Cyber security Plus 6. Review the effectiveness of our website and commission a new website. 7. Improve our use of social media to enhance our communication with our customers. 8. Develop the digital capability of our staff and Board Members.	**CEO**	▪ SMT ▪ SDM ▪ ICT Service provider ▪ Board ▪ Residents Group ▪ Customer consultation on outward facing ICT ▪ Housing Management System provider	<u>Outputs</u> 1. New ICT Support Contract. 2. Implementation of New Housing Management System,if required. 3. Programme for achieving phase 2 of Office 365 and report confirming completion. 4. Improved reporting for all service areas. 5. ICT Strategy. 6. New Website 7. Social Media Strategy. <u>Outcomes</u> ▪ Greater efficiency and accuracy in reporting. ▪ Greater efficiency and accuracy in processes. ▪ Improved communication and engagement between staff and customers and amongst the Board and SMT. ▪ Greater efficiency and effectiveness in delivering Cadder's services, communication and future plans. ▪ Mitigating the risk of a cyber breach and maintaining cyber security.	▪ Inefficient means of gathering accurate data leading to poor information and performance. ▪ Potentially inaccurate information for statutory and regulatory returns. ▪ Server failures leading to business disruption, weak cyber and information security, and breaches and fines. ▪ Poor communication with tenants and residents leading to dissatisfaction. ▪ Inefficiency of using different platforms in the office/during home working. ▪ Regulatory intervention	1. Yr 1 Q1 2.YR3 3. YR2 4.Yr 1 Q4 5.Yr 1 Q4 6. YR2 7.YR2	1. Board 2. SMT and Board 3. SMT 4. SMT 5. Board 6.SMT 7. Board

4.Reviewing and prioritising our policy framework by: 1. Reviewing and revising Cadder's Policy Schedule and ensuring this reflects all appropriate policies and who is accountable for their review and the deadline for this. 2. Reviewing the Business Continuity Plan, including cyber security and Cyber Security Plus, and ensuring it is robust and understood by all Cadder's people.	**CEO**	▪ Board ▪ SMT	<u>Outputs</u> 1.Updated Policy Schedule. 2.Updated Business Continuity Plan. 3. Policy training to be included in staff training plans. <u>Outcomes</u> ▪ Reduced risk through regular review of relevant policies. ▪ Consistency in applying policies. ▪ Continuity of business and financial sustainability in the event of disruption/cyber-attack. ▪ Skilled staff and Board.	▪ Errors in applying policies leading to customer/staff dissatisfaction and potential claims. ▪ Business disruption impacting on customers, staff and financial sustainability. ▪ Potential for errors/fraud impacting Cadder's finances.	1. Yr 1 Q1 2. Yr 1 Q4	1. Board 2. Board

5.Supporting our people and refreshing our working culture by: 1. Embed new staffing structure ensuring all staff understand their roles and responsibilities. Complete staff induction. Carry out review of staffing structure in year 2 and determine skills and resources requirement of Association are fully met. 2. Completion of a comprehensive People Strategy and implementation programme, including the review of Policies in line with best practice. 3. Embed our new appraisal system, ensuring all staff appraisals are completed in Q1. 4. Determine and Develop new development programme and training plans for staff following completion of appraisals to ensure the staff team have the required skills. 5. Strengthen our approach to succession planning through the development programme, training plans and monitoring programme. 6. Review and decide in consultation with staff on future working practices and patterns, having regard to assessment of implications for staff satisfaction, productivity, and customer service. 7. Introduce a programme of team building events for Board and staff, both separately and jointly. 8. Continue with our wellbeing programme for staff and introduce a wellbeing programme for Board.	**CEO**	▪ CEO ▪ SMT ▪ Board	<u>Outputs</u> 1. Staff Structure Review. 2. People Strategy 3. Appraisal System 4. Development and Training Plans for Staff. 5. Succession Plan for Staff 6. Future Working Strategy 7. Programme of Team Building Events for Staff and Board. 8. Board Well-Being Programme 9. Staff Survey 10. Investors in People Accreditation 11. Green Office Strategy <u>Outcomes</u> • New Staff Structure Imbedded • Staff understand their roles and responsibilities. • Staff have the necessary skills and are supported in their roles. • Improved and consistent staff management. • Improved awareness of staff satisfaction and matters that require attention. • Improved staff morale. • Increased performance and customer satisfaction. • Increased Board Satisfaction • Improved work/life balance. • Improved Working Environment.	▪ Poor skills and knowledge resulting in poor performance leading to poor services for our customers. ▪ Ineffectiveness and inefficiency due to days lost through absence and impact on colleagues taking on additional work. ▪ Inconsistent application of HR policies resulting in grievances/ claims from staff. ▪ Dissatisfaction leading to increased staff turnover, work pressure on others and cost or recruitment and training. ▪ Poor reputation as an employer.	1. YR2 2. Yr 1 Q4 3. Yr 1 Q1 4. Yr 1 Q3 5. Yr 2 6.YR2 7.YR2 8.yr 1 Q3 9.yr 1 Q4 10 YR3 11.YR2	1. Board 2. Board 3. CEO 4. CEO 5. Board 6. Board 7. CEO 8. CEO 9. CEO 10.CEO 11.Board

9. Designing a staff survey to capture, analyse and report on staff satisfaction, organisational culture and the effectiveness of the current structure. 10. Seek Investors in People Accreditation. 11. Develop a Green Office Strategy as part of our Climate Change agenda.						
6. Enhance our partnership working and our wider role by: 1. Review our current partnership activities and develop a partnership framework to help us provide more effective and efficient services to our residents. 2. Work with these partnerships to secure additional resources for Cadder. 3. Utilise the Community Hub for joint projects with partners and identify new partners who can assist in the achievement of our objectives. 4. Work with our contractors who provide Community Benefit clauses as part of their services to us to maximise the impact for Cadder. 5. Develop a Social Responsibility Strategy.	**CEO**	Solicitor Partner organisations	<u>Outputs</u> 1. Partnership Framework 2. Social Responsibility Strategy. <u>Outcomes</u> • More Wider Role Projects are supported. • More funding and services for Cadder Residents • Our Social value can be measured. • Increased satisfaction and Opportunities for Cadder Tenants and Residents • Increase Community Involvement • We are a socially responsible organisation.	▪ Poor Service Delivery ▪ Lack of efficiencies and value for money ▪ Tenant and resident dissatisfaction ▪ Regulatory Engagement	1.YR3 2.YR3	1. Board 2. Board

SO 4: Improving Governance, Compliance and Financial Sustainability

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by:	Review Body
1. Ensure we are fully compliant with SHR's Regulatory Framework and relevant statutory obligations by: **1.** Review Cadder's Assurance Framework ensuring it complies with updated guidance from SHR/SFHA. Conduct a full external Governance Review in Year 2. **2.** Review and embed the lessons from our recent Governance Review. **3.** Develop decision time as a resource for a comprehensive evidence bank to enable the Board to review and monitor on an ongoing basis continuous assurance and compliance with the Regulatory Standards of Governance and Financial Management. **4.** Establish a programme of full self-assessment against the regulatory standards, incorporating external validation checks and internal audit. **5.** Ensure completion and submission of accurate and timely statutory and regulatory returns.	**CEO**	▪ Board ▪ SMT ▪ FMD ▪ Internal Auditor ▪ External Auditor ▪ Validation Consultants	<u>Outputs</u> 1. Updated Assurance Framework and Board reporting. 2. Decision Time fully utilised as a comprehensive evidence bank. 3. Governance self-assessment Programme 4. Review of Internal Audit Plan 5. Updated Governance Calendar. 6. Annual Assurance Statement <u>Outcomes</u> • Greater Assurance for Board. • Robust evidence bank. • Greater Scrutiny by the Board on assurance. • Structured approach to Assurance. • Early warning of potential risks of non-compliance with statutory/regulatory obligations. • Greater Board and SMT awareness of regulatory and statutory requirements. • Regulatory compliance.	• Breach of Regulatory Requirements. • Non-Compliant with Regulatory Standards of Governance and Financial Management. • Breach of statutory requirements. • Regulatory intervention. • Reputational damage • Fines and /or civil/criminal proceedings against Association/ Board and/or senior staff. • Cost of regulatory intervention or legal proceedings	1.Yr 1 Q1 and full Governance Review YR2. 2.Yr 1 Q3 3.Yr 1 Q2 4.Yr 1 Q4 5.Yr 1 Q1 6. Yr 1 Q2	1. Board 2. CEO 3. CEO 4. Board 5. Board 6. Board

2. Ensure Good Governance and build our organisational resilience by: **1.** Work with the new external Board Appraiser to annually review the skills, knowledge and composition of our Board. **2.** Develop an action plan from the Board skills audit and complete Board training and development plans identified. **3.** Implement an effective Recruitment and Succession Plan for the Board. **4.** Increase tenant and resident representation on the Board. **5.** Review the Board Induction Process and ensure Board training and Induction is completed. **6.** Review Committee Structure, meeting cycle and reporting requirements. **7.** Aim to grow Association's membership by 10% per year by actively marketing the benefits of membership. **8.** Improve AGM attendance by looking at innovative ways of engaging with members and increasing interest. Aim for increasing attendance at 2025 at AGM by a further 10% of membership.	**CEO**	▪ Board ▪ SMT ▪ External Board Appraiser ▪ External Trainers	<u>Outputs</u> 1. Board Skills Audit Report 2. Board Skills Audit Action Plan 3. Board Training and Development Plan 4. Board Recruitment and Succession Plan 5. Implementation of Board Recruitment, Induction and Effectiveness Policy and updated induction checklist. 6. Marketing Plan for increased membership. 7. Marketing Report for AGM. <u>Outcomes</u> 1. Compliance with Regulatory Standards. 2. Governing Body with the skills and knowledge they need to be effective. 3. Increased Board membership. 4. Future-proofing the Board and Association. 5. Increased Association Membership. 6. Increased attendance at AGM.	• Breach of Regulatory Requirements. • Non-Compliant with Regulatory Standards of Governance and Financial Management. • Regulatory intervention. • Reputational damage • Cost of regulatory intervention. • Risk of transfer of engagements. • Poor services to tenants and other customers.	1.Yr 1 Q3 2.Yr 1 Q3 3.Yr 1 Q4 4.Yr 1 Q4 5.Yr 1 Q3 6.Yr 1 Q2 7.Yr 2	1. Board 2. Board 3. Board 4. Board 5. CEO 6. CEO 7. Board 8. SMT

3. Improve financial viability, control and value for money by: **1.** Strengthen our financial resilience by streamlining financial processes and enhancing financial control. **2.** Review systems for managing costs effectively to improve efficiency. **3.** Ensure when reviewing business or service areas that an evidence-based value for money evaluation is undertaken as part of the decision making process. **4.** Continue to benchmark landlord services, income including rents and costs with comparable RSL's **5.** Tender for external financial services.	**CEO**	▪ Board ▪ SMT ▪ FMD ▪ Finance Officer ▪ Internal Auditors ▪ External Auditors	Outputs 1. Updated financial procedures and financial control documentation 2. Updated Budget procedures 3. Review and update Financial Regulations and Treasury Management Policies 4. Incorporate value for money evaluation in Board Reports. 5. Review Internal Audit Plan and incorporate financial viability, financial control and value for money into work programme. 6. Response to External Auditor's Management letter. 7. Tender and Appoint Finance agent. Outcomes 1. Improved financial procedures 2. Improved financial control 3. Improved budgetary control 4. Greater Assurance for the Board 5. Regulatory Compliance 6. Unqualified Audit Report	• Non-Compliant with Regulatory Standards of Governance and Financial Management. • Poor Budgetary control • Inefficient use of resources • Qualified Audit Report • Lender Unease • Reputational damage • Regulatory Intervention • Cost of regulatory intervention. • Services to tenants and other customers which do not provide value for money.	1.Yr 1 Q3 2.Yr 1 Q3 3.Year 2 4.Yr 1 Q2 5.Yr 1 Q4 6.Yr 1 Q2 7.Yr 2	1.FMD 2.FMD 3.Board 4.Board 5.Board 6.Board 7.Board

4. Ensure the continued viability of the Community hub by: 1. Establishing a robust business plan reporting and monitoring framework for the Board to assess progress with the Community Hub Business Plan delivery plan. 2. Review and enhance financial systems for identifying costs relating to the Community Hub. 3. Secure funding for Community Hub staff. 4. Develop and implement a marketing strategy and programme of events and activities. 5. Benchmarking the Community Hub's performance against other similar venues.	**CEO**	▪ Board ▪ SMT ▪ FMD ▪ Community Links ▪ Kindness	<u>Outputs</u> 1. Comprehensive Community Hub Business Plan quarterly review framework. 2. Community Hub finance procedures 3. Community Hub financial control framework. 4. Community Hub budgetary control procedures. 5. Funding proposals 6. Recruitment of Community Hub staff to deliver services from the Hub. 7. Community Hub programme of events and activities. 8. Community Hub Marketing Strategy 9. Report and Regular benchmarking against similar venues. <u>Outcomes</u> 7. Community Centre being utilised and making money. 8. Improved financial management and control.Realistic comparisons with other similar venues.	1. Lack of financial viability for Community Hub. 2. Non-Compliant with Regulatory Standards of Governance and Financial Management. 3. Lender Unease 4. Reputational damage 5. Regulatory intervention	1.Yr 1 Q1 2.Yr 1 Q3 3.Yr 1 Q3 4.Yr 1 Q3 5.Yr 1 Q4 6.Yr 1 Q4 7.Yr 2 8.Yr 2 9.Yr 2	1.Board 2.FMD 3.FMD 4.FMD 5.CEO 6.Board 7.CEO 8.Board 9.Board

5.**Increase our Housing Stock/Land by:** 1. Subject to financial viability and funding availability purchase up to three properties a year through the Council's buy back scheme or the Government's Mortgage to Rent Scheme. 2. Updating Cadder's development policy. 3. Maintaining an interest in local sites and dialogue with Glasgow City Council and developers. 4. Exploring the purchase of properties at Skirsa Court from Maryhill Housing Association	CEO	▪ Board ▪ FMD ▪ Lenders ▪ Council ▪ Scottish Government ▪ Development partners ▪ Maryhill HA	<u>Outputs</u> 1. Updated Development Policy. 2. Report on discussions with Maryhill HA regarding Skirsa Court. <u>Outcomes</u> • Increased stock numbers • Increased income. • Cost effective property acquisitions • Increased ownership in factored blocks to enable communal repairs to be completed. • Improved housing quality. • Constructive relationships with Council and developers.	• Lack of economies of scale • Unable to complete investment programme in blocks due to cost to owners	1.Yr3 2.Yr 2 Timescale for Year 2 to be reviewed in year 1	1. Board 2. Board 3. CEO 4. Board

9. Our Performance

1 A key aim of the plan is to continuously improve our service, which requires us to set corporate targets and key performance indicators (KPIs) to assess, compare and report performance outcomes. The performance and progress against our corporate targets and KPIs will enable the Board to constructively challenge management to facilitate action and improvement.

2 Our Corporate Targets and KPIs will complement the performance and statistical information submitted in the Annual Return on the Charter to the Scottish Housing Regulator in May of each year.

3 Our Corporate Targets and Key Performance Indicators are attached at Appendix 3.

4 The Association's peer group is Large Scale Voluntary Transfers (LSVT) with less than 1000 units, although we also compare ourselves with the RSL sector as a whole and evaluate our historical performance (annual/quarterly) where applicable. The Association is a member of Scottish Housing Network, which is sector benchmark group.

5 We will publish our performance for our tenants and other customers in the 'Performance Bulletin' section of our newsletter, Cadder News on an annual basis

10. Stakeholders

1 The Association has a range of key stakeholders and others who have an interest in our work and the development of our business plan:

Customers

2 We recognise that our tenants and other customers are central and integral to our work and we need to continually improve to provide high quality and responsive services to meet their needs, wants and aspirations.

3 This Plan fully recognises our commitment to our tenants and other customers through key considerations and work e.g. maintaining and improving service levels, our planned and cyclical maintenance programmes with a particular focus on tenant safety to keep them safe in their homes, our recent review of the stock condition survey to inform future investment in their homes, and to improve our engagement to listen and respond to their views on our work and services.

4 Within the last year we have established a Residents Group who continue to strengthen their own skills and knowledge to enable their views to influence key decisions. The Group have external support from TIS.

Board

5 The Board is leading and directing the business and will approve and monitor progress with the Plan to ensure we achieve against our Strategic Objectives, Values, Mission and Vision

Staff

6 We will conduct a staff survey during the first year of the business plan and take account of the feedback in developing our People Strategy. In the meantime, we remain focussed on developing and investing in our staff to support them in achieving Cadder's objectives.

Scottish Housing Regulator (SHR)

7 The Scottish Housing Regulator (SHR) undertakes a risk assessment of RSLs annually to inform their level of engagement with each housing association. The SHR's Engagement Plan with Cadder notes the Association as **Compliant** with all regulatory standards.

Lenders

8 The Association currently has one lender, the Bank of Scotland. This Plan will reassure them about our short, medium and long term viability, performance and governance arrangements to inform their confidence on the repayment of their loan and compliance with covenant terms.

9 We have a good relationship with our lender and continue to demonstrate full compliance with loan covenants.

Auditors

10 The Association's internal Auditor is Quinn Internal Audit. Each year we align the areas for audit with priorities defined by customer feedback, performance data, or other such strategic priorities, for example, Tenants Health and Safety.

11 Our external Auditor is the Wylie Bisset Group (WBG) who were reprocured via an open tendering process in 2024. As returning auditors, they have an excellent level of knowledge of our financial position, risks, performance and governance arrangements to inform their annual audit of our accounts and their statements to our shareholders on our financial viability and the accuracy of financial arrangements in the business.

12 The Plan will also reassure the external Auditor of the effectiveness of internal control through governance arrangements, internal audit complemented by our self-assessment programme.

Other key Stakeholders

13 We have close relationships with many other organisations who will support our work to achieve our objectives, Mission, Vision and Values in the Plan, they are:

- Police Scotland
- Kindness Homeless Street Team
- Community Safety Glasgow

- Department of Work & Pensions
- Glasgow City Council
- Scottish Government
- Employability Agencies
- Cadder Stakeholders – Members include organisations who work locally or provides services in or adjacent to Cadder.

Consultants

14 The Association intends to procure the services of consultants and companies for key specialist work throughout the plan e.g. Resident Satisfaction Survey, Review of Factoring Services, staff training etc

Publication & Engagement

15 We will publish and report the outcomes of our Business Plan as follows:

- Web-site, where the plan will be available to read in our 'downloads' section
- Summary booklet – a summary of the plan will be issued to our customers
- Stakeholder – SHR, Lenders and External Auditor will be issued with a copy of the plan.
- Newsletter – we will publish our progress against the plan every 6 months including key tasks and performance against our Strategic Objectives.

11.Risk Analysis

1 The objectives of our Risk Management Policy are:

- to integrate risk management into the culture of the Association.
- to link the Risk Management Strategy to Internal Audit and Self-Assessment Programmes.
- to manage risk in accordance with best practice.
- to consider the Social Housing Charter, as well as legal compliance as minimum standards.
- to anticipate and respond to changing social, environmental, legislative and political requirements.
- to prevent injury and damage and reduce the cost of risk.

2 Our approach to risk management includes the development of a Corporate Risk Register, which identifies the main risks facing the Association. The risks are ranked based on their scoring of the 'probability' that they may occur and their 'impact' to the Association, which gives an overall risk score. The key controls to mitigate these risks are also monitored monthly by the Senior Management Team and reported to Board quarterly.

3 There are 23 risks in our Corporate Risk Register 2025/26 (CRR) and these are summarised below

Number	Description of Risk
1	Pension Deficit
2	Reduction of Public Funding

Number	Description of Risk
3	Change of Global Governments
4	Changing Demograhpic of local community
5	Factoring related risk
6	Economy
7	Rent levels and Affordability
8	Board Capacity
9	Financial Viability of Cadder Community Hub
10	ICT Failure/Breach
11	Board Membership
12	Breach of Regulatory Standards
13	Breach of Health and Safety Compliance
14	Failure to deliver effective services
15	Poor Asset Management
16	Tenant and Resident Consultation and Participation
17	Staff Morale, Capacity and Wellbeing
18	Strategy and Policy Development
19	Climate change, decarbonisation and net zero
20	EESSH2
21	Strategic Direction
22	Decision making process and recording and failure to recognise a significant event
23	Failure to comply with other regulatory obligations and legislation

Appendix 2 details our Corporate Risk Register 2025 - 26 and this includes the key controls to mitigate and manage the level of risk to the business.

12.Asset Management

1. The Associations' physical assets, along with our people, are our key resources and maintaining, sustaining and investing in our properties requires a significant proportion of our financial resources. To achieve the sustainability of our properties, we need to:

    - Gather and regularly update reliable data on the condition of our stock and estate through our Hub Manager Asset software.

- Develop and implement reliable costed and affordable long-term plans for maintaining the housing stock, local estate and non dwelling properties within our portfolio create appropriate and relevant annual maintenance programmes to achieve these plans.
- Concentrate our expenditure on Planned Maintenance investment to minimise expenditure on reactive maintenance.
- Consult with stakeholders on the condition of their properties and establish their priorities for future maintenance.

2. It requires a comprehensive understanding of our housing stock to inform our investment and financial plans, including stock condition, demand and tenants' aspirations. A thorough understanding of our assets underpins our overall aims and objectives, and through these objectives we are committed to investing effectively in our properties and estates to secure the long-term life of all our assets.

Our Stock

3. Cadder Housing Association evolved through two stock transfers from SSHA in 1994 and 1998, when the Association assumed ownership of 644 properties (all built in the 1950s). In 2019, we completed our first new build development of 50 properties for rent at Tresta Road. In addition, in the last few years we have bought back three properties for rent so our housing stock total now stands at 697 mainstream properties. Our aim is to continue to buy suitable properties when they come on the market, dependent on the availability of grant funding.

The profile of our housing stock is as listed:

House Type	2 apt	3 apt	4 apt	5 apt	Total
Tenement Properties	46	466	79	0	591
Cottage – Mid Terrace	0	1	23	20	44
Cottage – End Terrace	0	0	12	13	25
Cottage – Semi-Detached	0	11	22	4	37
Total	46	478	136	37	697
% Of All Stock	7%	69%	19%	5%	100%

Stock by Age Band and Construction Type:

Constructed 1945 - 1964	Constructed post 2002
647 properties	50 properties
Construction Type	**Construction Type**
Traditional brick/cavity/brick/external render system.	Timber frame/brick external leaf.

Wimpey ‘No-Fines’ single leaf concrete/external render system. Weir steel frame/external block leaf/external render system.	

4. The Associations’ other assets currently include three commercial non dwelling facility properties:

- Balmore Unit (72-74 Strathmore Road, Balmore Industrial Estate, Glasgow). The Association acquired the long term lease of these commercial premises in 2013 as a base for their Trade Team. However, the Trade Team no longer exists and the building is surplus to the Associations’ requirements and it is now our intention to dispose of the unit in 2025.
- Cadder Community Hub (110 Tresta Road, Cadder). The Community Hub was built in 2016 to serve the community as a facility for events, services and activities.
- Cadder HAs’ Office (20 Fara Street, Cadder). The office is a refurbished former community center building which was acquired by the Association in 2016.

Scottish Housing Quality Standards (SHQS)

5. Cadder Housing Association aims to provide the highest quality housing achievable within available resources, based on the age of the property, stock profile and property type. The Association is also subject to legislative and regulatory compliance, and our performance in achieving the Scottish Social Housing Charter standards are reported and monitored annually in the SHR Annual Return on the Charter (ARC). The Scottish Government also requires that landlords meet minimum housing standards and that all properties had to achieve full compliance with the Scottish Housing Quality Standard (SHQS) by 2015, and thereafter continue to meet the following five broad criteria:

   Properties:
   - Must be compliant with the current tolerable standard.
   - Must be free from serious disrepair.
   - Must be energy efficient.
   - Must have modern facilities and services.
   - Must be healthy, safe and secure.

6. Following a stock condition survey in 2019, Cadder HA reported 100% compliance with the SHQS. However, a further stock condition survey (50% of stock, internal and external) carried out by David Adamson and Partners in April 2022 identified 13% of elements which were non-compliant, mainly due to component deterioration. This included non-secure close entrance doors, kitchen failures and invalid Energy Performance Certificate (EPCs). These works were completed in 2022-23 to ensure ongoing SHQS compliance.

7. An additional 10% of stock was surveyed by JMP Surveyors in September 2024 to provide assurance that our stock data was as robust as possible before we introduced HUB Manager Asset Management software in November 2024, and JMP Surveyors have confirmed that the Association is currently 100% compliant with SHQS. The Association currently has condition surveys for 70% of our stock (internal and external) and we continue to carry out the remaining 30% of surveys on a rolling basis.

Energy Efficiency Standard for Social Housing (EESSH)

8. Following on from the SHQS, the Scottish Government published the Energy Efficiency Standard for Social Housing in March 2014, and set a completion milestone for social rented homes by March 2020. In order to meet the standard, each of a landlords' properties has to achieve an Energy Performance Certificate 'Band C' as a minimum measure of energy efficiency, with the properties being surveyed every ten years.

9. The housing sector is currently awaiting the outcomes of the ongoing EESSH2/Social Housing NetZero Carbon review to provide guidance and clarity on future energy efficiency targets for social landlords, but one of the Associations' strategic objectives over the period of the 2025-28 Business Plan is to develop a strategy and plan to achieve compliance with future national energy efficiency targets and to reduce our organisational carbon footprint. Whilst awaiting further guidance on energy efficiency in our properties, our approach will always be to ensure that our tenants continue to live in warm, damp-free homes and are given help and advice to reduce fuel poverty whenever possible.

Energy Performance Certificates (EPCs)

The Association is obligated to measure the energy efficiency of all our properties by carrying out Energy Performance surveys and obtaining EPCs for each of our tenanted properties. Surveys will be commissioned:

- On the 10th anniversary of the original survey.
- At any change of tenancy (where a current EPC is not available).
- On completion of any energy efficiency works that will impact on the SAP rating of the property.

Stock EPC ratings:

Property Units	EPC Band
180	B
517	C
0	D
Total	697
% Properties EESSH compliant	100% (at November 2024)

Cyclical Programme

10. Cyclical maintenance is work or servicing that is required to be carried out periodically to maintain safety, prolong the life of the building components and avoid either expensive responsive repairs or a complete failure. This type of maintenance can be done on an annual basis or every number of years and is aimed at ensuring the properties are kept safe and to limit/prevent damage from occurring and maximising the life of building components. The following is a list of the Associations' cyclical maintenance components/frequency:

Component	Frequency
Gas Servicing	Annual
Gutter Cleaning	Annual
Close Cleaning	Every Week
Landscape Maintenance	Ongoing annually
Fire Equipment Maintenance	Annual
Portable Appliance Testing	Every 2 years
Water Hygiene Management	Every 2 years
Emergency Lighting	Every 6 months
Common Area Fire Risk Assessments	Every 3 years
Common Area Asbestos Inspections	Annual
Common Area Fire Safety Inspections	Annual
Gas Safety Audits	Ongoing annually
Electrical Installation Condition Reports	Every 5 years
Communal Area Painterwork	5-10 years
Energy Performance Certificates	Every 10 years
Platform and Passenger lift maintenance	Annually
HUB Gym Equipment	Annually

Health and Safety Compliance

11. CHA recognises the importance of compliance with statutory and regulatory frameworks and manages the risks appropriately In order to protect the safety and wellbeing of our staff, tenants, owners, visitors and members of the general public. The Association has appropriate Health and Safety policies and procedures in place to ensure compliance with applicable legislation and regulations relating to both people and property. CHA also utilises EVH's Health & Safety Control Manual (which fully aligns with HSAW Act, Electricity at Work Act, PUWER Regs etc.) and expert independent support and advice through H&S consultants ACS (including an annual H&S external audit) to operate a management system that is fully compliant with current health and safety requirements. The Association also instructs regular internal audits for H&S self-assessment and we regularly review and update policies and procedures when key changes are made to legislation, guidance and good practice or when the appropriate timescale for review has been reached.

12. The Association has the following policies, procedures and control manuals in place to ensure the health and safety of our tenants and customers and to manage the key asset management risks:

- EVH Landlord Facilities Health and Safety Manual
- EVH Health & Safety Control Manual
- Asbestos Policy, Procedures and Management Plan
- Gas Safety Policy and Procedures
- Legionella Policy
- Fire Safety Policy
- Electrical Safety Policy
- Damp & Mould Policy
- Procurement Policy
- Construction Design & Management Regulations Policy (CDM)

13. The Scottish Housing Regulator request that we provide a clear narrative in the Annual Assurance Statement on the Associations' compliance with legislative and regulatory obligations in relation to tenant and resident safety. In the Assurance statement, all RSLs' are being asked to confirm whether we meet all duties in relation to tenant and resident safety, and that we have obtained appropriate assurance by providing evidence of our compliance.

Planned Maintenance

14. Planned Maintenance is a fundamental part of our business strategy to ensure that our buildings and their components function adequately, preserve the value of the property, comply with legal obligations, meet organisational standards and contribute to achieving best value throughout the life cycle of the asset. Planned Maintenance works are identified in advance on a component life cycle basis, and replacement is programmed to anticipate when components reach the end of their useful economic life. Planned maintenance programmes are aimed at maintaining the assets at the highest standards achievable and reducing the volume of day-to-day responsive repairs. Packaging works together in a logical manner can be less disruptive for our tenants and a cost-effective means of keeping our properties in a good state of repair.

15. Component replacements are identified, based upon age, expected life cycle and actual condition of the individual components. Replacements will not necessarily be made on age alone and will be grouped into logical packages of work such as flatted blocks. Our planned maintenance budget is prepared on a five-year rolling basis and 30-year cost plan, and the Association has committed to spend £2M in Planned Maintenance work in the next 5 years. Programmes are reviewed annually and updated to take account of the latest property data, customer feedback and stock condition survey information.

5-Year Planned Maintenance work programme scheduled for 2025-30:

Component Replacement	2025-26 Properties	2026-27 Properties	2027-28 Properties	2028-29 Properties	2029-30 Properties

Fascia/Soffits/Gutters	20	14			
Central Heating Boilers	10				
Central Heating Systems					15
Front Access Doors	6	6	10	16	
Rear Access Doors					6
Replacement Secondary Fencing/Walls	3	3	3		
Replacement Front Common Entrance Doors	10	10	10	10	10
Replacement Rear Common Entry Doors	10	10	10	10	10
Replacement Front Door Entry Systems	10	10	10	10	10
Paved Area and Path Improvements	15	24			
Bin Store Upgrades	12				
Common Area Decoration	10	10	12	12	10
Replacement Gutters		14	10	11	
Replacement Windows			24		
Replacement Primary Fencing/Walls					15
Electrical Upgrades	4	4	3	3	3
Replacement Kitchens	10				
Replacement Bathrooms	5	5	5	8	9
Internal Finishes Upgrades		12	12	12	12

Mixed Tenure common area work

1. A key challenge for Cadder HA is the difficulty in carrying out external/internal common works in mixed tenure tenemental properties. The Association provides a property factoring service to over 400 homeowners, with a sizable proportion dispersed throughout our tenemental buildings.

2. Common works tend to be dealt with on an ad- hoc basis at present and are progressed where homeowners consent and agree to pay a share of any common works. However much of the Associations' investment programme over recent years has focused on internal component replacements, so work to common areas affecting factored homeowners has been limited.

3. Within our current 5-year programme there are components which need to be replaced (close entrance doors, close internal decoration etc.) which will require owners consent and for them to pay their share of the costs. In these circumstances CHA will require the participation of factored homeowners to undertake these common works. Apart from essential wind and watertight and emergency repairs, CHA cannot authorise common works where a factored homeowner refuses to give consent through signing a mandate and paying their share of the costs.

4. We will contact factored homeowners as early as we can when planning investment for future years to advise of proposed common works that may impact upon their property. We will take reasonable steps to involve homeowners and tenants in detailing specifications for work and will endeavour to provide indicative costs at an early stage, although detailed costs are unlikely to be available until project specifications have been finalised and possibly tendered. We will update factored homeowners with further information on the proposed specification, detailed costs, etc as this becomes available.

5. With their consent we will charge factored homeowners as appropriate for any common repairs or investment in their homes and will generally seek payment in advance of instructing works. We will seek to encourage factored homeowners to take part in any projects involving common repair work and common improvements to property, directing them to agencies that may be able to offer them advice and assistance. However homeowners may also wish to seek independent financial and legal advice.

Reactive Repairs and Void Properties

1 Reactive repairs are works which by their nature cannot be predicted or pre-planned, and one of the Associations' core services is to deliver a high-quality, efficient and effective reactive repairs service.

2 It is important that repairs are carried out quickly and effectively to ensure the safety of the residents and prevent further deterioration or early component failure. Reactive repairs are generally reported by residents by telephone, e-mail, social media or through the website, and are prioritised according to the risk to health and safety of the tenants or dependent on the seriousness and potential to cause deterioration and further damage if not attended to within a reasonable timescale.

3 The Association also utilises a performance monitoring system where targets are set for Key performance Indicators (KPIs) linked to outcomes for the Social Housing Charter.

4 The table below details the category and our KPIs and time targets for reactive and void property repairs:

Repair Category	Target Timescale	Description
Emergency	6 Hours 4 Hours for gas repairs	This applies to any repair which is considered necessary to prevent serious damage to the building, danger to health, risk to safety, risk of serious loss or damage, or serious inconvenience to the tenant or tenant`s property.

Urgent	3 Days	This applies to any repair that needs to be completed quickly but is not an immediate risk to health or safety of the property. e.g. partial loss of electricity.
Routine	10 Days	This applies to repairs, replacements, corrections & maintenance to general dwellings as required in the normal and ordinary course of operation other than capital improvements.
Non-Routine	28 Days	Are those which can be classified as complex repairs, or for repairs which are unlikely to be achieved within the timescales of the other repair categories due to external factors (such as lead-in times for materials, specialised contractors etc.).
Right to Repair*	Various	This applies to “qualifying repairs” under the “Right to Repair Regulations 2002” which must be carried out within a timescale from reporting to its completion. (See description below*)

* The Housing (Scotland) Act 2001 and the Scottish Secure Tenants (Right to Repairs) Guidance 2002 gives tenants the right to have certain types of repairs up to a value of £350 carried out within a given timescale. These are referred to as qualifying repairs and if the repair is not carried out within the required time period, tenant may be entitled to compensation. A list of ‘qualifying’ repairs and their associated timescales are available on our website.

5 The Association has a Rechargeable Repairs Policy in place to ensure that any damage caused to properties due to misuse or neglect by a tenant, a member of their family or visitor to their home is recharged to recoup any monies lost and protect assets.

6 The Association also has an Empty Homes Policy (void properties) in place which ensures that void loss is minimised. We are aware that good management of void properties is vital to maximise rental income, provide a quality service, maximise available housing, meet the lettable standards, meet housing needs and achieve good estate management. As such, asset management is a key consideration in this process.

7 The Association is committed to meeting the mobility/medical needs of our tenants through providing adaptations to their homes where possible and where funding is available. Providing adaptations at the right time can be life changing for tenants, carers and families.

8 Funding is limited therefore all adaptations will be dealt with on a priority basis with the highest priority being carried out first. Adaptations will only be considered eligible for Scottish Government funding following a recommendation from an Occupational Therapist or other suitably qualified professional confirming the need for the adaptation. In addition, Cadder HA has a small budget to fund the cost of more minor adaptations e.g. handrails. We will only consider adaptation requests for our social rented homes.

13.Financial Projections

The Association is currently involved in core stock management and maintenance activity managing 697 rented units and 405 owner occupier properties at the commencement of the plan period. At March 2024 an overall surplus of £266k was achieved prior to annual actuarial charges of £162k. Net assets of the Association totalled £9.07m. For financial year 24/25 an overall surplus of £161k is projected and cash balances at commencement of the plan period total £1.1m.

1. Current Operating Environment

In considering the main assumptions to be employed within the business planning model recognition requires to be taken of the current financial and political climate which the Association is expecting to operate within.

Main factors include:-

- Global economic and political climate - including post Brexit, post Covid, Ukraine, Middle East and more recently the USA elections.
- Rising repair costs in recent years
- Higher insurance costs (but more now in the market)
- High energy costs
- Reducing inflation
- Reducing interest rates
- UK and Scottish Government priorities
- October 24 UK government impact
- Potential pension deficit reintroduction
- EESSH 2

2. Within this plan the following material assumptions should be noted:-

- No new build activity
- Inflation levels at 3.3 year 1, 2.5% year 2 and 2% thereafter
- Rent rises at CPI rate only
- Voids and Bad Debts average at 2% pa
- Reactive maintenance costs average a high £934 per unit
- Cyclical maintenance costs average £689 per unit
- Major repair costs at £35k per unit over long term
- Real maintenance cost increases at 0.5% over 30 years
- No changes in staff posts-new staff structure from year 1
- Real increases of 0.5% in management costs until year 10
- Community Centre activity based on 2025 business plan
- Loan interest rates (pre margin) at 4.5% year 1 and then 4% long term
- Average annual spend of £25k on other fixed assets
- Rent arrears at 5.5% from year 3
- All debt repaid by year 10

3. Assumptions and Comment

Base Date and Stock Levels

All financial information is based at 2025/2026 levels.

The Association's rented housing stock levels at the start of 2025/26 comprises of 697 general rented units.

Rental Policy

Comparisons with other LSVT RSLs notes that Cadder rent levels for 23/24 are on average 1.66% and 4.95% lower for 2 and 3 apt properties and 0.38% and 1.66% higher for 4 and 5 apt properties.

The rent rise for 25/26 was 3.2% which was at the lower end of RSL rent increases in the same period.

The projections assume CPI inflation only rises for the plan period. This is a current planning assumption and shall be considered on an annual basis. The Association recognises the potential for affordability issues and the SFHA affordability tool confirms no material concerns in terms of affordability.

Average Weekly RSL Rents 23/24							
	Cadder HA	ANCHO	Bridgewater	Hillhead HA	Larkfield HA	Manor Estates	
2 Apt	£89.29	£78.86	£100.63	£89.54	£72.29	£112.68	
3 Apt	£95.87	£91.21	£104.94	£97.63	£100.08	£110.43	
4 Apt	£110.10	£103.93	£109.26	£104.09	£115.56	£115.58	
5+ Apt	£124.81	£109.02	£123.73	£114.46	£130.80	£135.83	

Currently around 55% of tenants are in receipt of housing benefit or Universal Credit. This pays for around 51% of the monthly rent charge. Gross rent arrears for mainstream units at December 2024 were 8.43%.

The ability of the Association to vary rent increases will depend upon changes in the economy and performance compared with the approved business plan.

Voids and Bad Debts

For the year to 31 March 2024 voids and bad debts for the Association's stock were at a level of 0.85% and 1.26%. In the previous 3 years void losses averaged 1.1% with bad debts at 0.94%. Total costs are assumed at 2% long term. This is a business planning assumption as opposed to a specific target.

A 1% change in voids and bad debts has an overall impact of around £1.99m over the long term. Subject to no other changes an increase could be managed by the Association.

4. Other Income

Sums include Stage 3 grants for medical adaptations, factoring income from owner occupiers and income from Community Centre activity.

Sensitivities were run to gauge adverse impacts in a material fall in net income. A £100k per annum reduction in net income has an adverse impact of £5m over the long term.

5. Major Repairs

Major repairs costs are based on the planned maintenance programmes recently produced by Adamsons in 24/25.

It is envisaged that on average around £34.5k per unit shall be incurred over the plan period. In the first 10 years 21% of total spend shall take place, followed by a further 35% of spend up to year 20, with the balance of 44% being spent in the last 10 years. Real cost increases are assumed at 0.5% per annum for the full plan period.

A 10% difference in major repair (and cyclical costs) has a £6.5m impact on the year 30 cash position and if no real cost increases are applied on any major repair costs then an improvement of £5m arises.

Taking account of our knowledge of the stock, the Association is satisfied that costs can be contained within sums provided for in the financial model.

Currently the Association is 90% SHQS and 100% EESSH 1 compliant. The SHQS shortfall relates to minor repair matters which are currently being considered and resolved.

Work shall commence in due course to consider the budget implications of EESSH 2. The Associations still awaits relevant guidance and funding support information.

6. Cyclical Maintenance

Cyclical costs per unit are estimated at an average of £689 per unit over the plan period. Real cost increases are assumed at 0.5% per annum throughout the plan period. Costs include paint work, gas servicing, electrical inspections, landscaping, close cleaning, fire safety, asbestos surveys and legionella checks.

Expenditure on cyclical costs totalled £604 per unit for year ended March 24 and averaged £543 per unit over the past 3 financial years.

Taking account of our knowledge of the stock, the Association is satisfied that costs can be contained within sums provided for in the financial model.

7. Reactive Maintenance

Expenditure per unit on rented stock totalled £799 per unit on average for the previous 3 years to 31 March 2024.

The financial model include average costs at £934 per unit inclusive of real cost rises at 0.5% for the full 30 year period.

A 10% increase in reactive costs has an adverse impact of £3.3m over the plan period. Subject to no other material adverse changes this position could be managed by the Association.

Taking account of our knowledge of the stock, the Association is satisfied that costs can be contained within sums provided for in the financial model.

8. Other Costs

Costs relate to projected Community Centre costs, Stage 3 charges and wider action costs.

The Community Centre activity is based on the 2025 business plan.

9. Management and Administration

The Association's management costs in the Association's annual accounts refer to staff and overhead costs relating to the rented stock. Costs for 23/24 totalled £2,029 per unit. Over the long-term plan costs average £2,180 per unit over the long term. Overheads as a % of turnover average 8.46%.

Management costs are assumed as increasing in real terms by 0.5% per annum until year 10. This is a prudent planning assumption as opposed to a specific target. In the event of inflation only cost increases a £2.8m saving results.

10. Other Fixed Assets

The long-term projections have included replacement costs for furniture, fittings, replacements and equipment over the plan period. Average annual spend of around £25k per annum is allowed.

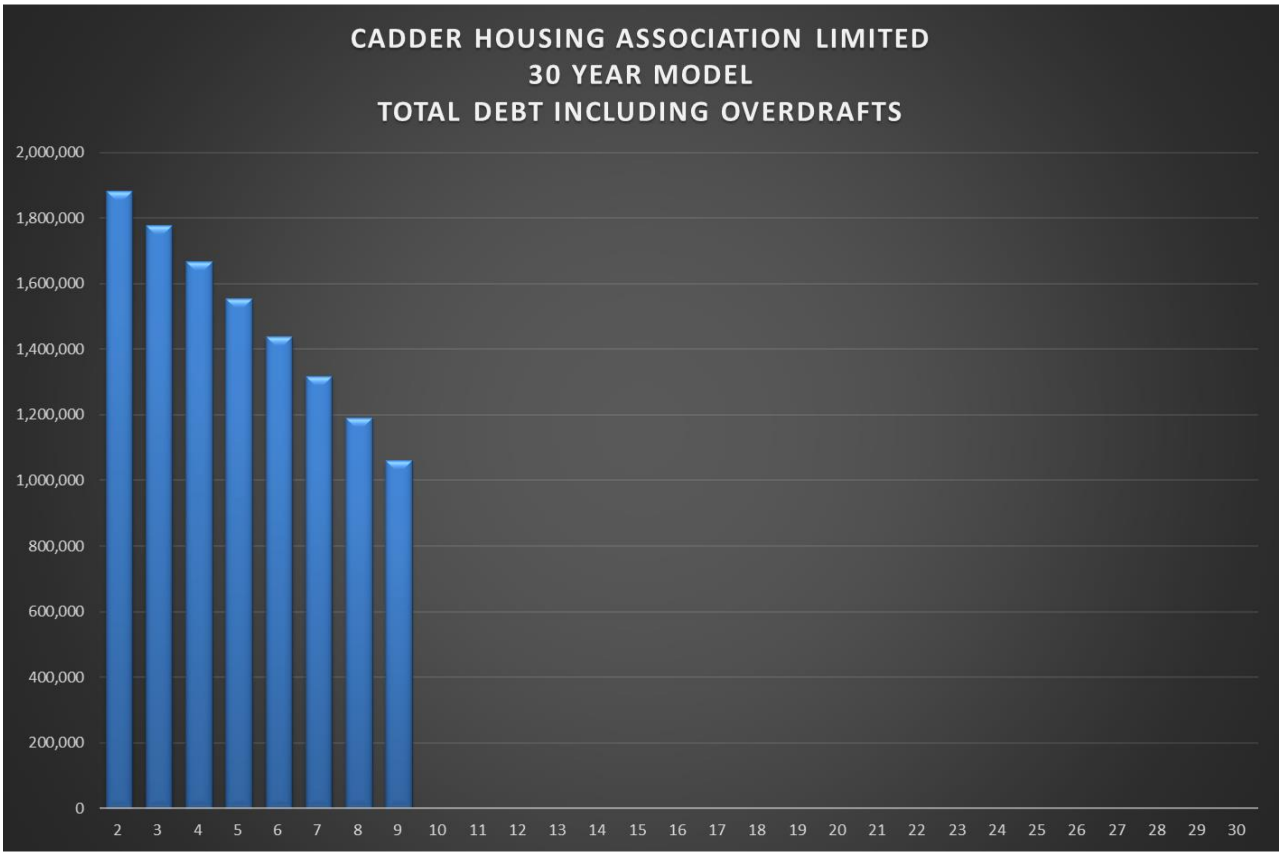
11. Loan Finance and Stock Value

Loan debt at 31 March 25 is projected at £2.08m. The Association has one lender only with all debt being on an all in fixed rate of 3.595% until 2032.

The loan covenant analysis confirms no issues with loan covenant compliance during the plan period.

The base case model indicates that by Year 2 cash resources are projected to exceed debt levels and all debt is modelled as repaid by year 10.

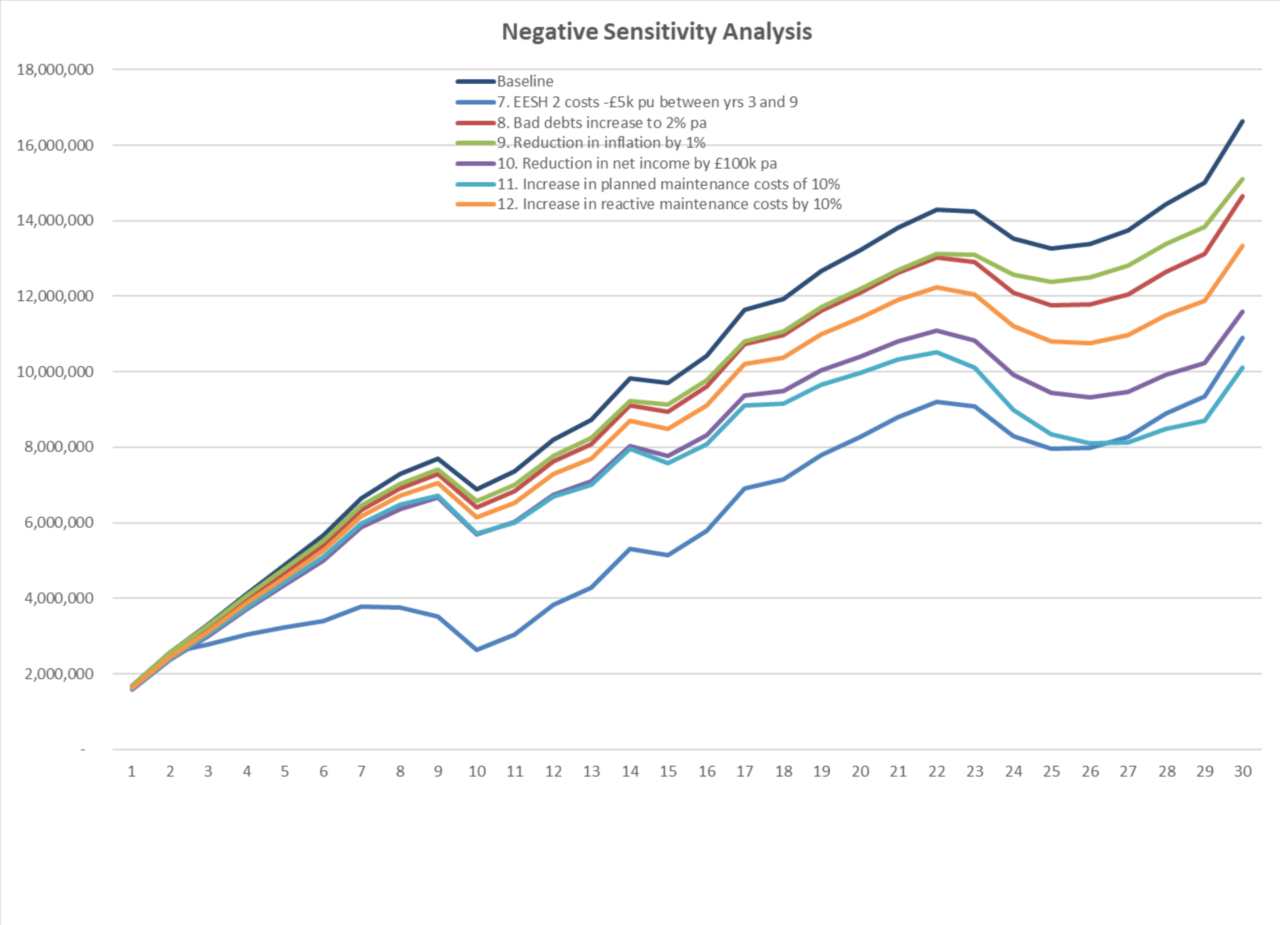
Currently around 84% of stock is unencumbered and the Association has an ability to borrow around £22m based on the most recent stock valuations. Updates to all stock values is currently in progress.



12. Sensitivity Analysis

Sensitivities are largely modelled on varying rent increases, rent losses, management and maintenance costs, inflation and changes to net income.

The majority of sensitivities have been modelled on an individual basis. It is recognised that a combination of changes in assumptions is a clear possibility. One of the purposes of regular budgeting and the monitoring of financial results is to ensure that the financial position remains on target. In the event of material adverse variances this allows corrective action to be put in place.



13. Risks to the Delivery of Financial Plans

The Association regularly considers risks facing the organisation and updates its risk register accordingly.

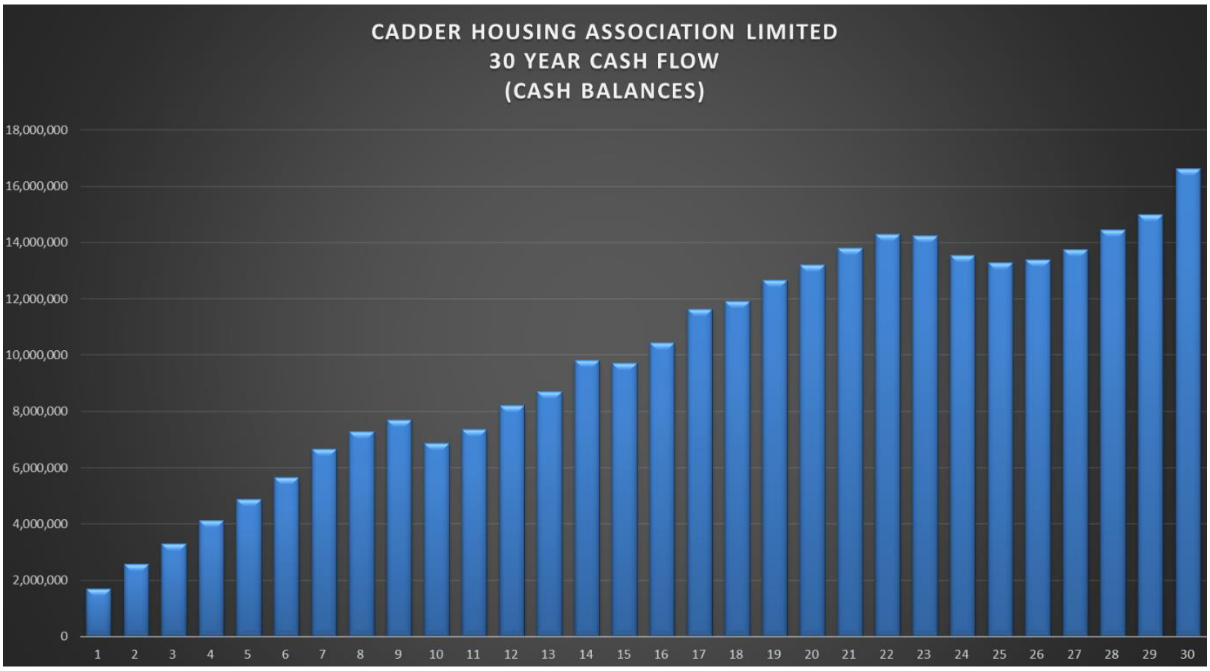
Risks associated with cost of living EESSH 2, Community Centre activity and the normal costs of running the business continue as the main risks for the Association.

14. Financial Summary

The Association is expected to commence the plan period with total reserves of around £9.2m including cash reserves of around £1.1m.

Whilst we cannot expect to be precise over a 30 year period it is sensible to project forward based on realistic assumptions and expectations. The bottom line cash position of the Association provides an indication of the level of comfort available to manage risk changes in circumstances.

Based on reasonable assumptions the Association's financial projections show an ability to generate annual surpluses and confirm adequate liquidity in order to allow implementation of the financial plans. No issues arise in respect of loan covenant compliance and the Association continues to operate satisfactorily. Changes in actuarial assumptions shall be accounted for as information becomes available post each year end.



In the first 5 years surpluses of £2.94m add to the net assets of the organisation and cash balances average £3.3m. No SHQS or EESSH 1 difficulties are expected, total major repair spend is £2.1m and debt capital repayments total £527k. In the early period of the plan the opportunity exists for capital investment to be accelerated if required.

The next five year period to year 10 project surpluses of £3.55m, loan repayments of £1.55m, and major repair spend of £3.7m. Cash reserves average £6.8m over this 5 year period.

For the 5 year period to year 15 surpluses of £3.5m result, debt is at nil and major repair spend totals £5.9m. Cash balances average £8.8m.

Thereafter the cash balances increase over the final period of the plan and a year 30 cash balance of £16.6m results.

The sensitivity analysis undertaken by the Association shows that each of the adverse scenarios could, assuming they arise as single events, be capable of being managed by the Association. Some factors remain within the Association's control such as rental policy, staffing levels, the timing of maintenance contracts and any combination of adverse scenarios would require to be managed by the Association on an ongoing basis.

The Association shall continue to produce its long term projections on an annual basis. The short term annual budget exercise considers the first 12 months of the plan period in detail and the quarterly management accounts shall be used to monitor achievement of the short term budget. As long as the short term position remains broadly in line with the annual budget then the Association's overall financial plans shall remain on target.

14. Monitoring, Reporting & Review

Monitoring

1 The Chief Executive will monitor progress against the achievement of Strategic Objectives and the Plan, which will include the following:

- Progress and performance against corporate targets and KPIs
- Progress of key tasks in the Delivery Plans

Reporting

2 The Chief Executive will present a quarterly report on progress against the Plan to the Board, which will include the key areas of monitoring listed in section 11.1.

3 The quarterly report will outline progress against the following to evidence achievement against the Strategic Objectives:

- the key goals in each sub-objective in the Delivery Plans;
- The corporate targets and key performance indicators.

Review

The Chief Executive will lead on an annual review of the Business Plan, the next of which will be presented to the Board in March 2026.