

Business Plan – 2019/20 to 2021/22

Executive Summary

Introduction

North View Housing Association (North View) has produced this Business Plan to set out our mission and objectives, along with our strategy for the next three years. The Plan also identifies priority actions for achieving the strategy, and the resources that will be needed.

The Plan will help to shape how North View works with residents and the local community, and with our funders, regulators and partner organisations.

North View and its Services

North View operates in the Windlaw neighbourhood of Castlemilk.

- We own and manage more than 670 rented homes, and provide a factoring service to 81 property owners in our area.
- We are one of the most significant social businesses in Castlemilk, with an annual turnover of more than £3.2 million reported in our most recent audited accounts.
- We are led by an experienced and committed voluntary Management Committee, consisting of local residents.
- We employ 15 office-based members of staff (13 full time equivalent posts), as well as our own in house labour team of five tradespeople.

North View provides a comprehensive range of services, all focused 100% on the needs of our tenants and the Windlaw community. These services include tenancy and neighbourhood management, repairs and property management, property development, asset management, environmental works, income maximisation and factoring.

North View's History and Achievements

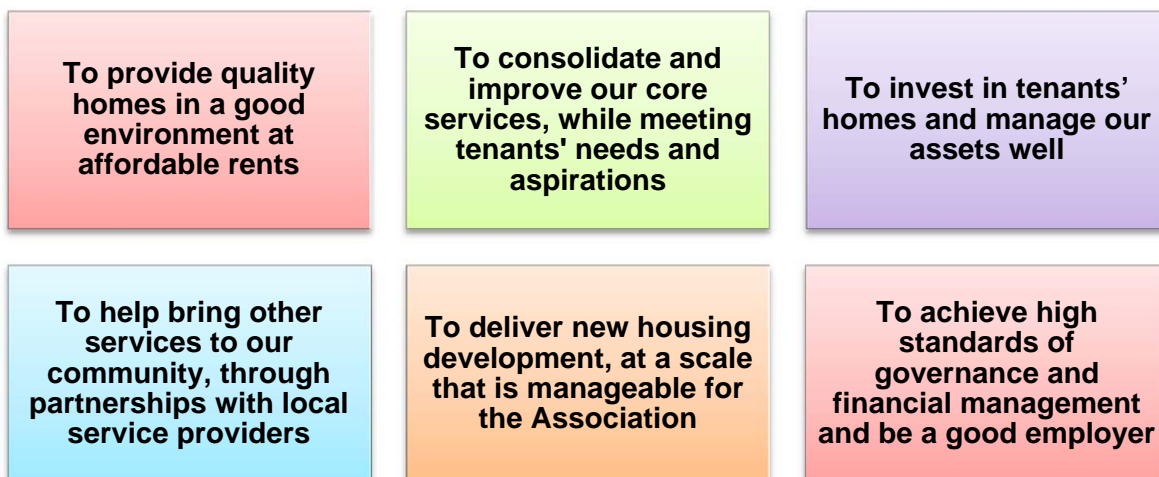
- North View was set up in 1993, to improve housing and environmental conditions in Windlaw.
- Over the last 25 years, we have invested £26 million in our tenants' homes through major repairs and other capital works. We are committed to continuing that investment, so that tenants' homes meet twenty-first century standards and are warm and cost-effective to heat.

- North View has also built more than 200 new homes in Windlaw. This has improved the quality and choice of housing in the area, particularly for people whose needs make tenement living unsuitable.
- North View's housing and neighbourhood services provide our customers with a local service, delivered and controlled within Windlaw. We work hard to find local solutions to issues or problems that occur in our neighbourhood.
- In addition to our role as a landlord, we also want to make Windlaw a better place to stay, with opportunities for everyone. To make this happen, North View has formed close partnerships with other local organisations specialising in community support.
- North View has raised more than £23 million of public and private finance to improve housing and our neighbourhood. We have remained financially stable, and have shown that North View is a good partner for investment.
- The hard work and commitment of the Management Committee and staff team have been the foundation of North View's success. This will continue to be the case, as we move forward to address the challenges of the future.

Business Plan: Key Highlights

The Management Committee's vision is ***to make Windlaw a good place to live, and build a better future for you and your family.***

The Committee has set **six strategic objectives** for the next three years, to help North View achieve our Mission. The six objectives are as follows.



The remainder of this Executive Summary provides an overview of the priorities the Management Committee has set, to meet our six strategic objectives. Throughout the course of the Business Plan, the Management Committee will monitor performance in achieving the objectives and priorities it has set.

Like all housing associations, North View is working in an environment that involves

unprecedented financial uncertainty and challenges, as a result of Universal Credit, Brexit and other factors. Accordingly, we have stepped up our approach to risk management, and will give high priority to testing the financial resilience of the Business Plan.

Business Plan Priorities

Key Actions by North View

Affordable Rents

- Check every year whether our rents are affordable and competitive
- Change our rent policy, to make rents for similar house types and sizes more consistent
- Continue to provide an in house welfare benefits advice, available to all Windlaw residents

North View's housing and repairs services

- Maintain good performance results in service delivery, and improve results below benchmark levels
- Track tenant satisfaction with the repairs service, identifying any improvements needed
- Implement a new Framework Agreement for all contractors providing repairs services to us
- Achieve tenant involvement in the rent structure review
- Hold open meetings between service managers and tenants, in small local groupings
- Publish new service standards for the repairs service
- Increase digital communications tools tenants can use, including greater use of social media and the launch of a North View customer app

Universal Credit

- Intensive arrears management, to sustain our rental income and provide support to tenants
- Encourage tenants to have housing costs part of Universal Credit paid direct to North View
- Maintain and continue to develop close operational relationships with DWP
- Ensure tenants receive regular information on benefits issues

Asset Management

- Review our Asset Management Strategy.
- Approve and implement the five-year investment programme (total value around £2 million).
- Ensure that North View is diligent in meeting all legal obligations relating to tenant safety.
- Continue our programme of works to meet the EESSH standard by the end of 2020, and begin initial planning for the follow-on EESSH2 standard.
- Prepare for changes in UK and Scottish Government policy that will affect tenants and North View (e.g. restrictions on the supply/replacement of gas boilers from 2025).
- Implement our annual rolling programme of 'in house' stock condition survey of 20% of our properties. Update our data on future costs and programmes, and externally scrutinise

Key Actions by North View

projections at least every three years.

- Achieve a site start for the Windlaw Lodge new build development by the end of 2019/20.
- Continue to seek support for new house building in Windlaw.

Wider Role

- Set an annual budget each year for North View's financial support of wider role activities.
- Maintain/establish work with local partners to deliver service to Windlaw residents.
- Establish proportionate 'value for money' assessment criteria for selected wider role activities.

Value for Money

- Develop a new value for money strategy.
- Implement Procurement Register actions.
- Continue to benchmark North View's service results, rents and costs with comparable social landlords.
- Implement the new Asset Management Strategy including ongoing review of replacement cycles and specifications for major repairs spending.
- Seek to establish an ongoing dialogue with tenants about value for money.
- Improve the choices that tenants have about how to do business with us.

Governance

- Change our policies, systems etc. as required, in response to the Scottish Housing Regulator's new Regulatory Framework, beginning with assurance reporting.
- Develop and put into practice a formal succession plan for the future membership of the Management Committee.
- Refresh our approach to committee member reviews.
- Continue to support the development of our committee and staff in their roles.
- Ensure North View is suitably prepared for changes in our legal obligations.

Sound Finances

- Use the best information available when we are developing assumptions for our budgets and longer-term financial projections (e.g. Bank of England for inflation and cost of borrowing).
- "Stress test" our future cashflows and the underlying assumptions.
- Carefully monitor our covenant compliance.
- Raise loan finance of around £2.65m during 2019 to support our housing investment programme over the next 5 years as well as our new build development at Windlaw Lodge.

Key Actions by North View

- Review of pensions by the Audit and Risk sub committee, taking account of the forthcoming SHAPS valuation report.
- Succession plan for the retirement of our Finance Manager in summer 2020.