



Milnbank

Housing Association



ANNUAL REPORT 2021/22

Our Community Counts

A Message From The Chairperson



As always, on behalf of the Management Committee (MC), I'm delighted to have the opportunity to write the opening article for the Annual Report. I have commented in previous reports, and do so again this year, on the on-going range of challenges facing MHA, some of which are highlighted in the Annual Report.

The best interests of our tenants and other residents are always at the heart of what we do. This means that the MC continually monitor the range and quality of the services that are provided. This is a major challenge as our services are mainly paid for through the rental income and a key priority for MHA is to keep rents affordable to enable tenants to sustain their tenancies. This is especially critical as the current economic crisis has an impact on everyone. As a community-owned housing provider, MHA will strive to support our residents in these uncertain times. Regular updates will be provided.

MHA provides a range of services to residents, and I would like to highlight the following key items that will be developed during this financial year:

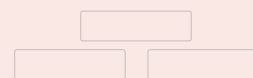
- Component Replacements – Following the stock condition surveys, a works programme for kitchen, bathroom replacements etc. will be compiled and, following a contractors tendering exercise, it is anticipated that the work will begin in the coming months.
- Development – MHA is hopeful to build on the site of the former Haghill School.
- Rent Structure – Work is being undertaken to ensure that rent levels are consistent, and tenants will be consulted on this in the near future.

In addition to providing a summary of the range of services and community activities MHA offers, the Annual Report highlights MHA's performance against our own targets, the outcomes set by the Scottish Social Housing Charter and as a benchmark against other housing providers.

As is customary in the Chairperson's statement, I would like to take this opportunity to record my personal gratitude to my fellow committee members for the valuable support I have received since being elected as Chair following the last AGM.

I hope that you enjoy reading about our achievements and of our plans for the coming year. As a community based anchor organisation, we continue to work with residents and statutory agencies to sustain the MHA community in the current very challenging times. Once again, a huge thanks to the Management Committee, our committed local volunteers, and the staff for their support.

**Allan Scott,
Chairperson**



The Management Committee

The Management Committee is MHA's governing body who are elected by the Members at the AGM. Everyone who serves on the Management Committee is an unpaid volunteer who gives a substantial amount of their time because they are passionate in making a difference for the community. The Management Committee have a broad range of skills, knowledge, and experience. They attend monthly management and sub-committee meetings, serve on our subsidiary companies, and undertake training on an on-going basis.

THE MANAGEMENT COMMITTEE'S - STRATEGIC OBJECTIVES FOR MHA

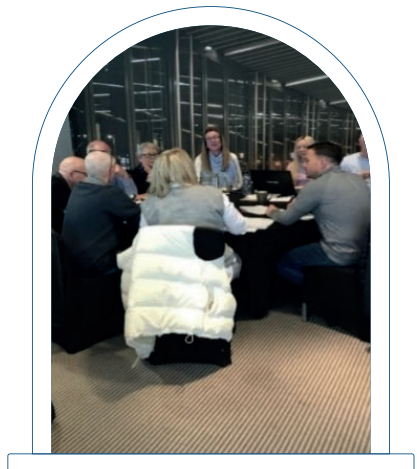
- (1) Do what matters most for our tenants and other customers.
- (2) Invest in our property & community.
- (3) Protect & sustain the organisation and ensure it remains fit for purpose.



Are you interested in getting more involved in MHA?

There are a number of different levels that residents can get involved, these include:

- Management Committee Member
- Joining a Sub-Committee
- Being a Board Member of one of our subsidiary companies
- Joining a Scrutiny or Focus Group
- Volunteering for community activities.



Management Committee/Management Team at a recent Business Planning Day.

A THANK YOU TO ALAN BENSON

As most of you will be aware, Alan Benson, Director, is retiring at the end of October. Alan worked at the Association for 27 years and was an outstanding example of the way a community controlled housing association should be led.

Alan worked tirelessly at putting the needs of the community first and doing his best to ensure MHA made a difference. The list of Alan's achievements is endless and would fill pages. The best compliment MHA can make is to record that Alan was totally committed to, and lived, the ethos of what community controlled housing associations were set up to do – benefit the community. This is the legacy that Alan leaves MHA and the wider housing sector.

On behalf of the residents, Management Committee, volunteers, partner organisations and, of course, the staff, we wish a long and healthy retirement to Alan as he thoroughly deserves it. The Association has appointed Paul Martin as Alan's successor. We look forward to working with Paul who takes up this post at the beginning of November.



MHA As A Community Anchor Organisation

TENANCY SUPPORT SERVICE

This service is delivered by the Community Engagement Team and is available for all MHA residents. MHA are aware that some residents within the Community experience higher levels of need and through the Tenancy Support Service, we aim to identify and support those residents accordingly, which may be from one of our in-house services or via signposting to external agencies. The following assistance can be provided (this list is not exhaustive):

- Income Maximisation/Budgeting
- Assistance with your shopping
- Managing your household/Developing life skills
- Stress or physical/mental health related issues
- Furniture and/or decoration
- Accessing healthcare and other services
- Dealing with addictions; alcohol, drugs etc.
- Reporting repairs/applying for medical adaptations
- Arranging appointments (doctors & hospital)/Ordering prescriptions etc.

If you, or someone you know, would benefit from accessing the above service, please contact a Member of our Community Engagement Team on 0141 551 8131.

Case Study:

Tenant A was offered a tenancy from MHA after moving from a private let. The Tenant was experiencing financial difficulty and after accessing the Tenancy Support service, the tenant received a full house of furniture, including white goods from MHA's Recycling Centre and blinds were purchased from MHA's Welfare Fund. (April 2022)



CARBON FOOTPRINTS NURSERY (CFN)

CFN is in the Duke Wynd area and provides a high quality childcare service for children aged 8 weeks – 5 years old. The fees are relatively low and when compared to private nurseries from the surrounding area, they demonstrate excellent VFM. CFN provides the necessary support to families of young children who are currently in employment, trying to return to work/undertake further education and have been unable to, until now, access affordable, flexible childcare within their community. CFN currently has some places available (subsidised places are available too if eligible criteria is met) and offers a very family orientated service. If you are interested in our Childcare Services at CFN, please contact Joanne Paulley (CFN Manager) on 0141 548 6500.

MHA VOLUNTEERS

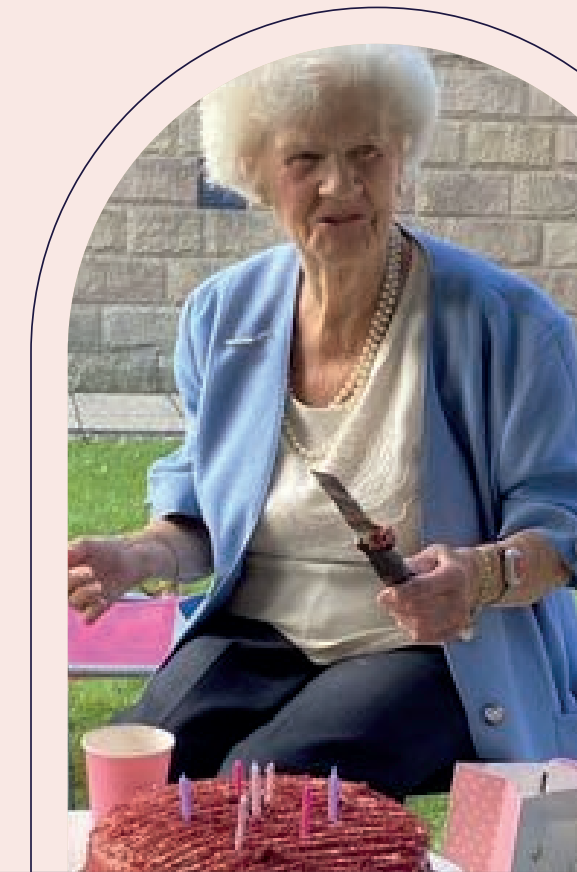
MHA is accredited with the Volunteer Friendly Award Scheme which recognises organisations for their quality management and good practice in working with and supporting volunteers. MHA has an excellent track record in attracting and retaining local people from the Community who give up their time so freely to support our non-housing related activities! It goes without saying that without our volunteers' time, hard work, efforts, and outstanding commitment, MHA would not be able to sustain our Community Activities. MHA wishes to sincerely thank each volunteer for the contribution they make to the lives of our residents and services, and for the added value they bring in terms of new initiatives and service flexibility. We would be lost without you! If you are interested in Volunteering please contact Collette Anderson for more information, on 0141 551 8131.

INCOME MAXIMISATION SERVICE

The aim of the above is to assess and maximise resident's income to ensure they are receiving all relevant benefits. It's available to any MHA resident who is experiencing financial difficulties, or requires support with their bills, this includes food and fuel costs. Telephone & face to face appointments are available, as well as home visits. Maximising resident's income is an efficient way to reduce poverty within the Community. Each year, our records demonstrate that the demand for this service increases and during the financial year 2021/22, a total of 1,035 residents accessed the service. From this, 372 income checks were completed and a total of 663 claims were made. The total financial gains to MHA tenants were a staggering £1,359,923. From this income, 37% related to rental income for MHA. The income maximisation service is strictly confidential. If you wish to make an appointment, please contact the office on 0141 551 8131.

100 YEARS YOUNG

The Milnbank community are delighted to wish our oldest resident Netta Harvey a huge Happy Birthday. Netta celebrated her 100th birthday at the end of September. What an amazing achievement for an amazing woman.



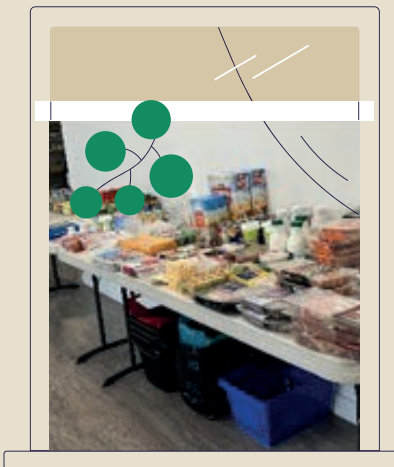
Netta enjoying a garden party hosted by her neighbours

ALEXANDRA PARK SPORTS HUB

In the past year our Award-Winning Sports Hub has increased the range of the variety of free activities seven days a week and we are welcoming well over 1,000 visitors weekly. Highlights of the year included hosting large community sports events and an amazing Gala Day organised by MHA Social Committee. Our Easter and Summer school holiday Kids Camps saw almost 1900 bookings for local children to enjoy free outdoor fitness. Something for everyone in the family, all welcome. For a full programme of events please visit our website.

FOOD PANTRY

MHA is a member of FareShare, an organisation who lead a network of charitable food redistributors to provide good quality and nutritious surplus food to community groups. The weekly food pantries have over 400 members. They are held every Thursday at our community halls in Culloden Street and Bluevale between 1-3pm. The cost is £1 membership fee and £2.50 per visit.



DEVELOPMENT UPDATE

Towards the end of March 2022, the Association acquired the listed ex-Haghill Primary School from Glasgow City Council. The school has been closed for several years, and the building fell into serious disrepair. Unfortunately, it was not possible to save the building which has now been demolished. Subject to acceptable grant levels, which MHA is working closely with GCC to ensure available and affordable housing development can be delivered for the benefit of our community, MHA will be progressing with plans for redevelopment of the site to provide 48 new homes ranging from 2 apartment flats to large townhouses, all of which will be for rent (drawing of proposal below).



Wider Role Business Plan Priorities (2021)

Covid-19 Recovery arrangements (income maximisation services & community events) implemented

Outcome

Achieved

CFN (occupancy rates, fees, opening hours, recruitment) fully implemented

Partly Achieved

2022/23 Wider Role business plan strategic priorities

Assess and maximise residents' income to ensure that they are receiving all relevant benefits, allowances, pension credits etc.

Continue to provide Tenancy Support to residents in need and those who are most vulnerable.

Continue to monitor and assess CFN occupancy levels



STRATEGIC APPROACH TO VALUE FOR MONEY (VFM)

MHA's purpose is to serve the community, and this shapes our approach to VFM which is focused on providing quality homes and services at affordable rents. Investing in our community to make it a better place to live, where residents have access to good services, facilities, and opportunities.

Our approach to VFM is based on best value principles, so MHA will:

- Use our resources efficiently and effectively to benefit our tenants and community.
- Seek to continually improve the value that tenants receive from MHA to enhance the type and quality of the services provided.
- Be open to making efficiencies to better meet our priorities without detriment to tenants.
- Make sure that MHA continues to be a financially strong and sustainable social business.

The ways that the Management Committee measure MHA is providing good VFM.

Asset Management (Maintenance & Repairs)

Key Performance Indicators 2021/22 – Tenant Satisfaction Continue to seek the views of our tenants and other service users to gauge satisfaction levels on our range of services.

	MHA	Scottish Average	Other Housing Providers
Overall satisfaction with MHA service	93.9% (Last year 93.8%)	87.7% (Last year 89%)	87.5% (Last Year 88.6%)

Key Performance Indicators 2020/21 – Rents

Continue to consult annually with tenants on rent levels, and undertaking rent affordability assessments. This is balanced with meeting our costs and remaining financially healthy.

	MHA	Scottish Average	Other Housing Providers
Satisfaction rent represents value for money	92% (Last year 92%)	82.5% (Last year 82.7%)	80.5% (Last year 82%)

ACHIEVING BEST VALUE

Providing wider role services or facilities, both directly or through our subsidiary Milnbank Community Enterprises (MCE), for the benefit of tenants and the wider community.

Seeking to enhance or add value to our core services, by making the best use of the resources available to us (e.g., income maximisation, community engagement support for those residents in need and repairs service through our in-house team).

Securing community benefits that will create value for MHA tenants and the community (e.g., apprenticeship and training opportunities that benefit residents).

Most tenants (94.1%) agree that MHA's non housing services represent VFM. Only 1.2% disagree. (April 2020)

BENCHMARK THE EFFICIENCY & EFFECTIVENESS IN SERVICE DELIVERY

Our performance is reviewed through Scotland's Housing Network benchmarking group and the analysis of the Annual Return on the Charter data published by the Scottish Housing Regulator.

2021/22 Value for Money business plan priorities
Working efficiently by looking at ways to maximise our existing resources.
Continue to harmonise rent levels through a rent equalisation process.
Implement the revised component replacement programme.
Undertake a VFM assessment of the maintenance and estates services.

Repairs & Maintenance Key Performance Indicators 2021/22			
	MHA	Scottish Average	Other Housing Providers
Overall satisfaction with repairs service	92.58% (Last year 92.58%)	88%	84.7%
Reactive repairs completed 'right first time'	89.5% (Last year 98%)	88.3%	82.4%
Average time to complete emergency repairs	3.05 hours (Last year 2.53 hours)	4.16 hours	3.22 hours
Average time to complete non-emergency repairs	3.62 days (Last year 3 days)	8.87 days	8.4 days
Gas safety checks renewed by anniversary date	10 Failures (Last year 124)	429,976 failures (Last year 17,446)	509 failures (Last year 74)
Stock achieving the Scottish Housing Quality Standard (SHQS)	66.03% ** (Last year 66.03%)	74.8%	74.18%

Repairs 2021/22: 6,861 Carried out: 2,694 MHA in-house team & 4,167 external contractors.

(* Access denied due to Covid restrictions / ** technical guidance changed surrounding the SHQS which increased failures)

Asset Management business plan strategic priorities 2022/23
Provide effective maintenance & repairs service post pandemic
Review of the Asset & Estates functions to demonstrate VFM is achieved
Compile & implement component replace programme from stock condition surveys
Meet maintenance legislative & regulatory requirements
Improve on void management targets

COMPONENT REPLACEMENT PROGRAMME

During the financial year, stock condition surveys were carried out to allow MHA to determine the condition of our stock both internally and externally. We are pleased to confirm that the survey concluded that there are no major issues. From analysing the information, a programme of kitchen and bathroom replacements is currently being compiled with the aim to start the works early next year. Tenants will be kept updated of the works programme.

Asset Management business plan strategic priorities (2021)	Outcome
Work through the action points in the Asset Management Strategy	Achieved
Complete review of Asset function to demonstrate VFM	Not Achieved
Undertake 100% stock condition survey	Partly Achieved
Meet maintenance legislative & regulations	Achieved
Improve on void management targets	Partly Achieved

Estates Services

MHA provides an estates service which includes landscape maintenance, stair cleaning, and common window cleaning. This is a **basic** service which was introduced in recognition that a number of MHA residents are unable to carry out these services by themselves and to keep the area looking presentable. MHA commits to a basic minimum service of:

- Basic grass cutting, litter picking & clean bin stores (6 visits per year)
- Weed killing, hedge cutting, and shrub cutback (2 visits per year)
- Stair cleaning (Weekly)
- Common window cleaning.

BULK UPLIFT SERVICE

As residents will be aware, MHA provides a valued bulk uplift service which is widely used. GCC have introduced charges to individuals who request a bulk uplift. MHA currently has an agreement in place with GCC whereby the Association is not charged for disposing of bulk at the various depots. However, there is a high probability that this arrangement can stop at any time. As residents can appreciate, if this is implemented, there are serious implications for our area (e.g., increased fly tipping, residents' ability to pay these charges, the general wellbeing of our local community etc.). The Management Committee monitors this on an on-going basis and will consider options for bulk uplift going forward if required.



Estates Services business plan priorities (2021)	Outcome
Adjust estates service provision to reflect covid recovery	Achieved
Review if the Association can continue to deliver bulk service	Achieved
Undertake a VFM on the full estates service	Not Achieved

Housing Services business plan strategic priorities 2022/23
Undertake a VFM exercise of the estates service
Assess bulk uplift service continuation if current GCC arrangements cease
Review Refuse household waste collection if GCC change arrangements

Factoring Services

Milnbank Property Services (MPS) is a subsidiary company of MHA. Under a Service Level Agreement, MPS aims to provide a high standard, affordable, and good VFM factoring service for our 1,323 owners. This includes the 581 (44%) properties where MHA does not have rented stock. MPS also supports MHA to maximise its contribution to the well-being of our community.

Factoring - Key Performance Indicators 2021/22		
	MHA	Scottish Average
Overall satisfaction with MHA service	93.3% (Last year 94.62%)	65.3% (Last year 64.9%)
Average annual management fee	£106	£104.67

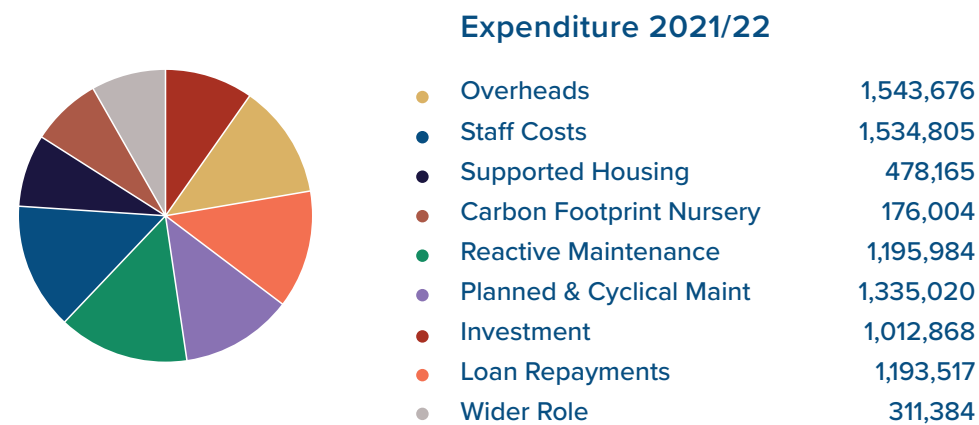
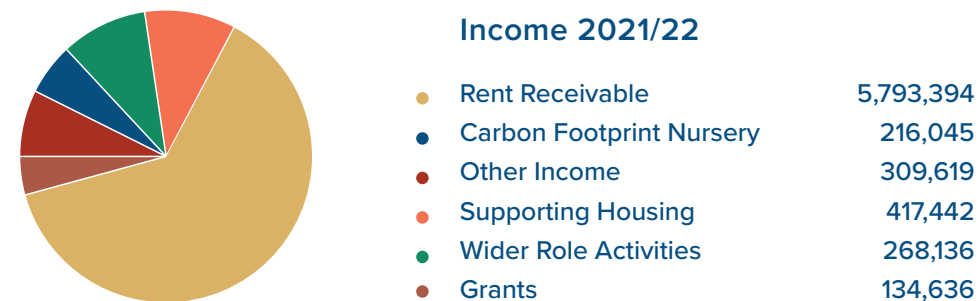
MPS business plan strategic priorities (2021)	Outcome
Assess outcome of Scottish Government review of Code of Conduct	Not Achieved
Conduct an Options appraisal on factoring blocks ownership levels	Not Achieved
Improved energy efficiency plan	Achieved
Improved energy efficiency plan	Not Achieved

2022/23 MPS business plan strategic priorities
Review staff structure for MPS
Continue to deliver a high quality & cost-effective factoring service
Link factoring activities to MHA's Tenement Strategy
Ensure compliance of governance requirements

Finance

FINANCES AS AT YEAR END 31 MARCH 2022

MHA continues to operate from a strong financial foundation. At 31/3/22, based on the draft statutory accounts, the financial position was £16.7m, however, there was an operating deficit of £314k and a net deficit of £1.048m (after finance charges, but prior to any actuarial movement in pension schemes). The following charts provide details of the source of income and where the money was spent during 2021/22.



Finance business plan strategic priorities (2021)	Outcome
Continue to monitor covid-19 future fund spend	Achieved
Protect & future-proof MHA, ensuring it's well-governed, well-managed and continues to be fit for purpose.	Achieved

2022/23 Finance business plan operational priorities (2022)
Continue to monitor covid-19 future fund spend
Protect & future-proof MHA, ensuring it's well-governed, well-managed and continues to be fit for purpose.
Monitor key financial risks

Corporate Governance

COMMUNICATION

In the spirit of our community controlled ethos, MHA prides itself in maintaining excellent on-going communication with residents. In addition to our main Tenants Satisfaction Survey, MHA seeks feedback from residents and other customers, on an on-going basis covering a range of services that we provide. During 2021/22, MHA engaged with 1,085 residents and the average overall satisfaction rate was 98%. From this, only 5% of residents were dissatisfied with MHA's service.



Factoring - Key Performance Indicators 2021/22			
	MHA	Scottish Average	Other Housing Providers
Satisfaction level on MHA keeping tenants informed about services & decisions	95.7% (Last year 95.7%)	91.2% (Last year 91.7%)	90.8% (Last year 92.02%)

PARTICIPATING IN MHA

MHA actively encourages participation from everyone within our community. To facilitate this, we have several Focus Groups and Scrutiny Groups in place. We are also fortunate to have a large pool of volunteers who are active within our area. For details of ways that you can participate in MHA, please visit our website.

MEMBERSHIP

MHA has 769 local people who are members. This is one of the highest roll of housing associations in Scotland. AGM attendance was 84 Members who attended in person. If you are interested in becoming a Member of MHA, please contact the office or visit our website for an application form.

Participation - Key Performance Indicators 2021/22			
	MHA	Scottish Average	Other Housing Providers
Satisfaction level regarding MHA providing tenants with opportunities to participate in decision making process	97.23% (Last year 97.23%)	86.8% (Last year 86.8%)	84.5% (Last year 86.76%)

EQUALITIES

During the financial year 2021/22, a total of 16 home adaptations were completed at a cost of £42,000 in homes of residents who required this service. To date, 305 properties (18.27%) of MHA stock is medically adapted. MHA is a Disability Confident Employer, a member of Happy to Translate and has Volunteer Friendly accreditation.

Our community profile in support of Equality and Diversity Policy, and to make our Equality Action Plan more focused on future actions, was updated during the financial year. This population profile helps set MHA's future objectives and priorities.

The voluntary Management Committee operate a Code of Governance, and they are charged with ensuring that MHA policies and procedures are applied fairly.

Housing Services

RENT CHARGES 2021/22

Rental income is vital for MHA to achieve its purpose of meeting housing and related needs within our community and provide our tenants and other customers with an excellent service. Every year the Management Committee carefully consider the annual rent increase. For 2022/23 our policy of applying a monetary increase rather than a percentage was implemented. This means that a minimum amount of money is calculated as the amount needed to run MHA, this worked out at £350k. In reaching this decision, the Management Committee were conscious of the impact of several external factors linked to the general cost of living (e.g., increased fuel and food charges) will have on our tenants and, on this basis, they limited the rental increase as low as MHA can manage.

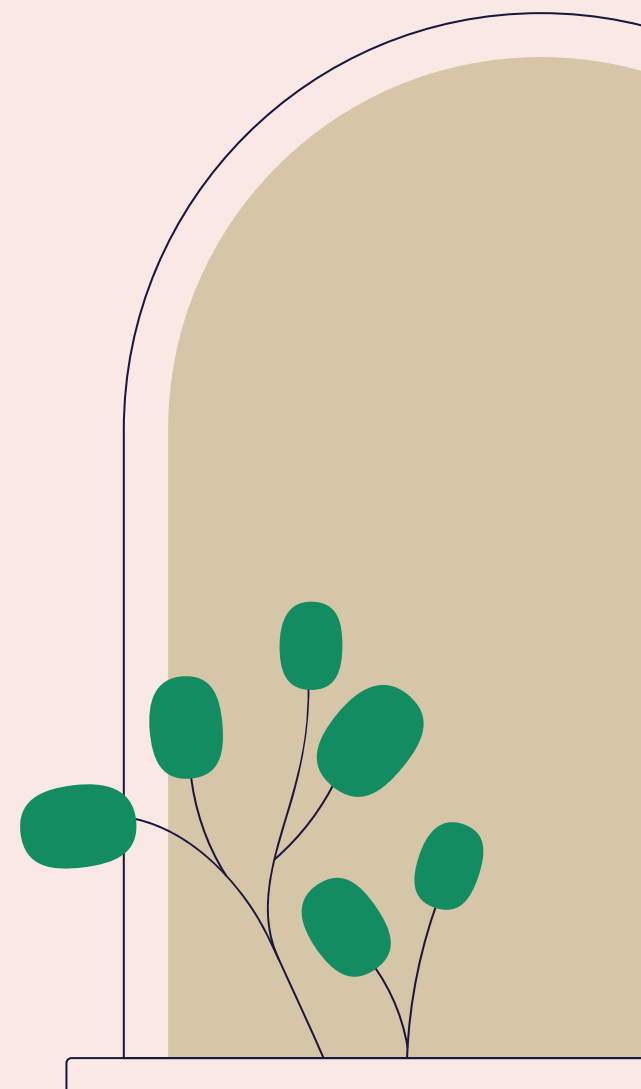
Rents are MHA's main source of income, and it is needed to ensure the on-going viability of the Association, continue to provide a range of services, keeping rents as affordable as possible and providing value for money.

A key piece of work, which will be implemented shortly, is the programme of harmonising rent levels across our housing stock.

MHA continue to work on collecting as much rent as possible to reduce arrears levels. Tenants are urged to engage with MHA if assistance is required to manage rent payments.

Rent Setting Principles

No.	Business Area	Principle
1	Service Delivery	Ensure the rent increase generates enough income to allow services to continue at the current level or to improve them.
2	Monetary Increase	Will be applied and will be calculated in line with the current rent charge charged for each property.
3	Scottish Average	MHA are committed to not charging any rent above the Scottish Average. This means any MHA rent charges above the Scottish Average will not be increased.
4	Affordability	Aim to keep rents as affordable as possible for tenants in employment on a low income.



Complaints 2021/22	1st Stage	2nd Stage
Complaints Received	64	6
Complaints Responded to in Full	64	6
Complaints Upheld by MHA	56	1
Complaints Responded in Full Within Set Timescales	64 (100%)	6 (100%)
Average time to fully respond to complaints targets Stage 1 = 5 working days Stage 2 = 20 working days	1.4 Working Days	8.5 Working Days

COMPLIMENTS 2021/22

A total of 81 compliments were received during the above period where residents contacted the office to record their appreciation for a range of our services.

MHA STAFF

MHA currently employs just under 90 people which makes us one of the largest employers in Dennistoun. Several staff live within the immediate and surrounding area. MHA is a Living Wage Employer, and we were recently re-accredited with Investors in People Platinum and Investors in Young People at Gold Level. The staff complement can be viewed on our website. As reported earlier, Paul Martin, our new Director, will take up his post shortly.

2022/23 Corporate Governance business plan priorities

- Continue to monitor MHA services & operations covid-19 recovery
- Implement the Succession Planning Strategy
- Reduce current level of SHR engagement
- Implement the new Model Rules

Corporate Governance business plan priorities (2021) Outcome

Review MHA services & operations covid-19 recovery	Achieved
Review the MHA Business Plan 2020/23 for year 3	Achieved
Continue to implement & review Succession Planning Strategy	Achieved
Fully implement & effectively operate home Master computer system & Office 365	Achieved
Reduce current level of SHR engagement	On-Going
Adopt new Model Rules 2020 at the SGM	Achieved
Review MHA services & operations covid-19 recovery	Achieved

Through consultation, although email communication is increasing, most residents still prefer communication to be either face/face or telephone.

MHA HAS ONE OF THE LOWEST AVERAGE RENT CHARGES IN SCOTLAND

House Size	MHA Average Rent	Scottish Average Rent
1 apartment	£53.42	£75.95
2 apartment	£60.94	£81.32
3 apartment	£68.91	£84.18
4 apartment	£79.61	£91.48
5 apartment	£82.99	£100.74

A key objective of MHA continues to be striking a balance between achieving our key priorities, and at the same time, maintaining rent levels that are affordable to people who may be in low paid employment.

MHA SUPPORT

Income maximisation services continue to engage with other organisations, and we are hopeful that Rosemount Lifelong Services can support tenants with IT skills, literacy, CV writing and employability. Updates will be provided in our newsletters. MHA have recently formed a working partnership with Home Energy Scotland, an organisation who assist people in debt through arranging top-ups with pre-payment meters, advice on energy savings etc.

COMMUNITY CONTACT SHEET

The above has been inserted into the Annual Report. As part of our public re-assurance work for the MHA community, the Community Contact Sheet provides a range of contact numbers with our partner organisations Glasgow City Council and Police Scotland. Please keep this sheet for reference contact points.

UNIVERSAL CREDIT

Tenants continue to be supported by the Income Maximisation team and Housing Services to complete new claims and support on-going claims. The completion date for migration is now September 2024, UC entitlement has decreased which means tenants income will reduce by £80 per month, this was referred to previously as the uplift.

	1 APT	2 APT	3 APT	4 APT	5 APT
MHA Own 1699 Units	41	566	811	240	11

103 allocations were made during the year. 63 (External Housing List), 24 (MHA transfers) 16 (GCC Homeless)

	MHA	Scottish Average	Other Housing Providers
% Gross rent arrears of rent due (£5,686,824)	7.14%	6.34%	4.71%
% Collected of total rent due	100.1%	99.3%	99.2%
% Former tenant rent arrears written off	10.45%	N/A	35.46%
Satisfaction with the neighbourhood where you live	95.38%	85.09%	83.77%
% New tenancies in previous year sustained more than a year, applicants assessed statutory homeless LA	90%	90.22%	N/A
% Tenancies began in previous year sustained more than a year – all applicant types	91.23%	90.75%	90.54%
% Of court actions initiated which resulted in eviction	0	21.85%	0.11%
Abandoning Properties	11	N/A	16
% Lettable houses that became vacant in year	7.07%	N/A	7.79%
% Tenancy offers refused	44.1%	32.9%	26.9%
% Tenants satisfied with standard of home when moving in	100%	N/A	N/A
Average calendar days to re-let properties	106.7	51.6	33.6
% Of rent due lost through properties being empty	2.67%	1.4%	0.86%

MHA COMMUNITY POLICING INITIATIVE

This highly successful partnership with Police Scotland is a key component of MHA's Public Reassurance Strategy. MHA's Problem-Solving Approach will target issues of concern in an intelligence led manner. MHA's staff work closely with the local community police team daily to tackle issues of concern and to provide support to the community. This includes additional police patrols to specific areas at peak times and joint visits to tackle anti-social behaviour. Regular updates on the initiative are presented to the Management Committee. The partnership allows direct access to police resources and is developing special multi-agency action plans to target short, medium, and long-term historic issues of concern to the local community. This includes community engagement which is a key objective with the local community police officers attending community events.



MHA Business Plan 2022/23 Priorities

The Association's Business Plan sets out actions for service delivery, community support, and safeguarding MHA's financial resilience. Following a review by the Management Committee, Year 3, final year of the current Business Plan, has been updated to reflect our main strategic objectives as much as is possible to account for the pandemic. Our updated key objectives are below, and updates will be provided on a regular basis. (Please note a summary of MHA's Business Plan can be found on our website).

Governance & Organisational Management

- Ensure MHA service delivery & operations covid-19 recovery, including staffing arrangements, meets the objective of being a Best Value organisation.
- Implement new Model Rules agreed by the Members upon approval of the FCA.
- Implement & monitor Succession Plan
- Strategy framework for committee & staff, particularly for senior management retirements.
- Reduce current level of compliance engagement with the SHR.

Housing Services

- Minimise rent arrears increases where within our control.
- Continue to provide added value services to achieve VFM & high tenant satisfaction.
- Complete rent restructuring review.
- Continue to shape services in response to high risk factors (UC & Covid-19).
- Continue to engage with GCC on homeless referrals & targets.
- Decide MHA's future role in supported accommodation based on the final terms proposed by GCC & the HSCP.

Managing Risks & Financial Resilience

- Ensure there is a strong focus from Committee & staff on Risk Management. Monitor & manage current and potential future external risks: the economy recovery, UC & outlook for the economy due to Covid-19.
- Monitoring spends of post Covid-19 future fund to support cash flows & ensure MHA can provide tenants with level of services & investment needed.

Asset Management

- Reduce void levels & monitor reactive repairs service.
- Monitor the action plan within the asset management strategy.
- Conduct VFM review of the asset & estates function & demonstrate VFM in upcoming procurements.
- Continue to meet legislative and regulatory requirements in all aspects of maintenance and asset management.
- Implement & monitor the Stock Condition Survey findings.
- Produce Tenemental Strategy to reflect recent property developments within MHA.

Housing Services business plan priorities 2021	Outcome
Continue to maximise housing service delivery continuity to a high standard during Covid-19 recovery, ensuring services represent VFM.	Achieved
Manage Rent Collection & Arrears, focus maximising tenant's incomes & managing UC.	Achieved
Undertake a rent restructure review.	On-Going
Work in partnership with relevant agencies, specifically in relation to managing homeless referrals.	On-Going
Following the completion of a full appraisal, decide on the future of the Supported Accommodation Service within MHA.	On-Going

2022/23 Housing Services business plan strategic priorities

Provide tenant advice and support in line with good practice and review how we deliver our services in the aftermath of the pandemic.
Manage Rent Collection & Arrears, focus maximising tenant's incomes & managing UC. Continue to offer tenants support in arrears through income maximisation & other methods.
Complete rent restructure review.
Consult tenants on the annual rent review.
Develop and implement Neighbourhood Strategy linked to public re-assurance.

The focus on our Business Plan priorities is for service delivery, community support and safeguarding MHA's financial resilience. The following provides an update on our key performance indicators for Year 2 of the Plan (April 2021 to March 2022).

Action & Performance Outcome At Financial Year End March 2022

The following key Business Plan priorities were achieved:

- Ensured business continuity & staff wellbeing for Covid-19 recovery meets objective BV organisation.
- Adopt new Model Rules at 2021 SGM.
- Implement succession planning framework for senior staff retirements & committee recruitment.
- Develop and implement Neighbourhood Strategy linked to public re-assurance.
- Strong committee and staff focus on Risk Management. Continue to monitor & manage current & potential future external risks (pandemic recover, UC, economy).
- Continue to monitor spend of covid-19 future fund to support cash flows for future investments.
- Minimised rent arrears increases where within our control.
- Provide added value services to achieve VFM & high tenant satisfaction.
- Continue to meet legislative & regulatory requirements in all aspects of maintenance & asset.
- Implement & monitor action plan within asset management strategy.

The following key Business Plan priorities are on-going:

- Reduce level of compliance SHR engagement.
- Commissioned a rent restructuring review, due for completion shortly.
- Continue to engage with GCC on homeless referrals & targets (MHA continue to request referrals).
- Decide MHA's future role in support service based on the final terms proposed by GCC & the HSCP. (Waiting on decision being made by agencies).
- Conduct review of the asset & estates to demonstrate VFM in upcoming procurements.

The purpose of Milnbank Housing Association is to meet housing and related needs within our community and provide our tenants and other customers with an excellent service.

Milnbank Housing Association

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