

Appendix 1a - Improving Customer Service and Satisfaction

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by:	Review Body
<p>1.Improve Customer Satisfaction by:</p> <ol style="list-style-type: none"> 1. Conducting quarterly action days involving staff and customers to identify and address issues across the estate. 2. Creating and working through the action list from these events. 3. Contribute to the Asset Manager’s review of the void standard to enhance attractiveness for potential tenants.* 4. Commission an assessment of the underlying reasons for stock in Vailla Street being more difficult to let and develop a strategy (within the Asset Management Strategy) to address the situation*. 5. Conducting a comprehensive independent Resident Satisfaction Survey to understand customers’ needs. 6. Updating our Customer Charter to demonstrate our commitment to improving the quality of homes and services. 	HM	<ul style="list-style-type: none"> ▪ Board ▪ Asset Manager* ▪ SMT ▪ Staff Team ▪ External Consultants for Vailla Street review and Resident Satisfaction Survey. 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Record of issues identified in action days and status of these. 2. Formal response to proposals from the Asset Manager regarding proposed void standard. 3. Project brief for consultant regarding Vailla Street. 4. Final report and recommendations from consultant for Vailla Street. 5. Plans for Vailla Street included in Asset Management Strategy. 6. TSS report to Board. 7. Updated Customer Charter to Board. <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • Improved tenant and owner satisfaction. • Reduction in refusal rate of offer of housing based on void standard. • Improved financial position. • Sustainable plan for Vailla Street. 	<ul style="list-style-type: none"> ▪ 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. 	<ol style="list-style-type: none"> 1. Q1 2. Q4 3.Q4 4. Y2 Q1 5. Y2 6. Y2 7. Q3-Q4 	<ol style="list-style-type: none"> 1. SMT 2. SMT 3. SMT 4. Board 5. Board 6. Board 7.Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by:	Review Body
<p>2. Improving policies, processes, efficiency and performance by:</p> <ol style="list-style-type: none"> 1. Complete priority policy and process reviews in year 1 of the Business Plan and maintain a rolling programme in line with the Policy Review Schedule over years 2 and 3. 2. Developing bespoke allocations and anti-social behaviour performance reports on SDM that align to the ARC, improving efficiency and accuracy of reporting. 3. Analysing performance quarterly to identify KPIs, policies and/or processes that require improvement, demonstrating Cadder's responsiveness to customer and business needs. Reporting to the Board on performance. 	HM	<ul style="list-style-type: none"> ▪ Board ▪ SMT ▪ SDM 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Priority Housing Management Policies presented to Board. 2. Housing Management Procedures presented to SMT. 3. Reports on allocations and ASB for the Board produced through SDM. 4. Quarterly performance reports to Board. <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • Reduction in staff and SMT time calculating performance data. • Improved back up data for ARC submission and for any audits. 	<ul style="list-style-type: none"> ▪ Inefficient use of staff time collating performance data. ▪ Poor performance. ▪ Continued inefficient use of existing SDM software. ▪ Cost of inefficiency. ▪ Inaccurate data. ▪ Breach of regulatory requirements. ▪ Reputational damage. 	<ol style="list-style-type: none"> 1. Q1 2. Q2 3. Q1-Q4 4. Q1 	<ol style="list-style-type: none"> 1. Board 2. SMT 3. Board 4. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by:	Review Body
<p>3.Improving rent affordability by:</p> <ol style="list-style-type: none"> 1. Issuing annual rent statements to ensure tenants have accurate records of payments. 2. Promoting the Money Advice service to assist tenants in need of support. 3. Securing energy advice sources for Cadder's customers. 4. Preparing to implement the rent restructure recommended by Arneil Johston in advance of the 2023 rent increase being applied. 5. Review the scheduling of factoring invoices. 	HM	<ul style="list-style-type: none"> ▪ Board ▪ SMT ▪ FMD ▪ Arneil Johnston ▪ G-Heat 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Annual rent statements for tenants. 2. Information to promote Association's 'Money Advice Officer' 3. Agreement for provision of Energy Advisor. 4. Programme for implementation of the recommended rent re-structure. 5. Revised schedule for factoring invoices. <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • Tenants aware of status of rent account on annual basis. • Increased level of engagement with Association's Money Advice Officer and referral partners. • Reduced financial distress for customers. • Improved affordability for our tenants. 	<ul style="list-style-type: none"> ▪ Increased rent arrears and reduced financial viability. ▪ Covenant breach. ▪ Poor customer satisfaction. ▪ Breach of potential rent regulation. ▪ Regulatory intervention. 	<ol style="list-style-type: none"> 1. Q1 2 Q1-Q4 3 Q1 4 Q3-Q4 5 Q2 	<ol style="list-style-type: none"> 1. SMT 2. SMT 3. Board 4. Board 5. SMT

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by:	Review Body
<p>4. Improving communications with our customers by:</p> <ol style="list-style-type: none"> 1. Resuming regular newsletters for customers. 2. Promoting 'You Said, We Did' through our website, newsletter and social media to highlight improvements being made by Cadder in response to customer feedback. 3. Publicising our landlord performance information on our website and in newsletters in a format that is easily understood. 4. Reviewing our Communications Policy and strategy to optimise methods of providing information and receiving customer feedback. 5. Developing a remit, programme and marketing plan to establish a customer scrutiny panel. 6. Providing support to the customer scrutiny panel to effectively hold Cadder to account. 7. Reviewing and updating tenant/owner handbooks. 8. Exploring partnerships to enhance services e.g. energy advice/ efficiency, community activities. 9. Following transfer of land from GCC at Skirsa Sq (assumed for Q2) develop and implement plans e.g.for additional parking, EV, bike storage. 10. Developing My Home portal for customers to enable easier engagement with Cadder. 11. Improving efficiency of sign up process e.g. electronic missives, tenant video . 	HM	<ul style="list-style-type: none"> ▪ Board ▪ SMT ▪ BIM ▪ TIS/TPAS 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. First newsletter issued. 2. First Publication of 'You Said, We Did'. 3. Performance information on website and in newsletter. 4. Communications Policy to Board. 5. Remit, programme and resource plan for scrutiny panel. 6. Report on first meeting of customer scrutiny panel to Board. 7. Revised Tenant/Owner handbooks. 8. Partnership agreements for specific services to customers. 9. Land acquisition agreement. 10. Outline plans approved by Board 11. Proposed process approved by Board. <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • Greater customers participation and influence on Association decisions. • Greater customers knowledge of Cadder's performance and ability to hold us accountable. • Improved levels of customer satisfaction. • Potential for members of the scrutiny panel to join the Association's Board. • Compliance with Regulatory Framework. • Better parking/EV/Storage facilities. • Improved customer access to Cadder. • Improved efficiency. 	<ul style="list-style-type: none"> • Decline in customer satisfaction levels. • Increase in customer complaints. • Breach of regulatory requirements • Regulatory intervention. • Cost of intervention. • Reputational damage. 	<ol style="list-style-type: none"> 1.Q1 2.Q1-Q2 3.Q2 4. Q3-Q4 5.Q2 6.Year2 7. Year 2 8. Year 2 9. Year 2 10. Year 3 11. Year 3 	<ol style="list-style-type: none"> 1. Board 2. CEO 3. SMT 4. Board 5. Board 6. Board 7. Board 8. Board 9. Board 10. Board 11. Board

Appendix 1b - Improving Housing Quality and Health and Safety

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by	Review Body
<p>1. Ensure Landlord Health & Safety compliance by:</p> <ol style="list-style-type: none"> 1. Conducting a comprehensive audit of landlord health and safety compliance and reporting the outcome to the Board; 2. reflecting the recommendations in a comprehensive landlord health and safety action plan and ensuring the costs are covered in the Life Cycle Costing Plan (LCCP) and included in the budget, 5 year forecast and 30 year cashflow; 3. establishing a landlord health and safety register including all aspects of landlord health and safety; 4. establishing a procurement programme to deliver 100% compliance with all landlord health and safety matters at all times; 5. establishing appropriate procedures and management systems to ensure compliance with all landlord health and safety requirements 6. developing a standard reporting format that clearly shows the extent of compliance with all landlord health and safety obligations. 7. providing a quarterly comprehensive report to the Board providing accurate updates on all matters of landlord health and safety. 	AM	<ul style="list-style-type: none"> ▪ Board ▪ SMT ▪ Staff ▪ External H&S Consultants ▪ FMD ▪ Maint'ce contractors ▪ Community Centre staff 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Independent report to Board 2. Comprehensive and costed landlord H&S plan 3. Register covering all aspects of landlord H&S 4. Procurement programme to fulfil all necessary landlord H&S measures to ensure 100% compliance 5. Procedures manual for all aspects of landlord H&S 6. Reporting format covering all landlord health and safety requirements and demonstrating extent of compliance 7. Quarterly reports to the Board <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • 100% Regulatory and Legislative compliance. • Improved tenant safety and assurance. • Continued Board assurance. 	<ul style="list-style-type: none"> ▪ Regulatory intervention and significant cost. ▪ Reputational damage. ▪ Civil and criminal charges for Board and Senior Officers. 	<ol style="list-style-type: none"> 1.Q1 2.Q1-Q2 3.Q1-Q2 4.Q1 5.Q1-Q2 6.Q2 7.Q1 	<ol style="list-style-type: none"> 1. Board 2. Board 3. CEO 4. CEO 5. SMT 6. CEO 7. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by	Review Body
<p>2. Deliver Planned and Cyclical maintenance services by:</p> <ol style="list-style-type: none"> 1. Drawing up work programmes and procurement plans based on the 2022 Stock Condition Survey, taking account of resident feedback from e.g. rent consultation, customer satisfaction surveys and customer engagement events. 2. Ensuring the Year 1 programme includes gutter cleaning; gas, electrical and fire safety; legionella testing; and asbestos management. And ensuring the Year 1 programme includes all planned maintenance as agreed in the annual budget. 3. Establishing a 5 year cyclical and planned maintenance works programme, based on the 2022 Stock Condition Survey, 5 year financial projections and 30 year cashflows. 4. Ensuring there are clear and measurable KPIs for planned/cyclical works including contractor quality and timeliness. 5. Ensuring the planned maintenance module within SDM is fully operational and that the 2022 stock condition information and planned works are stored, easily retrievable and integrated with the 5 YFP and 30 year cashflows. 6. Undertaking customer satisfaction surveys on all works completed and reporting the outcomes to the Board. 7. Conducting annual internal audits of performance in cyclical and planned maintenance. 8. Producing an Asset Management Strategy in line with the SHR's recommended practice on Asset Strategies and informed by the effectiveness of Cadder's stock e.g. the outcomes of the review of Vaila Street. 	AM	<ul style="list-style-type: none"> • Board • SMT • Staff • External consultants • Contractors • SDM • FMD 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Year 1 work programmes and procurement plans. 2. 5 year cyclical and planned maintenance programme aligned to 5 YFP and 30 Year Cashflows. 3. Contractor KPI's. 4. Full implementation of SDM planned Maintenance Module. 5. Report on Customer satisfaction survey results. 6. Internal Audit report on planned and cyclical maintenance. 7. Asset Management Strategy <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • Financial sustainability through appropriately phased investment/cyclical programmes. • Improved value for money through contractor performance KPIs. • Increased customer engagement in and satisfaction with planned works. • Increased assurance for the Board on investment decisions. 	<ul style="list-style-type: none"> ▪ Decline in customer satisfaction /increased complaints. ▪ Regulatory intervention. ▪ Poor contractor performance. ▪ Reputational damage. ▪ Financial risk. 	<ol style="list-style-type: none"> 1.Q1 2.Q3 3.Q2 4.Q3 5.Q1-Q4 6.Q4 7.Y2 	<ol style="list-style-type: none"> 1. SMT and Board 2. SMT and Board 3. SMT 4. SMT 5. Board 6. Board 7. SMT and Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by	Review Body
<p>3. Improve void property management and re-let time by:</p> <ol style="list-style-type: none"> 1. Appointing a back-up contractor to ensure no slippage on void works and ensuring there are robust internal procedures and contractor KPIs (including weekly updates on progress). 2. Review and update the current void standard in conjunction with the Housing Team and taking account of feedback from customers. Assess the financial impact of void standard improvements. 3. Ensure the void module on the SDM system is fully operational to improve tracking and contractor accountability and hold weekly meetings with Housing Team regarding the void position. 	AM	<ul style="list-style-type: none"> ▪ Board ▪ Housing Team ▪ P&D Scotland Ltd ▪ Backup contractor 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Formal contract with back up contractor, including KPIs. 2. Formal void procedures for Maintenance and Housing Staff 3. Revised void standard. 4. Weekly void reports from SDM system. 5. Quarterly performance reports to Board. <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • Compliance with void KPIs. • Improved first time letting levels. • Increased rental income. • Improved customer satisfaction. • Improved financial position. • Improved performance data on void performance for maintenance, housing management and contractor performance. 	<ul style="list-style-type: none"> • Increasing void rent loss. • Inefficiencies that increase costs. • Customer complaints regarding quality of stock and delays in occupancy. • Reputational damage. 	<ol style="list-style-type: none"> 1.Q1 2.Q1 3.Q2 4. Q1 5. Q2 	<ol style="list-style-type: none"> 1. Board 2. CEO 3. Board 4. SMT 5. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by	Review Body
<p>4. Improve existing Estate Services by:</p> <ol style="list-style-type: none"> 1. Establishing a delivery plan for improving existing service provision 2. Establishing a Service Standard and frequency for ground maintenance and close cleaning. 3. Establishing key performance indicators including frequency and quality of work (which will include customer satisfaction results) 4. Training staff on the Service Standards and KPIs and set formal competence framework including H&S compliance so that every operative is able to undertake their duties competently and safely. 5. Establish an internal action group, with Housing Services, to implement and monitor performance. 6. Action group to implement improvements and monitor performance. 7. Reporting to Board on performance against KPIs and customer satisfaction. 8. Carry out a financial review for the provision of Estate and factoring services and update systems for collating costs. Establish cost centres and budget monitoring for service provision. 9. Conduct a review of Best Value in relation to Estate Services 10. Explore use of an app for Estate/Close inspections to streamline the administration involved in the process and produce a more professional report. 	AM	<ul style="list-style-type: none"> ▪ Board ▪ SMT ▪ Estate and Housing teams ▪ FMD* ▪ H&S consultants ▪ Best Value consultants 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Service Delivery Plan 2. Formal service standards and KPIs including frequency and quality requirement of particular services e.g. close cleaning 3. Formal confirmation that estate staff clearly understand the expected standards of workmanship and KPIs, and are certified as qualified to H&S standards to undertake their duties. 4. Regular updates from the cross departmental action group. 5. Formal reports to Board on performance. 6. Report on systems to collate costs and confirmation of cost centres and arrangements for budget monitoring.* 7. Best Value report. 8. Estate/close inspections reported through an app. <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • Increased customer satisfaction and fewer complaints. • Increased efficiency, enabling potential service expansion to other customers. • Compliance with H&S and service standards • Well managed environment, attractive to existing and potential tenants. • Assurance that the Estate service provides value for money to Cadder. 	<ul style="list-style-type: none"> • Service failure leading to a non-viable service. • Poor customer satisfaction and an increase in complaints. • Possible financial impact due to non-payment of services. • Reputational damage 	<ol style="list-style-type: none"> 1.Q1 2.Q1 3.Q2-Q3 4.Q1 5.Q1-Q4 6. Q3 7.Yr 2-3 8.Y2-3 	<ol style="list-style-type: none"> 1. SMT and Board 2. Action Group, SMT and Board 3. Action Group, SMT and Board 4. SMT 5. Board 6. CEO 7. Board 8. SMT

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Outputs Complete by	Review Body
<p>5. Selling stock held in Balmore Unit by:</p> <p>1. Valuing and finding a buyer for the stock held within the unit and the vans.</p>	AM	<ul style="list-style-type: none"> • CEO • Stock valuer 	<p><u>Outputs:</u></p> <ol style="list-style-type: none"> 1. Stock/van valuation. 2. End of lease confirmed.* 3. Notification to insurers.* <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> • Reduced operational risk. • Improved financial position. 	<ul style="list-style-type: none"> • Loss of stock. 	1.Q2	1. CEO and Board
<p>6. Ensuring Asset related policies are reviewed and updated by:</p> <p>1. Adhering to the Policy Review Schedule and ensuring policies and procedures are fit for purpose and meet SHR recommended practice.</p>	AM	BIM SFHA SHR guidance	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Schedule for asset related policies. 2. Priority policies issued for Board Approval. <p><u>Outcomes</u></p> <p>CHA following updated and best practice policies.</p> <p>Increased assurance for the Board.</p>	<p>Health and safety of tenants and other service users.</p> <p>HSE and/or SHR intervention.</p> <p>Criminal and/civil proceedings.</p> <p>Breach of regulatory standards.</p> <p>Financial cost of error.</p> <p>Insurance premiums increase.</p>	1.Q1 2.Q1-Q4	<ol style="list-style-type: none"> 1. Board 2. Board

Appendix 1c - Improving our Business Performance

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Reviewing Body
<p>1. Delivering improvements in our performance by:</p> <ol style="list-style-type: none"> Establishing a new Quality and Continuous improvement policy and prioritised programme. Updating Cadder's Performance Management Framework with current corporate targets & KPIs, reporting schedule and reviewing body. Monitoring performance across the organisation, reviewing variances from target with relevant SMT member and recording and supporting them with actions to rectify negative trends. Engaging in benchmarking with peers and local RSL's to assess Cadder's performance in a market context. 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. Reviewing Cadder's complaints procedures and Board reports to ensure responsiveness to trends e.g. policy/practice changes to prevent similar complaints in future. 	BIM	<ul style="list-style-type: none"> CEO Board SMT 	<p><u>Outputs</u></p> <ol style="list-style-type: none"> Quality and Continuous Improvement Policy and prioritised programme. Updated performance management framework. Performance reporting template and quarterly reports to Board. Customer Report and internal performance reports drawing on benchmarks to inform improvements. Internal Audit programme and regular reports with recommendations. Complaints reports to Board with analysis and recommendations for change in policy/practice as appropriate. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> Improved performance against corporate and KPI targets. Closer monitoring and challenge regarding performance slippage. Improved financial position. Improved responsiveness and customer satisfaction. 	<ul style="list-style-type: none"> 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 	<ol style="list-style-type: none"> Q1 Q1 Q1 Q2 Q1 Q2 	<ol style="list-style-type: none"> Board Board CEO SMT and Board Board Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Reviewing Body
<p>2. Ensuring good governance and statutory compliance by:</p> <p>1. Developing Cadder’s use of the SFHA Toolkit and ensuring the evidence bank is kept updated and quarterly reports on Assurance are provided to the Board.</p> <p>2. Ensuring Cadder’s Equalities and Human Rights policy is compliant with statutory and regulatory requirements.</p> <p>3. Ensuring systems and procedures are in place to capture and report equalities and human rights information in line with SHR Guidance and that staff receive training.</p>	BIM	<ul style="list-style-type: none"> ▪ CEO ▪ Board 	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 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. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Breach of statutory and regulatory requirements. ▪ Regulatory intervention ▪ Inability to react to business continuity incident 	<ol style="list-style-type: none"> 1. Q1-2 2. Q3 3. Q3 	<ol style="list-style-type: none"> 1.CEO and Board 2.Board 3.CEO

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Reviewing Body
<p>3.Harnessing IT and digital solutions by:</p> <ol style="list-style-type: none"> 1. Co-ordinating the programme on behalf of the SMT for the development of the SDM system to meet business needs. 2. Project managing the implementation of Office 365 and ensuring staff receive training and are competent in its use. 3. Project managing the set up, procedures and training on the new Document Management System. 4. Developing an ICT strategy to support the delivery of Cadder’s Corporate and Business Plans and maintain cyber security. 	BIM	<ul style="list-style-type: none"> ▪ SMT ▪ SDM ▪ Cloud Cover support ▪ Board ▪ Customer consultation on outward facing ICT ▪ DMS supplier 	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Greater range of system generated reports. 2. Programme for achieving conversion to Office 365 and report confirming completion. 3. Report to CEO confirming go live with DMS. 4. ICT Strategy <p><u>Outcomes</u></p> <ul style="list-style-type: none"> ▪ Greater efficiency and accuracy in reporting. ▪ Improved communication and engagement between staff and customers and amongst the Board and SMT. ▪ Greater efficiency and effectiveness in delivering Cadder’s future plans and maintaining cyber security. 	<ul style="list-style-type: none"> ▪ 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. ▪ Inefficiency of using different platforms in the office/during home working. ▪ Regulatory intervention 	<ol style="list-style-type: none"> 1. Q1-2 2. Q1-2 3. Q4 4. YR2 	<ol style="list-style-type: none"> 1. SMT 2. SMT and Board 3. CEO 4. SMT and Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Reviewing Body
<p>4.Reviewing and prioritising our policy framework by:</p> <ol style="list-style-type: none"> 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 ensuring it is robust and understood by all Cadder’s people. 3. Reviewing Standing Orders and the Scheme of Delegation to ensure that this reflects Cadder’s business needs. 4. Produce and commence a programme to review, update and document internal systems to ensure compliance with delegated authorities. 	BIM	Board SMT	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1.Updated Policy Schedule. 2.Updated Business Continuity Plan. 3. Revised Standing Orders and Scheme of Delegation. 4. Programme for updating procedures for ensuring compliance with delegated authorities. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> ▪ 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. ▪ Reduced risk of errors/fraud impacting on Cadder’s finances. 	<ul style="list-style-type: none"> ▪ 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. 	<ol style="list-style-type: none"> 1. Q1 2. Q2 3. Q2 4. Q2 	<ol style="list-style-type: none"> 1. Board 2. Board 3. Board 4. SMT

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Reviewing Body
<p>5. Implementing effective Human Resources policies and practices by:</p> <ol style="list-style-type: none"> 1. Monitoring and reporting to the Board on staffing performance targets e.g. attendance. 2. Monitoring and reporting to the CEO on consistency of application of HR policies by the SMT e.g. return to work interviews. 3. Ensuring that, through the SMT, Cadder's Staff related Health and Safety policies and procedures are understood and adhered to by staff whether in the office, community centre or when out in the field. And reporting on staff Health & Safety to the Board. 4. Designing a staff survey to capture, analyse and report on staff satisfaction, organisational culture and the effectiveness of the current structure. 5. Development of a comprehensive People Strategy and implementation programme, including the review of Policies in line with best practice. 	BIM	CEO SMT Board	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Reports to Board on staffing performance. 2. Reports to CEO on consistency of application of HR policies by SMT. 3. Staff Health and Safety policies and Procedures and reports to Board. 4. Staff survey form and report to Board on the outcomes of the staff survey. 5. HR Strategy and Policies for Board approval. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Improved and consistent staff management. • Safer working conditions and reduced risk of incidents and claims. • Improved awareness of staff satisfaction and matters that require attention. • Improved staff morale. 	<p>Injury to staff and claims against Cadder. Criminal and civil actions against Board/Senior Staff.</p> <p>Ineffectiveness and inefficiency due to days lost through absence and impact on colleagues taking on additional work.</p> <p>Inconsistent application of HR policies resulting in grievances/ claims from staff.</p> <p>Dissatisfaction leading to increased staff turnover, work pressure on others and cost or recruitment and training.</p> <p>Poor reputation as an employer.</p>	<ol style="list-style-type: none"> 1. Q1 2. Q2 3. Q2 4. Q3 5. YR2 	<ol style="list-style-type: none"> 1. Board 2. CEO 3. Board 4. Board 5. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Reviewing Body
<p>6.Managing our facilities efficiently and cost effectively by:</p> <ol style="list-style-type: none"> 1. Reviewing all of our office related contracts to assess and obtain value for money. 	BIM	Solicitor	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Report to CEO and Board on current costs and proposed savings on office related contracts. 2. Register of office equipment. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Best value for office contracts. 	Additional, unnecessary expenditure.	1.Q4 2.Q4	<ol style="list-style-type: none"> 1. CEO and Board 2. CEO

Appendix 1d - Ensure Governance Compliance and Financial Sustainability

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Review Body
<p>1. Improve financial control and value for money by:</p> <ol style="list-style-type: none"> 1. Reviewing and improving the procedure for setting and monitoring budgets. 2. Reviewing and updating Best Value Policy and establishing a three year programme of areas to test value for money. 3. Ensuring Financial Regulations and Treasury Management Policy are updated. 4. Ensuring external financial services meet Cadder's needs. 5. Tendering for Internal Audit services. 6. Managing external audit programme and responding to Management Letter. 7. Assessing the effectiveness of our current staff structure for our business needs. 	CEO	Board SMT FMD Staffing Consultant	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Updated Budget Procedures. 2. Updated Best Value Policy 3. Updated Financial Regulations and Treasury Management Policy 4. Tender and appointment of Finance Agent. 5. Appointment and work programme for Internal Auditor. 6. Response to Auditor's Management Letter 7. Report on the current structure and potential options. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Improved financial control • Improved financial position • External audit follow ups complete. • Clean audit. • Regulatory compliance. • Greater assurance for Board. 	<ul style="list-style-type: none"> ▪ Poor expenditure control – error/fraud. ▪ Inefficient use of resources. ▪ Qualified Audit Report. ▪ Lender unease ▪ Reputational damage ▪ Breach of regulations. ▪ Regulatory intervention. 	<ol style="list-style-type: none"> 1.Q2 2.Q4 3.Q2 4.Q1 5.Q1 6.August/September 7. Q2 Year 2 	<ol style="list-style-type: none"> 1. CEO 2. Board 3. Board 4. CEO 5. Board 6. Board 7. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Review Body
<p>2. Ensure the continued viability of the Community Centre by:</p> <ol style="list-style-type: none"> 1. Updating the Community Centre Business Plan including a review of all costs and setting KPIs, and closely monitoring financial performance. 2. Progressing the SLA with partner for a period of 6 months 3. Recruiting a Centre Manager to develop and implement a marketing strategy and programme of events and activities. 4. Benchmarking the Community Centre’s performance against other similar venues. 	CEO	<ul style="list-style-type: none"> ▪ Board ▪ FMD ▪ Community Centre Committee ▪ SLA Partner 	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Comprehensive Community Centre Business Plan. 2. Service Level Agreement with Partner with KPIs and monitoring reports. 3. Recruitment Plan for Community Centre Manager who will deliver the following: <ul style="list-style-type: none"> ○ Community Centre Marketing Strategy. ○ Community Centre programme of events and activities. ○ Report on opportunities for a Community garden in the curtilage of the Community Centre. 4. Report and regular benchmarking against other similar venues. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Community Centre being utilised and making money. • Improved financial management and control. • Realistic comparisons with other similar venues. 	<ul style="list-style-type: none"> • Ongoing subsidy of Community Centre • Breach of regulatory Requirements • Regulatory intervention • Reputational damage • Dissatisfied tenants. • Dissatisfied community. 	<ol style="list-style-type: none"> 1.Q2-Q3 2.Q3 3.Q3 4.Year 2 	<ol style="list-style-type: none"> 1. Board 2. Board 3. Board 4. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Review Body
<p>3.Improve our strategic, business plan and risk outcomes by:</p> <ol style="list-style-type: none"> 1. Establishing a robust business plan reporting and monitoring framework for the Board to assess progress with delivery plans. 2. Establishing a quarterly comprehensive review of our risk map and updating this accordingly. 3. Ensuring that the Business Plan is fully implemented and that Cadder’s risks are mitigated and managed. 4. Ensuring all SMT members are accountable for meeting the objectives in their delivery plans and this is reflected in annual appraisals and one to one meetings. 	CEO	SMT Board	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Business Plan and Risk monitoring framework. 2. Business Plan and Risk reports to Board. 3. Objective based appraisal process and schedule for this and one to one meetings. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Greater scrutiny by the Board and assurance on business plan progress and risk management. • Clearer accountability for SMT in delivering tasks confirmed in delivery plans. • Integrated approach across the SMT to meeting delivery plan commitments. • Greater clarity on blockages to achieving delivery plans. 	<ul style="list-style-type: none"> • Lack of awareness of key risks and barriers to achievement of delivery plan commitments. • Lack of ownership for the achievement of key tasks. • Inefficiency and related costs. • Breach of regulatory standards. • Regulatory intervention. 	<ol style="list-style-type: none"> 1.Q1 2.Quarterly Q1-Q4 3.Q1-Q2 	<ol style="list-style-type: none"> 1. Board 2. Board 3. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Review Body
<p>4.Ensuring Cadder remains compliant with the SHR’s Regulatory Framework and relevant statutory obligations by:</p> <p>1. Producing a documented process and procedure for making accurate and timely statutory and regulatory returns, and reporting compliance to the Board, including on:</p> <ul style="list-style-type: none"> • Annual Financial Statements • Annual Assurance Statement • Annual Return on the Charter • Loan Portfolio • 5 Year Financial Projections • Requirements set out in the SHR’s Engagement Plan • OSCR • FCA <p>2. Producing a documented process and procedure for ensuring compliance with our Rules and policies and that the following are completed/updated and timeously reported to the Board:</p> <ul style="list-style-type: none"> • Formal Execution of Documents • Secretary’s report • Share Capital Report • Compliance with Equality and Human Rights legislation • Health and Safety Reports (landlord and employer) <p>3. Establishing a comprehensive Governance work plan, including programmed self-assessment and validation exercises, and internal audit checks. Ensuring there is a robust evidence bank that is accessible to the Board and SMT and that monitoring reports and updates on the evidence bank are produced for the Board.</p>	CEO	<ul style="list-style-type: none"> • Board • SMT • FMD • Internal Auditor • Validation consultants • Health & Safety consultants 	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1.Process and procedure for statutory and regulatory returns. 2.Report to Board on status of statutory and regulatory returns. 3.Process and procedure for compliance with governance instruments, equalities and human rights and health and safety (employer and landlord obligations). 4.Report to Board on status of compliance with point 3 above. 5.Governance workplan and report. 6.Reports updating contents of the Evidence Bank. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Integrated approach to governance. • Greater assurance for Board. • Early warning of potential risks of non-compliance with statutory/regulatory obligations. • Greater SMT awareness of regulatory and statutory requirements. 	<ul style="list-style-type: none"> • Breach of regulatory requirements. • Regulatory intervention. • Breach of statutory requirements. • Fines and/or civil/criminal proceedings against Board and/or senior staff. • Cost of regulatory intervention or legal proceedings. • Reputational damage. 	<ol style="list-style-type: none"> 1.Q1 2.Q1-Q4 3.Q1-Q2 4.Quarterly Q1-Q4 5.Q2 6.Quarterly Q1-Q4 	<ol style="list-style-type: none"> 1. Board 2. Board 3. Board 4. Board 5. Board 6. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Review Body
<p>5.Increase our Housing Stock/Land by:</p> <ol style="list-style-type: none"> 1. Developing a policy and procedure to buy back properties on the open market. 2. Developing a financial viability model for Mortgage to Rent. 3. Proactively marketing mortgage to rent. 4. Updating Cadder's development policy. 5. Maintaining an interest in local sites and dialogue with Glasgow City Council and developers. 6. Exploring the purchase of properties at Skirsa Court from Maryhill Housing Association. 	CEO	<ul style="list-style-type: none"> • Board • FMD • Lenders • Council • Scottish Government • Development partners • Maryhill HA 	<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Policy and Procedure for Buy Backs 2. Financial Viability Model for Mortgage To Rent 3. Marketing plan for Mortgage to Rent 4. Updated Development Policy 5. Report on discussions with Maryhill HA regarding Skirsa Court. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Lack of economies of scale • Unable to complete investment programme in blocks due to cost to owners 	<ol style="list-style-type: none"> 1.Q1 2.Yr 2 3.Yr 2 4.Yr 2 5.Yr2 <p>Timescale for Year 2 to be reviewed in year 1</p>	<ol style="list-style-type: none"> 1. Board 2. Board 3. CEO 4. Board 5. Board

Sub Objective	Lead	Resources and support	Outputs/Outcomes	Risk	Complete by	Review Body
<p>6.Managing our facilities efficiently and cost effectively by:</p> <ol style="list-style-type: none"> 1. Terminating the lease on the Balmore Unit. 2. Procuring a card entry system to enable customers to access the Community Centre Gym. 	CEO		<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. Report to Board confirming termination of lease of Balmore Unit. 2. Policy and procedure for issuing cards to customers who use the Gym. <p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Improved financial management and control. 	<p>Retaining responsibility for the Balmore unit and liabilities arising from this.</p> <p>Customer dissatisfaction regarding access to the Community Centre.</p> <p>Ongoing interruptions for staff to enable customers to access the Gym.</p>	<p>1.Q4 2.Q2</p>	<p>1. Board 2. Board</p>

Environmental Analysis

Appendix 2

SWOT ANALYSIS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Experienced & committed staff • Experienced & committed Board • Governance arrangements • Community based • Framework agreements • Partnership and Agency working • Financial Viability • Effective management of ASB • Commitment to Personal development • Robust risk management plan • Positive Stakeholder relationships • Clean audit • Customer Charter • Compliance with Regulatory Standards and statutory obligations • Community Centre • Money advice support for customers • Embracing Equality and Diversity • Comprehensive knowledge of our stock 	<ul style="list-style-type: none"> • Resident response levels • Lack of amenities and transport links • Community engagement • Community Centre – financial viability • Environmental works - further investment required • Estate services – complaints with service • Celebrating Success
Opportunities	Threats
<ul style="list-style-type: none"> • Resident engagement groups • Cadder Vision • Community Centre Pantry • Customer portal • Funding streams • Environmental improvements • Digital support- Cadder WiFi, Tablets and Data - Freephone telephone numbers to Cadder HA and repairs services • Vaila St and Skirsa Sq Improvements 	<ul style="list-style-type: none"> • Affordability • Rent control legislation- Reduced rent • Cyber security • Contractor failure • Void management • Non-Compliance with EESH 2 • EU trade implications • Inflation rates • Breach Loan covenants • New development from neighbouring landlords

PESTLE ANALYSIS	
Political	Economic
<ul style="list-style-type: none"> • Reduced public funding and services • Indy ref2 • Policy changes • Social security Scotland • Cadder Vision • Climate change 	<ul style="list-style-type: none"> • Inflation • Interest rates • Affordability • Cost of living increases • Achieving Value for Money • Community Centre • Employment opportunities • Volunteer opportunities • Partnership working • Feasibility studies
Social	Technological
<ul style="list-style-type: none"> • Demographic profiling • Affordability • Transport links • Partnering with our customers to rebuild our community • Community Centre – tailoring services • Community Garden 	<ul style="list-style-type: none"> • Cyber Security • Customer portal • Digital support for customers • SDM improved compatibility within system • Website development • Lone working technology • Cadder WiFi • Phone system – improved service for customers
Legal	Environmental
<ul style="list-style-type: none"> • G.D.P.R • Regulatory framework compliance • Health & safety compliance • Procurement legislation • Freedom of Information • Housing Scotland Act 2014 compliance • EESSH 2 implementation 	<ul style="list-style-type: none"> • Climate Change sustainability • Driving energy efficiency • Green space opportunities • Waste removal management • Estate Caretaking – Improved services • City Council – Lobby them to fulfil their service obligations • Car parking solutions

KPIs and Targets for 2022-23

Indicator	ARC indicator	2021-22 YTD as at Q3	2020-21	Target for 2022-23
Percentage of emergency repairs completed on time	-	93%	95%	100%
Average hours to complete emergency repairs	8	3.8	2.6	6 max
Percentage of non-emergency repairs completed on time	-	96.10%	99%	98%
Average days to complete non-emergency repairs	9	3.6	2	4 max
Percentage of repairs completed right first time	10	99.30%	96%	99%
Percentage of tenants satisfied with the repairs service	12	-	79%	95%
Number of times we did not complete a gas safety check within 12 months	11	0	0	0
Percentage of stock meetings the SHQS	6	-	-	100%
Percentage of properties meeting the EESSH	C10	-	-	100%
Percentage of overall allocation spent	-	-	-	100%
Average days to complete adaptations	21	-	93	57
Percentage of customers satisfied with the estate management service	-	-	-	90%
Percentage of estate management jobs quality checked by the Estate Services Team Leader	-	-	-	100%
Percentage of estate management jobs quality checked by a Property Services Officer	-	-	-	20%
Percentage of customers satisfied with close cleaning	-	-	-	100%

Indicator	ARC indicator	2021-22 YTD as at Q3	2020-21	Target for 2022-23
Percentage of customers satisfied with the handyperson service	-	-	-	90%
Percentage of handyperson jobs quality checked by a Property Services Officer	-	-	-	20%
Gutter cleaning	-	0	-	196
Electrical testing	-	0	-	140
Kitchens	-	13	-	90
Close entry doors	-	-	-	26
Boilers	-	-	-	15
Internal close painting	-	-	-	22
Rent collected as a percentage of total rent due	26	99.6%	99.3%	99.9%
Current tenant non-technical arrears as percentage of total rent due	-	4.8%	5.8%	4.2%
Former tenant arrears as percentage of total rent due	-	1.2%	0.9%	1.3%
Gross arrears as a percentage of rent due	27	6.0%	6.7%	5.5%
Number of appointments in quarter	-	176	381	70 p/m
Amount of financial gains secured	-	£349,367	£327,806	£40,000 p/m
Average days to re-let homes	30	32	40	24 days
Percentage of lets to waiting list	-	-	-	45%
Percentage of lets to transfer	-	-	-	15%
Percentage of lets to aspirational	-	-	-	5%

Indicator	ARC indicator	2021-22 YTD as at Q3	2020-21	Target for 2022-23
Percentage of lets to Section 5 referrals	-	-	-	30%
Percentage of lets to others (PAIH)	-	-	-	5%
Percentage of rent due lost through homes being empty	18	1.3%	1.5%	1%
Percentage of tenancy offers refused during the year	14	46%	52%	40%
Percentage of lettable homes that became vacant in the last year	17	6.50%	8%	7.50%
Percentage of new tenancies sustained for more than a year	16	93%	89%	95%
Number of ASB cases resolved on time	15	100%	100%	100%
Current factoring arrears	-	£86,016	£57,590	£52,000
Factoring income collected as a percentage of factoring arrears	-	-	-	65%
Percentage of Stage 1 complaints responded to on time	3	91%	-	100%
Average working days to respond to a Stage 1 complaint	4	4.1	4	5 max
Percentage of Stage 2 complaints responded to on time	3	100%	-	100%
Average working days to respond to a Stage 2 complaint	4	16.3	18	20 max
Percentage of tenants satisfied with the overall service provided by their landlord	1	-	81%	90%
Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions	2	-	93%	95%
Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes	5	-	99%	100%
Percentage of existing tenants satisfied with the quality of their home	7	-	79%	90%

Indicator	ARC indicator	2021-22 YTD as at Q3	2020-21	Target for 2022-23
Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in	13	-	84%	95%
Percentage of tenants who feel that the rent for their property represents good value for money	25	-	69%	80%
Percentage of factored owners satisfied with the factoring service they receive	29	-	56%	80%
Number of staff leaving within their first 12 months	-	-	-	0
Percentage of overall staff sickness absence	C1	7.1%	6.8%	4% max
Percentage of short-term sickness absence (<20 days)	-	0.9%	-	1.5% max
Percentage of long-term sickness absence (>20 days)	-	6.2%	-	2.5% max
Percentage of staff who have had a 1-1 meeting with their line manager in the quarter	-	-	-	100%
Percentage of staff with an up-to-date appraisal in place	-	-	-	100%
Attendance at AGM	-	17%	-	20%
Number of shareholders	-	69	-	75
Attendance at Board meetings	-	74%	-	80%

Corporate Risk Register 2022-23

No	Rank	Description of Risk	Probability	Impact	Risk Score	Key Control	Responsible	Evidence / Review Frequency	Legislative, Regulatory and Organisational Standard Grouping(s)
1	1	Increased Costs (including material costs, contractor costs, increase in inflation and interest rates, staff costs, insurance, compliance costs and impact of brexit) reduces our ability to meet our commitments including services to our customers, investment in our stock and estates, compliance with loan covenants.	4	4	16	<ul style="list-style-type: none"> • Procurement Policy • Procurement Frameworks • Tendering • Best Value Policy • Financial Planning, Annual Budget, Five Year plan, Thirty Year Plan • Scenario Planning • Sensitivities • Covenant Compliance Reporting • Stock Condition Survey • Investment Programme • Partnership Working • Review of Insurance Excesses • Key Performance Indicators • Benchmarking • External Audit • Annual Assurance Statement 	Asset Manager / FMD		SHR – RS <ul style="list-style-type: none"> • RS3 • RS4 Organisational Objectives <ul style="list-style-type: none"> • S04
2	2	ICT failures resulting in interruption of service delivery and potential cyber security breach resulting in potential data losses/breaches.	3	5	15	<ul style="list-style-type: none"> • ICT Policy • ICT Strategy • Business Continuity Policy • Business Continuity Plan • Disaster Recovery Policy • ICT contract with external provider • Daily Back-up Schedule • Off Site Back-up Storage • Network Penetration tests • Payment Card Industry Compliant • Password Procedure and Encryption • Data Protection Policy • Privacy Policy • Home Working Policy • Cyber Insurance • Business Interruption Insurance • Annual Assurance Statement 	Business Improvement Manager		SHR – RS <ul style="list-style-type: none"> • RS4 • RS5 Organisational Objectives <ul style="list-style-type: none"> • S03

No	Rank	Description of Risk	Probability	Impact	Risk Score	Key Control	Responsible	Evidence / Review Frequency	Legislative, Regulatory and Organisational Standard Grouping(s)
3	3	Failure to deliver an effective Reactive and Void Repairs Service.	3	4	12	<ul style="list-style-type: none"> Review Meetings with Contractor Back up Contractor Daily, weekly, monthly monitoring of performance. Key Performance Indicators Pre and Post Inspections Repairs and Maintenance Policy Monitoring of actual expenditure against budget Management Accounts Annual Accounts Tenant Satisfaction Surveys New Tenant Satisfaction Survey Annual Return on the Charter Annual Assurance Statement Benchmarking performance against other RSLs. 	Asset Manager		SHR – RS <ul style="list-style-type: none"> RS1 RS2 Organisational Objectives <ul style="list-style-type: none"> S01 S02
4	3	Increased poverty due to cost of living rises negatively impacts on household incomes, resulting in increased hardship and strain on the Association's resources and finances	4	3	12	<ul style="list-style-type: none"> Arrears Management Policy and Procedures. Rent Setting Policy Tenant Sustainment Policy Performance Monitoring, quarterly KPIs Budget Monitoring, Quarterly Management Accounts Actual v Budget Early Intervention Money Advice Officer Energy Adviser Internal Audit Annual Assurance Statement Partnership Working – energy advice, credit unions, CAB, etc. 	Housing Manager		SHR – RS <ul style="list-style-type: none"> RS1 RS2 RS3 Organisational Objectives <ul style="list-style-type: none"> S04

No	Rank	Description of Risk	Probability	Impact	Risk Score	Key Control	Responsible	Evidence / Review Frequency	Legislative, Regulatory and Organisational Standard Grouping(s)
5	3	Community Centre is financially unviable, impacting on the viability and sustainability of the Association.	4	3	12	<ul style="list-style-type: none"> Partnership working with an organisation to recruit a new Community Centre Manager to pursue funding opportunities and network to increase lettings Review of the CC Business Plan to inform work programme to achieve strategic aims and mitigate risks Develop and implement a marketing plan Monitor progress for lettings, events and activities in the Centre. Include Community Centre as separate cost centre in budget and monitor actual spend against budget in Management Accounts. Develop exit strategy if required. 	Community Centre Manager / FMD		SHR – RS <ul style="list-style-type: none"> RS3 RS4 Organisational Objectives <ul style="list-style-type: none"> S04
6	4	Loss of Income (Rental Income/Void Loss/Factoring Income) reduces our ability to meet our commitments including services to our customers, investment in our stock and estates, compliance with loan covenants.	2	5	10	<ul style="list-style-type: none"> Arrears Management Policy and Procedures. Rent Setting Policy Tenant Sustainment Policy Void Management Procedures Void Standard Performance Monitoring, quarterly KPIs Budget Monitoring, Quarterly Management Accounts Actual v Budget Early Intervention Money Advice Officer Energy Adviser Internal Audit Annual Assurance Statement 	Housing Manager		SHR – RS <ul style="list-style-type: none"> RS1 RS3 Organisational Objectives <ul style="list-style-type: none"> S04
7	4	Failure to comply with statutory compliance with OSCR / FCA / SHR / GDPR / FOI.	2	5	10	<ul style="list-style-type: none"> Delivery timetable for returns Independent Consultants/ Data Protection Officer Legal Advisors Internal Audit External Audit Board and Staff Training Annual Assurance Statement 	CEO / Business Improvement Manager		SHR-RS <ul style="list-style-type: none"> RS3 RS4 RS5 Organisational Objectives <ul style="list-style-type: none"> S02

No	Rank	Description of Risk	Probability	Impact	Risk Score	Key Control	Responsible	Evidence / Review Frequency	Legislative, Regulatory and Organisational Standard Grouping(s)
8	4	Non-compliance with H&S legislation or risk assessments results in serious injury or incident.	2	5	10	<ul style="list-style-type: none"> • Independent health & safety audit undertaken every 2 years. Next audit scheduled for April 2022. • Health and Safety Policy • Health and Safety Action Plan • Lone Working Policy • Convene quarterly H&S Working Group meeting to attend to H&S issues in work place • Develop and review risk assessments: <ul style="list-style-type: none"> - Estates Team - annually - Office - every 2 years - New equipment - New materials – COSSH • Undertake fire risk assessment every two years, next scheduled audit in April 2022. • Develop a programme of H&S Training for 2022-23 • Maximise the use of on-line H&S training courses. • Report H&S outcomes quarterly to the Board. • Annual Assurance Statement. • EVH/ ACS Landlord Control Manual & Guidance. • Customer information strategy – website, newsletter, tenant handbook, leaflet, etc (including appropriate links to HSE material, etc). 	Asset Manager		<p>SHR – RS</p> <ul style="list-style-type: none"> • RS1 • RS4 <p>Organisational Objectives</p> <ul style="list-style-type: none"> • S02

9	4	<p>Non-compliance in key areas of tenant safety e.g. gas safety, legionella, fire safety, electrical safety, asbestos affects the health and wellbeing of our tenants, factored homeowners and other residents.</p>	2	5	<p>10</p> <p>Gas safety</p> <ul style="list-style-type: none"> • Undertake gas safety testing and remedial work <p>Legionella</p> <ul style="list-style-type: none"> • Undertake a programme of communal attic tanks at least every two years. • Complete the disconnection of water tanks to mains supply. • Undertake an annual inspection/testing of all water tanks. • Monthly testing of water tanks and supply in community centre, office and Balmore unit. <p>Fire Safety</p> <ul style="list-style-type: none"> • Develop and implement programme of works following fire safety risk assessment of all common closes in 2022. • Undertake fire risk assessments of Association's premises (community centre, office and Balmore unit) in 2022. • Develop a poster and website information for each close on fire evacuation advice by June 22 <p>Asbestos</p> <ul style="list-style-type: none"> • Issue letters to all tenants and factored owners confirming asbestos information per property type. • Continue void led testing on properties to increase our database of information on stock types. • Undertake an annual inspection of all common closes. • Undertake a survey of common areas in 2022. <p>Electrical safety</p> <ul style="list-style-type: none"> • Undertake phase 4 of the Electrical safety testing in 2022-23 and remedial works. • Implement the Landlord Safety Manual to continuously improve tenant safety in 2022-23. • Health and Safety Policy • Health and Safety Registers • Health and Safety Action Plan • Health and Safety Training Plan • Lobby the Council re Road Safety • Annual Assurance Statement 	Asset Manager		<p>SHR – RS</p> <ul style="list-style-type: none"> • RS1 • RS4 <p>Organisational Objective</p> <ul style="list-style-type: none"> • S02
---	---	---	---	---	---	---------------	--	--

No	Rank	Description of Risk	Probability	Impact	Risk Score	Key Control	Responsible	Evidence / Review Frequency	Legislative, Regulatory and Organisational Standard Grouping(s)
10	5	Failure to comply with SHQS, EEESH 1, and EEESH2 as well as any emerging standards relating to climate change, decarbonisation and net zero.	3	3	9	<ul style="list-style-type: none"> • Stock Condition Survey • Investment Plan • Asset Management Strategy • Management of stock data on SDM database • Financial Plans • EEESH2 Strategy • Internal Audit • Annual Assurance Statement • EPCs up to date 	Asset Manager		SHR – RS <ul style="list-style-type: none"> • RS1 • RS4 Organisational Objectives <ul style="list-style-type: none"> • S02
11	5	Low demand for properties results in loss of rental income and increased void expenditure.	3	3	9	<ul style="list-style-type: none"> • Demand Action Plan • Empty Homes Policy • Monitoring of Voids/Allocations outcomes • Lease Property Allocations • Partnership working with GCC • Stock Condition Survey • Environmental Improvements • Feasibility Study • Annual Assurance Statement • Selective demolition and regeneration 	Housing Manager		SHR – RS <ul style="list-style-type: none"> • RS3 Organisational Objectives <ul style="list-style-type: none"> • S04
12	6	Failure to set clear strategic objectives and deliver strategic outcomes.	1	5	5	<ul style="list-style-type: none"> • Business Plan • Board Strategy Days • Risk Management Policy • Corporate Risk Register • Quarterly monitoring of Business Plan deliverables and Corporate Risk Register • Financial Plans • Policy Schedule • Internal Audit • Self -Assessments • Governance Review • Annual Assurance Statement 	CEO / Business Improvement Manager		SHR – RS <ul style="list-style-type: none"> • RS1 • RS2 • RS3 • RS4 • RS6 Organisational Objectives <ul style="list-style-type: none"> • S03

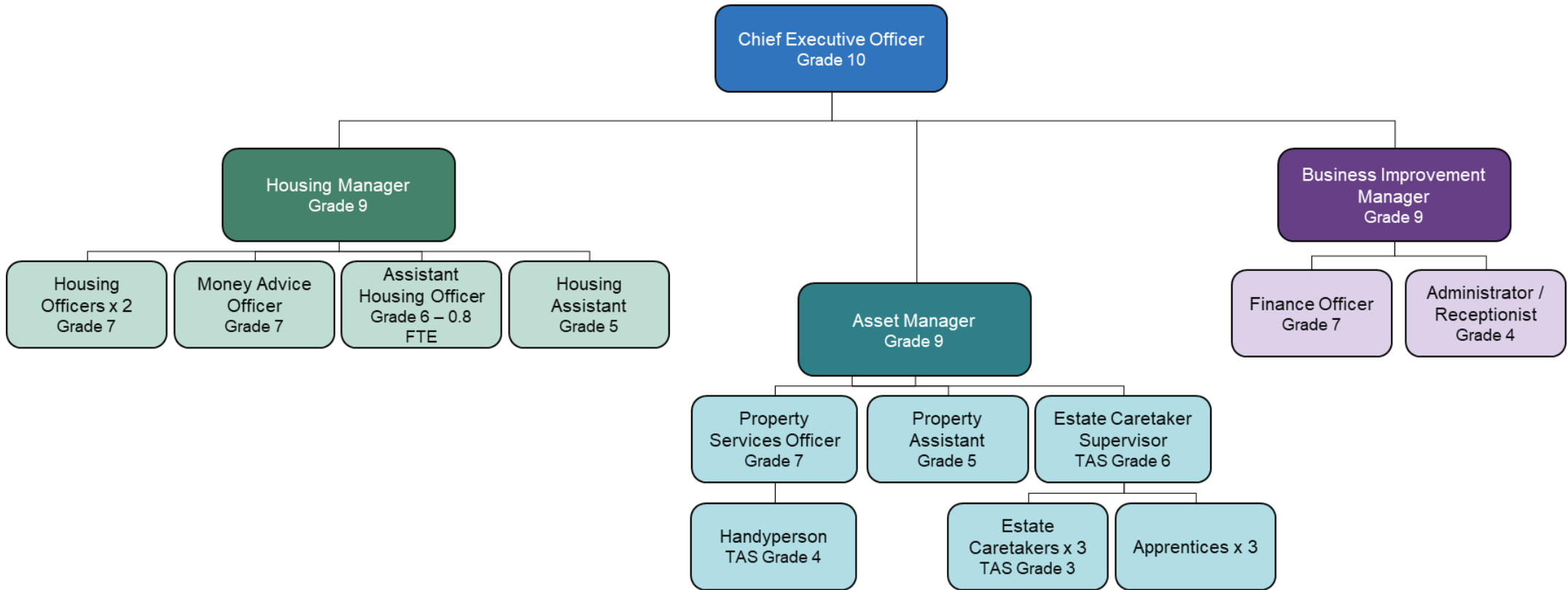
No	Rank	Description of Risk	Probability	Impact	Risk Score	Key Control	Responsible	Evidence / Review Frequency	Legislative, Regulatory and Organisational Standard Grouping(s)
13	6	Failure to comply with Regulatory Standards leading to intervention from the Scottish Housing Regulator.	1	5	5	<ul style="list-style-type: none"> • Board Strategy Day • Board Annual Assessment • Board Training/Action Plan • Agenda discussion prior to Board Meetings • Governance Review • Quarterly Annual Assurance Framework Improvement Action Plan Review • Chair/CEO 1 to 1's • Staff Training and 1 to 1's • Internal Audit • External Audit • Self-Assessments • Independent advisors/consultants • Annual Return on the Charter • Annual Assurance Statement 	CEO / Business Improvement Manager		SHR – RS <ul style="list-style-type: none"> • RS3 • RS4 • RS5 • RS6 Organisational Objectives <ul style="list-style-type: none"> • S03
14	6	Non-Compliance with loan covenants resulting in lenders recalling loans or reviewing terms as well as regulatory intervention.	1	5	5	<ul style="list-style-type: none"> • Monitoring of financial ratios monthly and in quarterly management accounts • Ensuring all financial plans, budgets, five year plan and thirty year plan are covenant compliant. • Carrying out scenario testing on financial plans to ensure covenant compliance • Treasury Management Policy • Annual Treasury Management Update • Preparation of 6 monthly treasury management reports • Assessment of impact of covenants on decisions/proposals • External Audit • Covenant Compliance letters to lenders • Loan Portfolio Return • FYFP Return to SHR • Annual Assurance Statement 	CEO / FMD		SHR – RS <ul style="list-style-type: none"> • RS3 • RS4 Organisational Objectives <ul style="list-style-type: none"> • S04

Risk Matrix & Scoring Criteria

	Probability				
	1	2	3	4	5
Impact	Rare	Unlikely	Possible	Likely	Almost Certain
5. Major	5	10	15	20	25
4. Significant	4	8	12	16	20
3. Moderate	3	6	9	12	15
2. Minor	2	4	6	8	10
1. Negligible	1	2	3	4	5

Risk Score Assessment

16 or more		Risk Score if High
12 – 15		Risk Score is Significant
6 – 11		Risk Score if Moderate
1 - 5		Risk Score is Low



CADDER HOUSING ASSOCIATION LIMITED

Appendix 6a

***** Cashflow *****

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
INCOME										
Rental Income - Basic	3,427,550	3,547,514	3,653,940	3,727,018	3,801,559	3,877,590	3,955,142	4,034,245	4,114,930	4,197,228
Rental Income - Excess	0	0	0	0	0	0	0	0	0	0
Less : Voids	34,276	35,475	36,539	37,270	38,016	38,776	39,551	40,342	41,149	41,972
	3,393,275	3,512,039	3,617,400	3,689,748	3,763,543	3,838,814	3,915,590	3,993,902	4,073,780	4,155,256
Other Rents-Shared Owners & Service Charges	0	0	0	0	0	0	0	0	0	0
Total Rental Income	3,393,275	3,512,039	3,617,400	3,689,748	3,763,543	3,838,814	3,915,590	3,993,902	4,073,780	4,155,256
Interest Earned	0	0	0	0	0	0	0	0	0	0
Other Income	213,302	216,471	222,965	227,425	231,973	236,613	241,345	246,172	251,095	256,117
TOTAL INCOME	3,606,577	3,728,510	3,840,366	3,917,173	3,995,516	4,075,427	4,156,935	4,240,074	4,324,876	4,411,373
EXPENDITURE										
CAPITAL	678,605	64,240	124,363	275,971	347,334	324,299				
Fixed Assets	135,000	-	-	21,747	27,728	-	-	-	-	257,157
Planned Maintenance - Balance Sheet	416,005	64,240	80,391	275,971	337,630	299,194	338,835	560,944	706,606	668,106
REVENUE										
Planned Maintenance - Revenue	262,600	-	43,971	-	9,704	25,106	24,386	94,162	22,485	224,659
Cyclical Maintenance	355,994	324,537	383,312	344,376	391,490	361,881	411,390	380,275	432,300	399,605
Reactive Maintenance	364,344	378,982	392,303	402,150	412,243	422,591	433,198	444,071	455,217	466,643
Service Charges	92,027	20,700	21,321	21,747	22,182	22,626	23,079	23,540	24,011	24,491
Management and Administration	1,367,024	1,384,205	1,444,049	1,479,512	1,516,648	1,554,716	1,593,739	1,633,742	1,674,749	1,716,785
Bad Debts	34,276	53,213	54,809	55,905	57,023	58,164	59,327	60,514	61,724	62,958
Other costs	173,525	195,959	201,837	205,874	209,992	214,191	218,475	222,845	227,302	231,848
Past Service Deficit Payments	93,263	96,061	93,129	-	-	-				
Loan Repayments	771,830	757,013	626,558	503,000	510,908	523,031	426,906	171,425	171,426	171,426
TOTAL EXPENDITURE	4,065,888	3,274,909	3,341,680	3,310,283	3,495,549	3,481,499	3,529,335	3,591,519	3,775,820	4,223,678
NET SURPLUS / DEFICIT IN THE YEAR	(459,311)	453,601	498,685	606,890	499,967	593,927	627,600	648,555	549,056	187,695
CUMULATIVE SURPLUS / DEFICIT	(459,311)	(5,710)	492,975	1,099,865	1,599,833	2,193,760	2,821,360	3,469,915	4,018,971	4,206,666

FUNDING

Opening Balance	3,391,164	0	0	0	0	0	0	0	0	0
Creditors - Cash Movement	-	0	0	0	0	0	0	0	0	0
Debtors - Cash Movement	0	(24,610)	(23,808)	(1,589)	(1,621)	(1,653)	(1,686)	(1,720)	(1,754)	(1,789)
Buy Backs	(150,000)	-	-	-	-	-	-	-	-	-
Land and Buildings additions	-	-	-	0	0	0	0	0	0	0
Loan Finance Received	0	0	0	0	0	0	0	0	0	0
Grant Received	0	0	0	0	0	0	0	0	0	0
	3,241,164	(24,610)	(23,808)	(1,589)	(1,621)	(1,653)	(1,686)	(1,720)	(1,754)	(1,789)
	2,781,853	428,991	474,877	605,301	498,346	592,274	625,914	646,835	547,302	185,905
INTEREST RECEIVABLE	15,220	7,529	8,678	10,049	11,454	12,846	14,401	16,028	17,561	18,521
INTEREST PAYABLE ON OVERDRAFTS	0	0	0	0	0	0	0	0	0	0
CUMULATIVE SURPLUS / DEFICIT	2,797,073	3,233,593	3,717,148	4,332,498	4,842,299	5,447,419	6,087,734	6,750,597	7,315,460	7,519,886

CADDER HOUSING ASSOCIATION LIMITED
Appendix 6b
***** Cashflow *****

	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
INCOME										
Rental Income - Basic	4,281,173	4,366,796	4,454,132	4,543,215	4,634,079	4,726,761	4,821,296	4,917,722	5,016,076	5,116,398
Rental Income - Excess	0	0	0	0	0	0	0	0	0	0
Less : Voids	42,812	43,668	44,541	45,432	46,341	47,268	48,213	49,177	50,161	51,164
	4,238,361	4,323,128	4,409,591	4,497,783	4,587,738	4,679,493	4,773,083	4,868,545	4,965,915	5,065,234
Other Rents-Shared Owners & Service Charges	0	0	0	0	0	0	0	0	0	0
Total Rental Income	4,238,361	4,323,128	4,409,591	4,497,783	4,587,738	4,679,493	4,773,083	4,868,545	4,965,915	5,065,234
Interest Earned	0	0	0	0	0	0	0	0	0	0
Other Income	261,240	266,464	271,794	277,229	282,774	288,430	294,198	300,082	306,084	312,205
TOTAL INCOME	4,499,601	4,589,593	4,681,384	4,775,012	4,870,512	4,967,923	5,067,281	5,168,627	5,271,999	5,377,439
EXPENDITURE										
CAPITAL										
Fixed Assets	-	-	-	-	13,520	-	-	-	-	313,473
Planned Maintenance - Balance Sheet	708,828	757,167	649,693	424,677	965,321	821,761	253,756	481,203	814,345	2,036,708
REVENUE										
Planned Maintenance - Revenue	72,057	102,200	58,061	45,586	453,031	109,928	129,773	165,897	168,223	430,288
Cyclical Maintenance	454,274	419,917	477,365	441,261	501,630	463,690	527,127	487,260	553,921	512,027
Reactive Maintenance	478,356	490,363	502,671	515,288	528,222	541,480	555,071	569,003	583,285	597,926
Service Charges	24,981	25,481	25,990	26,510	27,040	27,581	28,133	28,695	29,269	29,855
Management and Administration	1,751,121	1,786,144	1,821,866	1,858,304	1,895,470	1,933,379	1,972,047	2,011,488	2,051,718	2,092,752
Bad Debts	64,218	65,502	66,812	68,148	69,511	70,901	72,319	73,766	75,241	76,746
Other costs	236,485	241,214	246,039	250,959	255,979	261,098	266,320	271,647	277,079	282,621
Past Service Deficit Payments										
Loan Repayments	171,426	171,426	1,119,211	0	0	-	-	-	-	-
TOTAL EXPENDITURE	3,961,745	4,059,413	4,967,708	3,630,734	4,709,723	4,229,819	3,804,546	4,088,958	4,553,082	6,372,395
NET SURPLUS / DEFICIT IN THE YEAR	537,855	530,180	(286,324)	1,144,278	160,789	738,103	1,262,735	1,079,668	718,917	(994,956)
CUMULATIVE SURPLUS / DEFICIT	4,744,521	5,274,701	4,988,377	6,132,655	6,293,444	7,031,548	8,294,283	9,373,951	10,092,868	9,097,912

FUNDING

Opening Balance	0	0	0	0	0	0	0	0	0	0
Creditors - Cash Movement	0	0	0	0	0	0	0	0	0	0
Debtors - Cash Movement	(1,825)	(1,862)	(1,899)	(1,937)	(1,976)	(2,015)	(2,055)	(2,097)	(2,138)	(2,181)
Buy Backs	-	-	-	-	-	-	-	-	-	-
Land and Buildings additions	0	0	0	0	0	0	0	0	0	0
Loan Finance Received	0	0	0	0	0	0	0	0	0	0
Grant Received	0	0	0	0	0	0	0	0	0	0

	(1,825)	(1,862)	(1,899)	(1,937)	(1,976)	(2,015)	(2,055)	(2,097)	(2,138)	(2,181)
	536,030	528,318	-288,223	1,142,342	158,813	736,088	1,260,679	1,077,572	716,779	-997,137
INTEREST RECEIVABLE	19,470	20,849	21,201	22,322	24,004	25,183	27,742	30,734	33,053	32,786
INTEREST PAYABLE ON OVERDRAFTS	0	0	0	0	0	0	0	0	0	0
CUMULATIVE SURPLUS / DEFICIT	8,075,386	8,624,553	8,357,531	9,522,195	9,705,012	10,466,283	11,754,704	12,863,009	13,612,842	12,648,490

CADDER HOUSING ASSOCIATION LIMITED
***** Cashflow *****
Appendix 6c

	Year 21	Year 22	Year 23	Year 24	Year 25	Year 26	Year 27	Year 28	Year 29	Year 30	TOTAL
INCOME											
Rental Income - Basic	5,218,726	5,323,100	5,429,562	5,538,153	5,648,916	5,761,895	5,877,133	5,994,675	6,114,569	6,236,860	142,357,952
Rental Income - Excess	0	0	0	0	0	0	0	0	0	0	0
Less : Voids	52,187	53,231	54,296	55,382	56,489	57,619	58,771	59,947	61,146	62,369	1,423,580
	5,166,538	5,269,869	5,375,267	5,482,772	5,592,427	5,704,276	5,818,361	5,934,729	6,053,423	6,174,492	140,934,372
Other Rents-Shared Owners & Service Charges	0	0	0	0	0	0	0	0	0	0	0
Total Rental Income	5,166,538	5,269,869	5,375,267	5,482,772	5,592,427	5,704,276	5,818,361	5,934,729	6,053,423	6,174,492	140,934,372
Interest Earned	0	0	0	0	0	0	0	0	0	0	0
Other Income	318,450	324,819	331,315	337,941	344,700	351,594	358,626	365,798	373,114	380,577	8,690,912
TOTAL INCOME	5,484,988	5,594,688	5,706,581	5,820,713	5,937,127	6,055,870	6,176,987	6,300,527	6,426,538	6,555,068	149,625,284
EXPENDITURE											
CAPITAL											
Fixed Assets	-	-	-	-	16,481	-	-	-	-	382,122	1,167,227
Planned Maintenance - Balance Sheet	1,323,618	1,276,720	1,440,525	1,922,198	1,329,383	2,039,111	1,647,437	1,405,666	1,140,721	1,511,262	26,698,021
REVENUE											
Planned Maintenance - Revenue	279,312	303,620	313,709	288,129	493,394	198,306	220,248	138,921	226,846	190,342	5,094,945
Cyclical Maintenance	582,077	538,054	611,664	565,403	642,755	594,142	675,426	624,343	709,758	656,078	14,823,333
Reactive Maintenance	612,934	628,318	644,089	660,256	676,828	693,817	711,231	729,083	747,383	766,143	16,403,488
Service Charges	30,452	31,061	31,682	32,316	32,962	33,621	34,293	34,979	35,679	36,393	902,696
Management and Administration	2,134,607	2,177,299	2,220,845	2,265,262	2,310,567	2,356,779	2,403,914	2,451,992	2,501,032	2,551,053	57,912,810
Bad Debts	78,281	79,847	81,443	83,072	84,734	86,428	88,157	89,920	91,719	93,553	2,118,232
Other costs	288,273	294,039	299,920	305,918	312,036	318,277	324,643	331,136	337,758	344,513	7,847,803
Past Service Deficit Payments											282,453
Loan Repayments	-	-	-	-	-	-	-	-	-	-	6,095,584
TOTAL EXPENDITURE	5,329,554	5,328,957	5,643,878	6,122,553	5,899,140	6,320,481	6,105,351	5,806,040	5,790,896	6,531,457	139,346,592
NET SURPLUS / DEFICIT IN THE YEAR	155,434	265,730	62,704	(301,840)	37,987	(264,611)	71,637	494,487	635,641	23,611	10,278,693
CUMULATIVE SURPLUS / DEFICIT	9,253,346	9,519,077	9,581,780	9,279,941	9,317,928	9,053,317	9,124,953	9,619,441	10,255,082	10,278,693	

FUNDING

Opening Balance	0	0	0	0	0	0	0	0	0	0	3,391,164
Creditors - Cash Movement	0	0	0	0	0	0	0	0	0	0	0
Debtors - Cash Movement	(2,225)	(2,269)	(2,315)	(2,361)	(2,408)	(2,456)	(2,506)	(2,556)	(2,607)	(2,659)	(104,576)
Buy Backs	-	-	-	-	-	-	-	-	-	-	(150,000)
Land and Buildings additions	0	0	0	0	0	0	0	0	0	0	-
Loan Finance Received	0	0	0	0	0	0	0	0	0	0	0
Grant Received	0	0	0	0	0	0	0	0	0	0	0

	(2,225)	(2,269)	(2,315)	(2,361)	(2,408)	(2,456)	(2,506)	(2,556)	(2,607)	(2,659)	3,136,588
	153,209	263,461	60,389	-304,201	35,579	(267,068)	69,131	491,932	633,034	20,952	13,415,280
INTEREST RECEIVABLE	31,813	32,413	32,899	32,676	32,422	32,214	32,047	32,829	34,317	35,220	718,480
INTEREST PAYABLE ON OVERDRAFTS	0	0	0	0	0	0	0	0	0	0	0
CUMULATIVE SURPLUS / DEFICIT	12,833,512	13,129,386	13,222,674	12,951,150	13,019,151	12,784,298	12,885,476	13,410,237	14,077,588	14,133,760	14,133,760

KEY PERFORMANCE INDICATORS

		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
	LSVT	1	2	3	4	5	10	15	20	25	30
PRIMARY RATIOS	Median 20/21	2022/23	2023/24	2024/25	2025/26	2026/27	2031/32	2036/37	2041/42	2046/47	2051/52
Financial Capacity											
Interest Cover (%) - Per Housing Regulator	945%	291%	639%	614%	741%	759%	1,043%	68,323,089,476%	n/a	n/a	n/a
Interest Cover Adjusted (%) - for fixed asset sales		529%	873%	867%	1,128%	1,198%	2,259%	326,690,637,429%	-	-	-
Net Debt / Adjusted Net Surplus (Years)		2.1	0.4	-	-	-	-	-	-	-	-
Gearing	495.87%	10%	3%	(3%)	(8%)	(13%)	(30%)	(43%)	(53%)	(53%)	(56%)
Efficiency											
Voids (%)	0.95%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Bad Debts (%)	0.17%	1.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Staff Costs / Turnover (%)	20.45%	23.70%	26.38%	26.67%	24.50%	24.64%	25.39%	25.49%	25.59%	25.68%	25.77%
Overheads/Turnover (%)		9.17%	8.24%	8.29%	8.34%	8.39%	8.64%	8.68%	8.71%	8.74%	8.77%
Liquidity											
Current Ratio	3.08	1.80	2.26	3.03	3.46	3.78	7.55	11.05	14.35	14.78	2.06
Profitability											
Gross Surplus / (Deficit)		398,700	854,347	778,380	863,230	809,104	525,512	201,456	223,008	94,844	342,825
Gross Surplus as % of Turnover	30.55%	10.45%	21.70%	19.22%	20.92%	19.24%	11.37%	3.97%	3.99%	1.54%	5.07%
Net Surplus / (Deficit)		271,455	727,028	658,960	755,402	712,470	491,864	225,460	255,794	127,267	378,045
Net Surplus as % of Turnover	20.52%	7.11%	18.46%	16.27%	18.31%	16.94%	10.64%	4.44%	4.58%	2.07%	5.59%
SECONDARY RATIOS											
Financing											
Net Debt Per Unit	9,646	2,257	734	(679)	(2,119)	(3,432)	(8,904)	N/A	N/A	N/A	N/A
Debt Per Unit	13,487	6,282	5,386	4,669	4,115	3,535	1,916	-	-	-	-
Management Costs Per Unit-current values	1,360	2051.473898	1943.766837	1967.923268	1985.624863	2000.400188	2083.91854	2036.050569	2083.852802	2035.991471	2083.798714
Reactive Maintenance Per Unit	520	524.2359712	526.8571511	529.4914368	532.138894	534.7995885	548.3039483	562.1493101	576.3442846	590.8977	605.8186074
Planned Maintenance Per Unit (incl PL mReps)	451	890.0635971	451.1683597	576.7048738	455.6913225	520.4656666	733.5077439	1015.978386	908.3029415	991.9031534	669.2967145

CADDER HOUSING ASSOCIATION LIMITED											Appendix 6f1	
SENSITIVITY ANALYSIS												
	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year		
	1	2	3	4	5	6	7	8	9	10	COVENANTS	RANKING
Base Model	2,797,073	3,233,593	3,717,148	4,332,498	4,842,299	5,447,419	6,087,734	6,750,597	7,315,460	7,519,886		
Positive Sensitivity												
1. Inflation increase by 0.5%	2,797,073	3,239,523	3,734,554	4,365,821	4,895,140	5,527,483	6,198,833	6,889,968	7,483,355	7,703,798	√	5
2. Variable loan rate reduction by 0.5%	2,797,073	3,233,593	3,719,102	4,338,491	4,854,672	5,469,062	6,123,573	6,783,035	7,347,979	7,552,486	√	6
3. No real cost increase in planned maintenance costs	2,797,073	3,235,529	3,724,134	4,348,727	4,873,180	5,495,299	6,158,599	6,857,208	7,467,821	7,729,428	√	1
4. No real rise in management costs	2,797,073	3,240,488	3,738,411	4,375,815	4,915,719	5,559,362	6,247,002	6,966,388	7,597,379	7,877,963	√	2
5. Reduction in voids and bad debts by 1%	2,831,349	3,303,473	3,823,788	4,476,722	5,024,946	5,669,348	6,349,819	7,053,730	7,660,550	7,907,864	√	4
6. Added net income £50k pa	2,847,073	3,335,532	3,872,711	4,542,887	5,108,739	5,771,161	6,470,054	7,192,797	7,818,867	8,085,856	√	3
Negative Sensitivity												
7. EESH 2 costs allowed-yrs 6 to 10-no grant	2,797,073	3,233,593	3,717,148	4,332,498	4,842,299	3,974,870	3,101,993	2,209,992	1,177,264	- 259,708	√	1
8. Bad debts increase by 2% pa	2,728,522	3,093,831	3,503,867	4,044,051	4,477,004	5,003,562	5,563,566	6,144,333	6,625,278	6,743,929	√	4
9. Variable loan rate increase by 1%	2,776,917	3,202,858	3,675,754	4,280,276	4,779,005	5,372,695	6,004,347	6,667,002	7,231,655	7,435,872	√	6
10. Reduction in net income by £100k pa	2,697,073	3,029,713	3,406,020	3,911,720	4,309,418	4,799,935	5,323,095	5,866,198	6,308,645	6,387,945	√	3
11. Increase in planned maintenance costs of 10%	2,693,613	3,090,948	3,523,315	4,076,069	4,511,254	5,046,843	5,608,599	6,166,596	6,613,714	6,686,987	√	2
12. Increase in reactive maintenance costs by 10%	2,760,639	3,159,122	3,603,211	4,178,012	4,646,150	5,208,468	5,804,812	6,422,505	6,940,969	7,097,736	√	5
Combined Sensitivity												
13. Combine versions 7,8, 11 and 12	2,625,062	2,951,187	3,310,034	3,787,621	4,145,959	2,983,181	1,800,115	565,666	- 834,717	- 2,735,497		
14. Version 13 and real rent rises of 1% years 3 to 7	2,625,062	2,951,187	3,344,178	3,893,054	4,361,355	3,349,631	2,360,361	1,324,050	132,470	- 1,510,410		

CADDER HOUSING ASSOCIATION LIMITED											Appendix 6f2	
SENSITIVITY ANALYSIS												
	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year		
	11	12	13	14	15	16	17	18	19	20	COVENANTS	RANKING
Base Model	8,075,386	8,624,553	8,357,531	9,522,195	9,705,012	10,466,283	11,754,704	12,863,009	13,612,842	12,648,490		
Positive Sensitivity												
1. Inflation increase by 0.5%	8,294,700	8,882,566	8,665,878	9,905,734	10,100,241	10,917,969	12,309,539	13,512,061	14,328,886	13,268,665	√	5
2. Variable loan rate reduction by 0.5%	8,108,068	8,657,316	8,390,377	9,555,122	9,738,022	10,499,375	11,787,879	12,896,267	13,646,183	12,681,915	√	6
3. No real cost increase in planned maintenance costs	8,345,620	8,963,843	8,766,605	9,989,588	10,303,227	11,166,702	12,526,808	13,729,375	14,613,467	13,921,293	√	1
4. No real rise in management costs	8,511,320	9,140,079	8,954,417	10,202,245	10,470,069	11,318,225	12,695,448	13,894,510	14,737,095	13,867,531	√	2
5. Reduction in voids and bad debts by 1%	8,507,199	9,101,169	8,879,935	10,091,394	10,322,033	11,132,173	12,470,532	13,629,866	14,431,838	13,520,763	√	4
6. Added net income £50k pa	8,705,301	9,319,824	9,119,597	10,352,524	10,605,102	11,437,662	12,798,931	13,981,675	14,807,568	13,920,933	√	3
Negative Sensitivity												
7. EESH 2 costs allowed- yrs 6 to 10-no grant	276,342	806,012	519,444	1,664,512	1,827,685	2,569,263	3,837,941	4,926,455	5,656,446	4,672,203	√	1
8. Bad debts increase by 2% pa	7,211,759	7,671,322	7,312,723	8,383,796	8,470,970	9,134,503	10,323,048	11,329,297	11,974,848	10,903,946	√	4
9. Variable loan rate increase by 1%	7,991,162	8,540,118	8,272,885	9,437,337	9,619,942	10,381,001	11,669,208	12,777,300	13,526,918	12,562,352	√	6
10. Reduction in net income by £100k pa	6,815,555	7,234,010	6,833,399	7,861,536	7,904,832	8,523,525	9,666,250	10,625,679	11,223,389	10,103,605	√	3
11. Increase in planned maintenance costs of 10%	7,116,735	7,535,417	7,147,012	8,217,383	8,204,700	8,822,508	10,015,640	11,006,020	11,597,369	10,329,704	√	2
12. Increase in reactive maintenance costs by 10%	7,604,285	8,103,177	7,784,522	8,896,159	9,024,524	9,729,878	10,960,881	12,010,231	12,699,530	11,673,028	√	5
Combined Sensitivity												
13. Combine versions 7,8, 11 and 12	- 2,537,209	- 2,343,189	- 2,968,562	- 2,132,657	- 2,368,302	- 1,972,152	- 970,742	- 131,853	331,204	- 1,084,537		
14. Version 13 and real rent rises of 1% years 3 to 7	- 1,037,136	- 550,106	- 863,457	304,517	405,244	1,139,409	2,451,906	3,564,722	4,281,639	3,142,740		

CADDER HOUSING ASSOCIATION LIMITED														
SENSITIVITY ANALYSIS													Appendix 6f3	
	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year			
	21	22	23	24	25	26	27	28	29	30	IMPACT	COVENANTS	RANKING	
Base Model	12,833,512	13,129,386	13,222,674	12,951,150	13,019,151	12,784,298	12,885,476	13,410,237	14,077,588	14,133,760				
Positive Sensitivity														
1. Inflation increase by 0.5%	13,470,379	13,795,725	13,896,909	13,590,209	13,663,577	13,394,921	13,506,306	14,101,359	14,862,627	14,923,207	789,447	√	5	
2. Variable loan rate reduction by 0.5%	12,867,020	13,162,978	13,256,350	12,984,910	13,052,996	12,818,227	12,919,490	13,444,336	14,111,772	14,168,030	34,270	√	6	
3. No real cost increase in planned maintenance costs	14,317,194	14,827,694	15,171,400	15,205,952	15,558,086	15,661,933	16,079,985	16,886,337	17,833,473	18,216,929	4,083,169	√	1	
4. No real rise in management costs	14,149,417	14,544,274	14,738,705	14,570,530	14,744,129	14,617,169	14,828,582	15,465,966	16,248,377	16,422,096	2,288,336	√	2	
5. Reduction in voids and bad debts by 1%	13,760,218	14,111,706	14,261,813	14,048,338	14,175,642	14,001,370	14,164,436	14,752,416	15,484,344	15,606,480	1,472,720	√	4	
6. Added net income £50k pa	14,185,360	14,562,363	14,738,537	14,551,692	14,706,202	14,559,724	14,751,182	15,368,164	16,129,719	16,282,117	2,148,357	√	3	
Negative Sensitivity														
7. EESH 2 costs allowed-yrs 6 to 10-no grant	4,837,285	5,113,168	5,186,416	4,894,801	4,942,661	4,687,616	4,768,553	5,273,021	5,920,029	5,955,807	(8,177,953)	√	1	
8. Bad debts increase by 2% pa	10,980,102	11,164,747	11,144,397	10,756,775	10,706,171	10,350,153	10,327,556	10,725,878	11,264,075	11,188,320	(2,945,440)	√	4	
9. Variable loan rate increase by 1%	12,747,159	13,042,817	13,135,888	12,864,147	12,931,931	12,696,859	12,797,819	13,322,360	13,989,492	14,045,444	(88,316)	√	6	
10. Reduction in net income by £100k pa	10,129,816	10,263,434	10,190,949	9,750,066	9,645,049	9,233,445	9,154,065	9,494,381	9,973,325	9,837,046	(4,296,714)	√	3	
11. Increase in planned maintenance costs of 10%	10,290,155	10,367,567	10,217,065	9,660,107	9,473,019	8,945,790	8,782,743	9,080,083	9,528,616	9,337,353	(4,796,407)	√	2	
12. Increase in reactive maintenance costs by 10%	11,794,241	12,024,607	12,050,643	11,710,081	11,707,212	11,399,610	11,426,115	11,874,227	12,462,907	12,438,332	(1,695,428)	√	5	
Combined Sensitivity														
13. Combine versions 7, 8, 11 and 12	- 1,312,672	- 1,434,517	- 1,798,154	- 2,597,912	- 3,059,859	- 3,894,950	- 4,399,988	- 4,460,964	- 4,373,426	- 4,940,140	(19,073,900)			
14. Version 13 and real rent rises of 1% years 3 to 7	3,235,220	3,447,990	3,436,245	3,021,512	2,980,188	2,602,335	2,592,349	3,046,511	3,655,705	3,629,019	(10,504,741)			

GLOSSARY

Appendix 7

Term	Definition
Accountability	To be responsible for our own actions, you demonstrate accountability
Action Plan	An action plan is a detailed plan detailing a list of tasks to achieve a set goal or objective
Anchor Tenant	A long term let holder who makes a larger contribution to a facility
Annual Budget	The annual budget sets out income and expenditure targets for the year
Annual General Meeting	An annual meeting of shareholders within an organisation's constitution
Annual Report	Is a report detailing the Association's activities in the preceding year to give shareholders and other details of activities and financial performance information
Asset Management	Management of our assets e.g. properties, offices, community centre
Assurance Statement	It is a statement setting out our view that we are performing well against set standards
Best Value	Best value is about getting the best price and / or quality in relation to a contract or service
Business Plan	The Business Plan is the key strategic document, which sets out the strategic direction of the Association through key considerations i.e. risk, asset management, financial implications etc. inform the work programme.
Component	Components are key parts or element of something e.g. machine, vehicle, etc.
Continuous Improvement	Is the on-going efforts to improve services or processes
Corporate Risk Register	Is a list of the greatest risks to the Association
Culture	Culture is often defined as the approach, practices and behaviours of the people in the organisation.
Cyclical Maintenance	Cyclical maintenance is work that has to be carried out on a set cycle to ensure it complies with legislation, to maintain a warranty or to keep the system or building in a good state of repair.
Demand	The interest or application for services or housing
Engagement	Actively participating or being involved.
External Audit	External Audit undertakes the year-end audit of the Association's financial statements in accordance with legislation and accounting practice
Feasibility Study	An assess of the practicality and viability of a plan
Financial Inclusion	Is the availability and equality of opportunities for financial services or advice
Five Year Financial Plan	Is a plan showing the financial position over a 5 year period detailing income and expenditure based on a range of assumptions to inform the viability of the project.
Funders	Agencies and organisation who provide financial support with our work or projects to achieve set outcomes associated with their purpose.
Funding Strategy	Is a plan detailing the financial priorities and potential sources of funding to generate money and resources to achieve set objectives?
Governance	The system checks, process validation and approval mechanisms in place to ensure we are reporting accurately and there is good and clear management oversight
Grant Income	Income from funders to support our work and activities.
Internal Audit	Internal Audit is an independent service undertaking assessment of our work and systems to report to the Audit Board

Term	Definition
Key Performance Indicators	Is a measurement of an activity or service which links to the strategic aims of the business
Leadership	Leading a group of people or an organisation
Maintenance	To undertake repair, servicing or improvement to preserve the condition.
Mission Statement	The Mission statement reflects the organisation's purpose and sets out the organisation's overall goal
Net Income	Is the income received less than our costs e.g. staffing expenses, taxes etc
Operational	Is the day to day running or administration of our service.
Outcomes	A list of goals expected by funders to validate their funding for a specific project
Planned Maintenance	Is broadly similar to cyclical maintenance, where it is planned and pro-active maintenance on key systems and workings in a building
Performance Review	Is an appraisal system for assessing the performance and progress in an employee's role
Procurement	Is the process of obtaining goods, services or works from an external source.
Regulatory Framework	It is a document that outlines the Regulator's requirements in their regulation of RSLs.
Revenue	Income generated from the sale of goods or services
Risk	The probability of a threat to service delivery or other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through pre-emptive action
Scottish Housing Quality Standard	Is set standards for social landlords in Scotland to achieve for their tenants e.g. energy efficient, good kitchens and bathrooms, safe and secure etc
Scottish Housing Regulator	Scottish Housing Regulator regulates social housing landlords in Scotland to achieve their primary objective, which is to safeguard the interests of tenants and other customers of social landlords.
Scottish Social Housing Charter	Scottish Social Housing Charter sets the standards and outcomes landlords should aim to achieve when performing their housing activities
Self-Assessment	Is an internal assessment of our work and other key activities to provide assurance they comply with regulatory and legislative requirements, policy and procedural provisions and good practice guidance. They will be undertaken by the senior staff team and line managers.
Servicing	To undertake routine maintenance or repair work of a vehicle or machine.
Shareholders	A shareholder owns a share in the Association
Specification	A description of the design or materials required to make something
Stakeholders	A person or organisation with an interest in a service or business.
Stewardship	Is the control or care of a service or organisation
Statutory	Something which the Association has to do by law
Strategic	A high level long term assessment
Succession Plan	Is a plan to develop and replace people and leaders in an organisation
Universal Credit	It a new benefit system that replaces six existing means tested benefits i.e. income support, jobseeker's allowance, housing benefit, working tax credit, child tax credit, and income related employment support allowance.
Values	Are beliefs or principles shared by members of an organisation.
Viability	Ability for the service or project to be successful. In terms of financial viability this is ensuring we generate sufficient income to cover our costs and facilitate growth.
Vision	Envisage the future direction or plans for the organisation
Welfare Reform	Is the change to the welfare system.