



O R K N E Y
HOUSING
ASSOCIATION LIMITED
HOMES

Celebrating
milestones

Marking
achievements

Building
ambitions

Annual Report 2016-2017



CHAIR'S REPORT

This has been yet another landmark year for Orkney Housing Association as we completed our 1000th home in March 2017. The event was marked with a celebration at the site, unveiling a standing stone with a commemorative plaque. This milestone also marked the retirement of Moira Irvine, who had been with the Association almost from its start. Moira had seen the Association grow from 28 to 1000 homes in her time. She will be greatly missed and we wish her all the very best for her retirement.

We were pleased to welcome Stacy Johnston to the Committee who will bring a fresh outlook and variety of skills and experience. We have also taken steps to enable members to attend meetings virtually to allow for greater flexibility and fit around other commitments.

Management Committee were excited to receive their first scrutiny report from the Residents Panel. The information in the report was considered and provided a greater understanding of the service we offer to our tenants. We welcome this level of input from the Residents Panel and look forward to receiving more reports in future.



It has been a busy year for our development programme with 32 homes started in 2016/17. Throughout the year we have explored new channels for funding future developments to ensure that we continue to provide quality affordable homes for those in housing need.

CHIEF EXECUTIVE'S REPORT

My first full year as Chief Executive of Orkney Housing Association has brought the challenges, opportunities and excitement that I hoped it would.

In June, we put in place our organisation structure for the next five years, which included welcoming some highly skilled new people to the team, which will equip us to deliver even better service to our customers. Their impacts are already evident with improvements in performance and satisfaction.

Our residents' satisfaction survey this year was very positive. It is encouraging for the team to see such high satisfaction levels for the quality of homes and repairs services we provide. It endorses our approach, and we will aim to continue to provide these high levels of service.

There are some very remarkable individuals, within very talented teams at OHAL. We have invested significantly in further developing our next generation of leaders this year, via a development for growth programme. We will continue to build on this and develop our people so that we can strive to always provide great customer service.

I was delighted to see the work of our teams recognised at national level on two separate occasions this year – for how we involve our



customers in our services and for being one of the top modern apprentice employers in Scotland.

Collaborating and helping others is important to us. Our Committee and senior team held a joint strategic seminar with Orkney Islands Council again this year. We also continued our support for the very valuable local charity THAW Orkney – who are working hard to deliver affordable warmth for everyone in Orkney, and I enjoyed chairing an event at the Orkney Science Festival looking at how we might be able to heat our homes efficiently in the future.

The future will undoubtedly bring challenges, but Orkney Housing Association is in a good position to be ready to rise to these, and continue delivering well for our customers.



1000th HOME

On 31 March 2017 we reached the significant development milestone of building our 1000th home. To mark the occasion, a special ceremony was held. Scottish Minister for Local Government and Housing, Kevin Stewart MSP and retiring staff member Moira Irvine, marked the milestone by unveiling a plaque set in a locally quarried standing stone and presenting the tenant of the 1000th home with flowers.

RETIREMENT



Not only did we celebrate 1000 homes in March but we said farewell to well respected staff member Moira Irvine after 27 years service. We wish Moira a long, happy & healthy retirement.

NEW STAFF



It has been a busy year for recruitment. We were joined in June by Anne Fletcher our Director of Finance & Asset Management. In September, following our restructure two new posts were created; Craig Gillon took up the post of Buildings & Re-let Officer and Tommy Bichan as Estate Janitor. We were also joined by Amy Brough filling the vacancy of HR & Procurement Assistant and finally Kaylee Flett as this year's Business Admin Modern Apprentice.

AWARD SUCCESS



We were very proud to be named winner of the National Award for Best Practice in Involving Customers by the Tenant Participation Advisory Service for our project to devise step by step, easy to follow user guides for the different types of NIBE heat pumps we have in our properties.

In our first year of being involved in Skills Development Scotland's modern apprentice scheme, we were delighted to be shortlisted as one of the top three employers for the Employer of the Year Award. Leanne has since secured full-time employment within OHAL and Emma with another local employer.



INVESTING IN OUR STAFF

We are always looking for opportunities to enhance the skills of our teams so this year we ran a programme to develop leadership skills in the work place. The Development 4 Growth programme ran over the year and touched on skills such as negotiating, project management & people



management. Sixteen staff members completed the programme. We also invited a qualified locksmith to deliver a week long course for our technical and trades team teaching lock smith skills.

LONG SERVICE AWARD

Katherine Skea, Finance Officer, was presented with a long service award for 20 years at the Association.



Delivering New Homes 2016/17

The Fidges, Stenness	4	Rented
	2	Shared Ownership
Flett's Park, Dounby	12	Rented
Liberator Drive, Kirkwall	11	Rented
	4	Shared Ownership



Grant funding became available during the year which allowed us to buy back two former shared ownership properties and convert them to our rented stock.



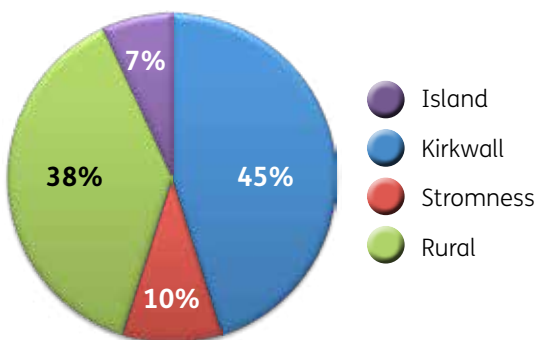
Lettings & Sales

We had 73 re-lets, 29 new lets (27 new + 2 former shared ownership) and 4 mutual exchanges during 2016/17. These lets were made throughout Orkney as shown in the pie chart.

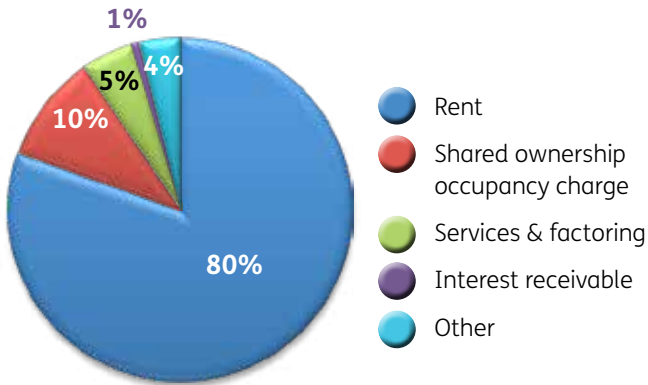
In addition to this we assisted 25 households into home ownership as follows:-

- Shared Ownership – 10
- Open Market Shared Equity – 8
- Help to Buy – 7

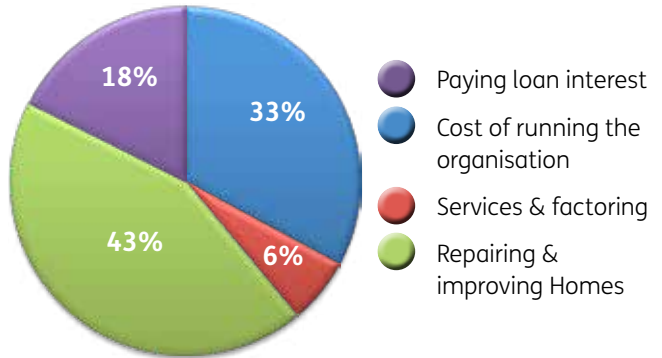
Relets & New Lets by Area



Where the money comes from:



Where the money goes:



Ministerial Visit

Kevin Stewart MSP, Scottish Minister for Local Government and Housing, visited our site at Walliwall twice. In November 2016, he saw the new development in progress and returned in March 2017 to officially open the 1000th home.



Adaptations

We received an adaptation grant allocation of £26,000 from the Scottish Government. This funding enabled us to help tenants maximise their independence and quality of life by, where possible, adapting their homes to meet their particular needs. We carried out work in 9 homes which included installing level access showers, handrails, modifications to kitchens, and installing a ramp leading to the front door.

Our Care & Repair team delivered 470 adaptations to help people remain in their own home.



Engaging our Customers

Residents Panel

Members had a busy year, working on their first scrutiny report. This involved shadowing our frontline staff to watch how repairs are dealt with when they are reported and gathering opinions from other tenants in their local area. Once all the information had been collected, members sat down to agree the content and write the report which was then presented to our Management Committee before being made available on our website.

Our Community

Our staff enjoy supporting local causes and the last Friday of each month is Dress Down Friday. Money is collected and twice a year a local charity is presented with the donation. This year we have supported the Baby Jack Fund, and the Salvation Army providing Christmas lunches.

We helped THAW Orkney to deliver cosy homes packs in time for winter.

This year's Carpentry & Joinery Award, which we sponsor, was presented to Ryan Sutherland.



Wick Exchange Visit



Members of the Residents Panel were invited to meet once again with the Wick Interested Tenants. It was a great opportunity to see what their group had been doing and share stories and experiences.

Summer Engagement Tour



Our Management Committee summer engagement tour provides opportunities for tenants to meet with Committee and the Residents Panel when they visit our estates. In June 2016 the tour involved a visit to our developments in Finstown, Rendall & Dounby. Those attending got an opportunity to have look around the new development at Flett's Park, Dounby.



Rented Allocations Policy Consultation

Ahead of Royal Assent of the Housing (Scotland) Act 2014 we consulted with tenants and applicants on our Rented Allocations Policy. There are a number of changes that will be affected by the new Act such as:-

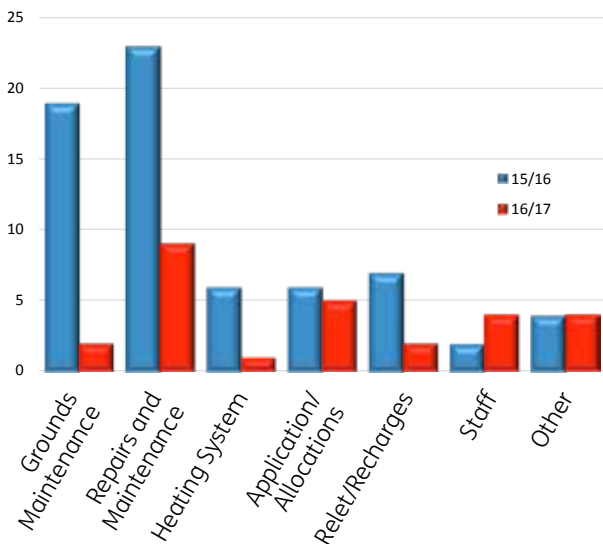
- Taking account of property ownership
- Suspensions from receiving an offer of rented housing
- Assignations, Subletting & Joint Tenancy qualifying periods
- Succession
- Anti Social behaviour and the use of a Short Scottish Secure Tenancy.



Complaints



By monitoring complaints and subsequent outcomes we have greatly increased our understanding of the issues that concern our customers and where we need to improve services. During 2016/17 the number of complaints was significantly reduced from 67 in 2015/16 to 28 in 2016/17. The service areas receiving most complaints were:-



During the year to 31 March 2017, we recorded 28 complaints:-

- 27 Stage 1 and 1 Stage 2.

This is a decrease of 39 since last year.

How did we respond to the complaints?

- We resolved 82% of the Stage 1 complaints on time.
- We upheld 14 (52%) of Stage 1 complaints and 1 (100%) of Stage 2.



We invited the Scottish Public Sector Ombudsman to deliver complaints training to all staff. We were joined by colleagues from Pentland & Hjalmland Housing Associations.

Compliments



It is always nice to receive compliments and during the year to 31 March 2017, we received 46 compliments. These have been broken down as follows:-

Care & Repair	22
Repairs & Maintenance	6
Grounds Maintenance	6
Services (general)	7
Handyperson	3
Tenant Participation	2

Care & Repair



Care & Repair are consistently one of our highest sources of compliments. We are delighted to have been awarded the contract to continue the service for the next three years. 2016/17 has been the busiest year ever for Care & Repair with almost 1,800 completed works or advice cases.

Amazing service as always, I really like the online repair system as it saves time. I literally logged the repair and 1/2 hour later the handyman appeared, fixed it. The handymen are a credit to the association.

To the Staff at Care & Repair - Many Thanks to everyone who made my ramp. It is lovely being able to get out and about.

Just to say a huge thanks for co-ordinating the work done here, and to your handyman and the plumber you use, for doing a fantastic job. The doors are great, and the new shower is absolutely brilliant. What a difference!! He even fixed the water pressure too. As usual, it's a 11/10 and thanks again.

The banisters Care & Repair put up this morning are absolutely brilliant and they are already making a difference.

I just thought that I'd message you to say how pleased I am with the quality of the grass cutting today. In the years I have lived here I can say that the grass was cut perfectly, the paths were free of excess grass and also my car was left spotless (it usually gets covered with grass).... I so hope that the gentleman who did it today is here to stay.

KEY PERFORMANCE INDICATORS

Data	Target	Annual	
Governance			
Staff absence	2.5% or less	1.59	✓
Staff training	75% or more	72%	x
Management committee effectiveness	80% or more	97.44%	✓
Complaints response time	95% or more	93%	x

Housing			
Rent arrears	3.25% or less	3.59%	x
Re-let times (days)	13 days or less	9.56	✓
Satisfaction with re-let standards	90% or more	87%	x

Finance			
Management and maintenance admin costs per unit	less than £1,500	£1,529	x
Reactive maintenance costs per unit	less than £490	£480	✓
Operating cost budgetary variance	95-105% out-turn	100%	✓
Interest cover	more than 110%	214%	✓
Debt to net worth	less than 40%	27%	✓

Properties			
Emergency repair response times	100%	100%	✓
Non-emergency repair response times	90% or more	90.89	✓
Average defects per unit	5 or less	4.4	✓
Satisfaction with repairs service	95% or more	97.32	✓
Compliance with Energy Efficiency Standard for Social Housing (EESH)	more than 65%	67%	✓



FINANCES 2016/17

Income and Expenditure		
15/16		16/17
re-stated		
£'000		£'000
3,762	Income from lettings etc	3,973
323	Other income	357
38	Surplus on property sales	55
18	Investment income	23
(960)	Repairs and maintenance	(1,041)
(145)	Improvements & adaptations	(173)
(14)	Irrecoverable rents	(7)
(1,178)	Other operating costs	(1,380)
(519)	Mortgage interest etc	(493)
(764)	Property depreciation	(839)
561	Net surplus	475
5	Pension deficit adjustment	452
566	Surplus for year	927

Balance Sheet		
15/16		16/17
£'000		£'000
79,570	Housing properties etc	84,271
3,741	Net current assets	1,829
(59,348)	Capital grants	(60,698)
(16,777)	Long term loans	(17,841)
(1,070)	Pension deficit creditor	(517)
6,116	Net assets	7,044
6,116	Capital & reserves	7,044

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