

## Key Performance Indicators

	Target	Actual
<b>Governance</b>		
Staff absence	≤ 2.5%	1.75%
Committee member attendance	≥ 75%	80%
Management Committee vacancies	< 20%	33%
Committee member training records	≥ 90%	100%
Committee training plan	≥ 80%	65%
Staff training plan	≥ 75%	69%
<b>Housing</b>		
Rent Arrears	≤ 2.5%	2.67%
Re-let times (days)	≤ 13	10.61
Anti-social behaviour response times	≥ 95%	100%
Satisfaction with re-let standards	≥ 85%	89%
<b>Finance</b>		
Staff costs as % of turnover	≤ 35%	35.3%
Management & maintenance admin costs	≤ £1,475	£1,418
Direct reactive maintenance costs per unit	≤ £450	£411
Operating cost as % of turnover	≤ 95%	70.7%
Operating cost budgetary variance	≤ 10%	-10%
<b>Loan Covenants</b>		
Interest Cover	≥ 110%	281%
Debt to net worth	≤ 40%	17.2%
<b>Properties</b>		
Emergency repair response times	≥ 100%	100%
Non-emergency response times	≥ 95%	82.3%
Development project cost variance	≤ 105%	102%
Units completed on time	≥ 95%	100%
Average defects per unit	≤ 5	3.12
Satisfaction with new house designs	≥ 95%	88%
Satisfaction with repairs service	≥ 95%	99%

Target achieved  Target not achieved

## Finances 2014/15

13/14 £'000	Income and Expenditure	14/15 £'000
3,192	Income from lettings etc	3,381
59	Surplus on property sales	152
19	Investment income	20
(730)	Repairs and maintenance	(921)
(74)	Property Improvements & Adaptations	(66)
(15)	Irrecoverable rents	(10)
(1,064)	Other operating costs	(1,223)
(503)	Mortgage interest	(524)
(2)	Development administration	(2)
(206)	Property depreciation	(212)
676	Surplus for year	595

13/14 £'000	Balance Sheet	14/15 £'000
18,487	Fixed assets	18,875
2,186	Net Current assets	1,808
(14,864)	Long term loans	(14,279)
5,809	Net assets	6,404
5,809	Capital & reserves	6,404

## Care & Repair

Our Care & Repair team responded to 1,670 service enquiries during 2014/15 and delivered over £0.5m worth of adaptations to households throughout the Orkney Mainland and Isles. Mabel Miller of Kirkwall was delighted with the stair lift and low level shower tray they installed in her home. These improvements will make life easier for her and enable her to maintain her independence. Brian Clouston, Care & Repair's Technical Services Officer is pictured with Mabel.



6  
care & repair  
staff

27  
years of care  
& repair



## Heat Pumps

A project funded by the Scottish Federation of Housing Associations has enabled us to carry out work on increasing understanding of and confidence in our heat pump systems. Aimed at our residents, staff, and local heating engineers, around 40 people attended workshops run by heat pump manufacturers NIBE. Those who came to the workshops were able to question NIBE engineers about how best to operate their heat pumps and one of the outcomes is to develop an easy to follow users' guide for heat pump heating systems.

318  
houses with  
heat pumps



## Adaptations

With Scottish Government funding of £48,138 we were able to provide 18 OHAL tenants with necessary adaptations to their homes. These adaptations may enable an individual to have a house adapted before they move in or, more commonly, allow an existing tenant to remain in his or her current home with greater levels of independence than would otherwise be possible.

Myra was experiencing difficulty moving around her home and her independence has been improved greatly by the widening of both the main door and internal doors.



## Apprentice Award

Our first Carpentry & Joinery Apprentice Award was presented in 2005. The winning apprentice is selected by the tutor and the 2014 award was presented to Daniel Sandison by Dave Dawson, OHAL Committee Member, at the annual Orkney College Award Ceremony.



10  
apprentice  
awards

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# Orkney Housing Association Limited

ANNUAL  
REPORT  
2014/15

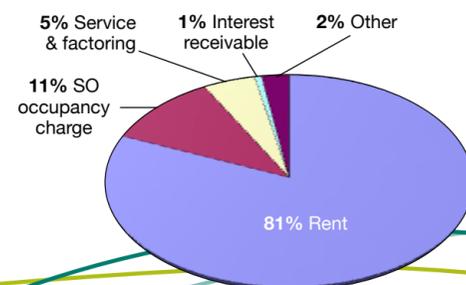
One of  
the first

## 30 years & counting . . .

One of  
the latest



## Where the money comes from:



## Where the money goes:



## Chair's Report

We have seen a number of changes to the Management Committee during this year. We were sorry to see Stephen Manson, one of the Association's founding members, retire after 29 years' service including five as chair from 1999 to 2004. Stephen is pictured below with other committee members cutting the turf at Taftingus Place, St Margaret's Hope following his retirement. We also saw George Hannah (pictured below) step down after six years, including two as vice-chair, and Sheona Macgregor who had been a committee member from 2012.



We were pleased to welcome Philip Cook and Stuart Roy McIvor in May and later in the year Linda Forbes and Fiona Lettice. All have brought their own range of skills and have added greatly to the diversity of our Committee membership.

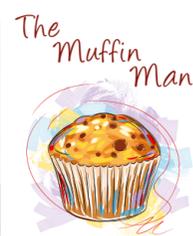
During the year we continued to develop our new Governance Framework, strengthening our regulatory compliance with the adoption of new Rules and Standing orders.

We have introduced annual appraisal for all committee members. These meetings proved a useful opportunity to discuss individual contributions and how the committee as a whole is working. The conclusion was that we have a strong committed committee with a good balance of skills and abilities.

Although as yet not trading, we were pleased to see progress with a number of plans for our subsidiary, OHAL Enterprises. We hope to see further development in the coming year as we take forward a new housing option for older people and a supported employment initiative.



John Rodwell



## Chief Executive's Report

As we mark our 30th year I reflect on the insight and determination of the founder members who realised what Orkney was missing by not having a local Housing Association. This 30th Annual Report contains some eye-catching 30 year figures but the one that stands out for me is the £94m investment in new housing for Orkney. This represents good quality affordable housing for a significant number of households and after a couple of poor years it is encouraging to see our investment levels increasing again.

In October we published our first Annual Report to Tenants, a regulatory requirement which looks at how well we have met the service standards set out in the Scottish Social Housing Charter. In future years we will use this to track our improvement and compare our performance with other similar social landlords.

Staff changes during 2014/15 included two new posts; Craig Spence joined us as our Director of Operations and Andy Binnie filled our first e-business post. This year also saw Davie Rendall returning to our Care & Repair team with funding from the OIC Spend to Save project. Two graduate placements, Sian and then Janet, helped us with OHAL Enterprises project development. And finally, we said good bye to Nancy Omand who took a well-earned rest from her behind-the-scenes work as our cleaner.

I would like to thank the Committee for giving their time to the important work of the Management Committee and all the staff for their professionalism and fortitude which has made me proud to be part of the team. In this, my last Annual Report, I am pleased to be able to say that OHAL is in good heart and I look forward to watching it go from strength to strength.



Sally Inkster

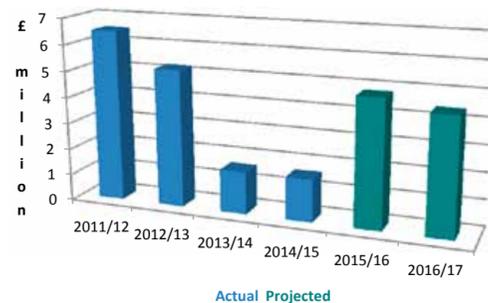
## Development

### New Homes

Six new homes were completed this year; 4 for rent in Orphir and 2 for shared ownership in St Margaret's Hope. Our Open Day at Orphir in March showcased our new "Silver Standard" with higher levels of insulation and lower CO2 emissions.

With a welcome increase in grant funds we were on site with 20 houses at the year-end, all of which will be complete in 2015/16 with a further 49 finishing in 2016/17.

The graph below shows our capital spend on development for the last 4 years and projections for the next 2 years.



951 houses built

£94m invested in housing



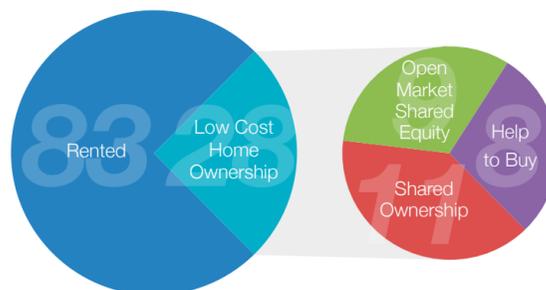
£67m capital grant

## Lettings & Sales

In June 2014 we changed to a Choice Based Lettings system which enables applicants for our general needs, rented properties to choose which houses they wish to be considered for. By only considering applicants who have expressed an interest in the advertised vacancies, this has helped us reduce our average void times from 13.8 days in 2013/14 to 10.6 days this year.

We helped 111 households to find suitable homes as shown in the chart below:-

£11m total house sales



## New Development in Stenness



In March local primary school children helped Committee Member, Wendy Baikie cut the turf for a new housing development in Stenness. The 4 rented and 4 shared ownership houses should be ready for occupation in January 2016.

Engagement with the Stenness Primary School will continue throughout the contract enabling the pupils to visit the site and see the construction at its key stages.

## Resident Engagement

### "Look Local"

Our "Community Observer, Look Local" initiative ran throughout the summer with 13 volunteers giving us valuable feedback from a number of our estates.

### Residents Panel

Our Resident Panel met regularly to consider topical issues and to provide us with feedback on our policy development. So far the Panel members have looked at:

- Customer Engagement
- Tenant Participation
- New Re-let Standard & Schedule of Charges
- Rent structure
- 2013/14 Annual Report to tenants
- Satisfaction Survey action plan

They have received training from the Tenant Participation Advisory Service (Scotland), carried out a vacant property inspection and visited a tenant group in Wick.

In August Panel members joined our Management Committee on a tour to see homes under construction in Orphir, estates in Stromness and the community allotments at Brownstown. They also met with some of the Community Observers along the way.



Picture shows L-R; John Stockan (OHAL), Josie Spence (Orphir), Suzy Boardman (OHAL), Shona Williams (Finstown) and Philip Cook (OHAL).



Resident Panel members meet a tenant group in Wick



Committee, Resident Panel members and staff on site in Orphir



Committee, Resident Panel members and staff in Stromness

## Best Kept Garden Competition

Overall winner of the 2014 Best Kept Garden was Olga Thomson from Buckles Road with Mrs Price of Jewadale Drive having the most colourful container. The best vegetable patch was awarded to Josie Spence from Kirk Park while her daughter was awarded the best young persons garden. The best large or small garden was awarded to Mrs Smith of Glaitness Court.

16 garden competition entries



10 chairs

36 current staff

45 former staff

29 AGMs

54 former committee members

30 annual reports