

## **Section 4: SWOT and PEST Analysis of Operating Environment (Mar 2023)**

Each year the Association undertakes a review of the Associations SWOT, incorporating a PEST analysis of our operating environment. The latest consideration of this was at our committee and staff strategy day event on 31 March 2023.

SWOT - Strengths, Weaknesses, Opportunities and Threats Analysis

PEST - Political, Economic, Social and Technological Analysis

### **Strengths – what we do well**

We are a financially strong community-based social landlord with a commitment to providing the best services we can to current and future customers. We manage the resources of the Association well to enable us to ensure that we can provide good quality services in the short, medium, and long-term.

We have proven, robust systems in place to effectively manage business continuity.

We have an active Resident and Customer Forum to ensure our work is focussed on the needs and aspirations of our customers and residents. Satisfaction compares well with national benchmarks.

We recognise the importance of committed and skilled committee and staff members and working as a team. A lot of work is devoted to ensuring we have the rights skills, and we adjust our business to achieve this as our environment changes.

We are focussed on good performance and utilises robust internal audit to review. This assists us to recognise where improvements can be made. As a business we anticipate and prepare for change.

### **Weaknesses – what we would like to improve**

We recognise that there will always be areas where we would like to improve and understand the importance of regularly reviewing and implementing measures to improve. Whilst some factors may be outwith our direct control, the Association is committed to minimising impact as best we can.

We would like to work more closely with both local residents and Glasgow City Council to improve the overall environmental and estate management of our own areas and the wider area of Drumchapel. We employ a proactive estate caretaking service but need to complement this with more robust partnership working and holding other responsible agencies to account.

Whilst we have strong tenant satisfaction and a committed forum, we would like to increase the numbers of people who get involved with us.

### **Opportunities – what we can develop/use to our benefit**

The Association has a range of effective partnership working both with our customers and external agencies. We utilise these to ensure we can provide good quality, value for money services, and we look ahead to ensure we continue to be a robust social landlord for our local community.

### **Threats – what we need to keep aware of/prepare for**

It is essential that we continually review the environment in which we operate to ensure we are prepared for factors that could threaten our purpose and business, even if we cannot control them.

## SWOT 2023 - Reviewing Pineview's Position in the Wider Environment

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Values of the organisation</li> <li>• Financially stable</li> <li>• Customer service</li> <li>• Performance</li> <li>• Inclusive for all</li> <li>• Development of 5-year investment plans</li> <li>• Focus on improvement opportunities e.g. rent arrears management</li> <li>• Good policies and procedures in place</li> <li>• Reputation overall</li> <li>• Collaborative working / teamwork / partnerships</li> <li>• Communication between staff and tenants</li> <li>• Local knowledge / relationships</li> <li>• Capacity to take on challenges</li> <li>• Flexibility</li> <li>• Committee commitment and skills</li> <li>• Caring and considerate staff</li> <li>• Support each other and our residents</li> <li>• Experience of skills</li> <li>• Staff culture</li> <li>• Good people</li> <li>• Investing in our people</li> <li>• Tenant Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Arrears performance (transfer)</li> <li>• Lack of investment due to pandemic impact</li> <li>• Consistency in planning / doing</li> <li>• Relying on collaborative working</li> <li>• Expectations of people</li> <li>• (Negative) Perceptions of area</li> <li>• Changing tenants' attitudes to estate management</li> <li>• Tenants unaware of us being small team and what our duties are</li> <li>• Communicating staff changes</li> <li>• Staff turnover due to our size restricting internal promotion opportunities</li> <li>• Local knowledge / professionalism</li> <li>• Committee numbers</li> <li>• Limited room for expanding stock</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Change perception of the area</li> <li>• Stock investment</li> <li>• Wider action</li> <li>• New funding</li> <li>• Net zero</li> <li>• New build – vacant land but cost restrictive</li> <li>• Young people on Committee and staff</li> <li>• Tenants' involvement</li> <li>• Different ways of communicating with tenants</li> <li>• Welcome pack for new tenants</li> <li>• Staff changes / turnover – new ideas / skills</li> <li>• Continuing to develop people (staff promotions, bringing new people in)</li> <li>• New government</li> <li>• Inter-agency working</li> <li>• GCC partnership working</li> <li>• New technology / ways of communicating; stay up to date with this</li> <li>• Develop robust plans / contingency plans</li> <li>• Digitalisation of services</li> </ul>	<ul style="list-style-type: none"> <li>• Supply costs</li> <li>• Contractors labour</li> <li>• Cost of materials for contractors</li> <li>• DWP systems and changes</li> <li>• Cost of living crisis – impact this has on wider community; impact on people's mental health</li> <li>• Rent arrears</li> <li>• ASB – reputational impact on allocations</li> <li>• The more you do, the higher the expectations e.g. new windows ...</li> <li>• Staff changes</li> <li>• Kendoon / Pineview split</li> <li>• Economy / politics / new government</li> <li>• Cuts in funding for external agencies</li> <li>• GCC funding cuts</li> <li>• People leaving the sector (retirements)</li> <li>• National housing shortage</li> <li>• Net zero and Climate change</li> <li>• General funding</li> </ul>

## PEST 2023 – The Changing External Environment

Political Factors	Economic Factors
<p>Uncertainty.....</p> <p>UK relationship with Europe.</p> <p>Scottish Government – new cabinet, change in policy agenda.</p> <p>Housing now has its own (junior) Scottish Minister.</p> <p>Scottish and UK governments relationship.</p> <p>Tension between devolved and reserved matters.</p> <p>UK parliamentary elections 2024.</p> <p>Political involvement in rent matters.</p> <p>Scottish budget priorities and savings to be made.</p> <p>Net zero ambitions.</p> <p>Commitment to ending homelessness.</p> <p>Additional homes ambitions.</p> <p>SHR regulatory framework review due.</p>	<p>Inflation, especially food and energy, for customers.</p> <p>Business inflation, especially materials, labour, energy, insurance.</p> <p>Wage inflation.</p> <p>Interest rate risks.</p> <p>Impact on cost of living.</p> <p>Foodbank reliance.</p> <p>Rent affordability agenda.</p> <p>Volatile predictions.</p> <p>Funding challenges for priorities of safety, net zero, adapting homes.</p> <p>Changing working practices and locations.</p>
Social Factors	Technological Factors
<p>Cost of living for households.</p> <p>Increase in need for assistance – working poverty.</p> <p>Child poverty.</p> <p>Refugee scale, additional impact of Ukraine.</p> <p>Social deprivation and poverty.</p> <p>Ageing population - independent living.</p> <p>Changing household compositions.</p> <p>Equality and diversity.</p> <p>Changing demographics - impact on Asset Management and service provision.</p> <p>Future demand for stock profile.</p> <p>Homelessness.</p> <p>Customer expectations.</p>	<p>Increasing ICT infrastructure investment requirements.</p> <p>SAAS approach to most services.</p> <p>Investment in mobile solutions and delivery of an efficient operating model.</p> <p>Software developments for efficiency.</p> <p>Digitisation of services and security impact.</p> <p>Cyber security.</p> <p>Construction and component changes with increased technological aspects.</p> <p>Developing skills to keep pace with developments.</p> <p>Developing Modern Workplace Strategy.</p>