

## Reporting Against Transfer Promises to 28/02/2022

While some Promises are marked as Achieved, it is important to understand that there is an ongoing commitment to retain the improvement made and Promises will be kept under review.



☹ = not achieved; 😐 = ongoing; 😊 = achieved

Objective 1 – Improve rent affordability				
Background	Transfer Requirement	Pineview Promise	Outcome	
<p>Kendoon Housing Association rents were historically very high – 85% of rents were above the Scottish Average (2018/19).</p> <p>KHA had no option to reduce.</p> <p>Pineview rents 100% below the Scottish average.</p>	<p>Address the issue of rents being higher than the Scottish average and inconsistencies in levels between house types and size along with affordability.</p>	<p>Implement Pineview rent setting policy</p>	<p>Achieved Pineview rent setting policy implemented 01/04/21. More than 84% of tenants had rent decrease.</p>	😊
		<p>2021 Limit any increase at £10 per month</p>	<p>Achieved Less than 16% of tenants had rent increase. Increases ranged from £0.32 to £10.00 pm. Maximum increase capped at £10 per month, with only 28 properties affected.</p>	😊
		<p>CPI only increases for 3 years.</p>	<p>Year 1 &amp; 2 Achieved CPI only increase of 0.7% applied to rent structure charge factor for 01/04/2021. Below inflation increase for 2022 rent increase for non-capped rents – 2.6% increase (CPI Oct 2021 4.2%, Jan 2022 5.5%, Mar 6.2%)</p>	😊 😐

Objective 2 – Accelerate the Investment Programme and Commitment to Community Engagement				
Background	Transfer Requirement	Pineview Promise	Outcome	
<p>Kendoon Housing Association had not invested in maintaining stock over several years. Unable to fund</p>	<p>Accelerate the investment programme in the short, medium, and long term. Support community engagement.</p>	<p>Implement Pineview reactive repairs and maintenance policies and procedures to</p>	<p>Achieved Pineview systems implemented from transfer date.</p>	😊

<p>investment to bring properties up to RSL expected standards. Kendoon Housing Association had to restrict spend due to loan covenant compliance issues (due to non-investment for years). Pineview have never had such issues – having robust investment programmes and being able to meet loan covenant compliance requirements comfortably.</p>	<p>ensure homes are maintained to quality standard.</p>	<p>For reactive repairs complete in ex KHA homes to 31/03/2021 – in 32 responses no dissatisfaction expressed.</p> <p>01/04/2021 – 28/02/2022 = 76 responses with 1 expression of dissatisfaction – matter resolved to tenants satisfaction</p>	
	<p>Remove restrictions to accelerate Investment Programme</p>	<p>Achieved PHA repaid ex KHA loan debt and removed loan covenant compliance issue that was preventing spend. This bring position to match original Pineview stock where there were, and remain, no loan covenant compliance concerns to block investment requirements.</p>	😊
	<p>Increase spending in Year 1 (2021/22) to ensure properties meet Pineview standard, meet health and safety compliance, and therefore demonstrate commitment to tenants.</p>	<p>Ongoing Work ongoing to bring properties to (and maintain) standard and ensure health &amp; safety requirements met, for example, roof anchor checks completed; gas servicing procedures (including forcing entry or capping meters to make safe) implemented; periodic electrical checks being pursued etc. Smoke and heat detectors upgrades ongoing. Roof anchors: 3 tenant no access being pursued; periodic</p>	😊

			<p>electrical testing – still on track for compliance by end March 2022; detectors upgrades: 1 property to be upgraded; gas servicing – 1 property one day late: tenant notified of covid on last day due &amp; full specialist PPE had to be arranged to carry out the servicing.</p>	
		<p>Spend an additional £1.25million on investment within period 01/04/2021 – 31/03/2026. Identify work in consultation with tenants.</p>	<p>Ongoing Funds set aside. Consultation with tenants on spending priorities started in July 2021 and will be used to shape investment plans. Reported in Autumn newsletter. Additional kitchens &amp; windows bought forward to 2022/2023 budget. SMO /MO to carry out surveys in next couple of months to identify other potential works and then consult again with tenants.</p>	☹️
		<p>Survey stock and identify 5-year investment programme. Implement effective planned maintenance programme and comprehensive asset management strategy.</p>	<p>Ongoing Desktop work on reviewing stock details completed and updating Pineview asset management system (HUB) to incorporate ex KHA stock. This forms part of our five-year financial projections (the first 5 years of our long-term projections) and forms our base 5year investment programme proposals. This will be further shaped by the outcomes of our consultation exercise</p>	☹️

			<p>that took place with tenants July 2021. This will be supplemented on an ongoing basis with stock survey work (in house and using asset management consultants) and further consultation with tenants to continually review and refine.</p> <p>HUB updated with stock information &amp; SDM will be completed by end March 2022. In house survey work identified to be carried out in next couple of months re possible priority areas from tenant notifications</p>	
		<p>Commit £10,000 per annum for five years to community regeneration projects.</p>	<p>Ongoing Funds set aside. Consultation with tenants on spending priorities started in July 2021 and will be used to shape investment plans. Reported in Autumn newsletter.</p> <p>Three key priorities identified in survey – youth activities, measures to prevent anti-social behaviour and environmental improvements.</p> <p>Projects now being implemented including funding amenities for the Growchapel project and funding for environmental improvements in Cairnsmore area and G15 youth activities</p>	
		<p>Extend Pineview Estate Caretaking Service into</p>	<p>Achieved Pineview Estate Caretaking Service</p>	

		Kendoon area, creating employment opportunity.	extended into Cairnsmore area at date of transfer. This has resulted in an additional job being created and a local resident of Drumchapel was successful in securing post and is making a real impact with the rest of the team.	
		Customer Forum to support community regeneration.	Achieved Tenants and residents in Cairnsmore area invited to join Resident and Customer Forum. Interest from tenants has been followed up and resulted in one new member and two prospective new members who have not yet been able to attend but are still keen to join the forum.	😊









Objective 3 – Support Excellent Service				
Background	Transfer Requirement	Pineview Promise	Outcome 🙄 😐 😊	
<p>Kendoon Housing Association had historic issues of poor governance and performance, with limited assurance and validation. Limited potential for KHA to respond to challenges and increase tenant satisfaction.</p> <p>Pineview has successful track record, with good governance and performance management</p>	<p>Provide services locally. Improve the quality and range of services to tenants. Deliver “excellence”.</p>	<p>Roll out Resident &amp; Customer Forum to Kendoon tenants to provide them with a voice and a say in how services are shaped and what priorities are.</p>	<p>Achieved Tenants and residents in Cairnsmore area invited to join Resident and Customer Forum. Interest from tenants has been followed up and resulted in one new member and two other prospective new members who have not yet been able to attend the forum but are still keen to join.</p>	😊
		<p>Utilise strength of coming together whilst retaining “small” size to</p>	<p>Achieved Increased size being utilised to pursue economies of scale, whilst remaining</p>	😊

<p>systems in place which are regularly validated to give assurance and quality service. Pineview tenant satisfaction results higher than KHA results</p>		<p>ensure locally accountable.</p>	<p>community based and local for accountability. Examples: Achieved cost savings in gas maintenance contract from June 2021. Committee appraisal tendered 2021 and just one cost due to being one organisation rather than two, which is a cost saving. Savings being made in membership and services where increased cost for larger organisation but still less than paying for two separate organisations, for example, EVH membership 2022 = £4,826 rather than £6958 (£4334 = £2624)</p>	
		<p>Retain local office and service provision within Drumchapel.</p>	<p>Achieved PHA office remains local in Drumchapel.</p>	<p>😊</p>
		<p>Roll out Pineview additional services including welfare advice and estate caretaking service.</p>	<p>Achieved Additional welfare advice services purchased, and Pineview Estate Caretaking Service extended into Cairnsmore area at date of transfer.</p>	<p>😊</p>

Objective 4 – Provide Best Value				
Background	Transfer Requirement	Pineview Promise	Outcome 🙄 😐 😊	
<p>Kendoon Housing Association had very high rent, little stock investment, high management costs, and little</p>	<p>Reduce costs without negative impact on services. Deliver value for money.</p>	<p>Implement Pineview rent setting policy which will reduce the majority of rent charges.</p>	<p>Achieved Pineview rent setting policy implemented 01/04/21.</p>	<p>😊</p>

<p>engagement with tenants.</p> <p>Pineview have value for money statement devised with Resident and Customer Forum and have systems to maintain affordable rents, ensure stock investment, continually review management costs, and encourage tenant engagement.</p>			<p>More than 84% of tenants had rent decrease.</p>	
		<p>CPI only increases for 3 years.</p>	<p>Year 1 &amp; 2 Achieved CPI only increase of 0.7% applied to rent structure charge factor for 01/04/2021. Below inflation increase for 2022 rent increase for non-capped rents – 2.6% increase (Published CPI Oct 2021 = 4.2%, Jan 2022 – 5.5%)</p>	<p>😊 😞</p>
		<p>Implement Pineview maintenance policies and procedures to ensure homes are maintained and provide value for money.</p>	<p>Achieved Pineview systems implemented from transfer date.</p>	<p>😊</p>
		<p>Reduce management costs with direct savings including, only one Director, reduced overheads with spread over wider pool of properties, implementing Pineview systems to increase efficiencies such as improved void loss.</p>	<p>Achieved Pineview systems implemented from transfer date.</p>	<p>😊</p>
		<p>Utilise strength of coming together for pursuing economies of scale.</p>	<p>Achieved Size being utilised to pursue economies of scale. Examples: Achieved cost savings in gas maintenance contract from June 2021. Committee appraisal tendered 2021 and just one cost due to being one organisation rather</p>	<p>😊</p>

			<p>than two, which is a cost saving.</p> <p>Savings being made in membership and services where increased cost for larger organisation but still less than paying for two separate organisations, for example, EVH membership 2022 = £4,826 rather than £6958 (£4334 = £2624)</p>	
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Objective 5 – Improve Performance				
Background	Transfer Requirement	Pineview Promise	Outcome   	
<p>Kendoon Housing Association had poor performance across Registered Social Landlord (RSL) sector key performance indicators (KPIs) – high levels of arrears, long void periods and associated void rent loss, low tenant satisfaction.</p> <p>Pineview has a strong performance management framework in place to support continuous improvement in the delivery of performance.</p>	<p>Improve performance in all areas.</p>	<p>Implement Pineview rent setting policy which will reduce the majority of rent charges.</p>	<p>Achieved Pineview rent setting policy implemented 01/04/21. More than 84% of tenants had rent decrease.</p>	
		<p>Deliver Pineview estate caretaking service to Kendoon area.</p>	<p>Achieved Pineview Estate Caretaking Service extended into Cairnsmore area at date of transfer.</p>	
		<p>Implement Pineview policies, procedures, and staff management systems.</p>	<p>Achieved Pineview systems implemented from transfer date.</p>	
		<p>Implement Pineview systems to reduce void times and void rent loss.</p>	<p>Achieved Pineview systems implemented from transfer date. Void times reducing. KPIs outcomes reported quarterly.</p>	
		<p>Implement Pineview systems to enable</p>	<p>Achieved Pineview systems implemented from</p>	



		adaptations to homes.	transfer date and adaptations being progressed and additional grant secured.	
		Roll out Resident & Customer Forum to Kendoon tenants to provide a means to influence decision making and ensure partnership promises are delivered.	Complete Tenants and residents in Cairnsmore area invited to join Forum. Consultation with tenants started in July 2021 and those who expressed an interest will be pursued to encourage them to get involved. Reported in Autumn newsletter. Transfer promises outcomes published on website and newsletters.	😊
		Increase support to and interaction with tenants.	Ongoing – tenants and residents in Cairnsmore area invited to join Forum. 3 additional staff posts recruited to support service to tenants (1 estate caretaker and 2 housing assistants). Consultation with tenants started in July 2021 and those who expressed an interest in being involved will be pursued to encourage them to get involved. Reported in Autumn newsletter. Additional welfare advice services purchased. Christmas vouchers hand delivered to tenants over 60 in Cairnsmore area. Feedback gathered in January rent increase followed up by managers.	😊 😊

## Objective 6 – Develop New Services

Background	Transfer Requirement	Pineview Promise	Outcome 🙄 😐 😊	
<p>Kendoon Housing Association unable to develop new services (resource constraints – staff, financial and other).</p> <p>Pineview have strong track records in delivering wider action projects (community garden, Wheel Fix It, Action for Children, Drumchapel Community Council etc.)</p>	<p>Increase wider role activities. Help tenants survive and thrive in life.</p>	<p>Improve tenants' financial position with Pineview rent setting policy which will reduce the majority of rent charges.</p>	<p>Achieved - Pineview rent setting policy implemented 01/04/21. More than 84% of tenants had rent decrease.</p>	😊
		<p>Roll out Pineview additional services including welfare advice.</p>	<p>Achieved – additional welfare advice services purchased.</p>	😊
		<p>Provide professional, respectful, and committed staff providing good and accountable service delivery.</p>	<p>Achieved – staff team integration and additional staff recruited to resource delivery. Recognised through March 2021 award of Investors in People Gold Standard.</p>	😊
		<p>Implement Pineview systems to improve performance.</p>	<p>Achieved - Pineview systems implemented from transfer date. KPIs outcomes reported quarterly.</p>	😊
		<p>Carry out comprehensive stock surveys and implement effective planned maintenance programmes and comprehensive asset management strategy to ensure homes comfortable and affordable to live in.</p>	<p>Ongoing Desktop work on reviewing stock details completed and updating Pineview asset management system (HUB) to incorporate ex KHA stock. This forms part of our five-year financial projections (the first 5 years of our long-term projections) and forms our base 5-year investment programme proposals. This will be further shaped by the outcomes of our consultation exercise that took place with tenants July 2021. This will be</p>	😐

			<p>supplemented on an ongoing basis with stock survey work (in house and using asset management consultants) and further consultation with tenants to continually review and refine.</p> <p>HUB updated with stock information &amp; SDM will be completed by end March 2022. In house survey work identified to be carried out in next couple of months re possible priority areas from tenant notifications.</p>	
		Accelerate investment in homes and the environment - identify work in consultation with tenants.	<p>Ongoing</p> <p>Funds set aside. Consultation with tenants on spending priorities started in July 2021 and will be used to shape investment plans. Reported in Autumn newsletter.</p> <p>Additional kitchens &amp; windows bought forward to 2022/2023 budget. SMO /MO to carry out surveys in next couple of months to identify other potential works and then consult again with tenants.</p>	☹️
		Commit £10,000 per annum for five years to community regeneration projects.	<p>Ongoing</p> <p>Funds set aside. Consultation with tenants on spending priorities started in July 2021 and will be used to shape investment plans. Reported in Autumn newsletter.</p> <p>Priorities identified in Cairnsmore area were youth activities,</p>	😊 ☹️

			measures to prevent anti-social behaviour and environmental improvements. Projects now underway including providing amenities for local Growchapel Project, Environmental Improvements in Cairnsmore area and funding for youth work.	
		Consult and engage with tenants to understand needs, aspirations, and priorities, and to engender trust and confidence.	Ongoing Tenants and residents in Cairnsmore area invited to join Resident and Customer Forum. Consultation with tenants started in July 2021 and those who expressed an interest will be pursued to encourage them to get involved. Reported in Autumn newsletter. Housing services staff increasing visibility to tenants in estates as Covid restrictions ease. Delivering services demonstrates Pineview commitment. Christmas vouchers to tenants over 60 delivered personally. Feedback gained from rent increase survey followed up by managers.	😊
		Deliver Pineview estate caretaking service to Kendoon area.	Achieved Pineview Estate Caretaking Service extended into Cairnsmore area at date of transfer.	😊
		Increase direct employment opportunities.	Achieved 3 additional staff posts recruited to support service to tenants (1 estate caretaker and 2 housing assistants).	😊


		Utilise strength of coming together for pursuing economies of scale and possible community benefits through contracts.	Achieved Increased size being utilised to pursue economies of scale, whilst remaining community based and local for accountability. Examples: Achieved cost savings in gas maintenance contract from June 2021. Committee appraisal tendered 2021 and just one cost due to being one organisation rather than two, which is a cost saving. Took lead in community benefit project with St Mark's Drumchapel community kitchen - delivered. Additional savings being delivered as detailed at Objective 3.	😊
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Objective 7 – Strong Future Governance				
Background	Transfer Requirement	Pineview Promise	Outcome 🙄 😐 😊	
Kendoon Housing Association suffered from poor management and governance failures historically. Committee membership numbers low and difficulty recruiting. KHA would struggle to ensure strong future governance.  Pineview have comprehensive governance arrangement in place, and can demonstrate and	Provide strong strategic governance and compliance. Involve service users in decisions at local level.	Continue with Pineview governance and compliance arrangements.	Achieved Existing arrangements in place and 2020/21 Committee review completed. Internal audit review of governance completed May 2021.	😊
		Offer up to 4 Pineview committee places to KHA committee members at point of transfer.	Achieved Places offered to KHA committee members at time of transfer and 3 places successfully filled (2 casual vacancies and 1 Co-optee). 2 of the 3 stood for election at 2021 AGM and are now elected members. Consultation with	😊

evidence strong management, governance, and regulatory compliance.			tenants started in July 2021 and those who expressed an interest were pursued to encourage them to get involved.	
		Encourage engagement from tenants and encourage committee membership.	Achieved Tenants and residents in Cairnsmore area invited to join Resident and Customer Forum. Interest from tenants has been followed up and resulted in one new member and two other prospective new members who have not yet been able to attend the forum but are still keen to join.	😊

**Objective 8 – Develop Leadership and Staff**

Background	Transfer Requirement	Pineview Promise	Outcome 😞 😐 😊	
<p>Kendoon Housing Association had few permanent staff members with little opportunity to develop staff and little scope to attract additional staff of required calibre.</p> <p>Pineview is committed to staff development and developing people to take ownership and leadership. Pineview is an accredited Investor in People (IIP) organisation. Pineview has a robust Behaviours Framework for all</p>	<p>Provide dynamic, inspirational leadership. Deliver commitment to recruit, develop, and retain the right people with the right skills. Improve opportunities for small staff team.</p>	No statutory redundancies as a result of transfer.	Achieved Permanent and temporary staff transferred with no statutory redundancies taking place.	😊
		No changes to terms and conditions of employment due to transfer.	Achieved Staff transferred on same terms and conditions through EVH membership.	😊
		Budget for staff and committee training and development.	Achieved Budgets allocated for training and development.	😊
		Recruit to ensure resources to deliver.	Achieved 3 additional staff posts recruited to support service to tenants (1 estate caretaker and 2 housing assistants).	😊

<p>its people to live Pineview values.</p>		<p>Opportunities for staff to develop and progress careers.</p>	<p>Achieved  New permanent posts and opportunities have been advertised internally first where suitable, resulting in two internal promotions and four external appointments. Honoured planned promotion for trainee position from KHA. Development of staff ongoing with learning of Pineview systems and processes. Staff encouraged to engage in internal and external training opportunities. Secured funding to undertake Skills for Growth project with Skills Development Scotland – starting Sept 2021.</p>	
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