

Section 4: SWOT and PEST

SWOT - Strengths, Weaknesses, Opportunities and Threats Analysis

PEST - Political, Economic, Social and Technological Analysis

Each year the Association undertakes a review of the Associations SWOT, incorporating a PEST analysis of our operating environment. Following the February 2021 transfer of engagements (ToE) the review of SWOT and PEST was undertaken by Committee through strategy review sessions with Allpark Consultants in the summer of 2021. The details were approved for inclusion in the Associations Business Plan at the Committee of management meeting of 30 September 2021.

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 - 2021

<p>INTERNAL STRENGTHS</p> <p>Size – 2021 ToE means wider tenant base, increased scale, and reach.</p> <p>Resilience – business continuity highly effective during Covid-19</p> <p>Our people – good mix of skilled, experienced & dedicated staff and Committee.</p> <p>Staff turnover – good retention rates as well as recent recruits.</p> <p>Local – locally based, locally controlled, and locally focused.</p> <p>Customer engagement – we prioritise our investment in this.</p> <p>Long term focus – we have a clear vision & plan effectively.</p> <p>Governance – effective policies, procedures, and decision-making with focus on continuous improvement.</p> <p>Assurance – high levels of assurance achieved.</p> <p>Service performance – high quality services being delivered with high levels of customers satisfaction.</p> <p>Procurement – effective measures in place including joint procurement.</p>	<p>INTERNAL WEAKNESSES</p> <p>Business integration – ongoing process following ToE from Kendoon HA</p> <p>Customer engagement – has especially been challenging during pandemic.</p> <p>Succession planning – maintaining high quality staff & committee members.</p> <p>Performance slippage – some performance harder to maintain during pandemic and catch-up required.</p> <p>Stock investment – previously refurbished stock requiring further investment to meet new EESSH2 standards.</p>
<p>EXTERNAL OPPORTUNITIES</p> <p>Community anchor – no obvious community anchor locally</p> <p>Community resilience – unfulfilled demand for wider services locally.</p> <p>Gap sites – available for potential development.</p> <p>Funding – more funds aimed at wider role, health & wellbeing, community resilience etc.</p> <p>SHIP – increase in GCC funding to provide new affordable housing.</p> <p>Social value – growing interest in social impact.</p> <p>Partnership – some organisations may seek enhanced partnership to address particular challenges.</p> <p>Digitisation – trends towards more affordable & accessible forms of technology being available.</p> <p>Housing to 2040 – clearer long term housing strategy in place.</p> <p>Wider role – develop strategy.</p>	<p>EXTERNAL THREATS</p> <p>Economic uncertainty - many uncertainties re. cuts to services, unemployment, economy, tax, benefits, pension value, borrowing rates, etc.</p> <p>Impact of Pandemic – on our customers’ employment, health, financial position, etc. as well as on our business.</p> <p>Welfare Reform – potential of further policy changes & cuts.</p> <p>Reputation – of the local area and the impact of this.</p> <p>Climate change – increasing pressure, regulation & compliance requirements within an uncertain environment (e.g. future heating/energy).</p> <p>Funding – changing priorities & resources.</p> <p>Regulation – increasing pressures on RSLs e.g. on rent levels.</p> <p>Competition – for resources from other organisations including RSLs.</p> <p>Wider Local Strategy – no clear strategy locally – are existing external models, such as Thriving Places, future proofed?</p>

PEST - 2021

<p>POLITICAL FACTORS</p> <ul style="list-style-type: none">• Brexit• Indy-ref 2• Welfare reform and UC• Housing to 2040• Rapid Rehousing Transition Plans (RRTP) & Homeless Legislation• Fire safety legislation• EESSH/EESSH 2• Climate change and sustainability agenda• Affordable homes target & changes to subsidy framework• SHR regulatory framework	<p>ECONOMIC FACTORS</p> <ul style="list-style-type: none">• Inflationary and interest rate risks• Impact on cost of living• Rent affordability agenda• Unemployment rates• Construction cost inflation –material and labour shortages• Procurement costs• Post covid recovery austerity and public funding• Further welfare reforms
<p>SOCIAL FACTORS</p> <ul style="list-style-type: none">• Ageing population - independent living• Smaller households• Changing demographics - impact on Asset Management• Future demand for stock profile – low demand analysis• Social deprivation and poverty• Championing equality and alleviating homelessness• Customer expectations	<p>TECHNOLOGICAL FACTORS</p> <ul style="list-style-type: none">• ICT infrastructure investment• Developing Modern Workplace Strategy• Investment in mobile solutions and delivery of an efficient operating model• Supporting digital inclusion and providing digital services for customers• Cyber security• Internet of Things (IoT) opportunities and challenges• Construction requirements

The above SWOT is the summary of the strategic SWOT that emerged from the Committee strategy sessions facilitated by Allanpark Consultants during the summer of 2021.

There are a number of additional areas where the Association believe we do well; things we would like to continue to improve on or do better in; things we can develop/use to the benefit of the Association and our customers; and things we need to be aware of and/or prepare for. The staff team reviewed these in June 2021, and these sit to complement the strategic SWOT determined by Committee.

What we do well	What we would like to improve
<ul style="list-style-type: none"> • Financial viability – short, medium, long-term • Treasury management and banking relationships • Stock – good quality, well maintained, affordable, demand, robust cyclical, and planned works • Increased stock available to the local community, due to Transfer of Engagements. • Robust Assurance and reporting processes • EESSH compliance • Community based • Stable community - tenancy sustainment • Committed customer and resident forum • Tenant satisfaction survey results • Performance – outcomes and focus • Live business plan • Robust internal audit programmes and consistently good reports • Proactive - anticipating changes • Robust health and safety, with positive audits • GDPR and FOI systems • Committee as a team – skills, experience, mix of long standing, new, residents, “professionals” • Committee structure – appropriate for robust governance without being overburdening • Committee induction process • Independent annual committee review • Committee training programme • Committee and staff communication and relationships – professional • Appropriate staff structure – strengthened even further after Transfer of Engagements • Staff as a team – skills, teamwork, experience, mix of long standing, new, professional, roles and responsibilities, committed to development • Knowledgeable and experienced Director • Some staff turnover – welcome fresh ideas 	<ul style="list-style-type: none"> • Estate and environmental management • Customer satisfaction response rates • Overall and repairs satisfaction results • Tenant involvement levels • Integration of former KHA tenants into tenant engagement strategy • Staff communication and follow up with customers • Rent/Recharge Arrears debts – particularly after Transfer of Engagements • Record keeping processes • Contractor management • Timing of post inspections • Staff sickness absences - improved • Further developing staff communication • Contingencies to manage failure by outside agencies • Ensure promises are delivered re Transfer of Engagements and good reporting • Share good news stories – newsletter/ social media/ website etc – involvement of all departments in creating content • Continue on journey to paperless, environmentally conscious

<ul style="list-style-type: none"> • Stable core staff team – continuity • Adaptable staff who cope well in crisis situations / global pandemics. • IIP accreditation – increased award to Gold in 2021 • Relationship between staff & residents • Purchase of sector specific expertise – welfare benefits, ICT, finance agents, equalities, DPO • Advancing range of communication methods – future proofing, use of technology • Reactive estate caretaking service • ICT Infrastructure/Disaster Recovery/Business Continuity – working from home infrastructure well deployed and utilised during Covid19 pandemic • Active external relationships – Drumcog, EVH, SFHA, GWSF, SHN, Share, TPAS, TIS • Meeting promises made re Transfer of Engagements – some already met re rent review 2021 	
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What we can develop/use to our benefit	What we need to keep aware of/prepare for
<ul style="list-style-type: none"> • Tenant satisfaction survey results • ToE – strengthen links, increase tenant participation, committee membership, new staff-fresh ideas • Resident & customer involvement • Recognising vulnerable tenant needs to give assistance • Welfare benefits advisor service – other options to be explored • Community Partnerships –NMG, WFI, Drumcog • Supporting employment and skills development • Enhance repairs service with new staff structure • Staff/Committee training & development opportunities 	<ul style="list-style-type: none"> • Impact of Covid 19 – longer term effect on economy, tenant incomes and welfare, and impact on service delivery supply chains and materials • Other future global pandemics • Resources – monitor requirements for people/finances • Maintain Committee membership, skills, and numbers • Ongoing Welfare Reform impact • Tenant and owner debts • Brexit – impact on supply chain and labour shortages which will especially impact on repairs and maintenance • Indyref2 • Terrorism • Customer satisfaction/perceptions

<ul style="list-style-type: none"> • Committee recruitment process • Keep updated with changes to legislation & regulatory requirements • Networking • Involvement with representative bodies – SFHA, GWSF, EVH • SHN – benchmarking & good practice • Healthy Working Lives programme • GDPR/DP –Audit • Equalities work • IIP and Remarkable work • Skills Development Scotland Skills for Growth project • Behaviours Framework • IT and telephone systems • Technology – social media, website, etc. • IT - opportunities to increase efficiencies • Record keeping processes • Flexibility Works – enhance flexibility with service provision 	<ul style="list-style-type: none"> • Lack of community engagement • Apathy of customers • Complacency • Inflation and interest rates • Financial changes / uncertain economy • EESSH2 and climate/carbon requirements – compliance and affordability • IT systems and security • Continued /Increased Requirement & Usage of Remote Technology • Pensions costs – both for current contributions and past deficit payments • Demand for stock • Glasgow housing register resurrection • Ageing stock • Major repair work – scale and cost • Regulation, legislation & guidance burden • Sector reputation with increased regulatory engagement (not PHA) • SHR engagement with PHA due to ToE • Changes to fire regulations – short and long term financial impact • Reduced service from Other Agencies • Potential impact of increased racial tensions • Increased insurance costs – hard market
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