



CUNNINGHAME
HOUSING ASSOCIATION
More than just a landlord

ANNUAL REPORT

2019/2020



www.cunninghame-housing.org

A charity registered in Scotland No : SC037972

CHAIRPERSON'S INTRODUCTION



“More than just a landlord”

Welcome to Cunningham's 2019/20 Annual Report

Although COVID-19 and lockdown has presented CHA (and the sector) with challenges, we have yet again had another fantastic and successful year.

During 2019/20 the Association continued to roll out its exceptionally dynamic development new build programme with a total of 192 new homes coming off site into management and a further 98 new homes achieving a site start status.

During the plan period 2020/21 to 2024/25 we have a total of 1089 further new homes planned.

Reflecting this our Housing Association Grant spend in 2019/20 totalled £16m and this is projected to reach £22.5m in 2020/21 and £27.5m in 2022/23.

Now being of “Systemic Importance” to the Scottish Housing Regulator we continue to try and ensure that we meet full compliance of the new SHR Financial and Regulatory Standards and Best Practice. In this respect the Board of Management continues to work hard with its Group Chief Executive and Executive Management Team to ensure that the policies, processes and strategic direction of the Association are being achieved and that in terms of

our performance we continue to both deliver and where possible outperform on our targets.

I would like to take this opportunity to express my thanks to my Board colleagues for their participation, effort, good governance and the giving up of their time.

I would like to take this opportunity as Chair to pass on the Boards collective thanks to our Group Chief Executive, our Executive Management Team and all our staff for their continued commitment, dedication, and excellent performance in striving to meet the vision, mission and values of the organisation.

Finally, in this my fifth and last year as CHA's Chair I would like to say how much I have enjoyed my time as the Associations Chairperson. CHA is now one of the top housing associations in Scotland and I would like to thank our Board of Management for the dedication and support in continuing to ensure that the Association is “More Than Just a Landlord” and making our “Communities Better Places”.

Janet Strang
Chairperson



GROUP CHIEF EXECUTIVE'S REVIEW OF THE YEAR

In October 2019 the Association submitted its first Annual Assurance Statement to the Scottish Housing Regulator “An Assurance Statement is a way for Committees and Boards to declare that they are assured their organisation complies with regulatory requirements and standards or to disclose areas where they need to improve.

It is meant to help governing body members get the assurance they need.” The Association's first Annual Assurance Statement confirmed the overall assessment was that Cunningham Housing Association were Partially Compliant with the Regulatory Standards. However, there were no areas of non-compliance.

In February 2020 the Association was successful in its first venture into the London Financial Markets when we completed our first funding tranche of £30m from Canada Life which will be used to fund part of our new build development programme of new houses. Recently we have also entered into a funding arrangement with Royal Bank of Scotland for a new £15m facility to fund an additional part of our new build programme.

In March 2020 we retained our Investors in People (IIP) Platinum, Investors in Young People Gold and Investors in People Health & Wellbeing award. The Cunningham Housing Association group of companies have now been confirmed as being in the Top 20 platinum organisations (50 to 249 employees) in the UK.

In closing, I would like to take this opportunity to thank our partners North Ayrshire Council, East Ayrshire Council, Dumfries & Galloway Council, the Scottish Government and our Private Sector Financial Lenders for their continued support. I would also like to thank our Board of Management our Executive Management Team and all our staff who work tremendously hard and are committed to the work and success of the Association.

I must also give a very special thank you to our outgoing Chairperson Janet Strang who over the last 5 years as Chair has provided excellent leadership and commitment to the Board of Management.

Frank A Sweeney
Group Chief Executive



BOARD OF MANAGEMENT 2019 - 2020



Janet Strang
Chairperson

Joined: 1994
Chairperson From: August 2015
Background: Local Community Activist



Liam Loudon
Board Member

Joined: 2018
Background: An Associate Partner specialising in Commercial Valuation and Agency with J & E Shepherd in the West of Scotland.



John Kelly
Vice Chairperson

Joined: 2012
Vice Chairperson From: August 2015
Background: Former Mining Engineer/Manager South Africa



June Fenelon
Board Member

Joined: 2018
Background: Community Activist, formerly employed in training and development within the NHS.



Lesley Keenan
Secretary

Joined: 2015
Secretary From: August 2015
Background: Former Deputy Chief Executive at Department of Health and Social Care Isle of Man Government



John Nisbet
Board Member

Joined: 2018
Background: Community Activist, former Resettlement Worker with Aspire Housing & Personal Development Services.



William Gibson
Board Member

Joined: 2018
Background: A former Depute Head Teacher and former Leader of North Ayrshire Council, William is now retired from his role as a local councillor.



Brian McCabe
Board Member

Joined: 2019
Background: A former principle financial services consultant with a BSc (Hons) Degree in Social Science (Politics).



Brenda Johnstone
Board Member

Joined: 2017
Background: Community Activist and Fundraiser.



Drew Hall
Board Member

Joined: 2019
Background: A former senior officer with Inverclyde Council and Chartered Fellow of the Royal Environmental Health Institute of Scotland.

BOARD OF MANAGEMENT 2019 - 2020



Elizabeth Shedden
Board Member

Joined: 2019
Background: Worked in all aspects of law with a local firm of solicitors until she retired.



Cllr Jimmy Miller
Board Member

Joined: 2017
Background: Representative of North Ayrshire Council, Trade unionist and ex-military.



Margaret Davison
Board Member

Joined: 2019
Background: Chief Executive of the Queen Margaret Union at Glasgow University.



John McLaren
Board Member

Resigned: March 2020
Background: Fellow of Chartered Institute of Social Housing, Businessman.



Cllr Douglas Reid
Board Member

Joined: 2017
Background: Representative of East Ayrshire Council and Leader of the Council, (previously served on Board in 2010-11).

THE GROUP CHIEF EXECUTIVE AND EXECUTIVE MANAGEMENT TEAM



Frank Sweeney
Group Chief Executive



Steven Good
Executive Director of
Housing & Property
Services



Linda Anderson
Executive Director of
Development Services



Allison McColl
Executive Director of
Finance & Corporate
Services



GOVERNANCE REPORT 2019 - 2020

Meeting Attendance

Board of Management Members were extremely busy during this year attending 38 meetings as detailed in the table below:

Period August 2019 – August 2020	Number of Meetings
Board of Management Meetings	7
Special Board of Management Meetings	7
Sub Committee Meetings	24
Total	38
Average Attendance Achieved at Board of Management, Special Board of Management Meetings and Sub Committee Meetings	80%

Meetings	Number of Meetings	Target 2019-2020	Actual Attendance	+ / -
Board of Management	7	75%	76%	+1
Special Board of Management	7	N/A	74%	N/A
Skills & Succession Planning Group	4	75%	100%	+25
Development Services Sub Committee	10	75%	84%	+9
Housing & Property Services Sub Committee	3	70%	86%	+16
Finance & Corporate Services	4	70%	80%	+10
Audit Sub Committee (1 meeting not quorate)	3	70%	63%	-7
Total	38			

Board of Management, Special Board of Management and Sub Committee Meetings	Average % Members Attending	Total No of Volunteer Hours (2 hr/mtg)	Estimated Volunteer Time/Cost (£12.56 hr)
Total No of Meetings = 38	80%	648	£8,138.88

GOVERNANCE REPORT 2019 - 2020

Complaints Report (1st April 2019 – 31st March 2020)

What follows is the statistical information of the complaints received by the Association during the period 1 April 2019 to 31 March 2020 and reported in the Annual Return on the Charter:-

	1st Stage Complaints		2nd Stage Complaints	
	No	Percentage	No	Percentage
Received in the reporting year	34	89%	4	11%
Carried forward from the previous reporting year	0	n/a	0	n/a
Complaints responded to in full by the landlord in the reporting year	34	89%	4	100%
Complaints upheld by the landlord in the reporting year	3	9%	0	n/a
Complaints responded to in full within the timescale sent out in the SPOS Model Complaints Handling Procedure	32	94%	4	100%

There were no improvements made to CHA services as a result of the complaints process.

Our Tenants Groups were involved in the following: -

- CHA's Annual Performance return to the Scottish Housing Regulator on the Scottish Social Housing Charter
- CHA tenants conference
- Rent Increase consultation
- Rent restructure
- Gas Safety
- Planned Maintenance





HIGHLIGHTS OF THE YEAR

Frank Sweeney Celebrates 30 Years' Service

January 2020 marked Frank's 30 years' service with CHA.

Commenting on his long service he said, "Over the years I have been very fortunate to have worked with some excellent staff and board members who together have worked hard in delivering the Associations 35 years ongoing success by being "More Than Just A Landlord" and making our communities better places. The first thirty years have just flown by, I am now looking forward to the next 30!"

After holding several senior positions within the housing association sector Frank joined the then Three Towns Housing Association in January 1990 as its Director. In 1990 the Association changed its name to Cunninghame Housing Association.

Since 1990 he has with his Board of Management, led Cunninghame Housing Association (then with 65 properties) to continuous success and it is now regarded as one of the leading housing associations and social enterprises in Ayrshire and Dumfries & Galloway with approximately 3000 affordable housing properties in management, 450 factored properties and two subsidiary companies (Citrus Energy Ltd and Cunninghame Furniture Recycling Company).



Investors In People

The Cunninghame Housing Group of Companies achieved IIP Platinum (Investors in People), Investors in Young People Gold and Health & Wellbeing Gold awards in 2017 (the first Housing Association in Scotland to achieve all three at the highest standards).

We are delighted to announce that in March 2020 Cunninghame Housing Association became one of the first Housing Associations in Scotland to be re-accredited as IIP Platinum (Investors in People), Investors in Young People Gold (Investors in Young People) and Health & Wellbeing award. The Association is now in the top 20 'Platinum' organisations in the UK.



Gardening Competition 2019

Cunninghame Housing Association's annual garden competition proved as popular as ever with our tenants. Launched in 1999, the Association has two competitions, one in North Ayrshire and one in East Ayrshire.

The 2019 North Ayrshire winner was Mr & Mrs Ritchie from Irvine and the East Ayrshire winner was Miss McKenna from Kilmarnock. Mr and Mrs Ritchie and Miss McKenna are pictured here receiving their trophy, certificates and B&Q vouchers of £100 from members of the Associations Housing & Property Services Sub Committee: Janet Strang and Lesley Keenan.



Long Service Awards 2019

On the 29th November 2019 the Association held its third Long Service Awards ceremony to recognise the Board of Management and Staff members who had achieved 15 and 20 years continuous service with the Association.

Four members of staff qualified for the long service awards receiving their awards at the official ceremony held at the Waterside Hotel.

A further 6 staff members qualified for the prestigious EVH 30 Years continuous service award with some of them accepting their award at the ceremony.

The Association's Chairperson Janet Strang also received an award for 25 years' service.



Pictures left to right: Susan Howe, Mhairi Stakim, Gina Burley, Robert Houston, Frank Sweeney, Linda McNeillie, Janet Strang, Jan Nelson (on behalf of Fiona Johnson), Karen Agnew, Jennifer Brady, Melanie Grierson.



10th Annual CHA Tenants Event



The Association's 10th Tenants Event was held on 10th July in the Seamill Hydro and was the most successful to date attracting our highest number of tenants. The facilities and catering in the Seamill Hydro were fully appreciated by our tenant delegates and guests.

As in previous years the Conference was organised, planned and supported on the day by our tenants' events and communication group. Without their assistance the Conference would not be as successful as it is. The group came up with lots of ideas for speakers and entertainment to help give a full and varied agenda.

Over 120 delegates attended the conference. This included 75 Cunninghame tenants, invited guests including the East Ayrshire Deputy Provost Claire Leitch, speakers and tenant guests from East and North Ayrshire Councils. The feedback received from our tenants was extremely positive 100% rating their experience of the event as good or very good.



Our Healthy Working Lives Group and Annual Charities

During 2019/20 the Association's staff participated in a number of events to raise funds for our nominated annual charities.

Events such as sporting challenges, raffles and bake sales helped raise £1,509.05 for the charities. Over the last 8 years the Healthy Working Lives Group have raised £15,965.52 for local charities.

In addition the Association also raised £5,217.30 at the Long Service Awards event in November 2019. The proceeds from the event were donated to the North Ayrshire Foodbank who received a donation of £2,608.65 and to the Salvation Army Toy Appeal who received a cheque for £2,000 plus £608.65 worth of toys to Salvation Army Toy Appeal in December 2019.



MORE THAN JUST A
LANDLORD

Making Our Communities Better Places Fund

With an annual budget of £30,000.00 (£20,000 for North & East Ayrshire and £10,000 for Dumfries & Galloway) our "Making Our Communities Better Places Fund" awards small grants to local community clubs, groups and individuals who meet our funding criteria.

The Board of Management received 49 applications for funding in 2019 – 2020 and awarded a total of 37 grants to the following: -

North & East Ayrshire

Ardrossan Highland Games
Kilwinning Community Football Academy
North Ayrshire Athletics Club
2nd Kilwinning Boys Brigade
Blair Gymkhana
Kilwinning Community Events
Ardrossan Winton Rovers 2009's
Jonathan Ralston
MS Society
Break A Leg Drama
Garnock Valley Pipe & Drums
4th Irvine Boys Brigade
Fund Raising Trip Sweden
Kilwinning Youth Forum (x3)
Tass Thistle 2009
Caledonian Piping
Ayrshire Community Trust
Darvel Music Company
Fraser Byers
Ryan Henry
Kilwinning Rangers 2012/2011s
KSC Kilwinning Rangers Under 16's Blues
Clark Drive Football Club
Ardrossan Rugby Club
Mauchline Holy Fair Event
Total Grants Awarded 25

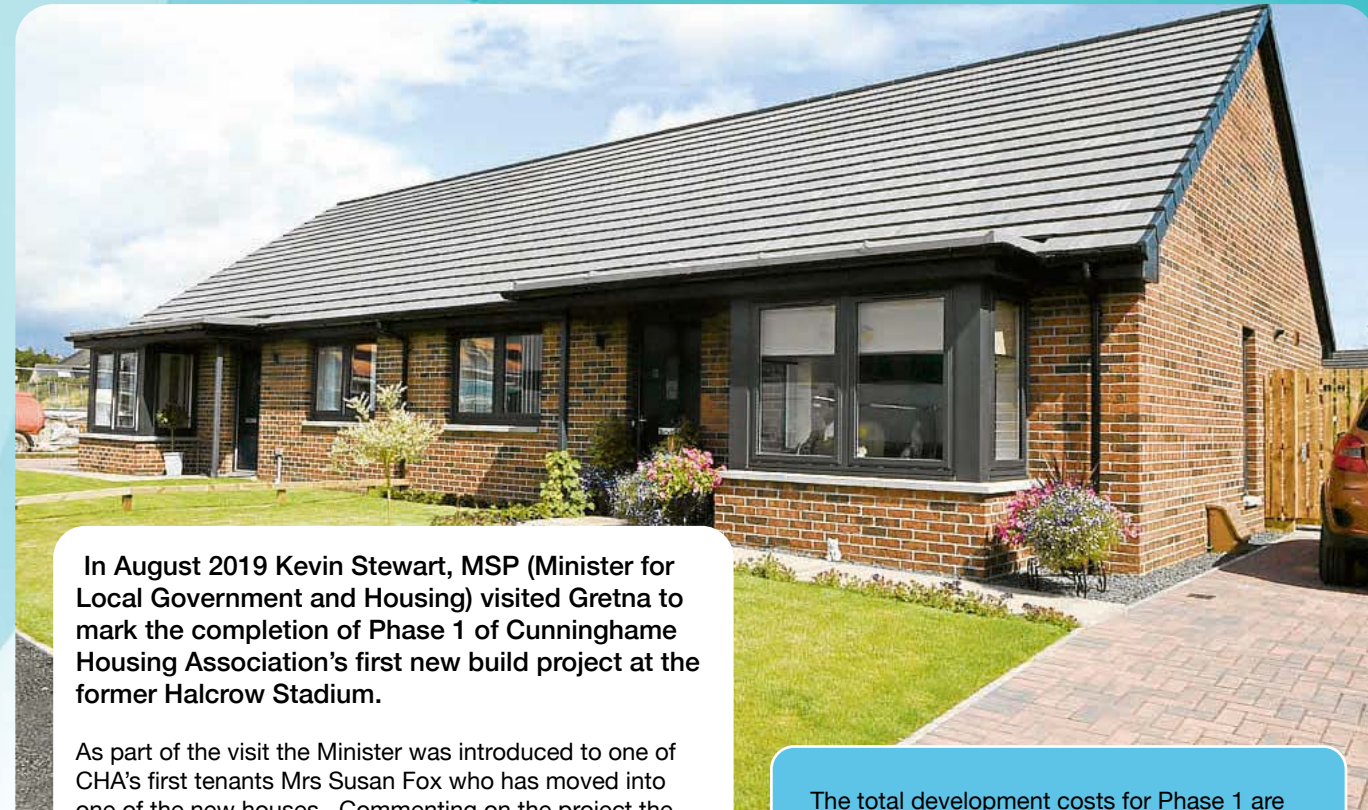
Dumfries & Galloway

Annan Christmas Lights Committee
Black and Gold Foundation
Gretna Football Club 2008
Kates Kitchen
Annan Rugby Club
Lockerbie Squash Club
Annandale Community Transport
Gretna & Rigg Community Council
Gretna Tennis Club
Eastriggs, Darnock & Creca Community Group
Eastriggs and Gretna Heritage - The Devils Porridge Museum
Mossburn Community Farm
Total Grants Awarded 12



BUILDING OUR COMMUNITIES

Former Halcrow Greyhound Racing Stadium, Gretna - Phase 1



In August 2019 Kevin Stewart, MSP (Minister for Local Government and Housing) visited Gretna to mark the completion of Phase 1 of Cunninghame Housing Association's first new build project at the former Halcrow Stadium.

As part of the visit the Minister was introduced to one of CHA's first tenants Mrs Susan Fox who has moved into one of the new houses. Commenting on the project the Housing Minister Kevin Stewart said "It's great to see phase one of this project at Halcrow Stadium, Gretna completed. Cunninghame Housing Association now have a positive presence in Dumfries and Galloway with an ambitious development programme over the next four years. These 47 new homes will provide much needed quality, affordable housing in the area as well as a boost to the local economy."

The Association acquired the former Halcrow greyhound stadium site in Gretna on the 29th March 2017 and the development of the site is being delivered in partnership with Dumfries and Galloway Council and the Scottish Government as part of Dumfries and Galloway Council's Strategic Housing Investment Plan (SHIP). The purchase of the site has afforded the Association a rare opportunity, in line with the Council's strategy, to provide much needed affordable housing in Gretna.

The new Cunninghame Housing Association homes at Halcrow are being delivered in two phases and the overall site will accommodate 90 units with Phase 1 providing 47 new homes and Phase 2 delivering 43 new homes.

The Design Team involved with this new build project were:

- Robert Potter & Partners Architects
- Robinson Low Francis Quantity Surveyor
- Clancy Consulting Structural Engineer

The total development costs for Phase 1 are £7.1m with Scottish Government Housing Association Grant funding accounting for £4.2m and the Association contributing £2.9m in private finance. Work commenced on site on 7th May 2018 with the CHA's Framework Contractor Ashleigh (Scotland) Ltd.



Left to right: Gavin Stevenson, Chief Executive Dumfries & Galloway Council, Willie Gibson, Chair of Development Services Sub Committee CHA, Janet Strang, Chair CHA, Councillor Andy Ferguson, Chair Communities Committee, Dumfries & Galloway Council, Mrs Fox, Kevin Stewart MSP, Minister for Local Government and Housing, Allison McColl, Executive Director of Finance & Corporate Services, Steven Good, Executive Director of Housing & Property Services, Linda Anderson Executive Director of Development Services, Frank Sweeney, Group Chief Executive CHA.

BUILDING OUR COMMUNITIES

Longpark, Kilmarnock – Phase 7

In January 2020 Provost Todd of East Ayrshire Council performed the official closing ceremony to the 20-year regeneration of the Longpark area in Kilmarnock.

Cunninghame Housing Association first became involved in Longpark in 1999 following a transfer of undertakings from the then Longpark Ownership Co-operative, Kilmarnock.

The site was included within East Ayrshire Council's Strategic Housing Investment Plan (SHIP) and funding was committed to this project to deliver new houses on the site and complete the regeneration of Longpark.

The new build homes were delivered as a Design & Build contract with CCG Scotland Ltd as the main contractor with work commencing on site on 3rd September 2018.

The last remaining block was handed back to the Association on Wednesday 27th November 2019. A total of 48 new units for rent on the site which comprised of a total of 28 houses and 20 cottage flats (a mixture of two and three bedroom properties). Included within this are 13 single storey bungalows who accommodate clients who have amenity needs and those who require wheelchair designed accommodation.

All the properties were allocated to applicants on the East Ayrshire Common Housing Register.

The Design Team involved with this new build project were:

- MAST Architects
- TCS Construction Consultants

The total works costs of £6.3m was funded by £3.7m in Scottish Government Housing Association Grant funding and £2.6m in private finance from the Association. The delivery of this final phase of new build development completed the overall regeneration of the Longpark estate and the significant investment made to date by our strategic partners, East Ayrshire Council and the Scottish Government.



Pictures left to right, Frank Sweeney, CEO of CHA and Provost Jim Todd

Provost Jim Todd of East Ayrshire commented "I really enjoyed visiting Bute Street where Cunninghame Housing have just built some beautiful houses. The residents I met are clearly delighted with their new homes and with the surrounding green spaces which make the whole area a lovely place to live."

Sharphill, Saltcoats

In February 2020 Leader of North Ayrshire Council, Joe Cullinane carried out the official ceremony to mark the start of Cunninghame Housing Association's new build project Phase 4 at Sharphill, Saltcoats.

The Association built new housing at Phases 1 & 2 which were completed in 2010, with phase three completed by McTaggart Construction in 2018. A total of 87 new homes have been delivered over the three phases. We were therefore keen to continue with the provision of new houses at Sharphill and we secured Phase 4 in 2017 with a view to building another 76 new homes for rent.

The Phase 4 site had been incorporated within North Ayrshire Council's Strategic Housing Investment Plan as it is considered to be a site which will deliver homes within an area where considerable demand exists for affordable housing. The site is being delivered with the support of our strategic partners North Ayrshire Council and the Scottish Government.

“ I really enjoyed visiting Bute Street where Cunninghame Housing have just built some beautiful houses ”

Provost Jim Todd (East Ayrshire Council)



BUILDING OUR COMMUNITIES

Sharphill, Saltcoats

Contract Value

The overall development costs are £12.3m. The project will be funded by Scottish Government grant of £6.9m and a further £5.4m in private finance secured by Cunninghame Housing Association.

Design Team

The Design Team who have been engaged by the Association to deliver this new development comprise the following members:

- Architect – Anderson Bell Christie
- Quantity Surveyor – TCS Construction Consultants
- Structural Engineer – Goodson Associates
- Principal Designer – TCS Construction Consultants

Contractor

The main contractor for the work is Ashleigh (Scotland) Ltd who are the Association's Framework Contractor who are delivering our new build programme across both

Ayrshire and Dumfries & Galloway and will continue to do so over the next 5 year period.

Construction works programme

Overall contract completion is expected by July 2021 when the last properties will be returned to the Association.



Pictured (left to right) Cllr Jean McClung and her granddaughter, Joe Cullinane, Leader of North Ayrshire Council, Willie Gibson, CHA Chair Development Services Sub Committee, Cllr Ronnie McNicol, Linda Anderson, CHA Executive Director Development Services, Janet Strang, CHA Chair and Frank Sweeney, CEO CHA.

Carrs Billington, Annan

On Tuesday 25th February 2020, Kevin Stewart, MSP Minister for Local Government and Housing, visited Cunninghame Housing Association's new build project at the former Carrs Billington site, High Street, Annan to carry out the official closing ceremony.

On August 8 2018 the Minister carried out the official launch of the new housing development. Approximately 16 months later the site has delivered 27 new homes in total, 22 of which are new build and five flats which have been created through the refurbishment of the existing red sandstone front building in the High Street across from the Town Hall.

This site has delivered 27 units in total, 22 of the units will be new build and 5 flats will be created through the refurbishment of the existing front building.

Commenting on the visit to the project Kevin Stewart, MSP Minister for Local Government and Housing, said: "Cunninghame Housing Association's new project in Annan will bring many benefits to the people of the town. These 27 new homes will provide much needed quality, affordable places to live and help to contribute to the local community and economy. "Through our Affordable Housing Supply Programme, we are on track to deliver 50,000 affordable homes by 2021, backed by record investment of more than £3 billion.

This new development is a testament to the strong partnership working which demonstrates the reality and benefits of this commitment."

The main contractor for the work was Ashleigh (Scotland) Ltd who are the Association's Framework Contractor who are delivering our new build programme across both Ayrshire and Dumfries & Galloway and will continue to do so over the next 5 year period.

View drone footage and internal 360° walk through videos on our website: www.cunninghame-housing.org



(left to right) David Smith, Managing Director Ashleigh Construction, Frank Sweeney, CEO CHA, Janet Strang, Chair CHA, Cllr Elaine Murray, Leader of Dumfries & Galloway Council, Kevin Stewart, MSP Minister for Local Government and Housing, Gavin Stevenson, CEO Dumfries & Galloway Council, Archie Dryburgh, Chair of Communities Committee, Willie Gibson, Chair of Development Sub Committee CHA, Joan McAlpine MSP, Colin Smyth MSP, Cllr Sean Marshall, Cllr Ian Carruthers

BUILDING OUR COMMUNITIES

New Build Development Programmes

The Association's Development programme continues to deliver quality new build homes with a total of 192 new homes completed during 2019/20 within North and East Ayrshire and Dumfries & Galloway.

The completed homes are as follows:

Balnagowan, Skelmorlie

Fact File

No of units: 27
Total Investment: £4.2m
On Site: January 2019
Overall Completion: January 2020



Longpark Phase 7, Kilmarnock

Fact File

No of units: 48
Total Investment: £6.5m
On Site: May 2018
Overall Completion: November 2019



Halcrow Phase 1, Gretna

Fact File

No of units: 47
Total Investment: £7.1m
On Site: May 2018
Overall Completion: September 2019



Halcrow Phase 2, Gretna

Fact File

No of units: 43
Total Investment: £5.8m
On Site: January 2019
Overall Completion: March 2020



High Street, Annan

Fact File

No of units: 27
Total Investment: £4.2m
On Site: May 2018
Overall Completion: April 2020



There are a number of sites which will be complete in 2020/21 across Ayrshire and Dumfries & Galloway delivering a total of 92 new homes.

Treeswoodhead Road, Kilmarnock

Fact File

No of units 22
Total investment £3.5m
On site November 2019
Overall completion March 2021



Sharphill Phase 4, Saltcoats

Fact File

No of units 76
Total investment £12.3m
On site January 2020
Overall completion October 2021
(part complete by March 2021 - 20 units)



Ardoch Court, Stevenston

Fact File

No of units 28
Total investment £3.8m
On site January 2019
Overall completion July 2020



Windermere Road, Annan

Fact File

No of units 22 (out of 60 units in total)
Total investment £8.3m
On site April 2019
Overall completion July 2021
(22 units by March 2021)



FINANCE & CORPORATE SERVICES

THE CORPORATE SERVICES DEPARTMENT	PERFORMANCE	FINANCE	ICT (INFORMATION & COMMUNICATIONS TECHNOLOGY)
FACTORING	ADMINISTRATION	HUMAN RESOURCES	INTERNAL & EXTERNAL AUDIT

The Corporate Services Department faced seven key challenges during 2019-2020.



PERFORMANCE

In terms of performance, we continued with the Board of Management and our staff to track and report our performance by means of our Clearview Performance Management System to ensure that we were achieving our strategies and their associated critical for success factors and key performance indicators (KPIs).

Ensuring we achieve our Strategies and Critical for Success Factors



Managing Service Excellence, Customer Services & Customer Engagement

Leading our peers in Performance as reported by SHBVN (Benchmarking Club)

FINANCE & CORPORATE SERVICES

INFORMATION & COMMUNICATION TECHNOLOGY

CCTV

- Upgraded across all sites
- New installations at new build sites

Microsoft Secure Productive Enterprise Implementation - including:

- Migration of MS Sharepoint Services to cloud
- Migration of MS Exchange to cloud

Upgrade/New Version Installs of the following systems:

- Capita Housing
- Open Accounts
- Castleton Document Management
- Cascade HR System
- Cascade Payroll System

Cybersecurity Essentials

- Full Accreditation (fully funded by SCVO)

Home Working Set-ups

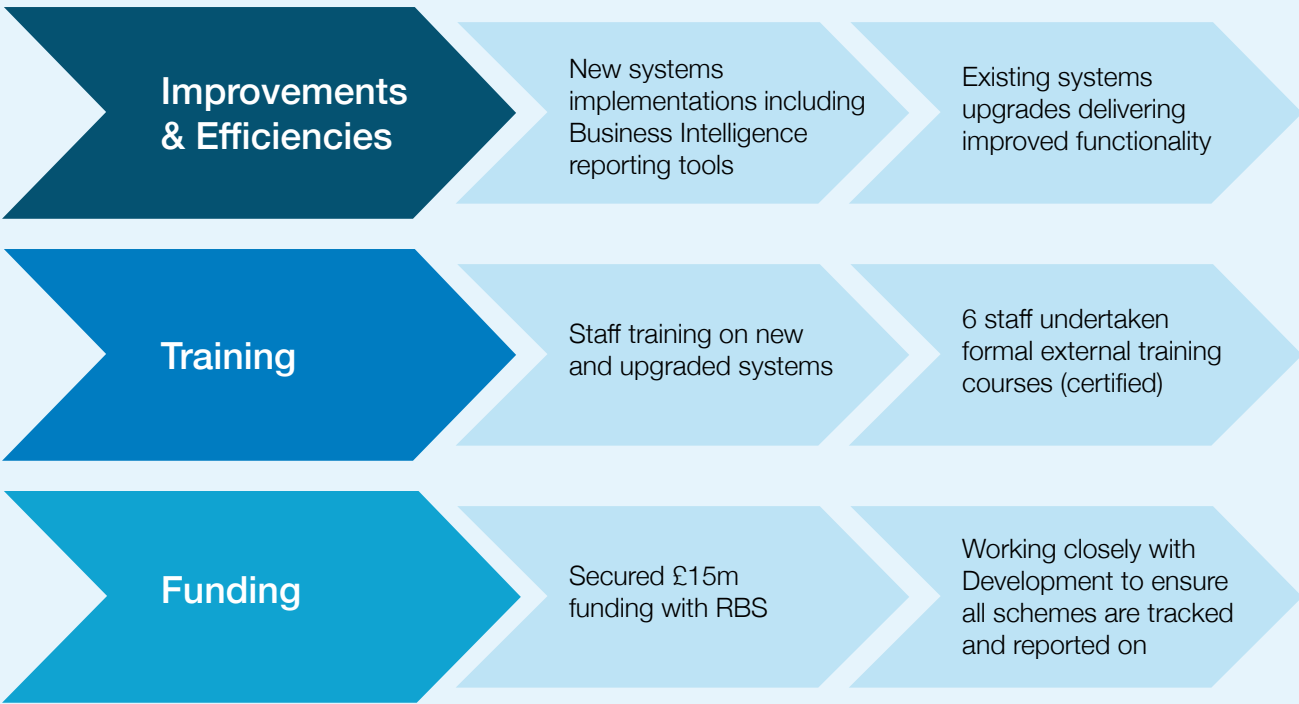
- 80 members of staff issued with laptops and remote access via VPN

FACTORING

Continued first class Service delivery in order to comply with the Property Factors Scotland Act including Factoring Handbook, Written Statement of Services and Systems re-design.

Continued update of our registration of all Factored Buildings and Land with the Scottish Government for Factoring purposes.

Number of Factored Houses (without owning them)	435	Amount of invoiced factoring charges and recoverable costs outstanding at 31 March 2020	£211,476
---	-----	---	----------



FINANCE & CORPORATE SERVICES

In Finance year 2019-2020 the Association generated a surplus for the period of £1,817,374.

Net assets at March 2020 were £14,733,681 and the Association's longer term projections continue to demonstrate viability, under reasonable assumptions, and bank covenant compliance.

Statement of Comprehensive Income

	Annual Accounts to 31st March 2020	Annual Accounts to 31st March 2019
Turnover	17,964,609	17,491,803
Less: Operating Costs	(13,497,389)	(13,660,136)
Operating Surplus	4,467,220	3,831,667
Gain/(Loss) on Sales	(12,644)	-
Exceptional Items	-	-
Interest Received	47,762	23,613
Interest Payable	(2,634,964)	(2,345,990)
Other Finance Charges	(50,000)	(49,000)
Surplus before Tax	1,817,374	1,460,290
Other Comprehensive Income	1,835,000	(1,227,000)
Total Comprehensive Income for Year	3,652,374	233,290

Statement of Financial Position

	31st March 2020 £	31st March 2019 £
Tangible Assets - Social Housing	215,580,002	191,242,660
Other Tangible Assets - Plant & Equipment	4,267,797	4,445,271
Tangible Fixed Assets	219,847,799	195,687,531
Current Assets	10,248,235	5,697,629
Current Liabilities	(7,496,698)	(6,232,490)
Creditors Greater than 1 Year-loan finance	(79,506,947)	(67,504,044)
Deferred Income – Capital Grants	(128,172,144)	(114,227,169)
Pension Deficit	(186,564)	(2,340,150)
Net Assets	14,733,681	11,081,307
Share Capital	52	52
Revenue Reserves	14,733,629	11,081,255
Total Reserves	14,733,681	11,081,307

Maintenance Expenditure

	31st March 2020	31st March 2019
Reactive Maintenance	1,112,935	1,094,005
Medical Adaptations	166,537	136,974
Cyclical Works	475,798	445,234
Major Repairs	1,473,200	1,266,982

FINANCE & CORPORATE SERVICES

HUMAN RESOURCES

The HR function puts a lot of effort into the training of our staff and in the recruitment of new employees.

From the tables below you will note that the total number of hours spent training staff (4,366) with 36 new staff being recruited throughout the three companies:-

Table 1 – Staffing New starts

CHA Group of Companies	New Employees
Cunninghame Housing Association	18
Cunninghame Furniture Recycling Company	5
Citrus Energy Ltd (including Lemon Aid)	13
Total	36



This takes the total number of people employed within the CHA Group of Companies to 155 as at March 2020.

Table 2 – Learning and Development

CHA Group of Companies	No of staff trained	No hours spent on Training	Cost of Training
Cunninghame Housing Association	507	2464.5	£82,180.50
Cunninghame Furniture Recycling Company	62	184.5	£4,186.17
Citrus Energy Ltd	96	634.5	£11,092.63
Total	665	3283.5	£97,459.30



HOUSING AND PROPERTY SERVICES

The Association’s Housing Stock

Cunninghame Housing Association manages properties throughout North and East Ayrshire, and Dumfries and Galloway with the majority of our stock located in Ardrossan, Saltcoats and Kilmarnock. The remainder is located throughout Ayrshire and Dumfries and Galloway including areas such as Auchinleck, Dalry, Stevenston, Kilbirnie, Annan, Gretna, Millport, Isle of Cumbrae and Fairlie.

Town	No. of Houses	Town	No. of Houses	Town	No. of Houses	Town	No. of Houses
Annan	22	Fairlie	13	Kilwinning	86	Stevenston	184
Ardrossan	593	Gretna	84	Largs	118	West Kilbride	16
Auchinleck	23	Irvine	294	Millport	89		
Beith	48	Kilbirnie	153	Saltcoats	497		
Dalry	124	Kilmarnock	512	Skelmorlie	27	Grand Total	2883

Tenant Consultation & Participation

During the course of the year the department consulted widely on the annual rent increase proposals.

This included individual newsletters to all tenants, rent road shows at 5 locations (Millport, Kilmarnock, Ardrossan, Irvine and Kilbirnie) and a meeting of all of the Association’s Registered Tenants Organisations. Our Cunninghame Scrutiny Group carried out a detailed examination of our gas servicing and safety policy and procedure and made recommendations on improvements. They were also involved in the design of our customer satisfaction survey as well as developing an action plan from the results.

They have a developed a programme of scrutiny exercises which will assist in ensuring our services are performing well from a tenant’s perspective. During the year we also implemented phase 2 of our rent restructure which incorporated the results of a wide ranging consultation exercise involving all tenants and tenant’s groups. The new structure will be implemented over a 7 year period to limit the impact of any changes.

Once complete the rent structure will provide a fairer and more easily understood approach to rents and the proposed timetable will ensure those tenants affected by increases have the best possible advice and assistance provided to allow them to manage the change.

Rent Arrears

Rental income is vital for the Association to continue to fund essential services and the Property Services staff team have worked hard over the year to remind tenants of their responsibilities, provide advice and assistance on payment methods and welfare benefits and where required instigate legal action.

Initiatives such as carrying out visits in the evening have been used introducing flexibility for those tenants who may not be available during working hours. We have also worked closely with our partners in both local authorities to improve Housing Benefit claim processing and are developing profiles of tenants going into arrears in order to target our advice and assistance and make referrals to support agencies for those most in need. We have also formed positive partnerships with the Department of Work and Pensions to assist tenants in the migration to Universal Credit.

Welfare reform and in particular the roll out of Universal Credit has had a major impact in our work over the last year. The Association has two Financial Inclusion Officers based within the Housing and Property Services Department and many tenants have benefited from the specialist support and advice now available.

Anti-Social Behaviour

Housing and Property Services recognise the harm that anti-social behaviour can cause individuals and communities.

We believe that addressing anti-social behaviour is a core responsibility of a social landlord. Over the course of the year we received and investigated a number of complaints and disputes between neighbours. Incidents ranged from relatively minor noise nuisance to serious harassment or violence. We take positive and decisive action to deal with any issues that are detrimental to our residents’ peaceful enjoyment of their homes.



HOUSING & PROPERTY SERVICES

Asset Management

In year 2019-2020 we continued to build on our programmes of work ensuring all our homes continue to be maintained to the Scottish Housing Quality Standard, which was achieved for all of our applicable stock by the end of March 2015 and to work towards achieving the Energy Efficiency Standard for Social Housing by 2022.

In the year we spent over £1.3 million on planned maintenance projects. The table below shows the detail of how this money was split against the differing work types as well as our planned programme for 2020/2021.

Completed Planned Maintenance Spend 2019-2020

Work Heading	Number of Properties	Value of Completed Work
Heating	36	£91,988.40
Kitchens	72	£331,489.78
Bathrooms	86	£290,521.74
Door Entry	0	£0.00
Structural/ Drainage/ Damp	8	£42,618.88
Electrical	1	£5,346.00
Smoke Alarms	853	£422,154.52
Fencing	32	£42,578.75
Windows & Doors	34	£105,671.19
Roofing	3	£12,276.00
EESSH Compliance	3	£2,982.46
TOTALS	1128	£1,347,627.73

Planned Maintenance Budget 2020-2021

Work Heading	Budget
Heating	£100,000.00
Kitchens	£508,000.00
Bathrooms	£221,000.00
Door Entry	£30,000.00
Structural/ Drainage/ Damp	£100,000.00
Electrical	£10,000.00
Smoke Alarms	£430,000.00
Fencing	£60,000.00
Windows & Doors	£141,000.00
Roofing	£120,000.00
TOTALS	£1,720,000.00

HOUSING & PROPERTY SERVICES



Our homeless persons' facility at Victoria House is now in its nineteenth year of operation and the facility continues to provide an essential service to persons requiring immediate access to temporary accommodation via North Ayrshire Councils Homeless Service.

A total of 365 households were placed at the unit during the year, ranging from young singles to the elderly and families.

This year the housing support needs of the majority of the client group using the facility had links to the five main categories of homelessness presentations:

- Parents and families no longer willing to accommodate
- Drug or alcohol addiction issues
- Fleeing violence/domestic abuse
- Mental health issues
- Marital Breakdown

The following summarises the unit's performance:

- 29 Days was the average length of stay;
- 96.6% Average occupancy rate achieved;
- 5 customer complaints received and resolved;
- 98.5% Residents surveyed expressed that they had received a good or excellent housing support service during their stay.

The staff team responded positively to the many demands created by the high turnover of rooms and the daily housing support service guidance required, assisting residents to deal with their current homelessness circumstances.

All of the fully trained staff team are regularly involved in Housing Support Planning activities with resident households, offering advice, positive options and signposting to other support agencies to resolve their priority issues.



CHIEF EXECUTIVE'S OFFICE

Social & Economic Regeneration

To ensure the Association meets its objective of being More Than Just A Landlord; Making Our Communities Better Places, our Regeneration team work with a range of funders, partners and community based organisations to lever in the resources necessary to create and sustain jobs, develop new community facilities and help address various facets of poverty.

During 19/20 £245,000 was secured from the Scottish Government's Investing in Communities Fund and another £245,000 from the Energy Redress Fund to enable the extension of our innovative Lemon Aid Fuel Poverty service in Ayrshire and Dumfries and Galloway until March 22 – sustaining 9 jobs for local people and helping local residents experiencing fuel poverty by reducing energy bills, writing off debts, securing grants and other measures to maximise their disposable income.

In Dumfries and Galloway our Community Regeneration Team committed in excess of £15,000 of staff time in 2019 in direct support to local community organisations to assist with community asset development projects.

We prepared a business plan and major funding bids for Raydale Community Partnership (RCP) in Gretna to help secure a new 11-a-side astro turf pitch on their site. Our joint aim is to create a new Community Sports Hub and improve access to sport and leisure facilities for local children and adults who currently travel significant distances, including into England, to access sporting facilities.

To date we have helped lever in more than £250,000 from 11 different funders towards the costs of the new 3g pitch and sourced 2 large portacabins from one of our housing development sites in Lockerbie, committing £16,000 to relocate these cabins to Gretna in early 2020. We are now assisting RCP to secure funding to refurbish and fit these out, creating 3250 sq ft space for changing rooms; a community gym; and a large multi-purpose fitness space.

In Lockerbie we are providing project development and management assistance to the Lockerbie Old School Committee to redevelop the former Dryfesdale Public Old School building. Erected in 1875 it has been at the heart of the local community for over 140 years and in 1988, during the Lockerbie Disaster, the school building was home to the investigation HQ.

The Group have acquired the building via an asset transfer from Dumfries and Galloway Council and CHA are assisting them to secure Design Team, business planning, Social Impact Assessment and funding services to secure the £3m which will be required to create a community hub providing meeting, cultural, training and business space within the Town Centre.

The Association has been providing quality office and meeting space within Ardrossan since 2006, when the Michael Lynch Centre first opened, with the James Moffat Centre following in 2011 and the Frank Sweeney Centre opening in 2018. All our Centres remain exceptionally busy with 12 tenants employing more than 60 people delivering a range of valuable local services ranging from employability, training and housing advocacy to energy advice, community radio and childcare.

Our furniture re-use charity Cunninghame Furniture Recycling continues to source new homes for unwanted furniture in Ayrshire. In 2019 CFRC diverted 249 tonnes of unwanted furniture from more than 2,800 Ayrshire households from landfill, generating 590 CO2 tonnes of carbon savings and sustaining jobs for 15 local residents in the process.

At the end of March 2020, as the impact of COVID 19 led the Government to initiate a lockdown to prevent the spread of the virus, our furniture re-use subsidiary Cunninghame Furniture Recycling Company was required to temporarily suspend services. Our Regeneration Team were able to secure almost £42,000 from the Scottish Government's Third Sector Resilience Fund to enable us to sustain CFRC throughout the lockdown period.



Cunninghame Furniture Recycling Company

19/20 proved to be another successful year for Cunninghame Furniture Recycling, our furniture re-use subsidiary, which provides a free and convenient means for Ayrshire residents to donate unwanted furniture with a reuse value and thereby divert potential waste from landfill.

More than 238 tonnes of unwanted furniture was collected from nearly 3000 donors this year, resulting in almost 500 tonnes of CO2 savings. Again the company's reach throughout Ayrshire continued to expand with the volumes sourced from East and South Ayrshire up by 35% on the previous year.

A key part of CFRC's social mission is make furniture re-use a credible alternative to expensive shopping on the high street and to offer a range of reuse and new furniture and white goods for re-sale to those who want to furnish their homes on a budget. In the last year more than 3400 households bought goods valued at more than £340,000, up by more than 13% on the previous year, as the range and quality of goods available continued to increase. This enabled CFRC to provide another 435 items free of charge to households in the most need.

As CFRC celebrates its 10th anniversary in 2020, more than 1500 tonnes of furniture has been collected since the company began its operations in July 2010 and used to help nearly 19000 households to furnish their homes.

During 19/20 15 local people continued to be employed by CFRC, managing our operations, driving CFRC vans and operating and administering our warehouse collection and distribution services from our premises in Irvine – taking to more than 100 the total number of unemployed local residents who have worked with the company since we began back in 2010.



A local charity covering all of Ayrshire and saving furniture from landfill





citrus energy

Refreshingly Different

Citrus has four services available, here is a flavour of how each of them may help you:

CITRUS SWITCH

Helping you to reduce your home energy bills

- Over the phone - speak to a dedicated advisor
- We remove the hassle of dealing with energy suppliers directly
- Completely Impartial, accessing the full UK supply market on your behalf
- Ongoing individual switch support

LEMON AID

Free and Impartial Energy Advice

- Help to clear fuel debt
- Full advocacy service to help deal with supplier issues such as billing problems
- Help to get you back on supply
- Metering support and advice
- In your home or over the phone

CITRUS FOR BUSINESS

Impartial and Ethical energy advice for businesses

- Unique social enterprise service free to businesses large and small
- Cost Effective due to economies of scale
- We work with all available business energy suppliers
- Free validation and energy management reporting service

CITRUS VOIDS

Minimising rent loss for landlords, helping new tenants sustain their tenancy

- Ensure change of tenancies are processed the same day the void is reported
- Debt left by previous tenant apportioned properly
- New tenants given access to every price available from the whole UK energy supply market

The gas and electric market is a confusing quagmire of 40 plus energy companies grappling for business with a multitude of tariffs, ever changing billing and payment methods, meter types, meter operators, distribution networks and a host of varying procedures, processes and customer service levels.

How on earth would someone know who to trust and where to turn for independent and impartial advice and assistance?

Citrus Energy was set up by Cunninghame Housing Association in 2013, since then it has been operating as a social enterprise, helping people the length and breadth of Scotland, providing clarity, advocacy and the impartial advice to navigate through energy market confusion for both Home and Business Energy users.

Can Citrus Energy Save YOU Money on YOUR Gas and Electric Bills?

Call us now - 0800 221 8089





CUNNINGHAME

HOUSING ASSOCIATION

More than just a landlord

OFFICES

Head Office

Quayside Offices, Marina Quay, Dock Road, Ardrossan, KA22 8DA
Tel: 01294 468 360

East Ayrshire Office

42 Campbeltown Drive, Kilmarnock, KA3 1JX
Tel: 01294 607 550

Dumfries and Galloway Office

24 Nith Place, Dumfries, DG1 2PN

ENTERPRISE CENTRES

The Michael Lynch Centre for Enterprise

71 Princes Street, Ardrossan, KA22 8DG
Tel: 01294 475 600

The James Moffat Centre for Enterprise

187 Glasgow Street, Ardrossan, KA22 8JY

The Frank Sweeney Centre for Enterprise

82/84 Glasgow Street, Ardrossan, KA22 8EH

SUBSIDIARY COMPANIES

Cunninghame Furniture Recycling Company Ltd.

Unit 68, Third Avenue, Heatherhouse Industrial Estate, Irvine, KA12 8LT
Freephone: 0800 221 8083

Citrus Energy Ltd.

82-84 Glasgow Street, Ardrossan, KA22 8EH
Freephone: 0800 221 8089

Cunninghame Housing Association | A Charity Registered in Scotland No: SC037972

www.cunninghame-housing.org

Email: enquiries@chaltd.org



**MAKING OUR COMMUNITIES
BETTER PLACES**