

Business Plan 2019-20

1. SUMMARY INFORMATION

1.1 Introduction and Summary

This Internal Management Plan contains just the key strategy and information to assist the Co-operative in moving forward. The Co-operative continues to prosper through the careful management of its property by its members and by the staff and committee.

1.2 Summary of the Strategy and Development Funding Bid to Edinburgh Council

We will make the usual £1,000 bid for adaptation money this year.

2. LISTER HOUSING CO-OPERATIVE

2.1 The history and role of the Co-operative

The Co-operative was formed in 1976 and is registered with the Scottish Housing Regulator (HAC 150). It is also registered as a Registered Society under the Co-operative and Community Benefit Societies Act 2014 with the Financial Services Authority, 1876 R(S).

2.2 The aims and objectives of the Co-operative

Lister aims to provide good quality affordable housing for its members under the democratic control of its members through the AGM and Committee. The Committee establishes policies and procedures and reviews these regularly.

3. HOUSING NEEDS, THE HOUSING MARKET AND LISTER'S ALLOCATIONS ACTIVITY

3.1 The Housing Market

Previous business plans have detailed the state of the housing market in central Edinburgh. Little has changed with demand high for accommodation - affordable secure tenancies.

3.2 Housing needs - Lister's vacancy rates

Lister has enormous demand for its accommodation due to its size, location, affordability, security and quality. We also have a very low turnover and vacancy rate.

3.3 Housing needs - Lister's housing lists and allocations activity

Lister currently holds 3 types of housing lists, as follows:

- a. Mainstream, amenity and wheelchair general needs list for external applicants - allocated using EdIndex
- b. Transfer list for Lister tenants wishing a move within Lister
- c. List for a room in a shared flat (called Multis)

Lister uses choice-based lettings in EdIndex so the nomination and a Section 5 referrals agreement with Edinburgh Council is suspended. Lister is a member of EdIndex for all our lists apart from transfers within Lister stock, and letting our multi flats. EdIndex has organised a Mutual Exchange system for exchanges within Edinburgh based on a website program.

4. RENT POLICIES

4.1 Rent levels

The rents are reviewed annually on 1 April following tenant consultation on the proposals.

The current average rents per week at Lister at 1 April 2018 (including service charges) are:

<u>Bedsit</u>	<u>1-bed</u>	<u>2-bed</u>	<u>3-bed</u>	<u>4-bed</u>	<u>5+bed</u>	<u>Average</u>
61.03	69.80	78.09	84.87	106.61	125.33	80.98

5. THE ORGANISATION OF LISTER

5.1 Structure and skills

Lister is democratically controlled by its members through the AGM and Management Committee. . All staff are on the full EVH system. Lister's staffing is as follows:

Director	Alistair Cant	Full time
Housing Officer	Mark Stolarek	Full time
Housing Assistant	Fiona Dodds	Part time
Office Assistant	Elaine Coutts	Part time
Gardener	Paul Lyall	Part time

5.2 Control of Consultants, Contractors and Agency Services

Certain aspects of work are arranged through consultancy and agency relationships.

A: *Agency Services*

Financial services	Finance reports and advice, preparation of annual accounts and budgets	Port of Leith HA
Maintenance services	Assist in drawing up specifications and tender lists, and the supervision of certain contracts	Port of Leith HA Manor Estates Associates Ltd

B: *Consultancy Services*

For smaller contracts Lister occasionally uses consultants we have used previously.

C: *Auditors and Lawyers*

Auditors	Chiene + Tait	61 Dublin St, Edinburgh EH3 6NL
Lawyers	T C Young	69a George Street, Edinburgh, EH2 2JG
Internal Auditors	Quinn Internal Audit & Business Support Services	Livingston, EH54 6TB

D: *Contractors*

The Co-operative has a list of approved contractors which is monitored and reviewed regularly. Lister does not employ any repairs workers directly.

6. LISTER'S TRACK RECORD

6.1 Development

Lister does not have any plans to develop further.

6.2 Housing Management

Lister aims for a high standard of management and service to people.

6.3 Maintenance

Lister keeps close control on its maintenance activities and has a planned maintenance programme to follow. Major repairs sinking funds are established for all our properties..

6.4 Other performance statistics

Lister always aims to provide a good service and improve on it where possible. Last year we:

- Completed a New Site bathroom (and other work) programme.
- Continued with our successful gas boiler replacement programme.
- Continued our Smoke Detector enhancement programme.

7. FINANCIAL INFORMATION

7.1 Information can be obtained from copies of our accounts and budget available at the office.

8. STRATEGY, DIRECTION AND KEY STRATEGIC PRIORITIES

8.1 SWOT analysis and comments

A SWOT analysis was carried out involving all the Committee and key staff. The result has been updated is depicted below:

<p style="text-align: center;">Strengths</p> <ol style="list-style-type: none"> 1. Tenant Committee good knowledge of stock, tenants and locality. 2. Good reputation in HA world and community. 3. Good performance in APSR/Audit. 4. Dedicated long standing staff. 5. Control all stock so able to take the long view and maintain all property 6. Good financial position. 7. Committed Committee 8. Committee able to respond quickly to local issues. 	<p style="text-align: center;">Weaknesses</p> <ol style="list-style-type: none"> 1. Not a full Management Committee (though good number now). 2. Difficulty encouraging tenants to participate. 3. Neighbour/children problems can sour relations between some tenants. 4. Pressure of work on staff. 5. Little time to do community development work 6. Committee members have little spare time for attending organisations outwith Lister.
<p style="text-align: center;">Opportunities</p> <ol style="list-style-type: none"> 1. Little development opportunity - few other likely sites at all near us. No appetite for development - very risky. 2. Opportunity for more community development work if volunteers can be found / staff time permits. 3. Good standing with local community if we wish to initiate new projects 	<p style="text-align: center;">Threats</p> <p><i>External</i></p> <ol style="list-style-type: none"> 1. Local environment changes for some reason. 2. Changes to housing benefit/welfare system. 3. Other external changes-govt policy, regulation 4. Loss of allocations control due to increased rights for tenants in Housing (Scotland) Act. <p><i>Internal</i></p> <ol style="list-style-type: none"> 5. Illness or accident to key staff members. 6. Computer virus affect systems. 7. Disruption to office due to fire, flood etc. 8. Dispute within staff or Committee.

Comment on the SWOT analysis especially the weakness and threats

Lister needs to keep a close eye on the external threats and adapt its strategies accordingly. In terms of the internal threats, we have tight system concerning computer usage and virus risks. Staff and Committee relations are good and any changes in this would be monitored closely. There are policies and procedures which operate when staff are off on leave, thus these would be used in the event of long term illness or accident. A Business Continuity Plan incorporating a Disaster Recovery Plan is in place using advice from our Internal Auditors. As a small organisation there are risks associated with any problems with staff or premises, however this is counterbalanced by the ability of staff to respond flexibly to changes or events, to ensure service is maintained.

8.2 Strategy and direction of the Co-operative for the next 3 years

a. To continue our steady investment in our properties.

8.3 Key strategic priorities

A. *AS AN ORGANISATION*

1. To expand our new web site.
2. To prepare for the Freedom of Information Act implementation

B. *AS A LANDLORD*

1. To implement future maintenance carefully. To act promptly on any requests for aids and adaptations, subject to funding availability.

The annual priorities are set out in the next page and give more detail on the strategic priorities.