

CHIEF EXECUTIVE'S REPORT

Operational Overview

There has been a slight downturn in operational tempo and activity of the Residences, probably reflective of holiday season. That said, despite an injury to a resident, another successful Residents' outdoor activity week took place at Gulabain Lodge in May (these remain extremely popular), Residents and staff have attended Royal Garden Parties at Holyroodhouse and Buckingham Palaces, and the HER, supported by other staff and volunteers, have represented SVR at a range of Shows and Highland Games.

Following sequential quarters at or below our target void rate of 10%, resident occupancy levels have recently exceeded the target (c12% across all 3 Residences). Rather than measure resident and tenant void rates as the percentage of unfilled rooms and flats, it may be more accurate to measure the percentage of days, rooms or flats are unoccupied against the theoretical maximum number of days they could be occupied. An adjustment should be made for the necessary refurbishment of rooms and flats prior to change of resident or tenant. The draft balanced scorecard (Appendix 1 to Annex C) shows how this could be represented.

The development of the balanced scorecard and a proposal to improve SVR's data collection and management is the subject of a short paper attached to this report.

Visits

Since the last meeting of the Governing Body, the following visits have been undertaken:

- 6 August 2019 [REDACTED] and [REDACTED] met with CEO to discuss Veterans' homelessness.
- 21 August 2019 [REDACTED] and [REDACTED] met with CEO to discuss Veterans' homelessness.
- 22 August 2019 CEO and HER met with [REDACTED] to brief on the role of SVR and volunteering opportunities for [REDACTED]
- 29 August 2019 Chairman and CEO met with [REDACTED] to discuss Veterans' homelessness.

Head Office Staff

The Business Information Analyst role has been recruited. The successful candidate, Steven Gillespie, has previous IT development experience with another RSL. Steven started with SVR on 5 August 2019.

SVR Strategy and development of 2020 Business Plan

The strategy narrative has been seen and approved by our Royal Patron, who thanked us for sight of it. Illustrative photographs have been incorporated and the finished product is a 10-page A5 booklet. Copies will be provided at the meeting for Trustees. External distribution will be arranged in due course.

With the strategy defined, effort has now switched to the development of a supporting business and financial plan for 2020. A framework has been prepared, which is in the process of being populated. It is intended to bring the plan to the Governing Body via the Investment, Remuneration and Finance Committee for endorsement at the December meeting. The 2020 budget will form a component of the business plan.

Whitefoord House Bowling-Green Development

See Paper at Annex A.

Policy development – Serious Complaint against the CEO

See draft policy at Annex B.

Balanced Scorecard and Digital Development

See Paper at Annex C.

Scottish Housing Regulator Governance – Self Assessment Statement

See Paper at Annex D.

DEPUTE CHIEF EXECUTIVE/PROPERTY SERVICES MANAGER REPORT

Supported Housing – Local Authority Developments

The CEO, DCEO and Manager of Whitefoord House met with the Commissioning Officer for Homelessness and Housing Support in City of Edinburgh Council on 23rd May to discuss the terms and conditions for the new 3 year contract for Homeless Accommodation with Support for Veterans' which has been awarded to Scottish Veterans Housing Association. There were a few changes required to timelines for processing referrals from the council but measures have been put in place to ensure compliance. The contract is now up and running and provides a level of assurance of funding for housing support that assists greatly for planning and budgeting purposes.

Scottish Government Homelessness and Rough Sleeping Action Group (HARSAG)

Whilst the Scottish Government have published details of the results of the consultation on removing the requirement for local connection and reducing intentionality in terms of homelessness, they have not as yet stated how they intend to proceed and whether they will go ahead despite some concerns from LAs. We will continue to monitor these discussions as both proposals will facilitate homeless people from across Scotland accessing appropriate accommodation/support with fewer barriers.

Significant Infrastructure Works

➤ Refurbishment of Dining Room & Servery Area

The tenders have been accepted for the servery and for the interior design. It has been a real struggle finding a main contractor available and prepared to take on the coordination of the fabric works and dovetailing with the servery, flooring and interior design aspects. [REDACTED] have agreed to carry out this role and are working on a programme that will start on 16th September and last around 8 weeks. The start date has been pushed back from August to September as key contractors are heavily committed to school works etc. and have limited staff due to holidays.

Estimate: £157K

Start: September 2019

Due to complete by: Nov 19

➤ Fire Alarm and Warden Call System Upgrade

We have a revised cost of circa £41K plus VAT for the upgrade to the fire alarm systems at Whitefoord House and Rosendael and are just waiting for a final report and recommendation from our [REDACTED] before awarding the contract.

Similarly we have a quote totalling £42K + VAT for the replacement of the warden call systems at Whitefoord House and Rosendael with an option of an additional £2K per site to make these systems compatible with individual care equipment.

We have £75K in the budget and have received a further £15K in donations so are very close to having these projects fully funded and ready to go in the near future.

Estimate: £99K (in year)

Start: Summer 19

Due to complete: Autumn 19

Rosendael Lodge

Our architect ([REDACTED]) has provided some excellent proposals for dividing the Rosendael Lodge into 3 separate one bedroom flats (Annexes E - G). [REDACTED] (QS) has produced a pre-tender estimate for the work of £199k. The detailed estimate is at Annex H.

Voids

There is one void in the mainstream flats being one of the adaptable properties at Bellrock Close. We have had 6 applications including 2 from wheelchair users so we are confident that we will find a tenant that will make good use of such rare facilities.

HEAD OF QUALITY AND INNOVATION REPORT

The key areas of development that the managers are currently working on are:

Policies and procedures

Phase 2 of the Policies and Procedures review is nearing completion and is with the CEO for review.

Training

Dates have been set for “mop up” training for those staff who missed the last round of training. We are currently trying out some online training.

Better Futures

We are currently reviewing the implementation of Better Futures and assessing if it is meeting the needs of the service.

Staffing Structure

We are currently reviewing the staffing structure in each unit to ensure that we continue to meet the needs of those that we provide a service to.

Quality Assurance

We are currently working on the development of a quality assurance process, this aim is to link into the National Care Standards, the Care Inspection process and will feed into each units' improvement plans.

HEAD OF EXTERNAL RELATIONS REPORT

Fundraising

Donations so far this year total around £145,000 including a donation £7,500 from Trinity House Charity towards the Whitefoord House Dining Room.

Donations for the Dining Room total £78,000 with further applications in progress.

We have secured a grant of £8,614 to purchase bikes for Bellrock Close and Whitefoord House.

An application has been made to the Covenant's Positive Pathways fund (for promoting activities for veterans) to fund the post of Join In, Live Well Officer for two years.

██████████ have offered a Charity Will Scheme where they will write basic wills in return for a donation to SVR.

Marketing and Communications

Revised headed paper, leaflets and display boards have been produced reflecting the change of registration numbers following the merger.

The SVR stand has been out and about over the summer, including Armed Forces Day in Edinburgh and Glasgow, East Fortune Air Show and North Berwick Highland Games. We have been invited to attend ██████████ event in Glenrothes on 8 September.

We are trialling some pay per click Google advertising. The ads are achieving a Click Through rate of 9.7% and a Cost per Click of £0.77 which is better than expectations. A number of residents have found our services through this approach.

GDPR and Freedom of Information (Scotland) Act (FOISA)

SFHA has yet to issue its promised model documentation pack for FOI implementation on 11 November. In the meantime preparations continue with the assistance of the new Business Information Analyst.

Annexes:

- A. Whitefoord House Bowling-Green Development Paper.
- B. SVR Policy – Serious Complaint against the CEO.
- C. Balanced Scorecard and Digital Development.
- D. Annual Assurance Statement to the Scottish Housing Regulator.
- E. Rosendael Lodge – current layout.
- F. Rosendael Lodge – proposal.
- G. Rosendael Lodge – section and schematics.
- H. Morham and Brotchie (QS) pre-tender estimate.