



## Business Plan 2017/19

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# 1. Executive Summary

This is the business plan for Willowacre Trust which is a subsidiary of West of Scotland Housing Association (WSHA). This business plan covers a 2 year period from 2017 to 2019. The business plan aligns with the 3 year WSHA Supporting Communities strategy. Willowacre Trust has performed well against the KPI's established at the start of 2016 and this extends to both financial and service development performance. Willowacre Trust delivers services in partnership with West of Scotland Housing Association. This partnership has enabled the development and implementation of a significant number of services to meet the needs of WSHA's tenants and wider communities.

Since becoming a subsidiary of WSHA in April 2012 the work of Willowacre Trust has increased significantly due to the partnership with WSHA. Willowacre Trust delivers core services which include starter packs, food parcels, imagination library, upcycling project, Christmas activities and the opportunities fund. Additional support services have been developed and implemented and this includes money advice, energy advice, volunteering, handyman services, Barrowfield community centre and older people's services.

The key challenges for 2017-2019 include the continued impact of both local and national government austerity measures and welfare reform on our communities. This has led to an increase in the number of tenants requiring support as well as an increase in the complexity of support required. The key challenges and opportunities are detailed further in section 5 of this business plan.

Willowacre Trust and WSHA deliver some services with time limited external funding which present challenges in projecting long term financial planning. Approximately 50% of the Officers employed by the Trust are on fixed term or permanent (subject to funding) contracts in line with the external funding stream related to their post. Whilst work continues to identify and secure external funding to support the delivery of services, this will always present a variance in terms of the sustainability of services.

The outlook for the next 2 years is positive but will remain challenging. The key aim of Willowacre Trust will be to continue with the delivery of the services that it provides and develop new and innovative services in partnership with WSHA to achieve the strategic aims of the Supporting Communities Strategy (2017).

In addition to focusing on service delivery, Willowacre Trust will also aim to influence local government policy and locality planning processes, particularly those which impact on WSHA communities. The Trust will also ensure that its governance is of a high standard and complies with good practice standards.

## 2. Business Plan Aims and Objectives

### 2.1 Introduction

Willowacre Trust is a company limited by guarantee and a registered Charity. The Trust evolved from Christian Action (Glasgow) Housing Association which was established in 1965. The primary aim was to take over the charitable functions of Christian Action (Glasgow) Housing Association, which is now known as West of Scotland Housing Association. Subsequently, the name was changed to Willowacre Trust. Willowacre Trust became a subsidiary of West of Scotland Housing Association in April 2012.

#### **Willowacre Trust's objects are:**

- **to provide for the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage;**
- **to advance environmental protection or improvement; and**
- **to advance citizenship or community development.**

Willowacre Trust receives small donations from individuals; however its two main sources of funding are generated via rental income from St. Andrew's by the Green and Barrowfield Community Centre. The unrestricted income from St. Andrew's by the Green enables the Trust to reinvest this income for a social purpose. St Andrew's by the Green is a former Episcopal church in Glasgow built in 1750. The Grade 'A' listed building was successfully purchased and renovated by Willowacre Trust and is now leased as offices for the Glasgow Association for Mental Health.

Since 1982, Willowacre Trust has offered support to West of Scotland Housing Association tenants by providing items such as furniture, carpets and white goods. Since April 2012 when the Trust became a subsidiary of WSHA the services offering support have increased significantly.

The primary purpose of Willowacre Trust during the period 2017/19 is to assist WSHA with the implementation of community and support services which are aligned with WSHA's "Supporting Communities" Strategy (2017).

## 2.2 The overarching strategic aims for 2017-2019 are:



## 2.3 Defining Our Communities

WSHA's Supporting Communities Strategy (2017) will set out the priorities for both WSHA and Willowacre Trust. The strategy is subject to review by 2020 and will be updated in line with the internal and external operating environment.

The new strategy will assist Willowacre Trust and WSHA to build on the success of the previous sustainable communities' strategy. The Supporting Communities strategy will support community cohesion by creating an environment where our tenants feel a sense of belonging, where tenants from diverse backgrounds are welcomed and where opportunities are available to everyone.

The Strategy seeks to define what the Organisation views as a cohesive and thriving community this definition is detailed below.

**A community to us is more than just building and managing affordable homes; it is about creating safe, socially inclusive, thriving, vibrant communities where tenants want to live. To us it is about ensuring that our tenants have access to training and employment opportunities, where tenants are supported to maximise their income, where they have improved health and wellbeing and feel good about their life.**

WSHA Supporting Communities Strategy (2017)

Research was undertaken in 2016/17 carrying out a comprehensive community and social need survey. The research enabled Willowacre Trust and WSHA to understand tenant's needs and aspirations and to place their needs at the heart of future service delivery.

From the results of this survey we have identified that we operate in 65 individual delivery areas, twenty two of these communities have less than 10 homes and the remaining 43 communities have between 10 and 461 homes.

In terms of areas of multiple deprivations, 55% of West of Scotland Housing Association communities are represented in the bottom 15% most deprived areas within the Scottish Index of Multiple Deprivation.

The majority of tenants (98%) stated their first or preferred language was English. In terms of digital inclusion 7 in 10 tenants (66%) said they had internet access. However 30% of those indicating that they had access were related to mobile access only when credit was available.

The Table below provides the household composition breakdown for those tenants who participated in the survey.

<b>Household Composition</b>		
<b>Base: All respondents, n=2067</b>	<b>No.</b>	<b>%</b>
<b>Single Person</b>	<b>724</b>	<b>35.0%</b>
<b>Single Older Person</b>	<b>446</b>	<b>21.6%</b>
<b>Multiple adults without children</b>	<b>399</b>	<b>19.3%</b>
<b>Lone Parents</b>	<b>289</b>	<b>14.0%</b>
<b>Multiple adults with children</b>	<b>118</b>	<b>5.7%</b>
<b>Unable to classify</b>	<b>38</b>	<b>1.8%</b>

1 in 5 tenants (20%) report that their home had aids or adaptations to help them or others in their household live independently. 60% of tenants indicated that they did not have home contents insurance.

Tenants indicated that the following services were supportive of them or their family Summer Programmes (17%), dedicated community spaces, hubs or community gardens (16%), Welfare Rights Advice (15%), support for older people (14%) Money or Energy advice (14%) and Handy Person Services (10%)

The proportion of respondents who felt their health was good or very good (55%) is significantly lower than the Scottish Average of 74%. Subsequently the proportion of tenants stating their health was poor or very poor (44%) is significantly higher than the Scottish Average (8%).

Three in 10 Tenants (27%) indicated that they had a mobility or physical disability, 13% had a mental health condition and 9% had some form of heart disease or condition

Analysis by age revealed that older respondents were more likely to be particularly worried about poor health (77%) and mobility (46%), whilst younger respondents (those aged 16-34) were more likely to be worried about money (41%) and supporting their family (33%).

Older respondents (those aged 65 and over) were more likely to state they were worried about loneliness (20%) and those aged 55-64 were the most likely to be worried about isolation (13%).

In terms of household composition single older people were more likely to worry about paying for their utilities (51%) than two parent families (32%);

Single adults aged 16-64 were more likely to worry about relying on welfare benefits (45%) than single older people (13%);

Single adults were more likely to worry about low income (43%) rather than single older people (27%).

Tenants with children are significantly more likely to worry about supporting their family with, 49% of lone parent families and 47% of two parent families than single adult households (4%).

Tenants were then asked how much money they have left to live on once they have paid all of their bills. Half of respondents (50%) said they did not know whilst 3% refused to give a response. Just under half (48%) of those who answered said they had more than £80 a week to live on, however 45% of tenants said they only had between £0-£60 to .

## 2.4 Overarching Objectives

Willowacre Trust will continue to assist WSHA to:

- **Focus on the sustainability and growth of Community & Support Services**
- **Ensure that tenants receive the support that they need to sustain their tenancy via the Handy Person Service, Money Advice, Energy Advice, Older People's Service, Opportunities Fund, Starter Packs, Food Packs and Fuel Poverty Initiatives.**
- **Know what our tenants existing and emerging needs are informed by our community survey.**
- **Continue with the delivery of specialist services offering tenants and communities the support that they need.**

During the financial year 2016-17, the overall Willowacre Trust staff numbers have remained at 19. WSHA and Willowacre Trust deliver some of the above named services with time limited funding and this presents additional challenges in relation to projecting the long term financial planning. Staff employed to deliver some of the services are on fixed term contracts which align with the external funding terms and conditions. Whilst work will continue to identify and secure external funding to support the delivery of services, this does present a challenge in terms of the sustainability of some services.

As a result of austerity measures and in particular welfare reform there is a significant increase in the number of people who require support from Willowacre Trust. Our tenant's needs are becoming increasingly complex and require multiple interventions and support. This is demonstrated by information collated from our community survey which indicates that 44% of our tenants think that their health is only fair or poor.

This includes emotional or mental health issues, drug or alcohol dependency, offending behaviour, poor educational attainment, worklessness and complex family issues. Supporting increased numbers of tenants with complex needs will continue to be a challenge for the Organisation.

In order to address complex issues and meet the needs of tenant the organisation will need to ensure that it has increased capacity in relation to staff resources. This interlinks with the challenge in relation to external funding and obtaining funding to support additional staff posts where required.

## 2.5 Fit with WSHA's Business Strategy

As Willowacre Trust is a subsidiary of West of Scotland Housing Association it is part of a group structure. Ultimately the aims and objectives of Willowacre Trust are aligned with the Vision and Values of WSHA.

### Vision and Values

Our Vision and Values set the direction and culture of the Group. They ensure that the business is aligned with the desire to create sustainable homes and communities and to improve the lives of our tenants. The vision and values ensures that everyone in the Organisation understands the WSHA/WT ethos and that they are clear about what is expected of them and the contribution they can make.

As part of the process of leaving the Gentoo group the Association has agreed its own Vision, Values and Strategic objectives. These are outlined below;

#### Our Vision:

We go further to provide housing you call home

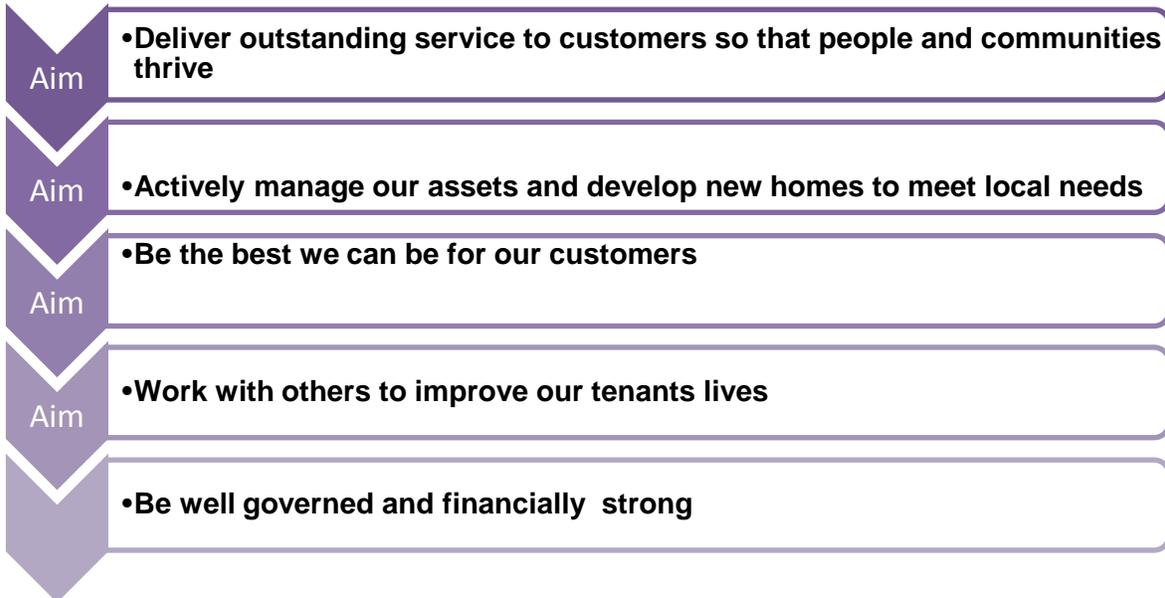
#### Our Values:

To support our customers and communities by:



## Our Strategic Aims

The strategic aims set our overall direction and demonstrate how we will meet our Vision. Our strategic aims are to:



## 2.6 Willowacre Trust's Aims and Objectives

Willowacre Trust has charitable status and is a subsidiary of WSHA. The Trust is a vehicle for delivering West of Scotland Housing Association's Supporting Communities Strategy. It aims to tackle the social and economic issues within the communities in which WSHA's tenants live. Specifically Willowacre Trust works to assist vulnerable families and individuals who are most in need and supports them to overcome difficulties and sustain their tenancies.

To ensure that Willowacre Trust achieves its objectives we will complete the following tasks:

- Collate data which demonstrates the impact and benefit of services to our tenants
- Increase the range of external partners that we work with and influence social regeneration
- Continue to improve service standards by incorporating feedback from our tenants
- Work together across both organisations to improve tenant services
- Create formal partnerships with statutory and voluntary organisations
- Operate within robust compliance arrangements mitigating the levels of risk

Willowacre Trusts business plan reflects the need to align resources to meet tenant's needs and deliver against strategic priorities. Delivering the vision, values and aims requires the both Willowacre Trust and WSHA to build on its core strengths and work closely with our people and partners to find the right solutions for our business and for our tenants. We aim to deliver excellent, accessible customer services that improve people's lives and support them to sustain their tenancy. Our business plan reflects the need to align resources to meet tenant's needs and deliver against our strategic priorities

The Trust operates to the following aims and strategic objectives in 2017/19:

Aim	Title	Operational Themes
Aim 1	Deliver outstanding services to tenants so that people and communities thrive	<ul style="list-style-type: none"> <li>- Tenants receive the support they need to sustain their tenancy;</li> <li>- Tenants are involved in decision making at a level that suits them;</li> <li>- We know what our tenants need and want.</li> </ul>
Aim 2	To ensure that tenants and communities are enabled to make informed choices about the social and economic issues they experience	<ul style="list-style-type: none"> <li>- Continue to deliver specialist support services offering tenants and communities the assistance that they need</li> <li>- Continually improve our service standards.</li> <li>- Offer services that assist in tackling poverty</li> </ul>
Aim 3	To develop a range of new and existing activities, services and programmes designed to meet the changing needs of its communities	<ul style="list-style-type: none"> <li>- WT/WSHA will deliver 10 new projects or services which tackle poverty and wellbeing issues by 2020</li> <li>- WT/WSHA will deliver 20 thematic community events by 2020</li> <li>- WT/WSHA will submit 45 funding applications by 2020</li> </ul>
Aim 4	Work with others to build effective partnerships	<ul style="list-style-type: none"> <li>- Increase the range of contacts and influence public opinion;</li> <li>- Develop partnerships with the third sector and consultants to improve tenant services;</li> <li>- Work together to improve tenant services;</li> <li>- Formal relationships are formed with statutory and voluntary organisations.</li> </ul>
Aim 5	Be well governed and financially strong	<ul style="list-style-type: none"> <li>- Operate robust compliance arrangements;</li> <li>- The Trust is strong, respected and financially viable;</li> <li>- Trustees and staff have positive working relationships.</li> </ul>

### 3. Outline Business Streams

Willowacre Trust will deliver business streams in the following areas:



The current services offered within these business streams are described more fully below.

### **3.1 Tackling Poverty**

#### **3.1.1 Starter Packs**

A significant number of individuals or families have received a starter pack which has either enabled them to accept and start their tenancy with essential items which provides a level of dignity. The starter packs have also assisted tenants to sustain their tenancy which they may otherwise not have been in a position to accept. The current model directly delivers the pack to the tenant in their new home.

#### **3.1.2 Opportunities Fund**

The Opportunities Fund has assisted individuals and families with white goods, carpeting, removal costs and deep cleans. The fund had a reduced level of applications due to a change in the process to access community care grants, which became the Scottish Welfare Fund and provided applicants with goods not funding. There has been an increase in the number of applications in recent months and this is likely to continue to rise in 2017/19.

#### **3.1.3 Emergency Food Aid**

Food Parcels have been offered to WSHA's tenants who are experiencing financial hardship and may have been affected by Welfare Benefit sanctions. This has been utilised as an additional support mechanism which can assist those most in need.

#### **3.1.4 Literacy Project**

Willowacre Trust has financially supported the implementation of the Dolly Parton Imagination library. This project offer books every month to all tenants who have a child under the age of 5 years. This project seeks to support and enhance children's literacy skills.

#### **3.1.4 Money Advice Service**

This service focuses on tackling the issues associated with financial exclusion and severe hardship. The service offers 1-2-1 interventions which seek to address issues in relation to loan, hire purchase and rental debt, exclusion from financial services. Officers advocate on behalf of customers with creditors and assist them to negotiate a long term debt management plan

### **3.1.5 Energy Advice Service**

This service focuses on tackling the issues associated with fuel poverty and self-disconnection. The service offers 1-2-1 interventions which seek to address issues in relation to fuel debt, high tariffs, and energy efficiency and Trust applications.

## **3.2 Community Development/Safety**

### **3.2.1 Community**

Willowacre Trust operates the Barrowfield Community Centre which seeks to offer opportunities to the wider community as well as increase the support services available. The centre also facilitates a wide ranging summer programme.

This theme has also included opportunities to use community benefit clauses to offer tenants training and employment placements.

### **3.2.2 Community Jobs Fund**

Supported by funding from SCVO WT/WSHA young people aged 16-24 years are offered paid employment for a period of 12 months. This assists young people to experience the real world of work.

### **3.2.3 Schools Work Placements**

WT/WSHA offer supportive placements to young people aged 14 years plus for a period of 10 weeks. This programme supports the development of young people's social and employment skills.

### **3.2.4 Community Work Placements**

Where possible, WT will assist WSHA to deliver on community benefit works offering training and employment opportunities to tenants across multiple communities. Where possible, placement will be for a fixed term and seek to support people via the living wage.

### **3.2.5 Community Safety**

Willowacre Trust has assisted in the delivery of a Youth Diversionary programme which aims to divert young people from involvement in anti-social behaviour. These programmes have been delivered in Camlachie and Fernhill.

### **3.3 Health & Wellbeing**

#### **3.3.1 Community Assets/Asset Based**

#### **3.3.2 Community Centre**

Operation of Barrowfield Community Centre has incorporated the delivery of large scale community events, Axis Health Hub, Futures Families, Lifelink, Gateway to Health Programme, Men's Sheds, Keys to Learning, Youth Diversionary Programme, Get Cooking, Judo, Church Groups, Meta Fit Classes, Digital Inclusion Centre and Tea dances.

A community garden has been created and the multi-use games area has also been used to deliver sports programmes. The Centre also offers accommodation to key anchor tenants including Glasgow Council on Alcohol, Social Works Services, South Camlachie Youth Project, a local shop and community cafe.

#### **3.3.3 Community Park/Gardens**

Willowacre Trust will continue to assist WSHA to deliver multi-functional community spaces. The space incorporates a multi-functional skate park, climbing bouldering adventure play and a toddler's safe play, impacting on our tenant's health and wellbeing. The Molly Weir garden has been redeveloped with the support of community volunteers.

Willowacre Trust assist's WSHA in relation to the delivery of the following programmes and services.

#### **3.3.4 Gateway to Health**

The Gateway to Health and Opportunity pre-employability programme is delivered in partnership with Clyde Gateway and the Celtic Foundation. This programme was designed to address the needs of customers who were in receipt of long term health related welfare benefits; the focus of the programme is to support customers with positive physical and mental wellbeing.

#### **3.3.5 Older People's Services**

Club 60 provides a programme of activities and service to older people residing within both sheltered and mainstream housing. The long term aim of the service is to reduce social isolation and improve health outcomes which impact on the ability of older people to live independently longer.

#### **3.3.6 Sheltered Housing**

The introduction of Retirement Assistants services within 2 sheltered complexes within Glasgow has been well received by tenants. This has enhanced the provision already delivered via Club 60.

## 4. Operating Priorities 2017-2020

Over the next 2 years Willowacre Trust will focus on supporting the delivery of the Supporting Communities Strategic Priorities. This includes but is not limited to the following priorities. Priority Level 1 (High), Level 2 (Medium), Level 3 (Low)

<b>Theme: (Tackling Poverty)</b>		
<b>Project Description</b>	<b>Priority Level</b>	<b>Implementation Date</b>
Support Thematic Tenancy Sustainment Initiatives	1	By 2019
Provide additional support to address Fuel Poverty	2	By 2020
Create additional partnerships to address food poverty	2	By 2020
Create support for tenants experiencing in work poverty	1	By 2019
Create Digital Inclusion Support Project	1	By 2019

<b>Theme: (Employment , Education and Training)</b>		
<b>Project Description</b>	<b>Priority Level</b>	<b>Implementation Date</b>
Create Asset-Based Employability Training Project	1	By 2019
Create Digital Inclusion Support Project	1	By 2019
Support Partnership working with Employability Services	2	By 2020
Maximise Community benefit clauses for employment	1	By 2019
Support Community Jobs Initiatives	2	By 2020
Support School Placement Programme	2	By 2020

<b>Theme: (Health and Wellbeing)</b>		
<b>Project Description</b>	<b>Priority Level</b>	<b>Implementation Date</b>
Develop Life Skills Toolkit for New & Existing Tenants	1	By 2019
Support Community Health Champions	2	By 2020
Create Cooking Skills & Healthy Eating Initiatives	2	By 2020
Support Older Tenants with Issues Like Dementia	1	By 2019
Engage with partner agencies offering health & wellbeing support	2	By 2020
Support Befriending Programmes	1	By 2019

<b>Theme: (Community Development)</b>		
<b>Project Description</b>	<b>Priority Level</b>	<b>Implementation Date</b>
Provide Family Support – childcare, school clubs	2	By 2020
Support Activities for young people – Skills development	2	By 2020
Support Activities for older people – Pen Pal scheme	1	By 2019
Support to Tenant and community groups	1	By 2019
Create ‘Fab Pad’ – upcycling of old furniture, decorating	2	By 2020
Link in with schools and colleges (Saltire Awards, Duke of Edinburgh) to help develop literacy, numeracy and Digital Inclusion.	1	By 2019

<b>Theme: (Environment –Community Assets)</b>		
Project Description	Priority Level	Implementation Date
Create local hubs in Local Libraries, Community Services, Partnerships with Local Groups,	1	By 2019
Community Janitor or Gardening Services	2	By 2020
Create Additional Community Centre	3	TBA
Create Social Enterprise for Upcycling/Reuse	3	TBA
Create small local community hubs	2	By 2020

## 5. SWOT Analysis

The voluntary sector has faced a range of challenges and threats including increased cuts in funding, competition from private organisations and meeting increased demand for services with fewer resources. In some respects Willowacre Trust has not experienced such difficulties however this may change in the future. Willowacre Trust is offered a level of protection as it works in partnership with the West of Scotland Association and provides services to its communities.

The funding climate will present challenges in the future as the number of charities competing for funding due to austerity measures within sector will increase. Willowacre Trust will however be impacted by welfare reform as there will be increased demand for support services due to significant impact of financial exclusion and fuel/food poverty.

Willowacre Trust acts as a vehicle assisting WSHA to deliver social and economic community support services within its communities. The SWOT analysis below details the current internal and external challenges and opportunities.

	<b>Helpful To Achieving Objectives</b>	<b>Harmful To Achieving Objectives</b>
<b>Internal</b>	<b>Strengths</b> <ol style="list-style-type: none"> <li>1. Qualified , competent and highly experienced staff</li> <li>2.Successful Service and project Delivery</li> <li>3.Successful leverage of external Funding</li> <li>4.Work is Underpinned by Strategy</li> </ol>	<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1.Staff resources are stretched</li> <li>2.Alginment of strategic goals with RSL's core business</li> <li>3.Geographical spread of communities</li> <li>4.Lack of knowledge from RSL perspective about Community &amp; Support Services/ Activities</li> </ol>
<b>External</b>	<b>Opportunities</b> <ol style="list-style-type: none"> <li>1.Increased demand for support services due to economic austerity measures</li> <li>2.Increased partnership working</li> <li>3.Potential for Social Enterprise development</li> <li>4.Empowered communities demand more services</li> </ol>	<b>Threats</b> <ol style="list-style-type: none"> <li>1.Local &amp; national political changes</li> <li>2.Funding Environment</li> <li>3.Decreased financial support for non essential services</li> <li>4.Gentoo Disaggregation</li> </ol>

## **6. Market Review and Marketing Strategy**

### **6.1 Branding and Marketing plan**

Willowacre Trust will continue to work with WSHA's Communications and PR Officer in terms of embedding the ethos and culture of the Supporting Communities Strategy. Willowacre Trust will align with WSHA's Communication Strategy. In addition, work will continue with the WSHA to review the current marketing approach with a view to refreshing and reinvigorating it where necessary. It is essential that services are appropriately promoted to WSHA's tenants and communities. Moving forward there are key marketing elements which will be addressed:

### **6.2 Updated Website**

Identified by the Supporting Communities Strategy our targeted customers are those WSHA tenants who are most in need of services and support. Information will be presented on the new website ensuring that this is accessible and easy for tenants to use

### **6.3 Establish New Brand**

Post disaggregation from Gentoo Group we will develop a new Willowacre Trust brand.

### **6.4 Feedback from Tenants**

Marketing is not only about promoting our existing services. Marketing is about getting to the heart of tenants and understanding their needs. With this in mind we will continue to evaluate feedback from our tenants in relation to meeting their needs and about the standard of services they have received.

## 7. Operational Budget

This section outlines the budget for the financial year 1 April 2017 to 31 March 2018. At the total level Willowacre Trust (WT) is budgeting for a deficit of **£78K** compared to a draft outcome deficit of **£43K** for 16/17.

WT has 3 components, the Barrowfield Community Centre (BCC), General Activities (WT General) and Projects. As Project activities are budgeted to break even the **£78K** deficit arises across the BCC and WT General Activities. Before transfers from reserves, the deficits on the BCC and WT General budgets are **£15K** and **£63K** respectively.

The main assumptions within the budget are:

- Proposed rents are in line with individual lease agreements.
- Staff costs are based on the current staff structure, including vacant posts, and include a general uplift for increased cost of living of 1.5% payable from 1 April 2017.
- Overheads are budgeted based on draft outcomes for 2016/17 plus allowances where additional costs are known or expected.  
The budget assumes that WT General will continue to deliver core projects in line with its charitable aims and objectives, such as Opportunities Fund, Starter Packs and Literacy Project.

### 7.1 Income

#### 7.1.1 Rental Income

Rent for each BCC unit is determined by the lease agreements. One major change is a reduction in the income due from GCC Accord which was £45K in 2016/17. The income will now come from Carillion and this has reduced to £32K, the level of achievable rent has been impacted by an overall reduction in commercial rents across the city. There has been a significant increase in the availability of office spaces within the local Eastend area due to the Clyde Gateway developments and this has resulted in a more competitive market in terms of rental yield for office accommodation. The comparative rental per square foot has decreased significantly. This was baselined against the work that we undertook for the new lease agreement for SABTG. The reduction is sustainable in the long term.

Total rental income is expected to fall to £88.5K from £99.3K, a fall of c£11K, of which £7.5K is attributable to a reduction in the rent from Glasgow Council on Alcohol. GCA has tendered for the delivery of statutory therapeutic services across the city and they have recently lost contracts and are having to make cost savings across their organisation. It is likely that we will re-let the space vacated in July 2017 by them to another Organisation, however, it is prudent at this stage to include a decrease.

## 7.1.2 BCC Bookings income

Bookings income is budgeted at £14K and in line with 16/17.

## 7.1.3 Grant Income

Glasgow City Council confirmed an award of £200k over three years from the Integrated Grant Fund which contributes to the BCC running costs. The budget includes annual income of £66,500k. This is the final year of this award.

## 7.2 Operating costs

### 7.2.1 Staff costs

The budget is based on the existing complement of 2 full-time and 2 part-time facilities staff plus a cost of living increase of 1.5%. The increase in the total staff costs reflects all staff being in post for the full year whereas this was not the case in 16/17.

An allowance for employer pension contributions is included at 6%, assuming a take-up of 100%. This is a function of grant applications where we must include a pension contribution for auto enrolment. To date no BCC staff member has opted into the pension scheme. At a later stage, if not required, this funding can be re-profiled into salary costs with the permission of our funder.

Provision is made within the staffing budget for recruitment, training and staff clothing

### 7.2.2 BCC Maintenance

The budget for planned maintenance is £12K some £8K below the 16/17 outturn. In 16/17 there was one off repairs which will not recur in 17/18. The budget for reactive maintenance is unchanged from 16/17 and is in line with the expected outcome, as is the budget for furniture and equipment.

## 7.3 Overheads

Overhead budgets are £3K up on the draft 16/17 outturn. Key points to note within overheads are:

- Depreciation is up £2,200 and reflects depreciation on new office furniture
- Sundries are up £1,000
- Health and safety is up £2,000 (reflects new H&S requirements)
- Telephone (including mobiles) is up £800
- Stationery and computer maintenance are up £500 each
- Heat and light is £3,000 down at £24,000 against the 16/17 outturn

The proposed budget results in a deficit for the year on the BCC operations is **£15K**.

## **7.4 Willowacre Trust General**

### **7.4.1 Rental income**

The St Andrews by the Green lease was renegotiated as of 1 August 2016. The new rent is £32Kpa and is reduced from £40.5Kpa. The rental income received in 16/17 was £34.8K. The revised lease costs are determined by a comparative rental analysis undertaken by Allied Surveyors.

### **7.4.2 Staff costs**

The budget is based on known salary costs and assumes pension contributions will be made. The budget includes the two posts which are being funded from transfers from reserves. Salary costs are up £3.4K reflecting the 1.5% salary increase and staff being in post for the full year.

The training budget has also risen as we will have increased staff training which will be charged back to WT. Previously some of this cost had been covered by WSHA as WT staff have piggyback onto WSHA training. There will be specific training which we will require staff to undertake in terms of H&S this year.

### **7.4.3 Overheads**

Overhead budgets are set with reference to expected outcomes for 2016/17. The budget is set at £49K, up £14.3K on the 16/17 outturn. Key points to note within overheads are:

- WSHA management fee up to £13.2K from £9.5K, a rise of £3.7K. The increase reflects a reappraisal of the level of support provided by WSHA
- Van expenses up £500
- Opportunities Fund and Starter Packs both up by £600 each
- Legal fees of £1K down £500
- Advertising budget of £3K - new
- EVH Associate membership at £4K - new
- Christmas activities at £2K - new
- Catering costs at £500 - new

### **7.4.4 Budget Deficit for the year**

The proposed budget results in a deficit for the year on the WT General operations is **£63K**.

This is before reserve transfers to meet the salary costs for the Community Services Officer (previously the Assistant Regeneration Officer) and the Admin Support Officer.

## 8. Risk Management

As part of the good governance process, the Board has developed a risk register.

The key high level risks for the charity are:

### 8.1 We do not engage with the community and tenants to ensure best service delivery

While this risk area is significant for the charity, there are robust control measures in place to ensure that we mitigate this risk. The key current risk around this is the ability to engage with all our communities. This is a challenge due to the widespread nature of our communities stock.

A community survey has been carried out by Research Resource which will assist the development of a Supporting Communities Strategy. The 3 year strategy will be based on the needs and support requirements of WSHA tenants in all our communities and will mitigate this risk. In addition to this, there has been a restructure of the staff teams within Community and Support Services which will also assist to mitigate this risk.

WSHA has appointed a Tenant Engagement Officer, who started in post on the 19<sup>th</sup> June. Part of his remit will be to expand and improve how the Association engages with its communities and tenants. This post will work closely with the Community and Support Services teams to ensure that we engage tenants across all communities.

We have been challenged in terms of recruiting a Community Services Officer. Once we have filled this post, this role will further enhance our mitigation around this risk.

### 8.2 We fail to recruit and retain the right people

This is a current risk for the charity. There have been difficulties retaining and recruiting staff for the Barrowfield Community Centre and also difficulties recruiting for the Community Services Officer which is currently being advertised for the third time. The staff shortages are being managed to ensure that there is no impact on service delivery but this has put pressure on the team and the manager.

It is proposed that the risk score increased as below:

	Current	Proposed
<b>Impact</b>	Negligible	Moderate
<b>Likelihood</b>	Unlikely	Likely

The review of terms and conditions will assist with retaining current staff. There are also particular people management issues in relation to the Barrowfield Community Centre which will be resolved and this will assist staff retention.

### **8.3 We are unable to deliver our services**

We have a Business Continuity Plan in place and which was tested in March 2017. On the whole, the test went well and the services delivered by Willowacre Trust continued to be delivered without impacting our tenants. Willowacre Trust staff have a combination of home working and the Barrowfield Centre as their alternative workspace in the event of the execution of the Business Continuity Plan. The majority of staff have mobile working arrangements in place.

### **8.4 Failure to manage health and safety effectively**

The relevant policies and procedures have been reviewed and updated and staff have received training. Due the nature of the work particularly in the community centre, this will remain a priority risk area for Willowacre Trust to ensure it is being effectively managed. Risk assessments are in place and are reviewed regularly.

### **8.5 Fail to procure and effectively manage contracts**

The Association has a Procurement Strategy and policies and procedures. These also include Willowacre Trust procurement. Staff have received training on this and this has been further enhanced by team meeting discussions around procurement for the activities of the Trust. The Association has also implemented a Contract Management Policy and Procedure which also includes WT contracts

### **8.6 Breakdown in Governance Arrangements**

This previously has been identified as the most significant risk for Willowacre Trust, particularly around the number of Board members. We have recruited 2 new Board members which has mitigated this risk somewhat. The annual appraisal process has just been completed and Board training areas have been agreed.

Following the last Board meeting, several improvement areas were agreed in relation to improving governance. The Corporate Services Manager will carry out a governance review towards the end of the year and report back to the Board on this.

### **8.7 Fail to secure funding for delivery of services**

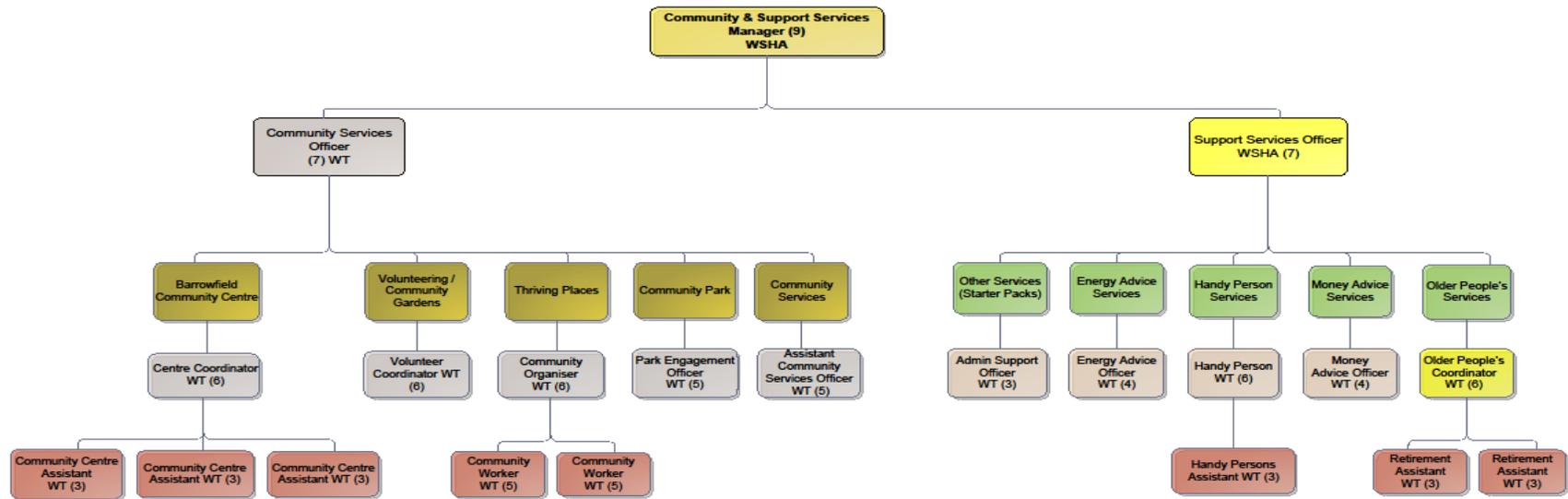
Following consideration of the budget for Willowacre Trust, it was identified that there was no risk on the register in relation to financial risk. The key financial risk for the charity is around the failure to secure funding to deliver services. The work of the trust heavily relies on external funding as well as funding from the Association and an element of the trust reserves. The nature of the external funding is that it is short term and this does present a risk to the work of the trust and does impact on staff recruitment as often posts will need to be fixed term in line with funding.

This risk narrative has now been reviewed and the risk register has been updated. As you can see from the enclosed register a number of controls are currently in place. However, further actions have also been identified to further mitigate this risk.

## **8.8 Communities Strategy**

As mentioned previously, a 3 year Supporting Communities Strategy is currently being developed. A full risk analysis of this strategy will be carried out and presented to the Board with the Strategy. This will allow us to assess if there are gaps in the risk register.

# WT Staff Structure 2017



WSHA/Willowacre Trust JAN 2017