

A meeting of the Board will take place on  
**Thursday 29 May 2025 at 7.00pm**  
in the Hayman Room, ELHA Head Office

Please advise staff if you are unable to attend

**Karen Barry**  
**Secretary**

## **B U S I N E S S**

### **GENERAL**

1. Apologies
2. Declaration of Interest by Board Members
3. Minutes of 19 March 2025 – **for approval**
4. Action List – for information
5. Matters Arising

### **GOVERNANCE**

6. Secretary's Report – for information

### **PERFORMANCE**

7. Key Performance Indicators 2024/25 – for information
8. Key Performance Indicators 2025/26 – **for approval**
9. Care & Repair Quarterly Management Accounts – for information

### **PRIORITY ITEMS**

10. Annual Return on the Charter – **for approval**

### **POLICIES**

11. Policy Review Summary – for information
12. Health & Safety Strategy – **for approval**
13. Conversations Framework Policy – **for approval**
14. Money & Home Energy Service Communication Strategy – **for approval**
15. Neo-Natal Care Leave & Pay Policy – **for approval**

### **BUSINESS MANAGEMENT**

16. Complaints and Praise Annual Report – **for information**

### **ANY OTHER BUSINESS**

### **DATE OF NEXT MANAGEMENT COMMITTEE MEETING**

**Thursday 21 August 2025** at ELHA Head Office, Haddington, at 7.00pm

## Action List

### Report by Martin Pollhammer, Chief Executive – for information

The table below sets out the required actions agreed at the last meeting of the Board on 19 March 2025, and confirms the actions taken.

Minute Ref	Action Required	Action By	Action Taken
3	Publish the minutes and papers from the March 2025 meeting on elha.com	ES	Complete
7	Make a Charitable Donation of £1,000 to the Care & Repair Charitable Trust	GA	Complete
8	Update the Domestic Abuse Policy in the ELHA File Structure, elha.com and update the Policy Review Timetable	ES	Complete
8	Update the Domestic Abuse in the Workplace Policy in the ELHA File Structure, elha.com and update the Policy Review Timetable	ES	Complete
8	Update the Lone Working Policy in the ELHA File Structure, Board area of elha.com and update the Policy Review Timetable	ES	Complete
8	Update the Treasury Management Policy in the ELHA File Structure, Board area of elha.com and update the Policy Review Timetable	ES	Complete
8	Update the Privacy Policy in the ELHA File Structure, elha.com and update the Policy Review Timetable	ES	Complete
9	Incorporate amendments to the Authorisations & Standard Charges / Allowances Policy in the ELHA File Structure, Board area of elha.com and update the Policy Review Timetable	ES	Complete
10	Add the Damp, Mould and Condensation Policy in the ELHA File Structure, elha.com and update the Policy Review Timetable	ES	Complete
11	Consider Damp, Mould and Condensation reporting	CC	See <b>Agenda Item 8</b>

## Secretary's Report – for information

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### 1.0 Membership

No new applications for membership have been received.

### 2.0 Use of Seal for Homologation

No use of the Seal to report.

# Key Performance Indicators 2024/25

## Report by Martin Pollhammer, Chief Executive – for Information

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### 1.0 Introduction

The Association's Key Performance Indicators (KPI's) for the fourth quarter of 2024/25 are attached as **Appendix 1** to this report.

### 2.0 ELHA Performance

The Association has missed the following targets:

#### 2.1 Maximum annual new borrowing

This additional borrowing was agreed by the Board and required in case the Association has to bear the costs resulting from Storm Eowyn damage at The Waggonway, Tranent. The covenant requirement not to exceed £3m was waived by RBS in 2024/25, and so this borrowing did not result in any covenant breach.

#### 2.2 Unit Reactive and Void Maintenance Costs

Unit Reactive and Void Maintenance Costs are slightly above budget at £1,028 compared to a budget of £996. The reasons for this overspend are detailed in the ELHA Management Accounts and are not of significant concern.

#### 2.3 Bronze and Gold Key Tenants

Bronze Key Tenants increased significantly to 51% during the third quarter whilst Gold Key tenant numbers reduced, due to the change in the Gold Key Tenant criteria to require payment by Rent Collector. As expected, these figures have remained the same in this final quarter of the year, and new targets will be set for 2025/26 to take this change into account, alongside the plans for Rent Collector payments to become a requirement at Bronze Key Tenant level.

#### 2.4 Management Committee Attendance

This was below target for Quarter Four (64% against a target of 75%) across the two ELHA Board meetings held in February and March 2025, and was mainly due to only six members (out of eleven) being able to attend the February 2025 meeting. This has also had an impact on the year-end figure, which at 74% has narrowly missed the target of 75%.

**2.5 Audit & Assurance Committee Attendance**

This was below target for Quarter Three (67% against a target of 75%), as only four of the six members were able to attend the November 2024 meeting. The low attendance is also reflected in the Year-to-Date figure of 70%. Hopefully this is something that will be addressed through improved attendance at the new Risk & Audit Committee meetings which have replaced Audit & Assurance meetings under the new governance structure. This figure will be reported as a year-end figure with new targets set for 2025/26 for Risk & Audit Committee attendance (since the two meetings have different compositions there is no like-for-like comparison that can be made).

**2.6 Percentage of Complaints Responded to within Target**

Two Stage One complaints went over target in Quarter Four. One of these was due to a recording and handling error – the complaint involved two different departments who responded separately. The received date was not entered correctly, resulting in the last response being one day late. Relevant staff have been reminded that when a complaint is received about more than one service area, they must ensure a single co-ordinated response is made.

The second complaint was logged via the My Home complaint reporting tool, and the notification was passed to the wrong department, resulting in a delay of several days. The Manager called and visited the tenant, which took additional time to organise, resulting in the complaint going over target by six days.

## Key Performance Indicators 2024/25

Performance Indicator	Quarterly Target	Q1	Q2	Q3	Q4	2024/25 Target	2023/24 Actual	Year to Date	Status
<b>Rental Income</b>									
Non-technical arrears as % of rental income	2.8%	2.51%	2.56%	2.67%	2.3%	2.8%	2.76%	2.33%	😊
Bad debts written off as % rental income	1.50%	1.43%	0.87%	0.77%	0.92%	1.50%	0.62%	0.92%	😊
Voids as % of rental income	0.75%	0.75%	0.88%	0.79%	0.71%	0.75%	0.33%	0.71%	😊
<b>Finance/Treasury</b>									
Interest cover (loan covenants)	110%	282%	283%	274%	257%	110%	225%	257%	😊
Gearing (loan covenants FRS102 definition)	<37%	22%	22%	22%	24%	<37%	23%	24%	😊
Maximum annual new borrowing	<£3m	£300k	£550k	£950k	£3.05m	<£3m	£2.9m	£3.05m	😞
Maximum borrowing per unit	<£26,000	£17k	£17k	17%	£18k	<£26,000	£17.2k	£18k	😊
Current assets as a % of current liabilities	100%	111%	110%	102%	142%	100%	159%	142%	😊
Cash as a % of net rental and service charge income	>20%	19%	16%	14%	37%	>20%	32%	37%	😊
Unit management costs	£2,232	£1,900	£1,868	£1,921	£2,032	£2,232	£1,929	£2,032	😊
Unit reactive maintenance costs	£996	£1,026	£1,005	£1,041	£1,028	£996	£956	£1,028	😞
<b>Asset Management</b>									
Stock condition inspections completed	cumulative	0%	50%	75%	100%	20%	30%	100%	😊
Gas services completed within timescale	cumulative	100%	100%	100%	100%	100%	100%	100%	😊
Planned maintenance contracts with >5% overspend	0	0	0	0	0	0	0	0	😊
Average length of time taken to complete emergency repairs	<2 hours	01:19:10	01:22:56	01:21:06	01:26:11	<2 hours	01:23:50	01:20:49	😊
Average length of time taken to complete non-emergency repairs	< 6 days	3.5	4.60	5.51	4.76	< 6 days	5.46	4.0	😊
Repairs completed right first time	85%	95.95%	88.5%	95.89%	97.65%	85%	94%	95.05%	😊
Repair appointments kept	93%	97%	96%	96%	96%	93%	97%	96.25%	😊
<b>Housing Management</b>									
Properties allocated after 3 or more refusals	0	0	0	0	0	0	0	0	😊
Number of evictions carried out	no target	2	0	1	1	no target	2	4	😊
Bronze Key Tenants	<40%	43%	43%	51%	51%	<40%	46%	51%	😞
Gold Key Tenants	27%	21%	21%	11%	11%	27%	19%	11%	😞
Platinum Key Tenants	20%	21%	23%	25%	25%	20%	20%	25%	😊
<b>Corporate</b>									
Number of accidents reportable to HSE	0	0	0	0	0	0	0%	0	😊
Network Availability	99%	100%	100%	100%	100%	99%	99%	100%	😊
% working days lost through long term sick leave	5%	1.0%	1.6%	0.9%	1.5%	5%	1.8%	1.2%	😊
% working days lost through short term sick leave	2%	1.1%	0.7%	1.7%	1.1%	2%	1.4%	1.2%	😊
Management Committee Attendance	75%	77%	79%	82%	64%	75%	71%	74%	😞
Audit & Assurance Committee attendance	75%	71%	71%	67%	n/a	75%	66%	70%	😞
% of tenants using their My Home account	90%	89%	90%	91%	91%	90%	89%	91%	😊
% of tenants paper-free	87%	86%	87%	87%	87%	87%	86%	87%	😊
% of tenants with a connected Rent Collector account	50%	36%	43%	50%	52%	50%	35%	52%	😊
% of complaints responded to within target	100%	95%	97%	98%	97%	100%	98%	97%	😞

😊 Performance Excellent    😞 Performance Satisfactory    😞 Performance Poor

# Key Performance Indicators 2025/26

## Report by Martin Pollhammer, Chief Executive – for approval

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### 1.0 Background

A final out-turn report on performance against Key Performance Indicators for 2024/25 is included at **Agenda Item 7**. The ELHA Board is asked to approve Key Performance Indicators targets for the coming financial year.

### 2.0 Targets for 2025/26

This remains an important time for the Association as the move to HomeMaster continues, and therefore the emphasis is on maintaining performance in the coming year.

Targets are generally in line with 2024/25, with only a small number of changes proposed, with all changes and reasons for them set out below. The Key Performance Indicators with targets and current year performance indicated, are attached as **Appendix 1** to this report.

#### 2.1 Rental Income KPIs

Rent Arrears performance has been exceptional during 2024/25 and at year end non-technical arrears sat at 2.33%, the lowest figure ever recorded. They have remained consistently under the target of 2.8% for the last year, with the highest figure reported at 2.67%.

Going forwards, once HomeMaster has been implemented, it is anticipated that, similar to Housing Benefit, the Association will have the ability to more accurately calculate Universal Credit (UC) 'technical arrears' and deduct some or all of these from the gross arrears figure. A manual calculation suggests if all UC technical arrears could be deducted, arrears would currently stand at less than 1%.

In view of this, the 2025/26 target has only been reduced slightly to 2.6%, but this still remains a challenging target and will keep staff focused whilst the HomeMaster implementation is completed.

#### 2.2 Finance / Treasury KPIs

There are two proposed Finance KPI's to be removed with two being added.

The assets / liabilities ratio is proposed to be removed as Nationwide Building Society no longer require this covenant to be tested annually.

The KPI on cash as a percentage of rental income is also proposed to be removed as this is no longer a requirement of the Treasury Management policy. The definition of the cash requirements has changed as part of the Treasury Management policy review approved by the ELHA Board in March 2024.

Two new KPIs are proposed, and these are both liquidity targets. These are minimum cash balance held and cash a percentage of net cash outflows for next two quarters. These KPIs replace the KPI on cash a percentage of rental income and ensure compliance with the Treasury Management policy on liquidity requirements.

### **2.3 Asset Management KPIs**

No changes to 2024/25 targets are proposed.

### **2.4 Housing Management KPIs**

Rather than having no target for evictions, a target of zero is proposed for 2025/26.

Key Tenant Scheme targets have been revised slightly, but this remains a work in progress. Making payment by Rent Collector a requirement for Bronze Key Tenants later this year will result in further change, and almost certainly result in the Bronze target being hit.

This may result in an increase of Gold Key Tenants, and so although the target has been reduced, this is a higher target that the current figure to reflect this potential impact. The introduction of Rent Collector as a Gold Key requirement helped some tenants upgrade to Platinum, and so the Platinum target has been increased to maintain the current level of performance.

A new target for the Percentage of Tenants Signed Up to Housing Perks is proposed. It is important to keep promoting these new discounts to tenants as part of the Key Tenant Scheme to ensure the return on investment is maximised.

### **2.5 Corporate KPIs**

The KPI for 'Management Committee Attendance' has been renamed as 'ELHA Board Attendance', following the recent Governance Review. A target of 75% attendance is proposed, the same target as the previous KPI for Management Committee attendance.

The KPI for 'Audit & Assurance Committee Attendance' has been renamed as 'Risk & Audit Committee Attendance', following the recent Governance Review. A target of 75% attendance, in line with ELHA Board attendance, is proposed.

A new KPI for 'Governance Committee attendance' has been added, following the recent Governance Review. A target of 75% attendance, in line with ELHA Board attendance, is proposed.

The target for Percentage of Tenants using their My Home account has been increased to 92% (against current performance of 91%), and the target for paper-free tenants has been increased to 89% (as a step towards the longer-term target, which remains 90%).



These are still important metrics for the Association as a digital business, although the priority is to at least maintain rather than necessarily increase these figures.

Finally, the target for connected Rent Collector accounts is increased to 60% and will hopefully be achieved through the requirement for Bronze Key Tenants to pay by Rent Collector being introduced later this year.

**Recommendation**

The ELHA Board is asked to approve the revised Key Performance Indicator targets for 2025/26.

## Key Performance Indicators 2025/26

Performance Indicator	2024/25 Quarterly Target	Q1	Q2	Q3	Q4	2024/25 Target	2025/26 Target	2024/25 Actual	Year to Date	Status
<b>Rental Income</b>										
Non-technical arrears as % of rental income	2.8%					2.8%	2.6%	2.33%		😊
Bad debts written off as % rental income	1.50%					1.50%	1.5%	0.92%		😐
Voids as % of rental income	0.75%					0.75%	0.75%	0.71%		😞
<b>Finance / Treasury</b>										
Interest cover (loan covenants)	110%					110%	>110%	257%		😊
Gearing (loan covenants FRS102 definition)	<37%					<37%	<37%	24%		😊
Maximum annual new borrowing	<£3m					<£3m	<£3m	£3.05m		😊
Maximum borrowing per unit	<£26,000					<£26,000	<£26,000	£18k		😊
Minimum cash balance held	n/a					n/a	>£500k	n/a		😊
Cash as a % of net cash outflows for next 2 quarters	n/a					n/a	100%	n/a		😊
Unit management costs	£2,232					£2,232	£2,178	£2,032		😊
Unit reactive maintenance costs	£996					£996	£998	£1,028		😊
<b>Asset Management</b>										
Stock condition inspections completed	cumulative					20%	20%	100%		😊
Gas services completed within timescale	cumulative					100%	100%	100%		😊
Planned maintenance contracts with >5% overspend	0					0	0%	0		😊
Average length of time taken to complete emergency repairs	<2 hours					<2 hours	<2 hours	01:20:49		😊
Average length of time taken to complete non-emergency repairs	< 6 days					< 6 days	< 6 days	4.0		😊
Repairs completed right first time	85%					85%	85%	95.05%		😊
Repair appointments kept	93%					93%	93%	96.25%		😊
<b>Housing Management</b>										
Properties allocated after 3 or more refusals	0					0	0	0		😊
Number of evictions carried out	no target					no target	0	1		😊
Bronze Key Tenants	<40%					<40%	<40%	51%		😊
Gold Key Tenants	27%					27%	20%	11%		😊
Platinum Key Tenants	20%					20%	25%	25%		😊
Percentage of Tenants Signed up to Housing Perks	n/a					n/a	50%	38%		😊
<b>Corporate</b>										
Number of accidents reportable to HSE	0					0	0	0		😊
Network Availability	99%					99%	99%	100%		😊
% working days lost through long term sick leave	5%					5%	5%	1.5%		😊
% working days lost through short term sick leave	2%					2%	2%	1.1%		😊
ELHA Board Attendance	75%					75%	75%	64%		😊
Risk & Audit Committee attendance	75%					75%	75%	n/a		😊
Governance Committee attendance	75%					75%	75%	n/a		😊
% of tenants using their My Home account	90%					90%	92%	91%		😊
% of tenants paper-free	87%					87%	89%	87%		😊
% of tenants with a connected Rent Collector account	50%					50%	60%	52%		😊
% of complaints responded to within target	100%					100%	100%	97%		😊

😊 Performance Excellent    😐 Performance Satisfactory    😞 Performance Poor

## Key Performance Indicators 2025/26

### Report by Martin Pollhammer, Chief Executive – for approval

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#### 1.0 Complaint Response Time Targets

Following discussion with the Management Team at the Performance Committee on 27 May 2025, and subsequent discussion within Senior Management Team, it is proposed that a change is made to the “Percentage of Complaints Responded To In Target” is replaced with the following three indicators:

New Performance Indicator	Target
Average time taken to respond to Stage One complaints	3 days
Number of Stage One response extensions required	0
Average time taken to respond to Stage Two complaints	12 days

The reason for this is that the existing target is more in line with the Scottish Public Services Ombudsman (SPSO) target to respond to Stage One complaints within five working days, and Stage Two complaints within 20 working days. This is further complicated in that the SPSO allows extensions for Stage One complaints where required, for up to an additional 10 days, but ELHA targets have always classed any such extension as a failure to meet the target.

The Scottish Housing Regulator (SHR) records complaints differently, and the ARC collects the average time to respond data. This means ELHA’s current data does not allow comparison with other providers when the ARC data is published. Changing the reporting in this way would align with the SHR reporting, whilst including a target of zero for Stage One extensions will mean staff will need to report any failures, to ensure the focus is on minimising the time to respond (rather than ensuring a response by the latest possible date).

#### Recommendation

The ELHA Board is asked to approve the revised Key Performance Indicator targets in relation to Complaint Response Time targets for 2025/26.

# Care & Repair Quarter Four Management Accounts

## Report by Gary Alison, Director of Finance & Corporate Services – for Information

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### 1.0 Introduction

The Care & Repair Income and Expenditure Account for the year to 31 March 2025, shows income £20.3k over budget and total expenditure £30.0k over budget, giving rise to a net surplus of £25.7k compared to a budgeted surplus of £35.3k.

### 1.1 Medical Adaptations Administration Fees – (£1.5k)

The Care & Repair team administers ELHA's medical adaptations funding. In return for this, 10% of income received is retained as an administration fee. This year ELHA applied for £200k, but was only awarded £44.6k. The 10% fee is reflected in the year end figure. It should be noted that any professional fees incurred do not attract the 10% fee, which makes the difference between what is shown in the accounts and £4,460.

The initial budgeted fee of £7k was an estimate – there is no way to know how much will be received until the grants are awarded.

### 1.2 SRS Client Contributions and SRS Materials costs - £18.4k and (£20.1k)

These were both estimated when budgeted for, and largely match off, so have minimal impact on the surplus. They are slightly different due to timing differences. The service ceased at the end of Quarter Four.

### 1.3 Electrical Safety First – (£5.0k)

The Care & Repair team was awarded this grant funding to assist clients with electrical work. This will be wrapped up in the annual surplus or deficit account and spent in the 2025/26 financial year.

### 1.4 Salaries – (£16.0k)

The overspend here was due to redundancy payments for the two members of the Care & Repair team who work of the Small Repairs Service. There are no pension or National Insurance costs associated with redundancy payments.

### 1.5 Various overheads – £5.6k

These costs are recharged from ELHA based on Care & Repair staff numbers. They are therefore directly reflective of the over / under spends in the full ELHA accounts.

## 2.0 Income and Expenditure Account

		Actual to 31/03/2025 £	Budget to 31/03/2025 £	Variance to 31/03/2025 £	Projected outturn for the year £
<b>INCOME:-</b>					
ELC		329,891	329,891	-	329,891
Medical Adaptations Administration Fees	1.1	3,975	7,000	(3,025)	4,460
SRS Client Contributions for Materials	1.2	23,352	5,000	18,352	22,478
Electrical Safety First funding	1.3	5,000	-	5,000	
Other income					
<b>TOTAL INCOME</b>		<b>362,218</b>	<b>341,891</b>	<b>20,327</b>	<b>356,829</b>
<b>EXPENDITURE:-</b>					
<b>DIRECT COSTS:-</b>					
Salaries	1.4	(130,865)	(114,821)	(16,044)	(132,746)
Employers NI		(11,584)	(11,733)	149	(11,723)
Employers pension contributions		(42,953)	(43,063)	110	(43,185)
Other staff costs and training		(2,344)	(2,338)	(6)	(2,337)
Electrical Safety Service		(15,646)	(13,750)	(1,896)	(13,839)
<b>TOTAL DIRECT STAFF</b>		<b>(203,393)</b>	<b>(185,705)</b>	<b>(17,687)</b>	<b>(203,829)</b>
<b>INDIRECT COSTS:-</b>					
<b>ADMIN &amp; MGMT SERVICES</b>		<b>(23,396)</b>	<b>(23,396)</b>	<b>-</b>	<b>(23,396)</b>
<b>TRAVEL/SUBSISTENCE</b>					
Essential car user allowance		(6,568)	(6,568)	0	(6,568)
Vehicle leasing, fuel, and maintenance		(5,147)	(5,102)	(45)	(5,186)
Vehicle Insurance		(1,219)	(909)	(310)	(1,833)
Travel/Subsistence		(544)	(1,650)	1,106	(445)
<b>TOTAL TRAVEL/SUBSISTENCE</b>		<b>(13,478)</b>	<b>(14,229)</b>	<b>751</b>	<b>(14,031)</b>
<b>OFFICE OVERHEADS</b>					
Other costs		-	(2,500)	2,500	-
SRS Materials, Tools & Equipment	1.2	(26,059)	(6,000)	(20,059)	(22,478)
Office Premises Overheads	1.5	(17,264)	(15,415)	(1,849)	(16,575)
Office Equipment Overheads	1.5	(2,265)	(4,370)	2,105	(2,532)
Office Administration Overheads	1.5	(3,021)	(3,267)	246	(3,183)
Computer/IT Systems Overheads	1.5	(24,764)	(27,076)	2,312	(23,047)
Corporate Costs Overheads	1.5	(22,867)	(24,592)	1,725	(20,722)
<b>TOTAL INDIRECT O/HEADS</b>		<b>(96,240)</b>	<b>(83,220)</b>	<b>(13,020)</b>	<b>(88,537)</b>
<b>TOTAL EXPENDITURE</b>		<b>(336,507)</b>	<b>(306,550)</b>	<b>(29,957)</b>	<b>(329,793)</b>
<b>SURPLUS/DEFICIT</b>		<b>25,712</b>	<b>35,341</b>	<b>(9,630)</b>	<b>27,036</b>

# Annual Return on the Charter (ARC)

## Report by Karen Barry, Director of Housing – for Approval

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### 1.0 Annual Return on the Charter (ARC)

The Scottish Housing Regulator (SHR) is responsible for monitoring social landlords' progress towards achieving the standards and outcomes set out in the Scottish Social Housing Charter. The Annual Return on the Charter (ARC) provides contextual information and performance information against a number of Charter Indicators and must be submitted to the SHR by 31 May each year.

The ARC was reviewed by the SHR in 2024, following a consultation in September 2024, which aimed to assess the effectiveness of the existing ARC indicators and to gather feedback on proposed new ones. Feedback received highlighted general support for the current indicators but also emphasised the need for careful development of new indicators.

In January 2025, the SHR confirmed that no changes would be made to the ARC indicators for the 2024/25 reporting year but that new indicators would be introduced for 2025/26.

The information provided in the ARC is used by the SHR to:

- Form a view of the regulatory risk presented by a Registered Social Landlord (RSL) and consequently the level of engagement that the SHR will have with the landlord (other information such as financial returns are also considered)
- Inform the regulatory process by comparison with other RSLs
- Form the basis for thematic inspections
- Publish an annual statistical report to enable RSLs, and others, to analyse performance against comparable organisations
- Publish information aimed at informing tenants about their landlord's performance

It is the responsibility of the ELHA Board to ensure that staff provide accurate information and submit the ARC on time. At its meeting on 21 May 2025, the Governance Committee carried out a spot check of the data. A Board member is required to authorise the online submission of the ARC and to confirm that its contents have been discussed at a meeting of the full Board.

A copy of ELHA's ARC is attached to this report.

**2.0 Performance**

Overall performance has generally stayed the same or improved in most areas compared to 2023/24, however there has been some changes in performance in the following areas worth noting:

**2.1 Scottish Housing Quality Standard – Stock Summary (Indicator C9)**

37 units are non-compliant with the SHQS, identified through the stock condition surveys carried out during the year. This failure is due to the cubic capacity of kitchen storage and kitchen doors that clash with cooking appliances. Work is currently underway to establish how and where improvements can be made on kitchen storage and door issues to improve compliance.

**2.2 Percentage of All Comments & Complaints Responded to in Full at Stage 2 (Indicators 3 and 4)**

The percentage of complaints responded to a Stage 1 has significantly improved from 87.41% to 99.43%, likely as a direct result of staff training during the year resulting in improved recording.

Responses to Stage 2 Complaints has reduced from 93.33% to 87.50%. This figure is skewed in that two of the 16 complaints were received in late March 2025 and had not been responded to before year end, but were still well within the timescale for a response. Otherwise, all Stage 2 complaints have been responded to.

The average time to respond to Stage 2 complaints has also significantly improved from 16.5 days to 11.6 days.

**2.3 Percentage of tenants who have had repairs or maintenance carried out in the last 12 months who were satisfied with the service.**

A rolling survey is carried out during the year where satisfaction surveys are issued upon completion of a repair. 2,686 number were issued and 1,403 received during 2024/25. Satisfaction has dropped slightly from 83.72% to 78.26%, however it could be assumed that in 1,283 cases, the tenant did not return the survey as they were satisfied with the work.

**2.4 The number of ASB cases reported in the last year and Percentage of Cases Resolved (Indicator 15)**

There was a significant increase in antisocial behaviour cases from 149 in the previous year to 258 during 2024/25, mainly attributed to several chaotic tenancies and the need partnership working. Despite this large increase volume, it had very little impact on performance which only dipped slightly from 98.66% to 97.67%

**2.5 Total Number of Relets & Average Length of Time to Relet Properties (Indicator 30)**

The Association has seen a significant increase in relets, from 78 in 2023/24 to 104 during 2024/25, the highest ever turnover, and local peers have seen similar in their own stock. This increase can be attributed to tenants transferring to new builds in East Lothian, including Elphinstone and Dirleton, and to nine tenancies ending through abandonment or eviction.

### 2.3 Percentage of New Tenancies to Others Sustained For More Than A Year (Indicator 16)

Whilst the percentage of sustained tenancies allocated to applicants assessed as homeless has increased to over 95%, those allocated to applicants from the Housing List has dropped from 94.74% to 81.25%. Whilst 67% of these stated 'disliked area' as the reason for leaving their tenancy, there were also positive reasons for termination which are counted in these figures too.

### 3.0 Performance Review

The Scottish Housing Regulator uses the ARC return to compile Landlord Performance Reports for each RSL. This includes some key comparative data. The Association commissions an independent consultant to review the published ARC data and undertake a review of ELHA performance, including benchmarking performance against other RSLs. This report will be presented to the November 2025 Board meeting.

This ensures the Board is able to review the Association's performance in a wider context, but routine performance management is reported through the Key Performance Indicator report (see **Agenda Item 7**), and Annual Complaints Analysis report (see **Agenda Item 16**), therefore no further analysis of the ARC return has been undertaken at this stage.

#### Recommendation

The ELHA Board is asked to approve the Annual Return on the Charter for submission to the Scottish Housing Regulator.



**Landlord name:** East Lothian Housing Association Ltd**RSL Reg. No.:** 103**Report generated date:** 12/05/2025 17:45:50**Approval**

A1.1	Date approved	
A1.2	Approver	
A1.3	Approver job title	
A1.4	Comments (Approval)	



## Social landlord contextual information

### Staff

Staff information, staff turnover and sickness rates (Indicator C1)

C1.1	the name of Chief Executive	Mr. Martin Pollhammer
C1.2.1	C1.2 Staff employed by the RSL:  the number of senior staff	4.00
C1.2.2	the number of office based staff	50.66
C1.2.3	the number of care / support staff	0.00
C1.2.4	the number of concierge staff	0.00
C1.2.5	the number of direct labour staff	43.62
C1.2.6	the total number of staff	98.28
C1.3.1	Staff turnover and sickness absence:  the percentage of senior staff turnover in the year to the end of the reporting year	0.00%
C1.3.2	the percentage of total staff turnover in the year to the end of the reporting year	15.17%
C1.3.3	the percentage of days lost through staff sickness absence in the reporting year	2.06%

Social landlord contextual information

Lets

Number of lets during the reporting year, split between 'general needs' and 'supported housing' (Indicator C3)

C3.1	The number of 'general needs' lets during the reporting year	130
C3.2	The number of 'supported housing' lets during the reporting year	13
Indicator C3		143

## The number of lets during the reporting year by source of let (Indicator C2)

C2.1	The number of lets to existing tenants	31
C2.2	The number of lets to housing list applicants	49
C2.3	The number of mutual exchanges	22
C2.4	The number of lets from other sources	0
C2.5.1	C2.5 The number of applicants who have been assessed as statutorily homeless by the local authority as:  section 5 referrals	0
C2.5.2	nominations from the local authority	32
C2.5.3	other	31
C2.6	the number of other nominations from local authorities	0
C2.7	Total number of lets excluding exchanges	143

**Annual Return on the Charter (ARC) 2024-2025**

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Social landlord contextual information" section.

**Overall satisfaction****All outcomes**

Percentage of tenants satisfied with the overall service provided by their landlord (Indicator 1)
---

1.1.1	1.1 In relation to the overall tenant satisfaction survey carried out, please state: the number of tenants who were surveyed	725
1.1.2	the fieldwork dates of the survey	10/2022
1.1.3	The method(s) of administering the survey: Post	<input type="checkbox"/>
1.1.4	Telephone	<input type="checkbox"/>
1.1.5	Face-to-face	<input checked="" type="checkbox"/>
1.1.6	Online	<input type="checkbox"/>
1.2.1	1.2 In relation to the tenant satisfaction question on overall services, please state the number of tenants who responded: very satisfied	386
1.2.2	fairly satisfied	270
1.2.3	neither satisfied nor dissatisfied	30
1.2.4	fairly dissatisfied	22
1.2.5	very dissatisfied	14
1.2.6	no opinion	3
1.2.7	Total	725

Indicator 1	90.48%
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**Annual Return on the Charter (ARC) 2024-2025**

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Overall satisfaction" section.



## The customer / landlord relationship

### Communication

Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions (Indicator 2)

2.1	How many tenants answered the question "How good or poor do you feel your landlord is at keeping you informed about their services and decisions?"	725
2.2.1	2.2 Of the tenants who answered, how many said that their landlord was: very good at keeping them informed	381
2.2.2	fairly good at keeping them informed	318
2.2.3	neither good nor poor at keeping them informed	16
2.2.4	fairly poor at keeping them informed	5
2.2.5	very poor at keeping them informed	5
2.2.6	Total	725

Indicator 2	96.41%
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## Participation

Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes (Indicator 5)

5.1	How many tenants answered the question "How satisfied or dissatisfied are you with opportunities given to you to participate in your landlord's decision making processes?"	725
5.2.1	5.2 Of the tenants who answered, how many said that they were: very satisfied	392
5.2.2	fairly satisfied	310
5.2.3	neither satisfied nor dissatisfied	17
5.2.4	fairly dissatisfied	2
5.2.5	very dissatisfied	4
5.2.6	Total	725

Indicator 5	96.83%
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**Annual Return on the Charter (ARC) 2024-2025**

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "The customer / landlord relationship" section.

Housing quality and maintenance

Quality of housing

Scottish Housing Quality Standard (SHQS) – Stock condition survey information (Indicator C8)

C8.1	The date your organisation's stock was last surveyed or assessed for compliance with the SHQS	03/2025
C8.2	What percentage of stock did your organisation fully assess for compliance in the last five years?	100.00
C8.3	The date of your next scheduled stock condition survey or assessment	07/2025
C8.4	What percentage of your organisation's stock will be fully assessed in the next survey for SHQS compliance	20.00
C8.5	Comments on method of assessing SHQS compliance.	

We employ external contractors to carry out stock condition surveys. We plan to carry out 20% each year to ensure we have 100% surveys carried out over 5 years.

Scottish Housing Quality Standard (SHQS) – Stock summary (Indicator C9)
---

		End of the reporting year	End of the next reporting year
C9.1	Total self-contained stock	1,413	1,413
C9.2	Self-contained stock exempt from SHQS	33	33
C9.3	Self-contained stock in abeyance from SHQS	0	0
C9.4.1	Self-contained stock failing SHQS for one criterion	37	37
C9.4.2	Self-contained stock failing SHQS for two or more criteria	0	0
C9.4.3	Total self-contained stock failing SHQS	37	37
C9.5	Stock meeting the SHQS	1,343	1,343

C9.6	Total self-contained stock meeting the SHQS by local authority
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	End of the reporting year	End of the next reporting year
Aberdeen City	0	0
Aberdeenshire	0	0
Angus	0	0
Argyll & Bute	0	0
City of Edinburgh	0	0
Clackmannanshire	0	0
Dumfries & Galloway	0	0
Dundee City	0	0
East Ayrshire	0	0
East Dunbartonshire	0	0
East Lothian	1,343	1,343
East Renfrewshire	0	0
Eilean Siar	0	0
Falkirk	0	0
Fife	0	0
Glasgow City	0	0
Highland	0	0
Inverclyde	0	0
Midlothian	0	0
Moray	0	0
North Ayrshire	0	0

North Lanarkshire	0	0
Orkney Islands	0	0
Perth & Kinross	0	0
Renfrewshire	0	0
Scottish Borders	0	0
Shetland Islands	0	0
South Ayrshire	0	0
South Lanarkshire	0	0
Stirling	0	0
West Dunbartonshire	0	0
West Lothian	0	0
Totals	1,343	1,343

Percentage of stock meeting the Scottish Housing Quality Standard (SHQS) (Indicator 6)
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6.1.1	The total number of properties within scope of the SHQS: at the end of the reporting year	1,413
6.1.2	projected to the end of the next reporting year	1,413
6.2.1	The number of properties meeting the SHQS: at the end of the reporting year	1,343
6.2.2	projected to the end of the next reporting year	1,343

Indicator 6 - Percentage of stock meeting the SHQS at the end of the reporting year	95.05%
Indicator 6 - Percentage of stock meeting the SHQS projected to the end of the next reporting year	95.05%



Percentage of tenants satisfied with the quality of their home (Indicator 7)

7.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with the quality of your home?"	725
7.2.1	7.2 Of the tenants who answered, how many said that they were: very satisfied	424
7.2.2	fairly satisfied	225
7.2.3	neither satisfied nor dissatisfied	29
7.2.4	fairly dissatisfied	34
7.2.5	very dissatisfied	13
7.3	Total	725

Indicator 7	89.52%
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Repairs, maintenance & improvements

Average length of time taken to complete emergency repairs (Indicator 8)		
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8.1	The number of emergency repairs completed in the reporting year	239
8.2	The total number of hours taken to complete emergency repairs	299

Indicator 8		1.25
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Average length of time taken to complete non-emergency repairs (Indicator 9)

9.1	The total number of non-emergency repairs completed in the reporting year	2,384
9.2	The total number of working days taken to complete non-emergency repairs	11,558

Indicator 9		4.85
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Percentage of reactive repairs carried out in the last year completed right first time (Indicator 10)
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10.1	The number of reactive repairs completed right first time during the reporting year	2,249
10.2	The total number of reactive repairs completed during the reporting year	2,384

Indicator 10		94.34%
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How many times in the reporting year did not meet your statutory duty to complete a gas safety check (Indicator 11).

11.1	The number of times you did not meet your statutory duty to complete a gas safety check.	0
11.2	if you did not meet your statutory duty to complete a gas safety check add a note in the comments field	
		N/A

Indicator 11		0
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Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service (Indicator 12)

12.1	Of the tenants who had repairs carried out in the last year, how many answered the question "Thinking about the LAST time you had repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by your landlord?"	1,403
12.2	Of the tenants who answered, how many said that they were:	933
12.2.1	very satisfied	
12.2.2	fairly satisfied	165
12.2.3	neither satisfied nor dissatisfied	132
12.2.4	fairly dissatisfied	68
12.2.5	very dissatisfied	105
12.2.6	Total	1,403

Indicator 12	78.26%
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## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance, or compliance with tenant and resident safety requirements regarding the figures supplied in the "Housing quality and maintenance" section, including non-compliance with electrical, gas and fire safety requirements and plans to address these issues.

Indicator C9 - 37 units failed SHQS on one criterion. The is due to the cubic capacity of kitchen storage and kitchen doors that clash with kitchen appliances, identified during the stock condition surveys. Work is underway to establish how and where improvements can be made on kitchen storage and door issues.

Indicator 12 - In accordance with the SHR Guide to Surveying Tenants & Service Users dated January 2023, ELHA have used the results of its rolling survey for period 1/4/24 - 31/3/25. A total of 2686 surveys were issued and 1403 responses were received during the year.

## Neighbourhood & community

### Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes

Percentage of all complaints responded to in full at Stage 1 and percentage of all complaints responded to in full at Stage 2. (Indicators 3 & 4)

	1st stage	2nd stage
Complaints received in the reporting year	172	15
Complaints carried forward from previous reporting year	3	1
All complaints received and carried forward	175	16
Number of complaints responded to in full by the landlord in the reporting year	174	14
Time taken in working days to provide a full response	560	163

Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 1	99.43%
Indicators 3 & 4 - The percentage of all complaints responded to in full at Stage 2	87.50%
Indicators 3 & 4 - The average time in working days for a full response at Stage 1	3.22
Indicators 3 & 4 - The average time in working days for a full response at Stage 2	11.64



Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in (Indicator 13)

13.1	How many tenants answered the question "Overall, how satisfied or dissatisfied are you with your landlord's contribution to the management of the neighbourhood you live in?"	725
13.2.1	13.2 Of the tenants who answered, how many said that they were: very satisfied	484
13.2.2	fairly satisfied	211
13.2.3	neither satisfied nor dissatisfied	12
13.2.4	fairly dissatisfied	10
13.2.5	very dissatisfied	8
13.2.6	Total	725

Indicator 13	95.86%
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Percentage of tenancy offers refused during the year (Indicator 14)

14.1	The number of tenancy offers made during the reporting year	151
14.2	The number of tenancy offers that were refused	7

Indicator 14		4.64%
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Percentage of anti-social behaviour cases reported in the last year which were resolved (Indicator 15)

15.1	The number of cases of anti-social behaviour reported in the last year	258
15.2	Of those at 15.1, the number of cases resolved in the last year	252

Indicator 15		97.67%
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Abandoned homes (Indicator C4)
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C4.1	The number of properties abandoned during the reporting year	5
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Percentage of the court actions initiated which resulted in eviction and the reasons for eviction (Indicator 22)

22.1	The total number of court actions initiated during the reporting year	13
22.2.1	22.2 The number of properties recovered: because rent had not been paid	3
22.2.2	because of anti-social behaviour	0
22.2.3	for other reasons	1

Indicator 22 - Percentage of the court actions initiated which resulted in eviction because rent had not been paid	23.08%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction because of anti-social behaviour	0.00%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction for other reasons	7.69%
Indicator 22 - Percentage of the court actions initiated which resulted in eviction	30.77%

## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Neighbourhood & community" section.

The number of Stage 1 complaints has increased following staff training and improved recording of these.

**Access to housing and support**

**Housing options and access to social housing**

Percentage of lettable houses that became vacant in the last year (Indicator 17)
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17.1	The total number of lettable self-contained stock	1,404
17.2	The number of empty dwellings that arose during the reporting year in self-contained lettable stock	108

Indicator 17	7.69%
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Number of households currently waiting for adaptations to their home (Indicator 19)

19.1	The total number of approved applications on the list for adaptations as at the start of the reporting year, plus any new approved applications during the reporting year.	26
19.2	The number of approved applications completed between the start and end of the reporting year	25
19.3	The total number of households waiting for applications to be completed at the end of the reporting year.	0
19.4	if 19(iii) does not equal 19(i) minus 19(ii) add a note in the comments field.	
One application was cancelled		

Indicator 19	1
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Total cost of adaptations completed in the year by source of funding (£) (Indicator 20)

20.1	The cost (£) that was landlord funded;	£4,336
20.2	The cost (£) that was grant funded	£23,504
20.3	The cost (£) that was funded by other sources.	£0

Indicator 20		£27,840
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The average time to complete adaptations (Indicator 21)
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21.1	The total number of working days taken to complete all adaptations.	1,066
21.2	The total number of adaptations completed during the reporting year.	25

Indicator 21	42.64
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Homelessness – the percentage of referrals under Section 5, and other referrals for homeless households made by the local authority, that result in an offer, and the percentage of those offers that result in a let (Indicator 23)

23.1	The total number of individual homeless households referrals received under section 5.	0
23.2	The total number of individual homeless households referrals received under other referral routes.	65
23.3	The total number of individual homeless households referrals received under section 5 and other referral routes.	65
23.4	The total number of individual homeless households referrals received under section 5 that result in an offer of a permanent home.	0
23.5	The total number of individual homeless households referrals received under other referral routes that result in an offer of a permanent home.	65
23.6	The total number of individual homeless households referrals received under section 5 and other referral routes that result in an offer of a permanent home.	65
23.7	The total number of accepted offers.	63

Indicator 23 - The percentage of referrals under section 5, and other referrals for homeless households made by a local authority, that result in an offer	100.00%
Indicator 23 - The percentage of those offers that result in a let	96.92%

Average length of time to re-let properties in the last year (Indicator 30)
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30.1	The total number of properties re-let in the reporting year	104
30.2	The total number of calendar days properties were empty	2,305

Indicator 30	22.16
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**Tenancy sustainment**

Percentage of new tenancies sustained for more than a year, by source of let (Indicator 16)
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16.1.1	The number of tenancies which began in the previous reporting year by: existing tenants	24
16.1.2	applicants who were assessed as statutory homeless by the local authority	48
16.1.3	applicants from your organisation's housing list	32
16.1.4	nominations from local authority	1
16.1.5	other	26
16.2.1	The number of tenants at 16.1 who remained in their tenancy for more than a year by: existing tenants	24
16.2.2	applicants who were assessed as statutory homeless by the local authority	46
16.2.3	applicants from your organisation's housing list	26
16.2.4	nominations from local authority	1
16.2.5	other	24

Indicator 16 - Percentage of new tenancies to existing tenants sustained for more than a year	100.00%
Indicator 16 - Percentage of new tenancies to applicants who were assessed as statutory homeless by the local authority sustained for more than a year	95.83%
Indicator 16 - Percentage of new tenancies to applicants from the landlord's housing list sustained for more than a year	81.25%
Indicator 16 - Percentage of new tenancies through nominations from local authority sustained for more than a year	100.00%
Indicator 16 - Percentage of new tenancies to others sustained for more than a year	92.31%

**Annual Return on the Charter (ARC) 2024-2025**

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Access to housing and support" section.

Getting good value from rents and service charges

Rents and service charges

Rent collected as percentage of total rent due in the reporting year (Indicator 26)
---

26.1	The total amount of rent collected in the reporting year	£8,507,515
26.2	The total amount of rent due to be collected in the reporting year (annual rent debit)	£8,495,305

Indicator 26	100.14%
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Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (Indicator 27)

27.1	The total value (£) of gross rent arrears as at the end of the reporting year	£407,416
27.2	The total rent due for the reporting year	£8,608,274

Indicator 27		4.73%
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Average annual management fee per factored property (Indicator 28)

28.1	The number of residential properties factored	50
28.2	The total value of management fees invoiced to factored owners in the reporting year	£86

Indicator 28		£1.72
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Percentage of rent due lost through properties being empty during the last year (Indicator 18)

18.1	The total amount of rent due for the reporting year	£8,608,274
18.2	The total amount of rent lost through properties being empty during the reporting year	£37,928

Indicator 18		0.44%
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Rent increase (Indicator C5)
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C5.1	The percentage average weekly rent increase to be applied in the next reporting year	4.90%
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The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year (Indicator C6)

C6.1	The number of households the landlord received housing costs directly for during the reporting year	455
C6.2	The value of direct housing cost payments received during the reporting year	£2,220,794

Amount and percentage of former tenant rent arrears written off at the year end (Indicator C7)

C7.1	The total value of former tenant arrears at year end	£176,168
C7.2	The total value of former tenant arrears written off at year end	£10,608

Indicator C7		6.02%
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**Value for money**

Percentage of tenants who feel that the rent for their property represents good value for money (Indicator 25)
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25.1	How many tenants answered the question "Taking into account the accommodation and the services your landlord provides, do you think the rent for your property represents good or poor value for money?"	725
25.2.1	25.2 Of the tenants who answered, how many said that their rent represented: very good value for money	278
25.2.2	fairly good value for money	340
25.2.3	neither good nor poor value for money	34
25.2.4	fairly poor value for money	42
25.2.5	very poor value for money	31
25.3	Total	725

Indicator 25	85.24%
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## Percentage of factored owners satisfied with the factoring service they receive (Indicator 29)

29.1	How many factored owners answered the question "Taking everything into account, how satisfied or dissatisfied are you with the factoring services provided by your landlord?"	9
29.2.1	29.2 Of the factored owners who answered, how many said that they were: very satisfied	1
29.2.2	fairly satisfied	0
29.2.3	neither satisfied nor dissatisfied	1
29.2.4	fairly dissatisfied	5
29.2.5	very dissatisfied	2
29.3	Total	9

Indicator 29	11.11%
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## Annual Return on the Charter (ARC) 2024-2025

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Getting good value from rents and service charges" section.

Indicator 29 - A significant number of owners refused to take part in ELHA's independent satisfaction survey carried out in December 2022 resulting in only nine owners who receive factoring services being surveyed. Given the small sample size, this can mean that a single result can give a misleading impression. The next survey of factored owners will be carried out May/June 2025.



**Other customers**

**Gypsies / Travellers**

For those who provide Gypsies/Travellers sites - Average weekly rent per pitch (Indicator 31)
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31.1	The total number of pitches	0
31.2	The total amount of rent set for all pitches during the reporting year	N/A

Indicator 31		N/A
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For those who provide sites – percentage of Gypsy/Travellers satisfied with the landlord’s management of the site (Indicator 32)

32.1	How many Gypsies/Travellers answered the question "How satisfied or dissatisfied are you with your landlord's management of your site?"	
32.2.1	32.2 Of the Gypsies/Travellers who answered, how many said that they were: very satisfied	
32.2.2	fairly satisfied	
32.2.3	neither satisfied nor dissatisfied	
32.2.4	fairly dissatisfied	
32.2.5	very dissatisfied	
32.2.6	Total	

	Indicator 32	
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**Annual Return on the Charter (ARC) 2024-2025**

Comments for any notable improvements or deterioration in performance regarding the figures supplied in the "Other customers" section.

## Policy Review Summary

### Report by Martin Pollhammer, Chief Executive – for information

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The table below sets out policies reviewed by the Senior Management where they have Delegated Authority to undertake the review, since the last ELHA Board meeting.

Policy Title	Reviewed By	Where the revised policy is available	SMT Delegated Approval
Stock Investment Strategy	Charlie Cooley	Public area of elha.com	Minor Changes
Asset Management Strategy	Charlie Cooley	Public area of elha.com	Minor Changes
Long and Extended Notice	Martin Pollhammer	Board area of elha.com	Minor Changes
Requirements of Writing	Martin Pollhammer	Board area of elha.com	Minor Changes
ELHA & R3 Board Expenses	Martin Pollhammer	Board area of elha.com	Minor Changes
Money & Home Energy Service	Karen Barry	Public area of elha.com	All Changes
Insurance	Gary Alison	Board area of elha.com	Minor Changes
Comments and Complaints	Karen Barry	Public area of elha.com	Minor Changes

## ELHA POLICY

**Date Issued** 1 August 1998

**Last Reviewed** May 2025

**Department** Corporate

**Title** ~~Management Committee / R3~~ Board Members Expenses

**Objective** To describe the Group's arrangements for reimbursing appropriate expenses to ~~Management Committee~~ELHA Board and R3 Board Members

**Responsible** Chief Executive

**Next Review Date** May 2030

## 1.0 Introduction

1.1 The Group will reimburse reasonable 'out-of-pocket' expenses necessarily incurred by an ~~an Management Committee~~ELHA Board or R3 Board Member in the course of fulfilling their responsibilities, under the following headings:

- Travel costs between the Member's home and meeting venues for official meetings and/or events
- Travel costs for attendance at courses, conferences or on other Group business, including the cost of overnight accommodation where appropriate
- Reasonable subsistence expenses, e.g. for meals while on Group business where these incur additional costs, or for additional costs arising from overnight stays
- Child minding or care of a dependent relative, except where another member of the Member's household is looking after the child or other dependent

## 2.0 General

2.1 All claims for reimbursement of expenses will be made on the expenses claim form or mileage claim form, as appropriate. The completed form will be submitted by the ~~Management Committee / R3~~ Board Member to the Finance Department, normally by the end of the month following the incurring of the expenditure.

- 2.2 All claims will be supported by relevant receipts wherever possible, except for mileage claims.
- 2.3 All expenditure will be incurred in the most cost-effective manner, taking into account location, time of event, and whether other ~~Management Committee / R3~~ Board Members or employees will be attending, etc. (e.g. sharing of transport).
- 2.4 Expenses will be approved by a member of the Senior Management Team.
- 2.5 Advances on expenses will not normally be given. There may be situations however when this will be required, and the ~~Management Committee / R3~~ Board Member should in the first instance bring any request for an advance to the Chief Executive, or in their absence, another member of the Senior Management Team.
- 2.6 Provision of receipts and a reconciliation of the expenses incurred will be required following conclusion of the business for which an advance has been made.
- 2.7 Where a ~~Management Committee / R3~~ Board Member is found to have falsely claimed expenses, and following investigation of the circumstances by the Chief Executive and 2<sup>nd</sup> other ~~Management Committee~~Board Members in association with the ~~Internal Auditor~~, the ~~Management Committee~~Board will consider the results of the investigation and, depending on its seriousness and whether the false claim was deliberate or inadvertent, may decide that the ~~Management Committee / R3~~ Board Member concerned should resign.

### Travel

- 2.8 Reimbursement of travel costs will include the following:
- Car mileage payable at the current essential users rates
  - Up to the standard ~~2<sup>nd</sup>~~second class fare on public transport (rail, bus or ferry)
  - Taxi fares (where necessary)
  - Bridge tolls and car parking fees (but not fines for breaching parking regulations)
- 2.9 Where public transport is to be used, travel arrangements will be confirmed in advance with the Group's staff.
- 2.10 ~~Management Committee /~~ Board Members wishing to upgrade their travel arrangements, travel using tickets that cost more than the standard ~~2<sup>nd</sup>~~second class fare, or make alternative (more costly) arrangements, may do so at their own expense.

- 2.11 As from April 2020, claims for travelling to and from Board meetings (the home to “work” commute) are no longer taxable for voluntary board members of non-charities.

**Accommodation**

- 2.12 Accommodation, normally required as part of attending a course or conference, will usually be booked and paid for directly by the Group. In cases where a ~~Management Committee / R3~~ Board Member is required to pay for accommodation, reimbursement will only be made on production of a receipt.

**Meals**

- 2.13 Meals expenses will only be payable to ~~Management Committee / R3~~ Board Members who are prevented by their official duties from taking their meal at home (or where they would normally take their meals), and as a result incur additional expense.
- 2.14 This will not include attendance at any Management Committee, Sub-Committee or R3 Board meeting held by the Group, or where a suitable meal is provided or is included in the overall costs of an event, e.g. course or conference.
- 2.15 Actual expenses will only be paid, up to the maximum amounts set out in the Authorisations and Standard Allowances Policy.

**Allowances**

- 2.16 It is recognised that the social side of events such as Conferences provides an opportunity for Members to network with representatives from other organisations including Housing Associations. As this type of networking is beneficial, Members are encouraged to participate in the social side of authorised events. In recognition of the cost of this, a ~~Management Committee / R3~~ Board Member may claim an allowance to cover the ‘out-of-pocket’ expenses incurred in exploiting suitable networking opportunities.
- 2.17 The allowance will be reviewed annually and is included within the Authorisations and Standard Allowances Policy..
- 2.18 Such allowances are taxable income, and ~~Management Committee / R3~~ Board Members will be responsible for declaring any such payments received to the Inland Revenue.

**Care of Child or Dependent Relative**

- 2.19 Reasonable expenses for child care will be paid for any child or step-child, or any child for whom the ~~Management Committee / R3~~ Board Member is the legal guardian, except where another member of the Member’s household

provides the care. The child will live at the Member's home and be under the age of 16 years.

- 2.20 Expenses will be paid for attendance at ~~Management Committee and R3~~ Board Meetings and official events, including attendance at an approved course or conferences. Expenses will not be paid where a cheaper alternative, ~~e.g. for example~~, a free or subsidised crèche, is available.
- 2.21 Expenses will be paid for the length of time the meeting or event lasts, plus the normal travel time to/from home before and after the meeting / event. For periods likely to last more than ~~6-six~~ hours, overnight care or longer periods, approval in advance of likely costs must be obtained from the Chief Executive.
- 2.22 Except when the care is provided by another member of the household, expenses for the care of a dependent relative will also be payable, as detailed in paragraph 2.18 above.
- 2.23 The same rates of reimbursement will apply as for childcare. In both cases, where practical, receipts for the expenditure incurred will be required prior to reimbursement.

### **3.0 Conclusion**

- 3.1 The Director of Finance & Corporate Services will ensure that the details of expenses paid to ~~Management Committee / R3~~ Board Members are separately identified and recorded in the nominal ledger.
- 3.3 The Chief Executive will ensure that this policy is reviewed by the ~~Management Committee~~ELHA Board at least every five years.



## Health & Safety Strategy

### Report by Charlie Cooley, Director of R3 & Asset Management – for approval

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#### 1.0 Introduction

The Health & Safety (H&S) Strategy has been developed to establish a structured and proactive approach to safeguarding the H&S and well-being of employees, contractors, tenants, visitors and other stakeholders within the organisation.

Although ultimate responsibility rests with the Chief Executive (and this is noted in the ownership of the document), the extensive knowledge and experience of the Director of R3 & Asset Management in this area means that the development of the Strategy and lead on H&S practice within the Group has been delegated to them. The Chief Executive remains as Chair of the newly constituted H&S Committee.

#### 2.0 H&S Strategy

This Strategy is a fresh assessment to how the Association analyses Health & Safety. Our previous approach to H&S was in-line with the EVH H&S Manual, where the Policy Statement was accepted and signed off every year by the Chair and Chief Executive, through the previous H&S Committee, ensuring the management systems of the manual were continuously updated in line with legislation.

The world of H&S has moved on with a bigger focus on Building Safety and Behavioral Safety, the H&S **Strategy Document** attached to this report is a roadmap for creating a safe and healthy environment, focusing on identifying hazards, assessing risks, implementing control measures and continuously improving safety practices. As this is new, changes are not tracked in the attached **Strategy Document**.

Notwithstanding the above, the overriding purpose of this Strategy is the continued development and improvement of the existing H&S management systems in a collaborative way that supports the Association's corporate responsibilities.

Section 2.0 of the **Strategy Document** sets out Aims and Objectives, these include:

- Protecting Health and Well-being
- Compliance with Legal Requirements
- Promoting a Safe Work Environment

- Reducing Costs
- Boosting Employee Moral and Productivity
- Support Organisational Goals
- Encouraging Continuous Improvement

Section 3.0 of the **Strategy Document** outlines the scope of the Strategy, who this applies to and the four objectives:

- 3.1 Take H&S management to the next level
- 3.2 Align H&S with ELHA's strategic ambitions
- 3.3 Data and performance driven H&S management decisions
- 3.4 Make H&S everyone's business

Section 4.0 of the **Strategy Document** sets out roles and responsibilities and references the organogram set out in section 1.4 of the EVH H&S Control Manual.

Section 5.0 of the **Strategy Document** lists out related Act and Regulations that should be referred to.

Section 6.0 of the **Strategy Document** outlines the approach to risk management, consideration of policies and procedures to support H&S matters and regulatory compliance.

Section 7.0 of the **Strategy Document** defines how the strategy will be implemented and progressed over the next three years and consideration around reporting.

Section 8.0 of the **Strategy Document** details when the strategy will be reviewed, every 3 years or where relevant law and best practice changes necessitate an earlier review.

### **3.0 Equality Impact Assessment**

Consideration had been given to the Equalities and Diversity Policy and an Equality Impact Assessment (EIA) of this Strategy has been carried out. As a result, there have been no changes required to the **Strategy Document**.

EIAs are a regulatory requirement and evidence of the assessment will be provided to the Governing Standards Working Group for consideration and will form part of the Evidence Bank to support the Annual Assurance Statement.

**4.0 Policy Statement**

EVH model H&S Policy Statement is used, this is reviewed and updated at the next meeting following the annual AGM. This is signed by both the ELHA Chair and Chief Executive. The next review date of this statement is on or before November 2025. A sample of this is attached at **Appendix 1**

**Recommendation**

The Board is asked to approve the Health & Safety Strategy.

ELHA H&S Policy Statement

Example of H&S Policy Statement from EVH H&S Control Manual

EAST Lothian Housing Association

SECTION NO. 1.2

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REV. 0

DATE: Mon Year

HSCM (VERSION 3)

Subject	Policy Statement
---------	------------------

HEALTH & SAFETY AT WORK ETC. ACT 1974  
SAFETY POLICY STATEMENT

The Board of East Lothian Housing Association is responsible for the conduct of the business of the Association.

**The *Health & Safety at Work etc. Act 1974*** imposes statutory duties on employers and employees. To enable these statutory duties to be carried out, it is the policy of the Organisation so far as is reasonably practicable, to ensure that responsibilities for health and safety are assigned, accepted and fulfilled at all levels of the Organisation; that all practicable steps are taken to manage the health, safety and welfare of all employees; to conduct the business in such a way that the Health & Safety of visitors, to any premises under our control, is not put at risk.

- 1. It is the intention of East Lothian Housing Association, so far as is reasonably practicable, to ensure that: -
  - a) The working environment of all employees is safe and without risks to health and that adequate provision are made with regard to the facilities and arrangements for their welfare at work.
  - b) The provision and maintenance of machines, equipment and systems of work which are safe and without risks to health to employees, contractors and any other person who may be affected with regard to any premises or operations under our control.
  - c) Arrangements for use, handling, storage and transport of articles and substances for use at work are safe and without risks to health.
  - d) Adequate information is available with respect to machines and substances used at work detailing the conditions and precautions necessary to ensure that when properly used they will be safe and without risk to health.
  - e) Employees are provided with such instruction, training and supervision as is necessary to secure their Health & Safety.
  - f) The Health & Safety Policy will be reviewed at least annually. Communication of any such changes will be made to all employees.

EAST LOTHIAN HOUSING ASSOCIATION

SECTION NO. 1.2

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REV. 0

DATE: Mon Year

HSCM (VERSION 3)

Subject	Policy Statement
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2. It shall be the duty of all **employees** at work to ensure: -
- a) That reasonable steps are taken to safeguard the Health & Safety of themselves and of other persons who may be affected by their acts or omissions at work.
  - b) Co-operation with the ELHA Board so far as is necessary to ensure compliance with any duty or requirement imposed on the employer, or any other person, under any relevant statutory duties.

Date Adopted at ELHA Board		Date	Review Date
Chairperson- <b>Brian Logan</b>			
Chief Executive- <b>Martin Pollhammer</b>			

## ELHA STRATEGY

<b>Date Issued</b>	May 2025
<b>Date Last Reviewed</b>	n/a
<b>Department</b>	Corporate
<b>Title</b>	<b>Health &amp; Safety Strategy 2025/28</b>
<b>Objective</b>	To set out our strategic direction in relation to Health & Safety.
<b>Responsible</b>	Chief Executive
<b>Next Review Date</b>	May 2028

## 1.0 Background

The objective of our Health & Safety (H&S) Strategy is to establish a structured and proactive approach to safeguarding the H&S, and well-being of employees, contractors, tenants, visitors and other stakeholders within the organisation. This involves maintaining a safe working environment, minimising risks, ensuring compliance with relevant laws and regulations, and fostering a culture of safety.

1.1 This document sets out East Lothian Housing Association's (ELHA) direction for H&S. Whilst ensuring compliance with H&S is a group activity, R3 Repairs Limited (R3) follows its own approaches to H&S and will not be subject to this strategy (although R3 office-based staff are covered by this strategy where they occupy an ELHA premise).

1.2 Our key achievements in the H&S management systems to date have included;

- Chief Executive, Directors and Managers actively involved in the quarterly H&S Committee where scrutiny and challenge of H&S performance and activity is encouraged
- Adoption and Implementation of EVH H&S Control Manual, including the regular review of Health and Safety policies
- Procurement and development of EVH Landlord Facilities Health, Safety & Welfare Management System
- Review of reporting and classification systems for accidents, incident and near misses

- Continually reviewing H&S Key Performance Indicators, adverse incident information and cyclical compliance data; with the aim of informing and improving the management of risks
- Involvement of employees in a regular consultation forum on H&S

## **2.0 Aims and Purpose of the Strategy**

Our aims and purposes of this strategy are:

### **2.1 Protecting Health and Well-being**

- Safeguarding employees, contractors, tenants, visitors and stakeholders from risks and hazards in the workplace and tenant's homes
- Minimising incidents, injuries and illness

### **2.2 Compliance with Legal Requirements**

- Ensuring adherence to H&S laws and regulations
- Avoiding legal penalties and maintaining ethical standards

### **2.3 Promoting a Safe Work Environment**

- Fostering a culture where safety is prioritised
- Encouraging proactive identification and mitigation of hazards

### **2.4 Reducing Costs**

- Minimising costs associated with workplace accidents, including medical expenses, legal fees and lost productivity
- Enhancing efficiency by reducing disruption

### **2.5 Boosting Employee Moral and Productivity**

- Building employee confidence in their safety
- Creating a positive work environment that enhances engagement and productivity

### **2.6 Supporting Organisational Goals**

- Aligning H&S practices with broader business objectives
- Demonstrating corporate responsibility to stakeholders and the community

**2.7 Encouraging Continuous Improvement**

- Using data and feedback to regularly assess and enhance safety practises
- Integrating new technologies and methodologies to address emerging risks

The overriding purpose of this Strategy is the continued development and improvement of the existing H&S management systems in a collaborative way that supports our corporate responsibilities.

**3.0 Scope and Objectives**

The scope of this Strategy applies to:

- All Board members
- All employees of ELHA
- All customers, contractors, volunteers and other stakeholders visiting or carrying out work on behalf of ELHA

The H&S Strategy sets out four key objectives:

1. Taking H&S management to the next level
2. Aligning H&S with ELHA's strategic ambitions
3. Data and performance driven H&S management decisions
4. Making H&S everyone's business

Each of these objectives are of equal importance and work to achieve these will be progressed simultaneously.

H&S objectives are essential for several reasons, as they provide a clear roadmap for maintaining and improving safety, this requires promotion through:

- Leadership Commitment – Led by the Chief Executive and Senior Management Team, to actively demonstrate their commitment to safety by participating in safety initiatives, encouraging open communication and modelling safe behaviours
- Manager / Employee empowerment – to ensure employees are involved in safety discussions through the H&S Committee and regular feedback sessions
- Supported with in-house H&S knowledge and experience (including the Director of R3 & Asset Management, Corporate Services Manager, Asset Manager and Safety & Compliance Officer)



### 3.1 Objective 1 – Take H&S Management to the Next Level

We have devised and developed H&S management systems with the overall aim of embedding H&S into all aspects of the organisation.

In order to achieve this objective, we will:

#### **Foster a Proactive Safety culture**

- **Leadership Commitment:** The Chief Executive and Directors must actively demonstrate their commitment to safety by participating in safety initiatives, encouraging open communication, and modelling safe behaviours
- **Employee Empowerment:** We involve employees in safety decision-making through committees, suggestion programs, and regular feedback sessions
- **Psychological Safety:** We promote mental well-being by addressing workplace stressors, offering mental health support and resources, and foster a supportive working environment

#### **Enhance Communication and Engagement**

- **Digital Platforms:** Implementing mobile apps or similar systems for easy access to safety resources, reporting tools, and updates
- **Regular Campaigns:** Conducting themed safety awareness campaigns focusing on different aspects of H&S

Some identified quick successes are listed below:

- Maintaining all existing H&S management systems until these are further developed and improved
- Defining the levels of competence (a competency matrix) for all job roles so employees will be better equipped to identify and manage risks particularly those relating to legal compliance
- Audit existing H&S training records held on People HR to determine existing gaps in competence
- Implementation of the Peoplesafe application to support lone working and personal safety
- Raising levels of technical competence of all employees through future recruitment and/or training of existing employees
- Increasing H&S related training opportunities for employees using nationally accredited training courses and through local education providers and networks

- Updating all H&S related policies and procedures so these are user friendly and include clear standards against which successful implementation is measured
- Developing a range of practical, suitable and sufficient risk assessments and method statements (RAMS) relevant to each area of our operation
- Establishing a programme to monitor the extent of implementation of all H&S policies, procedures and RAMS, reporting findings to the H&S Committee
- Continuing to monitor (and as necessary, implement) changes arising from legislation, guidance and best practice originating at a national level and within the housing sector
- Using a combination of information, instruction and training alongside consequential action for non-compliance to further drive H&S culture within the organisation

### **3.2 Objective 2 – Align H&S with ELHA's Strategic Ambitions**

The stand-alone approach to H&S via the previous H&S Committee has been the driving force for H&S management activity, and much has been achieved through this approach. It is now time to align the management of Health, Safety, Fire and Environmental risks to the overall strategic ambitions of the organisation.

Aligning H&S with our strategic ambitions requires integrating safety objectives into the core business strategy and ensuring they complement the vision and goals of the Association.

#### **Organisational Goals**

- **Vision Alignment:** Analyse how H&S contributes to the Association's broader goals (e.g., sustainability, innovation)
- **Strategic Objectives:** Identify specific strategic ambitions (e.g. reputation management) where H&S can provide support

#### **Position Health & Safety as a Value Improvement**

- **Cost Efficiency:** Demonstrate how effective H&S management reduces costs related to incidents, downtime, and insurance
- **Reputation Enhancement:** Position the Association as a benchmark in safety to build tenant trust and create links between safe environments and employee engagement

To achieve this objective, we will:

- Make sure that H&S is one of the first items on team meeting agendas
- Actively and regularly involve in-house H&S expertise at all stages of planning and development of new homes and services

- Aim to avoid or minimise H&S risks in the design of all new developments and services (for example, fire evacuation strategies, ensure clear signage, proper lighting etc.)
- Identify and manage any H&S, fire and environmental risks in relation to each service area or initiative
- Assess the value for money of H&S activity, initiatives and developments, considering both the capital and ongoing costs
- Deliver integrated management of H&S, fire and environmental risks seamlessly through the development, asset management and repairs life cycle of our homes
- Take account of contractor's H&S performance as part of the procurement process and value for money assessment
- Report relevant H&S performance data and information into the relevant decision-making forums, principally H&S Committee and the ELHA Board

### **3.3. Objective 3 – Data and Performance Driven H&S Management Decisions**

To effectively implement Data and Performance Driven H&S Management Decisions this requires using quantitative and qualitative data to guide, monitor and shape H&S strategies. This approach ensures decisions are based on evidence rather than intuition, leading to better safety outcomes.

There are many areas that support this objective:

#### **Key Performance Indicators (KPI's) for H&S**

Defining measurable KPI's to track safety performance and outcomes including:

- **Incident Rates:** Total Recordable Incident Rate (TRIR), Lost Time Injury Frequency Rate (LTIFR)
- **Near Miss Reports:** Number of near misses reported and resolved
- **Training Completion Rates:** Percentage of employees completing mandatory safety training
- **Risk Assessments:** Number of completed assessments and follow-up actions
- **Compliance Metrics:** Percentage of compliance with safety audits or inspections

#### **Data Collection Tools and Methods**

We will deploy tools and methods for comprehensive data collection such as:

- **Mobile Apps:** Enabling employees to report incidents or unsafe conditions instantly
- **Sensors and Automation:** Using sensors to monitor environmental conditions (for example, air quality and noise levels)
- **Survey Tools:** Gathering employee feedback on safety perceptions and areas for improvement

### Analysing and Visualising Data

- **Dashboards:** Using dynamic dashboards to provide real-time visibility into H&S performance metrics
- **Trend Analysis:** Identifying patterns in incident data to anticipate potential risks
- **Heatmaps:** Highlighting high-risk areas or activities
- **Benchmarking:** Comparing our safety performance with industry standards and other RSLs

### Data Transparency and Reporting

- **Internal Reporting:** Sharing performance data with employees to foster a safety-first culture
- **External Reporting:** Publishing safety performance metrics in sustainability or annual reports
- **Stakeholder Engagement:** Using data to demonstrate our commitment to safety to lenders, regulators and the Tenant Involvement Group

By using data and performance metrics, we can make informed, proactive decisions that enhance workplace safety, create safe property environments, aligning this with overall business targets.

We already have established areas of performance:

- There are well established systems in place for collecting and collating H&S performance information such as adverse events reporting and classification, resolving adverse event actions to prevent reoccurrence, completion of H&S training (e-learning) etc.
- The availability and transparency of cyclical compliance data is fundamental to understanding risks arising from asset management such as asbestos, fire, legionella, gas safety, electrical inspection etc.
- The progress to collect, collate, report and analyse these types of information has been instrumental in driving openness and improving the management of a wide range of risks, however, the process of collecting this information needs to be slicker and in real time

- With the implementation of HomeMaster, there are opportunities to further improve and simplify the collection, collation and availability of all data and performance information

To further advance this objective we will:

- Utilise H&S expertise both internally and externally at key stages of the specifying and planning for a new piece of H&S reporting software
- Confirm and/or achieve the compatibility of both existing and new IT systems that hold critical H&S information (including Service Connect, People HR and HomeMaster)
- Achieve an integrated approach to H&S, fire and environmental risk information as it passes through the development, asset management and repairs life cycle of our homes
- Define and apply an ELHA wide system of document control for all H&S and other associated documentation including dates, versions and editorial permissions

### **3.4. Objective 4 – Make H&S Everyone's Business**

Making H&S "everyone's business" involves creating a shared sense of responsibility, embedding safety into organisational culture, and empowering all employees to actively participate.

Housing is a complex service organisation with a wide range of stakeholders including tenants, customers, employees, contractors and other partner organisations. All these different stakeholders present different H&S risks and perspectives that require managing.

Responsibility for H&S is critically important for several reasons, spanning ethical, legal, financial and operational services.

#### **Protecting Lives and Well-being**

- **Moral Responsibility:** Every individual has the right to work and live in an environment where their H&S are protected, and ensuring this reflects our commitment to valuing our people, tenants and other service users and stakeholders
- **Preventing Harm:** Effective H&S measures reduce the risk of injuries, illnesses, and fatalities, protecting employees, tenants, other service users, and the wider public
- **Mental Health:** A safe environment includes psychological safety, which reduces stress, anxiety, and workplace-related mental health issues

**Legal and Regulatory Compliance**

- **Avoiding Penalties:** Non-compliance with H&S laws can result in heavy fines, legal actions (for employer and employee), or Improvement / Prohibition notices
- **Reputation Management:** Legal infractions can damage our reputation, affecting relationships with tenants and stakeholders

All employees should have a vested interest in good H&S with managers taking a lead and setting an example. Staff with H&S expertise should provide leadership, direction, advice and support performance monitoring.

The actions of all employees are critical in ensuring the H&S of all stakeholders, particularly those employees working directly with tenants. We rely on a wide range of contractors to provide routine and planned inspection and maintenance. Many of these contracted services enable us to achieve legal compliance, so the careful management and monitoring of these activities is essential. The development of new homes and the improvement of existing housing stock provides an opportunity to improve future H&S standards.

For H&S management to be successful it is necessary for all stakeholders to play their part and therefore H&S is everyone's business. To achieve this objective, we will:

- Create H&S champions in each area of the organisation
- Encourage all employees to constructively challenge ways of working, to effectively manage and improve H&S and reduce associated risks
- Ensure all new customer initiatives and services are properly risk assessed prior to launch and have H&S as a key principle
- Consider customer groups, particularly vulnerable groups, in the assessment and management of risks
- Improve all aspects of H&S management for all contractors, including selection, service delivery, value for money, information sharing and management on site
- Ensure H&S is on the agenda in all interactions and communications with partnering organisations
- Set clear and measurable H&S standards for contractors and partners to meet and maintain
- Provide regular communications on H&S, fire and environmental issues to employees and tenants

**4.0 Roles and Responsibilities**

The Association subscribes to the EVH H&S Control Manual. This is a comprehensive document which provides guidance on all aspects of H&S matters relative to our business. Included within the Control Manual, at Section 1.4, is a H&S Organogram, which is kept up to date in this document, and kept under review by the H&S Committee. The document also sets out the following responsibilities in more detail within the noted sections:

- Section 1.5 ELHA Board
- Section 1.6 Chief Executive
- Section 1.7 Directors & Departmental Managers
- Section 1.8 Employees
- Section 1.9 H&S Committee

A copy of the H&S Control Manual is available at: [H&S Control Manual](#)

**5.0 Related Legislative and Statutory Framework**

Below is a list of related Acts, Regulations and Policies that should be referred to:

- Health & Safety at Work etc Act 1974
- The Management of Health and Safety Work Regulations (2006 amendment & 1999)
- The Corporate Manslaughter and Corporate Homicide Act 2007
- All Statutory Regulations, Directives and Approved Codes of Practice
- Asbestos Management Policy
- Code of Conduct for Staff
- Damp and Mould Policy
- Disciplinary Policy
- Lone Working Policy

- Privacy Policy
- Vulnerable Customer Policy

We will meet all legal obligations and comply with legislation in relation to H&S.

## **6.0 Risk Management**

We recognise that risks exist in the delivery of this strategy. As part of our approach to risk management, our policies and procedures are developed and considered to support H&S matters and regulatory compliance.

Our Corporate Risk Panel meets four times a year and is chaired by the Chief Executive.

## **7.0 Implementation, Monitoring, Reviewing and Reporting**

This strategy will be subject to our Performance Monitoring Framework for monitoring and review, and to ensure progress and flexibility to respond to new and emerging needs. The four key objectives that make up this strategy will be implemented and progressed over the next three years.

Quarterly reports on progress are provided by each directorate through the H&S Committee. An annual report of progress against the strategy will be made to the ELHA Board.

## **8.0 Strategy Review**

This Strategy complies with all relevant law and best practice and will be reviewed if any changes necessitate an early review.

The Chief Executive will review the H&S Strategy every three years, and any changes will be submitted to the ELHA Board for approval.



# Conversations Framework Policy

## Report by Martin Pollhammer, Chief Executive – for approval

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### 1.0 Introduction

The Association introduced the Conversations Framework in place of the Appraisal Policy for an initial one year trial in 2023. Through Hive surveys with staff and discussions at JCC, this was agreed to be successful, but it was agreed with the Management Committee that before replacing the Appraisal Policy, a further year's trial would take place, to ensure the approach followed up effectively on the previous year's discussions.

Again, through Hive surveys and JCC discussions, the approach was found to be more effective than the previous approach to annual appraisal, and staff support for adopting the approach is very strong.

### 2.0 JCC Review

The JCC last reviewed the approach on 5 March 2025, and recommended the permanent adoption of the approach to the ELHA Board. The **Policy Document** is attached to this report, but other than changing the review dates and process, there are no changes proposed to the document approved by the Management Committee for the trial period.

### 3.0 Chief Executive Appraisal

It is a regulatory requirement that the Chief Executive have an annual appraisal. In order to fulfil this requirement, if this approach is approved, the existing Appraisal Policy will be reviewed by the Chief Executive, Chair and Vice-Chair and presented to the next Board meeting in August 2025 as a "Chief Executive Appraisal Policy".

### 4.0 Policy Review

It is proposed that all future reviews of this Policy are delegated to the Senior Management Team.

#### Recommendation

The Board is asked to approve the Conversations Framework Policy.

<b>Date Issued</b>	March 2023
<b>Last Revised</b>	May 2025
<b>Department</b>	Management (Staffing)
<b>Title</b>	<b>Conversations Framework</b>
<b>Objective</b>	Through our policy we are committed to providing an opportunity for employees and managers to engage in dialogue which is designed to optimise organisational, team and individual performance
<b>Responsible</b>	Chief Executive
<b>Next Review Date</b>	May 2030

## **1.0 Introduction**

This policy sets out a process which should be followed by Managers to allow them to have conversations with their staff, which are aimed to guide the individuals and the team to achieve high levels of organisational performance. This will be done by establishing a shared understanding about what is to be achieved and leading / developing staff to ensure it is achieved.

This policy will look to replace the traditional Appraisal process which is often found to be time consuming and tends to look back over the past rather than focussing the improvement of the business and how staff can use their skills and behaviours contribute to this.

## **2.0 Policy Aims**

This policy aims to:

- Establish a trusting relationship between Manager and Employees
- Allow Manager and Employee to agree mutual expectations
- Allow Manager and Employee to show appreciation
- Allow for unhelpful behaviour to be challenged and resolved positively
- Allow for plans to be made to achieve high levels of organisational performance

### **3.0 Process**

Managers will book five, fifteen minute meetings per year with their individual team members. The meetings should be booked in once a month for the period from August to December. The topics that should be discussed during each meeting are found in the “Five Conversations Framework” table at Appendix 1. The meetings are mandatory for all staff members.

During the meetings, the Manager will take a short note of what was discussed. This will be recorded in the Conversations Framework Record Spreadsheet:

#### [Conversations Framework Record](#)

Each employee will have their own individual record which will be saved in the J drive. This document will be protected so that the Manager, the Employee and Executive Support will be able to access it. Staff will not be able to see any records but their own.

The spreadsheet can be accessed at any point throughout the year if the Manager or Staff Member wishes to add notes or conversation points for any of the meetings.

It is important for Managers to understand that the meetings should not contain any surprises, they should be a two way process and discussions / agreements should be signed off by both people and they should be a motivational experience for staff.

### **4.0 Review**

The policy shall be reviewed by the Senior Management Team.

# The five conversations framework

Date	Topic	Content	Key Questions
Month 1	Climate review	Job satisfaction, morale and communication	<ul style="list-style-type: none"> <li>How would you rate your current job satisfaction?</li> <li>How would you rate morale?</li> <li>How would you rate communication?</li> </ul>
Month 2	Strengths and talents	Efficiently deploying strengths and talents	<ul style="list-style-type: none"> <li>What are your strengths and talents?</li> <li>How can these strengths and talents be used in your current and future roles in the organisation?</li> </ul>
Month 3	Opportunities for growth	Improving performance and standards	<ul style="list-style-type: none"> <li>Where are opportunities for improved performance?</li> <li>How can I assist you to improve your performance?</li> </ul>
Month 4	Learning and development	Support and growth	<ul style="list-style-type: none"> <li>What skills would you like to learn?</li> <li>What learning opportunities would you like to undertake?</li> </ul>
Month 5	Innovation and continuous improvement	Ways and means to improve the efficiency and effectiveness of the business	<ul style="list-style-type: none"> <li>What is the one way that you could improve your own working efficiency?</li> <li>What is the one way that we can improve our team's operations?</li> </ul>

# Money & Home Energy Advice Service Communication Strategy

## Report by Karen Barry, Director of Housing – for approval

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### 1.0 Introduction

ELHA's new in-house Money & Home Energy Advice Service was set up in 2022. At that time, a commitment was made to work towards achieving Level 2 of the Scottish National Standards for Information and Advice, a Quality Assurance Framework for agencies involved in the provision of information and advice, which incorporates standards, performance indicators and competencies for advisers.

In January 2024, the Money & Home Energy Adviser was appointed and has since been working to establish the service and develop evidence towards meeting the required standards. One such piece of evidence is the need for a Communication Strategy.

### 2.0 Summary of Strategy

The Money & Home Energy Advice Communication **Strategy Document**, attached to this report is broadly similar to the Associations Communication Strategy. Though a standalone document for evidence purposes now, it is anticipated that it will be incorporated into the Associations Communication Strategy when it is next due for review in 2027. In view of this, a full tenant consultation has not been carried out at this time, but the Tenant Involvement Group have had an opportunity to provide feedback.

The Strategy sets out :

- The Service's aims and objectives over the next three years
- The legislative framework
- Who the target audiences are
- What communicate methods will be used and through which channels, to get key messages across
- Key metrics to be used to evaluate its effectiveness

**3.0 Equality Impact Assessment**

Consideration had been given to the Equality & Diversity Policy and an Equality Impact Assessment (EIA) of this Strategy has been carried out in tandem with the development of the policy to ensure that none of the Protected Characteristic Groups are impacted in the development of the Strategy.

EIAs are a regulatory requirement and evidence of the assessment will be provided to the Governance Committee for consideration, and will form part of the Evidence Bank to support the Annual Assurance Statement

**Recommendation**

The Board is asked to approve the Money & Home Energy Advice Service Communication Strategy.

# **Money and Home Energy Advice Service Communications Strategy 2025/27**

**1.0 Introduction**

- 1.1 This document sets out the goals and objectives of East Lothian Housing Association's (ELHA) Money and Home Energy Service Strategy for communicating and engaging with tenants and Sharing Owners.
- 1.2 This Communication Strategy details the methods we will use to ensure that our tenants and Sharing Owners understand the Money and Energy Advice Service objectives and the actions we will undertake to achieve them. This is crucial for the continual enhancement and development of our service and reputation.
- 1.3 This document supports the Associations Communication Strategy by ensuring that information is presented in a manner that is appropriate, clear and concise.
- 1.4 Although the Group operates a 'digital by default' policy, this Strategy is designed to ensure that there are varied and traditional channels available for anyone unable or unwilling to use digital communication. We will only print information when required to do so, for example, where a tenant does not have access to a mobile phone or other device or has needs that make digital communication difficult for them.
- 1.5 Over the next three years we are dedicated to enhancing our communications strategies with the following key initiatives:
  - **Revise and Expand Online Resources:** Update our current Money and Home Energy advice webpages on elha.com and create printable versions to ensure accessibility for all tenants
  - **Strategic Communication Campaigns:** Launch targeted campaigns to help tenants transition smoothly from existing welfare benefits to newly introduced British and Scottish welfare benefits, ensuring clear, understandable guidance is accessible
  - **Biannual Money Advice and Home Energy E-news Specials:** Publish biannual money and home energy advice e-news that cater to both tenants and Sharing Owners (who are paper-free), keeping them informed and empowered about managing their finances and energy consumption effectively
  - **Social Media Engagement:** Develop a comprehensive social media calendar that highlights important events promoting the uptake of welfare benefits and energy advice throughout the year
  - **Targeted Notifications for Key Milestones:** Implement a system to proactively reach out to tenants on significant birthdates, informing them about their new or adjusted entitlements to welfare benefits
  - **Support for Technological Transitions:** Offer guidance and support for tenants impacted by the discontinuation of the Radio Tele-switch system, assisting them in finding and transitioning to suitable alternatives



## **2.0 Objectives**

2.1 The key objectives of our Communication Strategy are to:

- Positively raise awareness and the profile of the Service through effective communication
- Continually improve and promote our services through regular updates and feedback
- Strengthen existing relationships with tenants, Sharing Owners, and external partners, working collaboratively to enhance community wellbeing
- Ensure all communication is instantly recognisable and corporately branded
- Provide a framework that provides clear, informative guidance to ensure high quality communication is produced that meets the needs of tenants and Sharing Owners
- Reduce costs by ensuring the most efficient and appropriate communication method is used

## **3.0 Key Principles**

3.1 The key principles underpinning our Strategy are to:

- Ensure that all communication is in plain English, easy to understand and reflects the values of ELHA
- Ensure that written messages are not 'hidden' by using detailed pictures as a background
- Provide a range of options to choose from when communicating
- Ensure that we consider accessibility issues when designing information and communicating with our customers (we will try to anticipate user requirements and encourage them to tell us if we need to adjust the way we deliver services to them)
- On request, provide alternative communication methods where reasonable to do so, such as arranging interpreting and translation services (we are members of Happy to Translate), information on CD, in larger print, and in languages other than English, where this is required

**4.0 Legal & Regulatory Framework****4.1 Scottish Social Housing Charter**

The Housing (Scotland) Act 2010 sets out the foundations for the regulatory system that formally takes account of tenant's views, and in April 2012 the Scottish Social Housing Charter (the Charter) was launched. This was last revised in 2021, and the new version launched on 1 November 2022.

The purpose of the Charter is to help improve the quality and value of the services that social landlords in Scotland provide and to set out who is responsible for meeting the 16 Charter Standards and Outcomes. There are two outcomes and standards applicable to this Strategy:

**4.1.1 Outcome 1 Equalities**

'Social Landlords perform all aspects of their housing services so that they support the right to adequate housing, and every tenant and other customer had their individual needs recognised, is treated fairly and with respect and receives fair access to housing and housing services.'

**4.1.2 Outcome 2 Communication**

'Social landlords manage their business so that tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.'

**4.2 This Strategy takes account of the following legislation and good practice:**

- Data Protection Act 2018
- Freedom of information (Scotland) Act 2002
- Equality Act 2010

**4.3 The Strategy also considers the following:**

- Tenant Participation Strategy
- Comments & Complaints Policy
- Information and Advice Policy
- Customer Care Policy
- Customer Service Charter
- Tenancy Sustainment Policy
- Openness & Confidentiality Policy

- Equality & Human Rights Strategy
- Equality & Diversity Policy
- Privacy Policy
- ICT Strategy
- IT Policy

## **5.0 Key Messages**

5.1 The key messages of the Strategy are to:

- Highlight the availability of the Money and Home Energy Advice service and its relevance to meet the specific needs of tenants and Sharing Owners.
- Simplify the process of accessing the Money and Home Energy Advice service
- Provide clear guidance on eligibility criteria and the application processes
- Encourage positive engagement and promote self-sufficiency

## **6.0 Target Audiences**

6.1 Though our focus is primarily on our tenants, our audiences are all the people we come into contact with, during the course of our work and include:

- Tenants
- Sharing Owners
- Household members
- Members of the public
- East Lothian Council
- The Department for Work and Pensions
- Social Security Scotland
- Other organisations that we work with

- 6.2 By acknowledging the diversity of our customers backgrounds and needs, we aim to gain a deeper understanding of their experiences, expectations, and preferences. This insight-driven approach will enable us to ensure that our communications go beyond merely providing information; they will be supportive, engaging, and customised to address the specific requirements of our community members. This tailored Communication Strategy aims to enhance user satisfaction and foster a stronger, more connected community.

## **7.0 Communication Methods**

- 7.1 We recognise the importance of listening to and understanding our customers' needs. The Money and Home Energy Advice Service Communication Strategy is crucial to our method of delivering excellent customer service. This service will ensure that the profiles and communication data of tenants and Sharing Owners are kept current and shared with the rest of the organisation.

- 7.2 When we communicate with tenants and other customers, we will ensure:

- All types of communication will be clear, precise, and available in understandable and accessible formats
- All communications will have a clear purpose and be presented in a user-friendly corporate style format
- We will use plain English to enhance understanding for all tenants
- Interpreters and translators will be provided when necessary, including the use of Google translate for simple translations
- We will actively encourage feedback on our communications to continually improve our service

## **8.0 Communication Channels**

- 8.1 Our communication channels include:

- Tenants' e- Talk & Talkback newsletter
- My Home account
- My New Home
- Website – [www.elha.com](http://www.elha.com)
- Live Help Service
- Printable web pages

- Satisfaction surveys
- Case studies
- Home visits
- Letters, emails, phone calls and text messages
- Digital and paper satisfaction surveys
- Conferences, seminars and events
- Social media
- Quarterly and annual reporting
- Telephone calls
- Performance 365
- Consultations and Surveys

## **9.0 Corporate Branding**

- 9.1 To ensure that all communication is instantly recognisable and corporately branded, all forms of communication will include the appropriate logo(s), colours, contact details, registration number and web / social media information.

## **10.0 Engagement Strategies**

- 10.1 This list highlights the key communication strategies we will use to ensure effective and inclusive engagement with tenants and Sharing Owners. By adopting these practices, we aim to enhance understanding, participation, and accessibility.

- 10.2 The strategies include:

- Using plain English to connect effectively with diverse communities
- Communicating with tenants, residents, staff, and business partners using the most suitable formats for each group
- Collaborating with trusted local organisations to enhance community engagement
- Providing translation services for non-English speakers to ensure accessibility for all

**11.0 Equality and Diversity**

- 11.1 We will not discriminate in the operation of this strategy based on age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, or sexual orientation. We aim to promote equal opportunities and comply with the requirements of the Equality Act 2010.
- 11.2 When we are communicating with or about someone whose gender is unknown, we will not use gendered language, e.g. we will use 'they', rather than 's/he'.
- 11.3 We will provide information in a suitable alternative format if required by a tenant. We will provide material in formats such as large print, CD or audio file, on request. We will provide these additional services at no cost to the person who requests the information.
- 11.4 We are members of Happy to Translate, and if a tenant needs any of our publications translated into another language, we may provide this on request where it is reasonable to do so.
- 11.5 On request, we will arrange for an interpreter to be present where necessary, for example interviews. This includes sign language interpreters.

**12.0 Complaints**

- 12.1 Although we will always strive to deliver excellent service, we acknowledge that we will sometimes make mistakes and will not always get things right first time.
- 12.2 We will make it easy for customers to complain, formally or informally, by publicising our Comments and Complaints Policy and making it readily available to anyone who wants to use it.
- 12.3 Our website includes various ways for customers to give feedback, such as contact forms, "praise or grumble" and the Live Help service, as well as giving on-line access to, and information about, our Comments and Complaints Procedure.
- 12.4 If a customer complains on any of our social media platforms, we will always signpost them to our Complaints Handling Procedure and to support available.
- 12.5 We will investigate complaints and resolve them as closely as possible. We will ensure that the person making the complaint is kept fully informed throughout the complaint handling process and if a complaint is about more than one service area, we will ensure a single co-ordinated response is made.
- 12.6 If a customer is unable or reluctant to make a complaint, we will accept complaints brought by third parties if the customer has given their personal consent.
- 12.7 When we make mistakes we will apologise, put things right as quickly as possible and use the experience to improve our service in the future.

**13.0 Performance Monitoring**

13.1 This list outlines the key metrics we will use to evaluate the effectiveness of our Money and Home Energy Advice Communication Strategy. These indicators help us understand the impact of our outreach, the level of engagement with our services, and the overall satisfaction of our tenants and Sharing Owners.

13.2 The metrics include:

- Number of direct, staff and partner referrals for money and home energy advice
- Number of satisfaction surveys completed
- Positive survey feedback
- Number of complaints
- Website traffic for the Money and Home Energy Advice webpages
- Attendance at outreach events
- Social media reach and interaction metrics
- Collecting feedback through surveys and tenants' groups

**14.0 Strategy Review**

14.1 The Director of Housing will ensure that this Strategy is reviewed at least every three years, and any amendments required will be submitted to the ELHA Board for approval.

# Neonatal Care Leave & Pay Policy

## Report by Martin Pollhammer, Chief Executive – for approval

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### 1.0 Introduction

The Neonatal Care (Leave and Pay) Act 2023, came into effect on April 6, 2025, introducing a new entitlement in the UK to neonatal care leave, allowing parents to take up to 12 weeks of leave and pay (where eligible) to be with their baby if they are admitted to neonatal care for at least 7 consecutive days within the first 28 days after birth.

### 2.0 Summary of Policy

This policy has been adapted from the EVH Neonatal Care Leave & Pay Model Policy and describes the leave and pay entitlements for staff should their baby require medical or palliative neonatal care.

As it is a new policy, it requires initial Board approval. Key sections include:

Scope of the Policy	This policy applies to all staff and entitlement to leave is a 'day one right'.
Legislation	This entitlement has been introduced through the Neonatal Care (Leave and Pay) Act 2023 which came into effect on 6th April 2025.
Definitions	A definition of medical and palliative or end-of-life care are noted within the policy.
Eligibility – Neonatal Care Leave	This defines the caring roles which are covered by this policy inclusive of birth parent, intended parent (surrogacy and adoption) and partners.
Eligibility – Neonatal Care Pay	This defines the eligibility for statutory neonatal care pay which is set by the government.
Leave entitlement and how leave can be taken	Entitlement to one week of neonatal care leave for every week their baby is in neonatal care, up to a maximum of 12 weeks. Leave must be taken within 68 weeks of baby's birth. Leave can be taken in continuous or non-continuous blocks and can be taken before or after maternity / adoption leave.
Requesting and cancelling leave	Appendix attached to policy to apply for leave and notice periods defined, (if feasible to provide notice), for requesting and cancelling neonatal leave.



**3.0 Policy Review**

It is proposed that all future reviews of this Policy are delegated to the Senior Management Team.

**Recommendation**

The Board is asked to approve the ELHA Neonatal Care Leave & Pay Policy.

**ELHA POLICY**

<b>Date Issued</b>	May 2025
<b>Department</b>	Corporate
<b>Title</b>	<b>Neonatal Care Leave &amp; Pay Policy</b>
<b>Objective</b>	To ensure the Association complies with the requirements of the Neonatal Care (Leave and Pay) Act 2023, which came into effect in April 2025, introducing a new entitlement in the UK to neonatal care leave,
<b>Responsible</b>	Chief Executive
<b>Next Review Date</b>	May 2030

**1.0 Introduction**

Employees are entitled to neonatal care leave (if they meet the eligibility criteria) for a baby born on or after 6 April 2025 and the baby has received medical or palliative neonatal care for at least seven consecutive days within the first 28 days after birth.

We understand that if an employee is considering the use of this policy, they will be going through a difficult and stressful period. We are committed to supporting our employees to both be able to be with their baby and look after their own wellbeing throughout this period.

**2.0 Scope of Policy**

This policy and procedure applies to all ELHA employees.

**2.1 Legislation**

This entitlement has been introduced through the Neonatal Care (Leave and Pay) Act 2023 which came into effect in April 2025.

**2.2 Definition**

Neonatal care means:

- Medical care received in hospital
- Medical care received in any other place where:
  - The baby was an inpatient in hospital and the care is received upon the baby leaving the hospital

- The care is under the direction of a consultant
- The care included ongoing monitoring by, and visits to the baby from, a healthcare professional arranged by the hospital where the baby was an inpatient
- Palliative or end of life care

## **2.3 Eligibility**

### **2.3.1 Neonatal Care Leave**

An employee will have the right to neonatal care leave if they meet the following criteria:

- At the date of birth they are the baby's parent, intended parent (under a surrogacy arrangement) or the partner of the baby's mother
- At the date of birth, they are the baby's adopter or prospective adopter or the partner of the adopter or prospective adopter (including children adopted from overseas)
- Have or expect to have the responsibility for the upbringing of the child
- Take the leave to care for the baby who has received neonatal care

### **2.3.2 Neonatal Care Pay**

Employees with 26 weeks continuous service by the end of the relevant week, who earn above the lower earnings limit and who are entitled to neonatal care leave are also entitled to statutory neonatal care pay. The rate for statutory neonatal care pay is set by the government and reviewed annually in April.

The relevant week is deemed to be:

- For births, the week preceding the 15<sup>th</sup> week before the expected week of childbirth
- For adoption, the week in which the adopter is notified of being matched with the baby

For any other cases, the week immediately before the week in which the neonatal care starts.

## **2.4 Leave Entitlement**

If an employee meets the eligibility criteria detailed in this policy, they have the right to one week of neonatal care leave for every week their baby is in neonatal care, up to a maximum of 12 weeks. An employee can take one week's leave for every uninterrupted week that the baby is receiving neonatal care.

Neonatal care leave must be taken within 68 weeks of the baby's birth.

Neonatal care leave and pay is additional to statutory rights for other types of family leave such as maternity, adoption, paternity and shared parental leave.

Where two or more babies from the same pregnancy require neonatal care, the following points apply:

- If the babies receive neonatal care at same time the leave will accrue once
- If the babies receive neonatal care at different times the leave accrues for each baby
- The number of weeks leave available remains at the maximum of 12 weeks
- The 68 weeks within which the leave must be taken is based on the date of birth of the first baby

### **3.0 Types of Leave**

Neonatal care leave can be taken in 2 ways:

#### **3.1 Tier 1**

This begins when the baby receives neonatal care and ends on the seventh day after the baby is discharged (neonatal Leave in Tier 1 can be taken in a continuous block or a non-continuous block of one week at a time and up to 12 weeks)

#### **3.2 Tier 2**

This begins once the Tier 1 period has ended and must be taken within 68 weeks after the birth (Tier 2 leave must be taken in one continuous block, this type of leave is most likely to apply to employees who are already on maternity or adoption leave as they will exhaust their maternity or adoption leave first)

### **4.0 Requesting Leave**

Employees are encouraged to speak to their line manager as soon as possible if they may be taking neonatal care leave, this will help us to provide appropriate support and information regarding these entitlements.

To apply for leave, employees should complete the form at Appendix 1 which covers the required information to process the leave request.

We understand that it may be difficult to comply with notice periods, however, where possible we would ask that the following notice is provided:

- For Tier 1 leave we require 15 days' notice for each period of absence
- For Tier 2 leave we require 28 days' notice

### **5.0 Cancelling Leave**

An employee can cancel leave which falls under the category of Tier 2 leave. They should provide 15 days' notice for one weeks leave and 28 days notices for longer periods of leave.

## **6.0 Contractual Benefits**

All terms and conditions in your contract, apart from salary, continue to apply during the leave period.

## **7.0 Support for Employees**

We encourage employees to seek support from their line manager and agree the best way to communicate throughout periods of leave.

Employees also have access to support through:

- Occupational Health via management referral
- Rowan Employee Counselling

## **8.0 General Data Protection Regulations**

We will treat your personal data in line with our obligations under the current data protection regulations and our own Privacy Policy.

## **9.0 Review of Policy**

This policy and the procedures contained within it will be reviewed at least every five years.

## Appendix 1

**Neonatal Leave Request Form**

<ul style="list-style-type: none"> <li>• Baby's date of birth</li> <li>• Date of adoption placement</li> <li>• Date the baby entered the UK for overseas adoption</li> </ul>	
Date(s) that neonatal care started	
Date neonatal care ended (if appropriate).	
Date you request your neonatal care leave to start.	
How many weeks neonatal care leave are you applying for?	

I request to apply for the Neonatal Care Leave as detailed above.

I can confirm I have read and understood the Neonatal Care Leave Policy and meet the criteria as set out within the policy.

Employee name:	
Employee sign:	
Date form submitted:	

Manager name:	
Manager sign	
Date request received:	

## Complaints and Praise Annual Report

### Report by Karen Barry, Director of Housing – for information

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#### 1.0 Annual Complaints Analysis 2024/25

A copy of the Annual Complaints Analysis is attached as **Appendix 1** to this report. There was a significant increase in Stage One complaints from 115 in the previous year to 173, whilst the number of Stage Two complaints received only very slightly increased from 15 to 16.

At the same time, the number of praise records decreased from 589 in the previous year to 549.

The increase in Stage One complaints can be attributed to improved recording following several staff training sessions during the course of the year on the recording and handling of Stage One complaints. Whilst there has been an increase in numbers at Stage One, it is clearly evident that the complaints handling training has been put into practice given the Stage Two complaints have only increased by one.

It is also good to see that Praise has remained steady and a rise in praise for staff in Asset Management, Corporate Services and Housing has been seen.

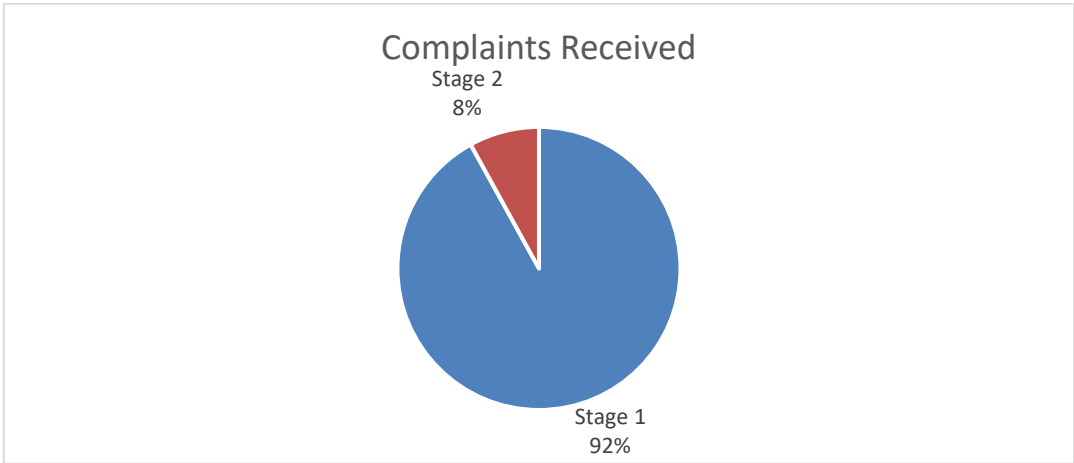
# Complaints and Praise Analysis 2024/25

## Report by Mary Hargreaves, Digital Services Officer – for information

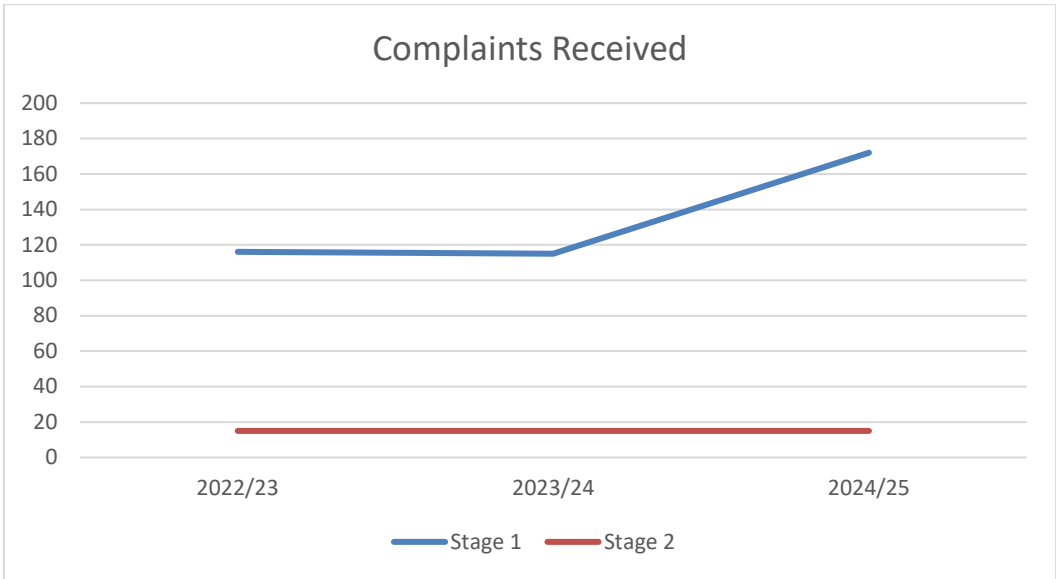
### 1.0 Complaints Received

Over the year, 173 Stage 1 and 16 Stage 2 complaints were received. Three Stage 1 complaints and one Stage 2 complaint were carried into the reporting year from 2023/24, and one Stage 1 complaint and three Stage 2 complaints were carried over into 2025/26.

The graph below shows complaints split into Stage 1 and Stage 2.



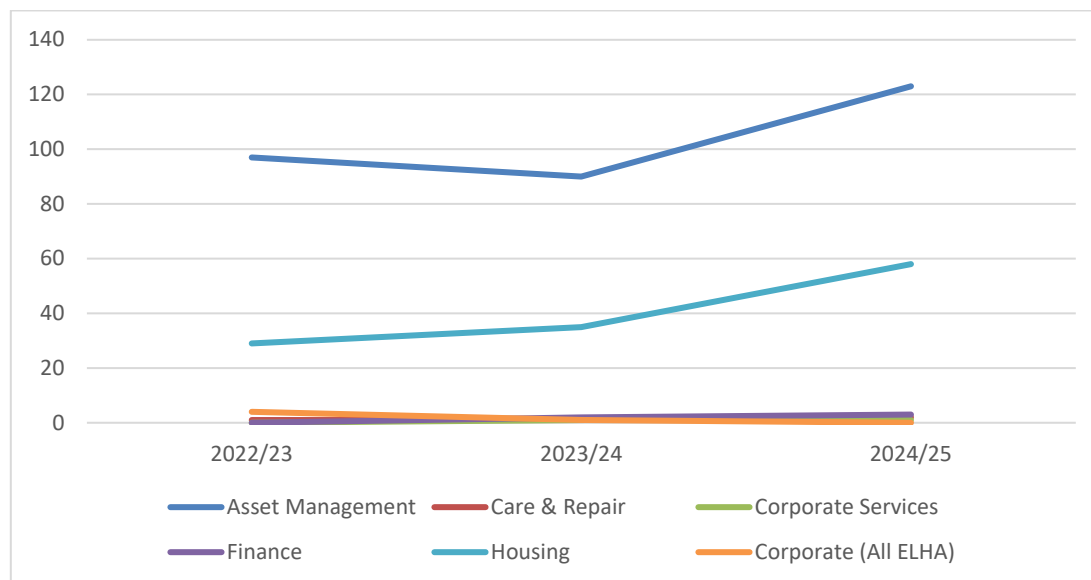
Trend Analysis for cases received for the last three years:





### 1.1 Complaints by Department

The graph below shows the number of complaints dealt with by each department for the last three years.

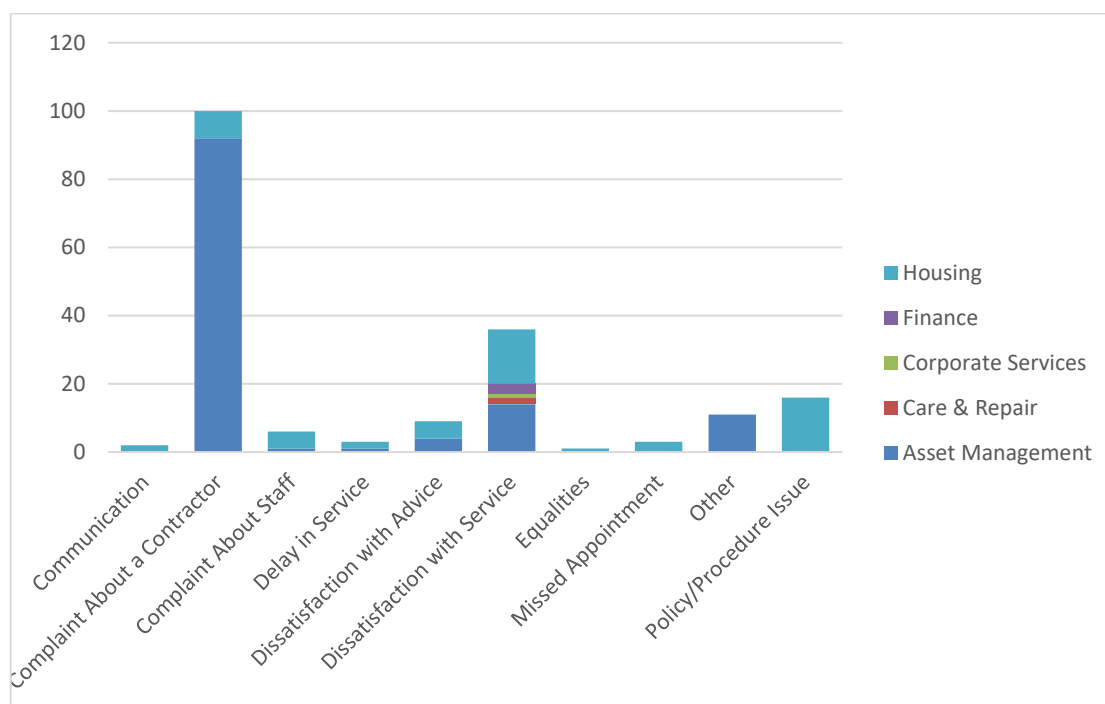


### 1.2 Trend Analysis

It is clear that while the number of Stage 2 complaints has remained the same over the last three years, the Stage 1 complaints have increased significantly. As can be seen from the above graph, the increase is spread over mainly Asset Management and Housing, although Care & Repair and Finance also had small increases.

### 2.0 Types of Complaints

The graph overleaf gives a breakdown of complaints recorded for each department in 2024/25. These include Stage 1 and Stage 2 complaints.



## 2.1 Trend Analysis

Complaint about a contractor is consistently the most reported type of complaint, and this mainly corresponds to repair contractors, although some complaints about communal maintenance contractors have also been received. The proportion of complaints being about a contractor has increased: in 2023/24, 36% of all complaints received were complaints about a contractor, but in 2024/25 54% of all complaints received were about a contractor.

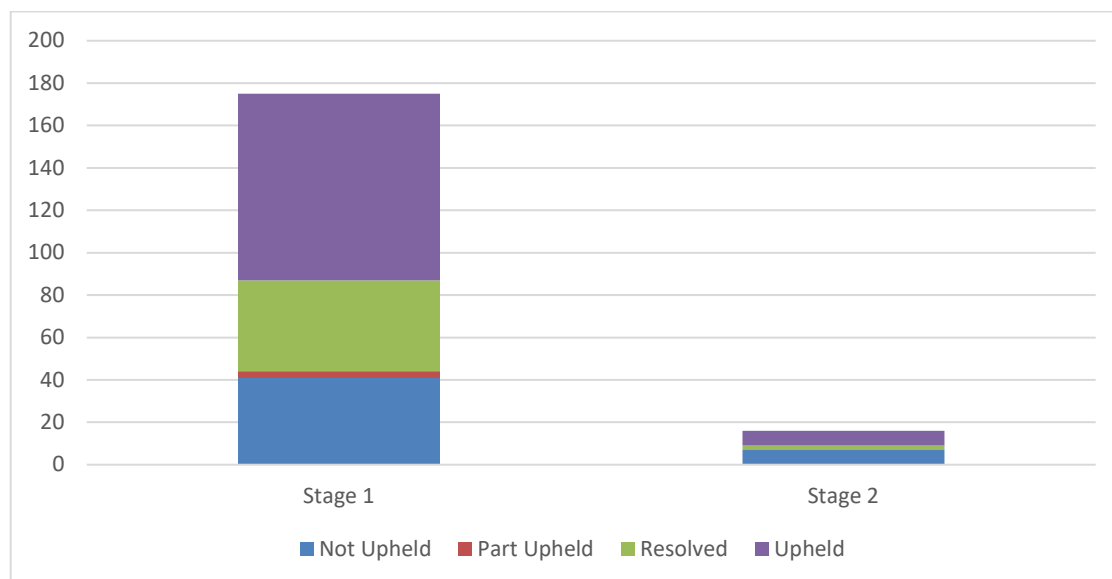
Also increased were policy/procedure complaints, following the introduction of the requirement to pay rent by Rent Collector to receive a Gold Key Tenant discount. In 2023/24 7% of complaints were about Policy/Procedure issues, and this increased to 8.5% in 2024/25.

As the overall increase in complaints was 59, the increase in complaints about a contractor (an additional 55 complaints) and complaints about policy/procedure (an additional 7 complaints), more than cover the unexpected increase during 2024/25.

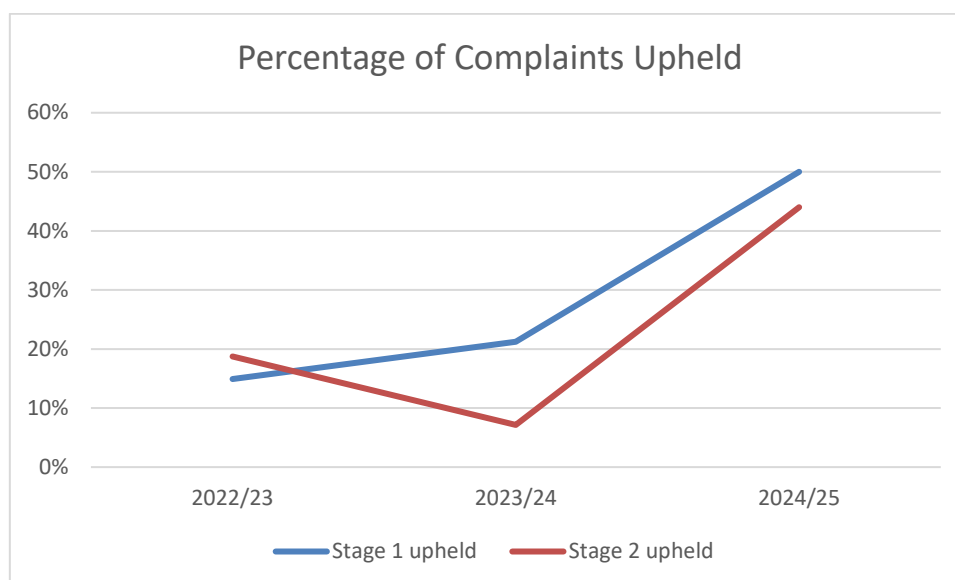
## 3.0 Outcomes

All of the complaints received during 2024/25, and the complaints carried into the reporting period from 2023/24, were responded to in full (RIF) during the reporting period, with the exception of the four cases which were carried over the year end and will be responded to in full during Quarter 1 of 2025/26.

Please note that from this point on, the reporting is using data from the complaints which were completed during the year, and as such includes complaints carried in from the previous reporting year, and excludes complaints which were still in progress at the year end.



### 3.1 Trend Analysis



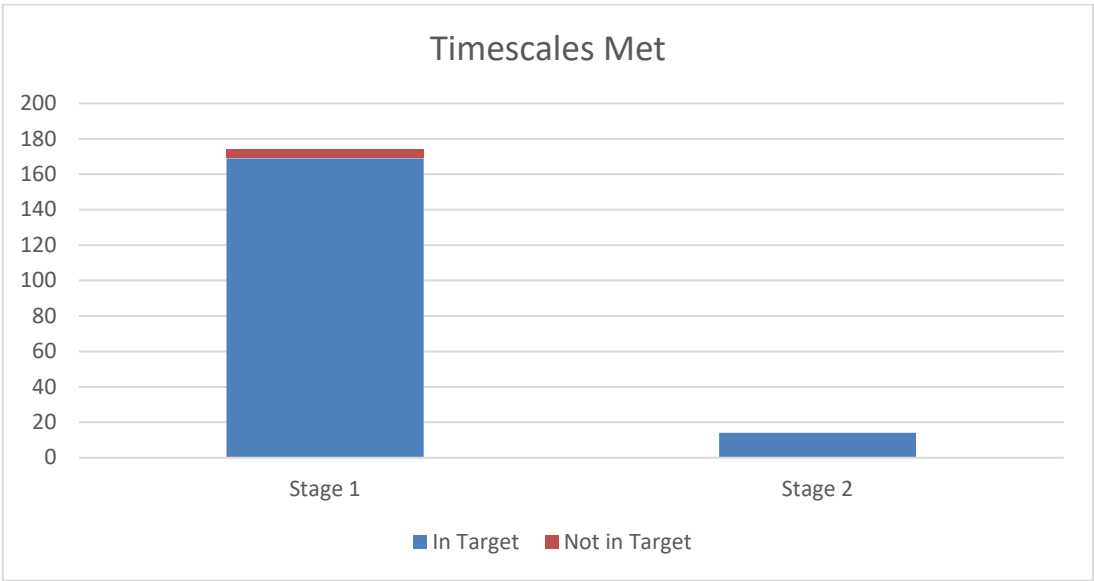
Of note is that fact that while complaints about a contractor make up 53% of all complaints, they account for 69% of upheld appeals.

### 4.0 Timescales

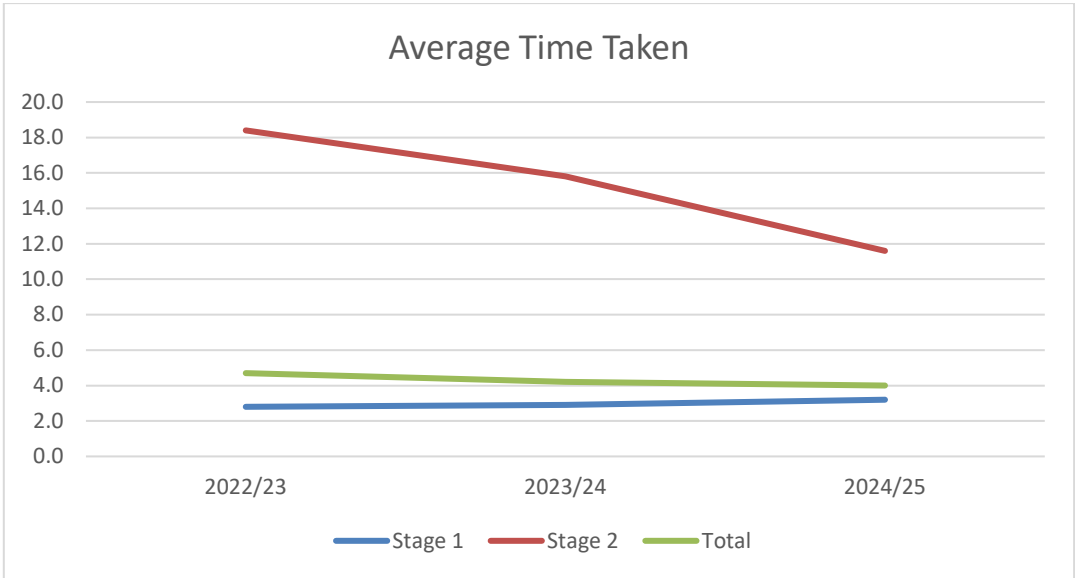
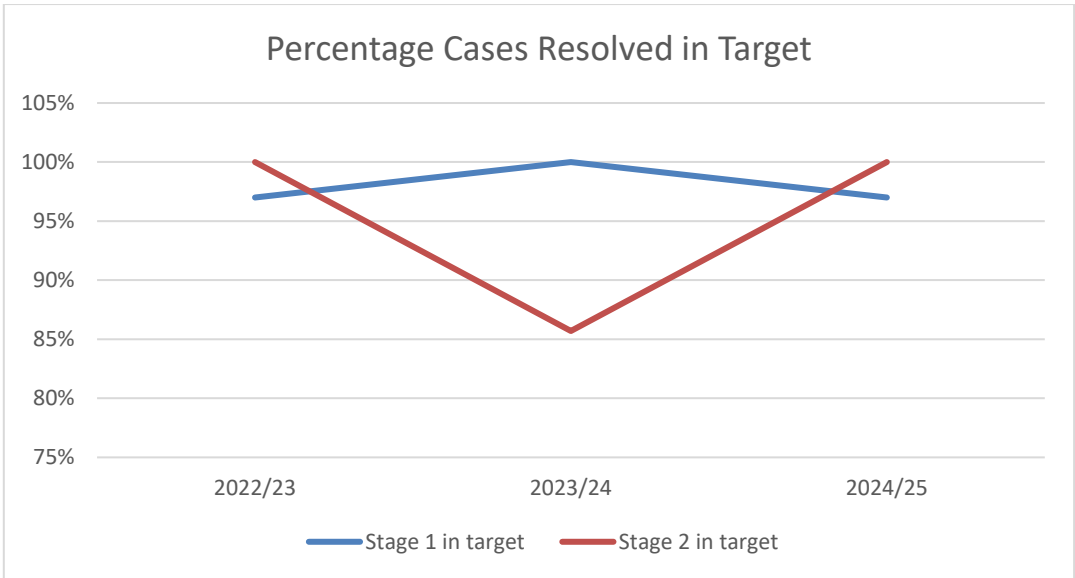
All complaints must be responded to as soon as possible. Stage 1 complaints must be dealt with within five working days, and Stage 2 within 20 working days.

The average time taken to resolve Stage 1 complaints was 3.2 days, and to resolve Stage 2 complaints was 11.6 days. This came to a cumulative average of 3.8 days, an improvement on 4.2 days in the previous reporting year.

The graph below gives a breakdown of timescales for each complaint Stage. Over the year, five Stage 1 complaints exceeded the target timescale.



4.1 Trend Analysis:



## 5.0 Corrective Action

All upheld complaints should have an associated corrective action, or have a 'No Action Required' note. There is also an option for resolved complaints to be closed on a 'Resolved with Corrective Action' outcome. Details of these corrective actions are reviewed quarterly by the Business Management Team.

Breakdown (some complaints had more than one corrective action)

Staff Training	1
Policy/Procedure Change	3
Reminder to Staff	7
Review Contractor Performance	4
Add to Business Plan	3
No Action required	87

## 6.0 Annual Return on the Charter (ARC)

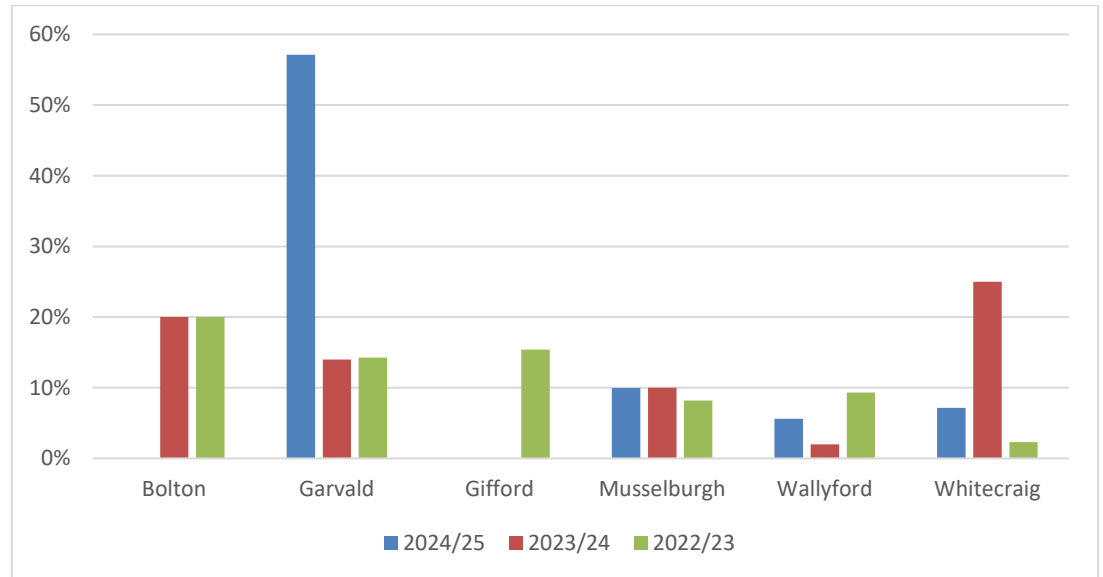
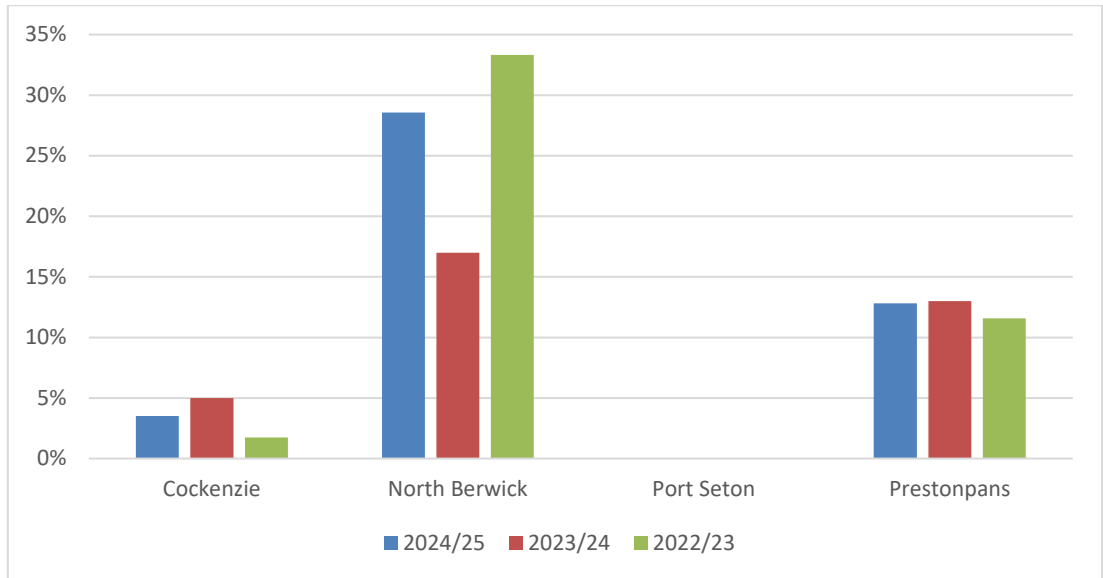
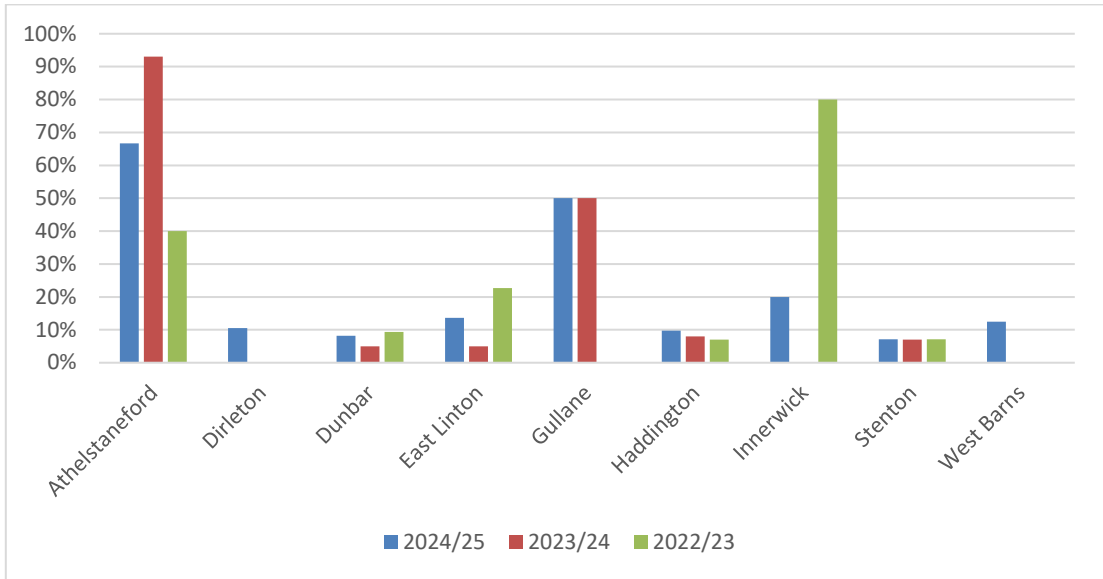
The required figures have been reported in the 2024/25 Annual Return on the Charter (ARC).

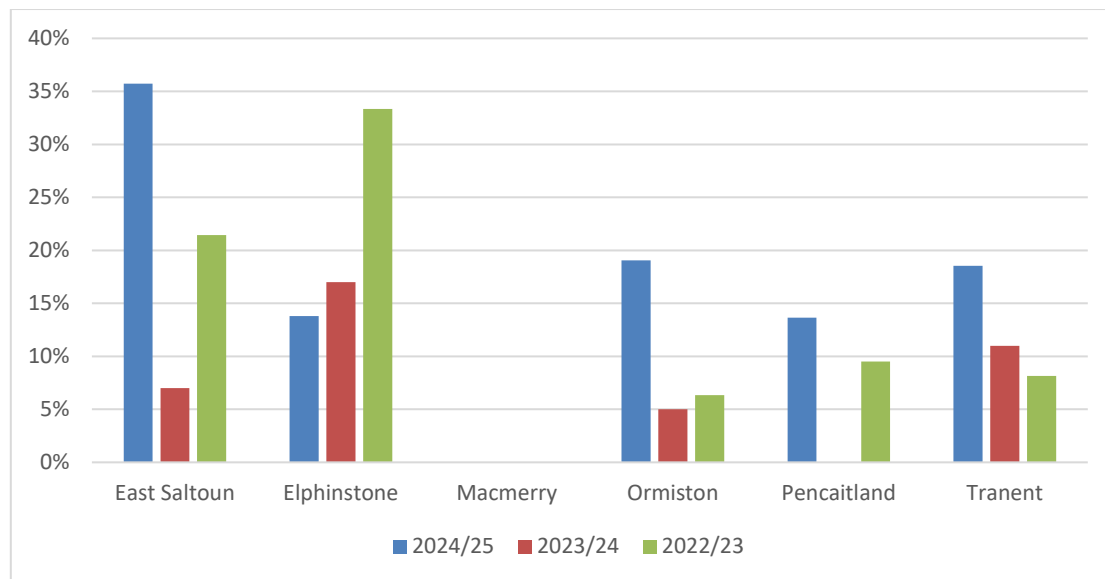
Please note that this report includes complaints about Care & Repair, which is excluded from the ARC. This is why the number of complaints in this report does not match the number of complaints in the ARC.

## 7.0 Location Trends

'Hot spots' of complaints can be identified by expressing the number of complaints in an area as a percentage of the total number of tenancies in that area. For ease of view, these have been split across several charts (please note that these only consist of complaints made by tenants).

Areas of concern are where the percentage of complaints remains consistently high. A single spike, particularly in a rural area where the Association only owns a small amount of housing, may correspond to a single event or circumstance, while high percentages over the three years may show an ongoing issue.





## 8.0 Praise Recording

549 praise records were logged during 2023/24 (compared to 589 praise records in 2023/24), as follows:

Department	Contractor	Service	Staff
Asset Management	304	8	6
Care & Repair	0	100	103
Corporate Services	0	0	6
Housing	1	7	14
Total	305	115	129

The majority of praise is recorded via repair satisfaction surveys.

## 8.1 Trend Analysis:

