



CALEDONIA HOUSING ASSOCIATION

ANNUAL REPORT 2022 - 2023



A Look Back on the Year

Chair's Report

Welcome to our Annual Report for 2022-23. Another twelve months have passed in the blink of an eye, as we have moved on apace in delivering our Business Plan priorities while continuing to respond to the operational challenges that regularly come our way.

It is always important that we take time to celebrate key highlights and successes we have enjoyed over the year, and to acknowledge everything we do to provide homes and services that make life better for our tenants and service users.

A year ago, we recognised the economic issues that were starting to unfold, and which would undoubtedly place additional pressures on our finances, services and activities. We were acutely aware that the rapidly rising cost of living was impacting on tenants and customers in all our neighbourhoods. We continued to develop our strategic response, while also working quickly to identify opportunities to provide additional support and assistance directly to those in most need.

We should acknowledge the achievements of the staff team in securing £25,000 from the Scottish Government Winter Hardship Fund, which was used to help households with food, travel, and mobile phone costs. A further £63,000 was obtained from the Social Housing Fuel Support Fund to continue our partnership with Scarf, the energy advice charity. I was also particularly pleased to support the success of various partnership events in delivering information and advice within local communities.

We know these continue to be difficult times for tenants and customers, and we remain committed to helping wherever we can. Our budget and rent setting process proved particularly challenging this year. There were difficult decisions to make in terms of maintaining our commitment to invest in our homes and meet the increased costs of providing services, while minimising any rent increase. Our 5% increase, below the sector average in Scotland, enabled us to continue our extensive planned maintenance and improvement programmes. During 2022/23 we spent more than £6million on kitchen, bathroom, and window upgrades, fire safety improvements, and boiler and roof replacements.

Housing demand is as great as ever, and delivering our ambitious new build development programme remains a key priority. Despite difficult market conditions we completed 139 new homes across seven locations in Inverness, Perthshire, and East and West Dunbartonshire. It was incredibly satisfying to hear of the positive feedback received from the new occupants, regarding the quality of their homes and the difference they will make to their lives. At the end of March 2023 work was progressing at three sites in Dundee, to provide a further 127 new homes.

A personal highlight during the year were the meetings I attended with frontline staff as part of the strategic planning work we undertook at Board level. This gave me the opportunity to hear of their experiences in delivering neighbourhood services, and our planned investment and housing development programmes. I was left in no doubt about the critical work our teams continue to undertake, and reflected on their considerable skills, knowledge and talents. You will read in this report about ways we are investing in our people and supporting them to grow and develop.

On a final note, I would like to highlight some important changes that are about to take place at Board level. Firstly, I have decided to retire from the role of Chair and stand down as a Board Member at this year's AGM. I am immensely proud of all we have achieved since I joined the Board in late 2016, and especially during my three years as Chair. Leading Caledonia is an experience I will remember fondly. I have truly valued the relationships I have built with fellow Board members, past and present, and the Executive Management Team, as we have guided Caledonia through a hugely significant period of challenge and change. I would also mention the contribution of two fellow Board Members who are also stepping aside at the AGM. Andrew Richmond has served the Board with distinction for four years, regularly demonstrating his extensive corporate governance and financial expertise as Chair of our Audit and Risk Management Committee since 2021, and serving as my Vice Chair over the past 18 months.

Similarly, Lorna Williamson has been a highly valued and respected Board Member over the past three years, drawing on her considerable experience of the legal services sector. Lorna has played a pivotal role Chairing the Remuneration Committee for two of these years. No doubt Andrew, Lorna and I will follow Caledonia's onward journey with interest. We leave the organisation in safe hands and in a strong position to build on its proud track record of both innovating and adapting to change.



Alan Nairn
CHAIR

A Look Ahead

Our Chief Executives Overview

It has been another particularly challenging year, with the cost of living crisis and increasing pressures from high inflation levels and rising interest rates. All of which have impacted our tenants massively and increased Caledonia's costs to maintain our properties and provide services. But in responding to the operating environment and considering our future priorities, a constant theme which has been foremost in our considerations is ensuring that we remain focused on our core purpose and values to provide the homes and services that make life better.

Supporting our tenants has always been a priority, but with predictions that the cost of living crisis will continue well into next year and potentially beyond, it is even more important that support for our tenants remains a key objective. In partnership with a social enterprise company, Scarf, we have delivered a range of energy efficiency advice, services and practical support to help meet rising energy costs and fuel debt. We intend to build on this partnership and expand our services, and ensure information, advice and support can be targeted where it is most needed.

We are also looking at ways in which we can continue to improve our services, and the way we provide these, to adapt to individual needs and preferences and respond to local issues. The full tenant satisfaction survey, which is due to be carried out later in the year, will provide us with invaluable information on our services and homes to support further improvement to meet changing needs and requirements.

Climate and sustainability are an important aspect of our business plan going forward, this affects all aspects of our work and will require us to consider how we can minimise our environmental impact. We intend to build on the actions we have taken thus far, and the initial reductions we have achieved in our direct carbon emissions, outlined in our first annual report on Climate and Sustainability. The social housing sector has some of the most energy efficient properties, but we know that we still have a considerable amount of work and investment to make across our stock to further improve energy efficiency. In addition to investment in energy efficiency measures, we understand our tenants also want us to continue to maintain and modernise properties. This will be achieved through a series of replacement kitchen, bathroom and window projects.

There is a significant shortage of social housing to meet rising demand, with increasing levels of homelessness being recorded. We have set out ambitious plans in a new build housing programme spanning the next five years. These plans will see

us build in excess of 600 new homes during this period. In the immediate future, we expect work to be completed in 2024 at three locations in Dundee, which will provide social housing for rent and low-cost home ownership. One of the developments will offer the most energy efficient properties we have built. These properties have been manufactured off-site and will include air source heat pumps, solar panels and battery storage. There remains significant uncertainty regarding costs and capacity in the construction industry, but we are hopeful that we can progress further developments across a number of sites in the coming year.

Undoubtedly, over the next twelve months there will be further challenges to overcome, and we will need to be responsive and flexible to continue to adapt and provide the best possible experience for our tenants and customers. We remain well positioned as a financially strong and resilient business, thanks to our ongoing efforts to manage our operating costs, and thanks to the invaluable knowledge, skills and commitment of our staff team.

In closing, I would like to take this opportunity to highlight the contribution of our voluntary Management Board in setting our strategic direction and overseeing the progress of all our activities. I wish to thank our outgoing Chair, Alan Nairn for his commitment, hard work and passion for the work we do. I would also thank the other retiring Board Members, Andrew Richmond and Lorna Williamson, for their expertise and contributions at the Board, working groups and committees. I wish them all well and very much look forward to getting to know and working with our new Board members over the coming months.



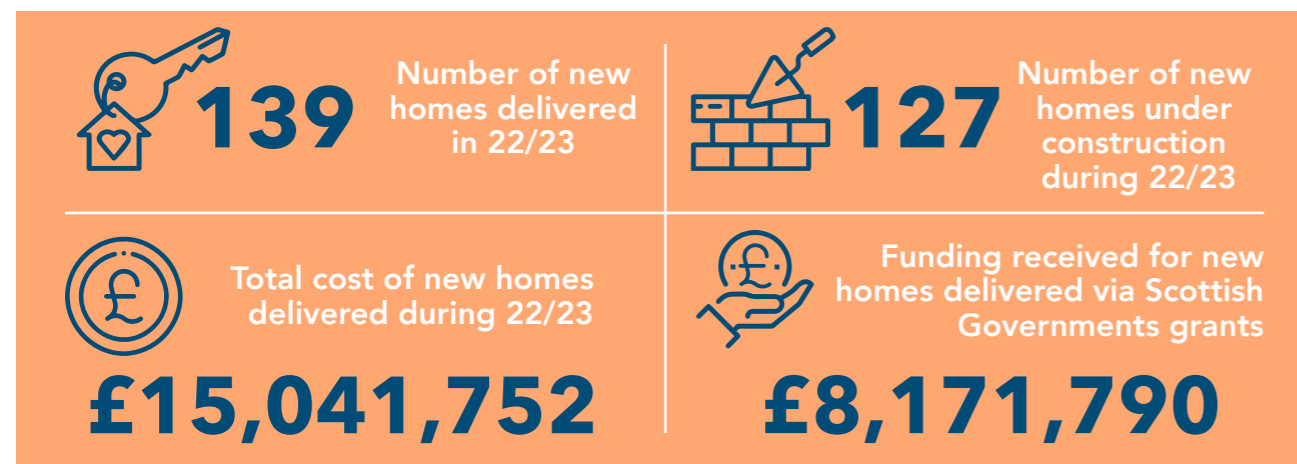
Julie Cosgrove
CHIEF EXECUTIVE

Building The Homes Our Customers Need

Our aim is to continue to be an active developer of new homes to increase the provision of quality housing, address homelessness and strengthen local communities.

Despite a challenging year in relation to steeply rising build costs, badly disrupted supply chains and skill shortages across all key areas, we handed over 139 new homes for affordable rent and shared ownership.

The Scottish Government's 'Housing to 2040' vision continues to be a key strategic consideration for Caledonia. It sets out a long-term strategy for housing and will ensure Caledonia will continue to support people to live in homes that they want to live in, which are affordable and meet their needs. We remain committed to contributing to this long-term vision through the development of new, affordable homes that are high quality, energy efficient and help to create sustainable communities meeting the high standards expected by our current and future tenants.



Completed developments for 2022/23:



Crieff Road, Perth - 1 unit (existing house) - completed July 2022 (phased completion, 6 units completed in 2021-22)



Muir Road (Phase 1 of Bellsmyre regeneration project, West Dumbartonshire) - 58 units - completed November 2022 (phased completion, 8 units completed in 2021-22)



Morning Field Road, Inverness - 26 units - completed November 2022. (phased completion, 45 units completed in 2021-22)



Guildtown, Perthshire - 31 units (phased completion, 12 units completed in 2023-24)



Bowerswell House, Perth - 3 additional units- completed March 2023



Townhead- 8 units- Completed March 2022. New tenant Miss Nicole Tucker, receiving her keys to her new flat in Townhead Kirkintilloch from Carolann McCutcheon Neighbourhood officer.



Bonhill, Bellsmyre - 12 units- Completed May 2022 (phased completion, 37 units completed in 2021-22)

Under construction during 2022/23

- Coldside Road - 30 units
- Rosebank Street - 30 units
- Ballindean Road - 67 units



"Bellsmyre is really coming back to life again as a result of the investment and regeneration of the area by Caledonia Housing Association. It was a joy to walk round the area and see the fantastic work which has been going on. I was delighted to see around some of the properties which are finished to a high standard and speak to tenants who are understandably thrilled with their new homes. It has not been an easy task to get to this point, but it appears that the hard work is paying off."

Jackie Ballie - MSP for Dumbarton

"I love our new home, it is a proper family home with a spacious garden, our son can run around safely. It's been life changing for us and we couldn't be happier"

L Mullan - Muir Road Resident

Investing in Existing Homes

Whilst new developments are needed to make sure everyone has a place to call home, we are also committed to ensuring existing homes remain in good condition.

Making sure residents' homes are safe, modern and well-maintained is a priority. Each year we invest several million pounds into the improvement and maintenance of our housing stock.

Upgrades and Improvements 2022/23	
Number of kitchens upgrades	486
Total spent on kitchens	£2,471,000
Number of bathrooms upgrades	452
Total spent on bathrooms	£1,497,000
Number of boilers replaced	149
Total spent on new boilers	£454,000
Number of window upgrades	188
Total spent on windows	£419,000
Number of roofs replaced	14
Total spent on roofs	£102,000
Fire Safety Properties Improved	354
Total spent on fire safety improvements	£1,187,000
External/Internal Painterwork	671 properties



Safety Checks 2022/23	
Gas Servicing	4196
Fire risk assessments	21
Electrical tests	1192
Legionella tests	211
Asbestos checks	197
Passenger lift and stairlift servicing	254

Repairs and Maintenance Key Performance Indicators		
	22/23	21/22
Satisfaction with repairs	79.5% *	79.5%
Average days to complete a routine repair	5.92 days	7.1 days
Average time to complete an emergency repair	4.13 hours	3.95 hours
Reactive repairs completed first time	89.45%	86.30%

*Please note, our tenant satisfaction survey is carried out every 3 years which explains why there has not been a change in data between 2021/22 and 2022/23. Our next tenant satisfaction survey is being carried out Autumn 2023.

Climate & Sustainability

During 2022/23 we developed our first Climate and Sustainability Strategy which sets out how we will tackle climate change and meet the Scottish Government's net zero target by 2045.

Spearheaded by the Board of Caledonia Housing Group, the Climate and Sustainability Strategy relates to all Group business activity, including how the net zero commitments will be delivered across the Group's operations, homes and supply chain. The Climate and Sustainability Strategy identifies clear measures and reporting frameworks and is aligned with the United Nations Sustainable Development Goals (SDG).



Small CHAnGes - BIG DIFFERENCE

- The ambitious Strategy has four key themes:
- Measuring, managing and reporting carbon emissions
 - Improving energy efficiency of properties and decarbonisation of homes
 - Adopting sustainable business practices, including engaging with communities and building new homes
 - Enhancing sustainable procurement to reduce the impact on the environment

The Strategy launch follows on from the appointment of a newly formed role of Climate Change Coordinator, to lead on implementing the Strategy.

We have recently published our first annual report on climate change targets, which details how we have performed in 2022- 2023. The report can be read on our website.

"I am delighted to see the development and launch of our Climate and Sustainability Strategy. Climate change and sustainability is core and central to our business plan and we are proud to have established a strategy and roadmap that will ensure sustainability is integral to how we operate on a day-to-day basis and will enable the Group to become net zero by 2045.

"It's also encouraging to see the positive impact of changes we have already introduced. Our carbon footprint reduced by 13% between 2019 and 2022 with the implementation of new agile working practices and energy savings. We will continue with our firm commitment to reduce our emissions as we play our part in contributing to a sustainable future."

Derek Robertson, Caledonia Board Member leading on Net Zero.

Enhancing Customer Experience

A key business priority for 2022/23 has been a renewed focus on our customer service vision, centred on embedding a strong local approach to service delivery, progressing our digital and flexible multi-channel service offerings and building on our 'Keep it Simple, Keep it Personal, Make it Right' customer service approach.

We are working to deliver the right solution at the right time to achieve the best outcomes for our customers. Some of the achievements over the course of the year have included:

- Embedding a more responsive process of handling customer enquiries.
- Investment in a new telephone system which improves response times to customer enquiries.
- Employed additional Neighbourhood Officers to support our communities.
- Completed a full review of our Retirement Housing Service.
- In partnership with the Gannochy Trust, we created a new Community Anchor role to support older people with activities that keep them physically and socially active within their communities.
- Strengthened our partnership with Hillcrest Housing Association and Dundee Health & Social Care Partnership, through the HOPE Project.

We know there's still work to be done but we are striving to continue building on our achievements. We have a clear plan and there are some ambitious targets set to deliver improved services to all our customers. Next year, we will be able to report on these key performance indicators:

Indicator	22/23 Result	23/24 Target	Scottish Average
Customers satisfied with overall service provided	81.79%	85%	87.74%
Customers who feel CHA is good at keeping them informed about services and decisions	90.23%	93%	91.5%
Customers who are satisfied with CHA's contribution to the management of their neighbourhood	75.60%	85%	85.9%
Customers satisfied with participation opportunities	72.99%	80%	86.81%
Customer satisfaction with repairs and maintenance service	79.51%	85%	88%
Complaints: Average time for full response at Stage 1	4.26 days	Under 5 days	5 days
Complaints: Average time for full response at Stage 2	23.67 days	Under 20 days	19 days

Being there when you need us

Our customer service team answered 49,923 calls and 14,105 emails to support customers with their queries.

We also continued to introduce and improve digital services for customers, including our self-serve online portal, 'Connect', which allows customers to report repairs, check rent balances, and make payments 24 hours a day, 7 days a week. During the year work commenced on developing a new and improved website based on customer feedback, the website launched in Summer 2023.



Number of Tenants registered for Connect
21/22 - 2,105 | 22/23 - 2,598



Improving our customer service

We are passionate about improving our customer service and key to that is building an open, honest and transparent dialogue with our customers. We are continuing to make changes based on listening to what our customers have told us.

During Summer 2022 we conducted a Getting to Know You Better insight survey which was completed by 1,334 tenants. The survey has provided us with an updated picture of the overall diversity of our tenants and their needs and preferences. We will continue to use this information to shape our services.

Supporting our Customers and Communities

A Localised Approach

Across Caledonia there is an emphasis on working locally to support our communities, so that our customers can benefit from things that are important to them. These include:

- Drop-in surgeries with Neighbourhood Officers at our Retirement Housing schemes
- Armistice day memorial at the Bowerswell scheme in Perth
- Landscape improvements undertaken in several locations
- Installation of bike shelters in some areas following tenant consultation
- Cost of Living roadshows in various locations to provide support, assistance and advice for our customers
- Coronation celebration events across our Retirement and Very Sheltered Housing schemes
- Estate walkabouts to identify any issues arising and preventative action to improve areas

Our Response To The Cost of Living Crisis

Our customers were still feeling the financial impact of the pandemic when rising fuel prices and the cost of living crisis emerged, causing additional economic challenges for everyone. During these difficult times, we've been working hard to help in as many ways as we can.

Scarf Energy Advice Partnership

In November 2022 we entered into a partnership with Scarf, a national energy advice charity, to ensure all tenants had access to support from experts in the face of rising energy bills and the cost-of-living crisis. During the first 4 months of the partnership (to March 2023) we achieved the following:

- 210 Caledonia tenant referrals actioned
- 1660 pieces of advice provided to tenants, which potentially offers over £30,000 worth of Annual energy savings
- Supported applications to apply for energy debt assistance and helped clear over £2,800 worth of debt
- Provided energy saving measures to 134 households
- Issued over £500 worth of Energy Crisis Grants to households

"The help I received from Scarf was invaluable. I was getting nowhere with my energy company but Scarf managed to sort out a billing dispute for me. Not only did they help me with my bills, I received a £49 crisis voucher and a double duvet which was a lifeline for me."



90%

of Anti-Social Behavior cases were resolved during 22/23. We are working with partner agencies such as local authorities and Police Scotland to ensure this figure increases.

Additional Funding Support For Those Who Need It Most

We submitted a successful funding application to the Winter Hardship Fund – food insecurity for social housing tenants. The funds were used to help tenants directly towards food, transport and mobile phone costs. During February and March 2023 we delivered:

- £50 food vouchers to 297 smaller households
- £100 food vouchers to 46 large households
- 98 households received a £30 contribution towards travel costs
- 135 households received a £20 contribution towards mobile phone costs

"My wife and I would like to thank you for the Aldi food card we have already received along with this further assistance towards covering our living costs as it is so gratefully appreciated".

Yours very appreciatively
Mr & Mrs S

We were able to support over 45 households gain an extra £9000 in financial support in the West Dunbartonshire area.

Community Events

Over the course of the year we have held a number of events to provide advice and support to tenants, their families and the local community. In January we delivered Big Energy Saving Week, an energy-saving advice campaign for tenants and their families. This included a webinar hosted by Caledonia Chief Executive, Julie Cosgrove, providing tenants with advice on how to save money, manage energy bills and access financial support as well as tips on keeping homes warm.

In addition, we organised all-day drop-in sessions in community spaces in Dundee, Perth, and Renton where energy advisors were on hand to talk to tenants and members of the public.



We hosted Cost of Living Roadshows in community spaces and at our Retirement Housing Developments. Scarf, our energy advice and support partners helped our tenants, as well as Caledonia staff who provided guidance about tenants heating systems, pension credit advice and supported tenants to access our Connect app.



Other agencies and community groups involved included the Fire Service, Police Scotland, The Food Train, Royal Voluntary Service and Social Security Scotland who provided community safety, welfare and benefits advice.

Giving Back To Our Communities

- Foodbank donation stations in our Perth, Broughty Ferry and Renton offices have seen a rise in colleague donations with regular drop offs to community foodbanks. In addition to the goods donated by our colleagues, we donated over £1,000 to four foodbanks.
- Staff teams in Dundee, Angus and Fife donated cosy pyjamas and socks to a local charity, TOGS - a non-profit organisation serving Dundee, Angus and the surrounding areas which aims to be the "go to" service for families struggling to provide essential clothing and equipment for their children.

- The team at Cordale Housing Association, part of the Caledonia Housing Group, donated 274 selection boxes split between St. Martin's and Renton Primary Schools in Renton. The Association also contributed a number of selection boxes to a local foodbank "Food for Thought" in Dumbarton to help share the festive spirit for some other households.
- In addition to various community donations made to local schools and community groups, in partnership with AS Homes (Scotland) we donated a new defibrillator in The Cutty Sark Community Centre, Bellsmyre.



"We are acutely aware of the challenges that people are facing right now and offer support wherever we can. We value partnerships that benefit the communities we work in and strive to contribute to those people and families that need it. I'm proud that our teams get involved with local initiatives and we have committed to providing all of our staff with a day off for volunteering in 2023 to give back and support local charities."

Julie Cosgrove,
Chief Executive at Caledonia Housing Association

Driving Digital Inclusion

Our commitment to digital inclusion has proved valuable when it comes to providing the streamlined services our tenants rely on 24 hours a day. We now have 41% of tenants registered to use our online self-service app Connect, which provides key services including repairs reporting, accessing rent accounts, news flashes, wellbeing information and signposting other services.

During the course of the year, we have been focusing on 2 key areas to enhance and grow digital inclusion across the organisation; upskilling and support.



We donated six digital devices to the Bellsmyre Digital Community for tenants who live in the area. The partnership gives tenants access to Caledonia's Connect app to manage their tenancy. Led by staff from both organisations, the partnership is focused on supporting people in the community with the cost-of-living crisis, rising energy costs and the general increase in prices. This first initiative was in recognition of the benefits to tenants from being digitally inclusive and having access to online services.



To mark the first year of the Bowerswell Digital Participation Group, we organised a celebration event at Bowerswell House, Perth. All members were presented with certificates to mark their achievements.

Investing in our People and Culture

Creating a positive and supportive working environment where people can thrive and reach their full potential is vitally important to us. We are only as strong as our people. Over the past year, we have continued to focus on developing skills, supporting wellbeing and advancing diversity and inclusion.

Wellbeing

A safe and healthy working environment drives productivity and performance key to meeting our customer and business priorities.

During 2022-23 we delivered a comprehensive programme of support for our people including:

- Over 10% of the workforce are qualified mental health first aiders
- All staff provided with an additional days leave to volunteer in the community
- Access to a comprehensive retail discount scheme and health benefits
- Extension of bereavement leave
- Men's mental health support and menopause support group
- Free access to confidential counselling



Recruitment and talent attraction

A key strategic priority is "Developing our People". Our focus on staff growth and development resulted in 5 of our existing colleagues being promoted into new roles. Meanwhile our staff turnover is lower than the housing association sector average. This is important as it demonstrates our success attracting, developing and retaining the talent necessary to deliver the best customer support. Moreover our "Giving Back" focus supports the future workforce and involves providing mentoring to school children, intern opportunities and creating apprentice posts.



Investment in skills and development

We invest in the continued development of our workforce to support people be their best and develop the skills to deliver our business strategy. Each Caledonia staff member has a Personal Learning Plan. Last year we launched our new Learning Management System to provide digital access to learning and development opportunities.



In the last year over **2500** courses have been completed on our e-learning platform, which equates to over **625** hours of learning.

Agile Working

Our "Agile for Everyone" model builds flexibility into all job roles to enhance the employee and customer experience. Staff engagement with flexible working opportunities is exceptionally high. It has been intentionally designed to strengthen workforce engagement, wellbeing and productivity, while creating an inclusive environment that improves customer service and delivers greater value for money.



82%
of our staff feel like they have the flexibility to work in a way that suits them

Reviewing and repurposing our office estate

As part of the development of our "Agile for Everyone" model, we reviewed our office estate. This was informed by customer feedback and consultation. The aim was to reduce our business overheads and carbon footprint, while creating workspaces that could strengthen employee engagement and performance.

The transition of our Perth head office to new premises at Saltire House in Whitefriars Crescent was completed in September 2022. Our Broughty Ferry office in Dundee was marketed for sale in February 2023 with the transition to new offices expected late 2023.



93% of tenants felt that smaller, more accessible office accommodation should be arranged to replace existing underutilised offices.



Our new working practices has been integral to a **13%** reduction in our carbon footprint between 2019 and 2022

Employee Engagement

We carry out regular engagement surveys and have been externally recognised as a one of the top housing associations to work for, as well as one of the top organisations to work for in both Scotland and the wider UK. 84% of our workforce completed the most recent survey. This highlighted strong satisfaction with our purpose, the quality of management, pay and benefits and wellbeing support. These surveys ensure we have a strong employee voice and staff shape our future.



Equality, Diversity and Inclusion

We continue to accelerate our commitment to equality, diversity and inclusion. We know when our people thrive, Caledonia thrives. We prioritise building a culture of inclusion. This has involved increasing awareness around mental health, engaging the Caledonia workforce through relevant learning and development, inclusive health and wellbeing programmes and robust pay equity practices.



Value For Money

Value for money (VFM) is at the heart of our work, ensuring that we control costs, invest in our properties and deliver services that are necessary and valued by our tenants. Listening to our tenants' views on their expectations and how they view and determine VFM is also important. We define VFM as:

- Creating the capacity to invest more in services, homes, people and communities
- Getting the best deal for Caledonia Housing Group, our tenants and other customers and the communities where we work
- Finding the best way to balance the needs, priorities and aspirations of our tenants within our financial parameters

Our customer satisfaction results for the year recorded that **8 of 10** tenants rated our rents as value for money.

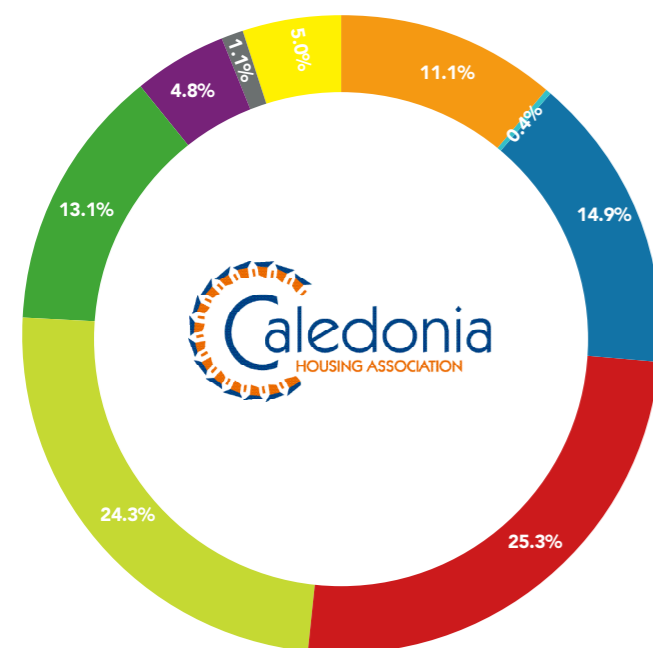
2022/23 rent arrears were **5.69%** compared to the national average of **6.34%**.

Our strategic objectives have a clear focus on VFM related issues and embedding a VFM culture across Caledonia Housing Group. Key aspects include:

- Comprehensive financial planning
- Budget management and cost control systems
- Focused performance management arrangements
- A detailed Asset Management Strategy that covers how we will secure maximum value from our housing assets
- A 'best value' approach to procuring goods and services as detailed in our Procurement Strategy
- A robust approach to income collection
- A People Strategy that ensures our staff team members are fully supported in working to achieve our strategic aims.

Rent affordability continues to be integral to our Rent Policy and annual rent setting process, with widespread consultation conducted across our tenant base.

During 2022/23 we collected **100%** of the rental income due.



Where your £ went in 2022/23

- 11.1% Net Interest
- 0.4% Housing Support Service & Care Activities
- 14.9% Reactive & Cyclical Maintenance
- 25.3% Major Repairs & Component Replacement
- 24.3% Housing Management & Maintenance Administration
- 13.1% Service Costs
- 4.8% Care & Repair Services
- 1.1% Stage 3 Adaptations
- 5.0% Other Wider Activities

Group Audit & Risk Management Committee Report

The Group Audit and Risk Management Committee is a central pillar of the governance arrangements, firmly established within the Caledonia Housing Group. The Committee comprises governing body members from both Caledonia HA and Cordale HA.

The Committee plays an important role in supporting the governing bodies by:

- Scrutinising the integrity and robustness of the Group's approach to risk management
- Developing and implementing comprehensive internal and external audit arrangements
- Reviewing internal control systems and processes and considering recommendations to improve these
- Reviewing, discussing and approving financial statements and returns for each of the Group's Associations
- Reporting to the governing bodies on any matters that the Committee members' consider need specific action taken on, and making recommendations in relation to these
- Monitoring and reviewing the Group's cyber security risks and mitigation plans

Managing Risk

The Group has a comprehensive Risk Management Policy in place which ensures the ongoing identification, management and mitigation of known and emerging risks impacting the operations of the Group. The risk map is reviewed at each Committee meeting, reported to the respective governing bodies and summarised within the Financial Statements. During the year the risk map has been amended to reflect changes in the operating environment to highlight political and economic changes.

Our Internal Audit Programme

Over the course of 2022-23 our internal auditors, Henderson Loggie, carried out systems audits for the following business and service related activities across the Group:

- Corporate Governance
- Customer Service
- Voids
- Software Licences
- Treasury Management
- Business continuity / disaster recovery
- Payroll
- Reactive repairs

Seven of the internal audit reviews were classed as good with the remaining audits classed as satisfactory.

External Audit

The annual financial statements for the Group were audited by our external auditors, RSM UK Audit LLP, in line with current accounting standards FRS102 and the relevant Statement of Recommended Practice. I am pleased to advise that the Committee, through the work undertaken by RSM, was able to inform the Caledonia Management Board and the Cordale Management Committee that the Financial Statements were unqualified and that they provide a true and fair view of performance and achievements.

Cyber Security

Reports on cyber security were presented to the Committee during the year in order to

monitor this critical business risk and advise on the associated management and mitigation actions. These update reports included information on cyber security within the organisation and other ICT Strategy related issues of importance to the Group.

I would like to take this opportunity to extend my personal thanks to Committee members, Executive Management Team and staff, as well as Henderson Loggie and RSM.



Andrew Richmond
CHAIR OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

Financial Summary

	Caledonia Group	Caledonia HA	Caledonia Group	Caledonia HA
	2022/23	2022/23	2021/22	2021/22
	£000's	£000's	£000's	£000's
Statement of Comprehensive Income				
Turnover	36,938	33,377	37,639	34,159
Operating Surplus	6,044	5,499	5,752	4,937
Surplus for the year	14,561	14,327	2,395	1,839
Total Comprehensive Income	13,736	13,502	3,529	2,973
Statement of Financial Position				
Housing Assets	371,401	338,050	345,611	311,465
Other Fixed Assets	2,828	1,204	2,870	1,205
Investment Properties	1,309	354	1,309	354
Represented by:				
Revenue Reserves	75,548	68,048	61,812	54,546

Management Board

as at 31st March 2023
 Alan Nairn (Chair)
 Andrew Richmond (Vice Chair)
 Katherine Burke
 Tim Goddard
 Allan Jones
 Douglas McLaren
 Derek Robertson
 Lorna Williamson

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If you have difficulty in reading or understanding English and require help in translating or interpreting any information that Caledonia Housing Association provides, or if you have other special requirements and need further help, please ask at reception or contact us on 0800 678 1228.

BANGALI যদি ইংলিশ পড়তে বা বুঝতে আপনার অসুবিধা হয় এবং Caledonia হাউসিং অ্যাসোসিয়েশন থেকে প্রদান করা যে কোন তথ্যের অনুবাদ বা দোভাষীর সাহায্য প্রয়োজন, অথবা আপনার অন্য কোন বিশেষ প্রয়োজন আছে এবং আরো সাহায্য চান তাহলে অনুগ্রহ করে রিসেসপশনে বলুন অথবা ফোনে যোগাযোগ করুন না. 0800 678 1228.

CHINESE 如果你在閱讀或明白英文方面有困難，需要翻譯或傳譯Caledonia 房屋協會提供的任何資訊，或者你有其他特別的要求，需要進一步的支援，請到服務臺詢問或者致電0800 678 1228 與我們聯絡。

HINDI यदि आपको इंग्लिश पढ़ने या समझने में कठिनाई है और आप Caledonia हाउसिंग एसोसिएशन से प्रदान की गयी किसी जानकारी को समझने के लिये अनुवाद या द्वाभाषी की मदद चाहते हैं, या फिर आपकी अन्य विशेष जरूरतें हैं और मदद चाहिये, तो कृपया रिसेप्शन पर कहें या टेलीफोन से सम्पर्क करें न. 0800 678 1228

PUNJABI ਜੇਕਰ ਤੁਹਾਨੂੰ ਇੰਗਲਿਸ਼ ਪੜ੍ਹਨ ਜਾਂ ਸਮਝਣ ਵਿੱਚ ਮੁਸ਼ਕਿਲ ਹੁੰਦੀ ਹੈ ਅਤੇ Caledonia ਹਾਊਸਿੰਗ ਐਸੋਸੀਏਸ਼ਨ ਵੱਲੋਂ ਪ੍ਰਦਾਨ ਕੀਤੀ ਗਈ ਜਾਣਕਾਰੀ ਸਮਝਣ ਵਿੱਚ ਟ੍ਰਾਂਸਲੇਸ਼ਨ ਜਾਂ ਇੰਟਰਪਰੈਟੇਸ਼ਨ ਲਈ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ ਜਾਂ ਤੁਹਾਡੀਆਂ ਕੋਈ ਹੋਰ ਲੋੜਾਂ ਹਨ ਤਾਂ ਕ੍ਰਿਪਾ ਕਰਕੇ ਰੀਸੈਪਸ਼ਨ ਤੇ ਪੁੱਛੋ ਜਾਂ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰੋ 0800 678 1228

URDU اگر آپ کو انگلش پڑھنے یا سمجھنے میں مشکل ہوتی ہے اور Caledonia ہاؤسنگ ایسوسی ایشن سے کوئی معلومات حاصل کرنے میں تھوڑا سا مشکل ہے تو براہ کرم ریسیپشن پر پوچھیں یا ہم سے فون پر 0800 678 1228 پر رابطہ کریں۔

POLISH Tłumaczenia: Jeżeli masz trudności w czytaniu bądź rozumieniu języka angielskiego i potrzebujesz pomocy w tłumaczeniu jakichkolwiek informacji, które oferuje Związek Mieszkaniowy Caledonia (Caledonia Housing Association) lub jeżeli masz inne, szczególnie wymagania i potrzebujesz pomocy- należy pytać w recepcji lub skontaktować się z Nami na numer: 0800 678 1228.



Caledonia Housing Association is the trading name of Caledonia Housing Association Ltd.

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Caledonia Housing Association Ltd is a registered society under the Co-operative and Community Benefit Societies Act 2014 – Reg. No. 2343R(S)

Scottish Housing Regulator Reg. No. HEP 224 Scottish Charity No. SC013988 Care Inspectorate No. SP2003001618 Property Factor Reg. No. PF000222

