

**Pathfinder Inspection Report  
Summary  
February 2004**

# Rosehill Housing Co-operative



## Rosehill Housing Co-operative: Pathfinder Inspection Report Summary

1. Communities Scotland is responsible for the regulation and inspection of all Registered Social Landlords (RSLs). We inspected Rosehill in October 2003. This summary report sets out the main findings from our inspection.

### Rosehill Housing Co-operative

2. Rosehill Housing Co-operative was registered with the Housing Corporation as a fully mutual housing co-operative in 1987. It became a landlord in 1988 when it acquired 375 houses from Glasgow District Council. Since then, Rosehill has modernised those houses and increased its rented stock to 706, 40% of which are new build. Rosehill's management committee is drawn from its tenant members, although it does have the ability to co-opt up to a third of the management committee from non-members. Rosehill has 11 committee members; 10 tenants and 1 co-opted shared owner.

### Inspection Grades

3. These are the inspection grades achieved by Rosehill:

Overall Performance	A	Rosehill is an excellent performer with major strengths  The prospects for improvement overall are promising
Governance and Financial Management	A	Major strengths  The prospects for improvement in governance and financial management are promising
Housing Management	A	Major strengths  The prospects for improvement in housing management are promising
Property Management	A	Major strengths  The prospects for improvement in property management are promising
Property Development	A	Major strengths  The prospects for improvement in property development are promising

#### 4. SUMMARY OF PERFORMANCE

### Overall Performance

5. This section describes how good Rosehill's services are overall and how well they are managed.

6. These areas are working well overall:

- ✓ Services are accessible to tenants and other service users.
- ✓ Tenants are at the heart of decision-making in the Co-operative.
- ✓ Tenant participation clearly influences service delivery.
- ✓ Rosehill communicates with its service users clearly, provides them with good quality information and is responsive to their feedback.
- ✓ Rosehill accounts for its performance to its tenants and service users.
- ✓ Rosehill is committed to promoting equality of opportunity, although it does need to improve its information base on equalities.
- ✓ It has helped to create a popular and sustainable community.
- ✓ Rosehill has a very effective strategic planning framework, and shows a high level of awareness of its own strengths and areas where further improvements can be made.
- ✓ It has good policies and procedures.
- ✓ Rosehill makes good use of its staffing resources and has achieved Investors in People status.
- ✓ Rosehill has started to procure services in line with Communities Scotland's Building a Better Deal policy.

7. This is our key overall recommendation:

- ❖ Rosehill should ensure that timetables for policy development or revision allow it to meet the requirements of the Housing (Scotland) Act 2001 to consult with tenants.

### Governance and Financial Management

8. This section describes how well Rosehill's governing body of volunteer members control the organisation, and examines the wider opportunities for tenants and other members to become involved in managing Rosehill. It also looks at Rosehill's financial health and how it manages its finances.

9. These areas that are working well in governance and financial management:

- ✓ Rosehill has a strong and active membership.

- ✓ The management committee is very effective and controls all the Co-operative's activities.
- ✓ Rosehill has an excellent approach to the identification and management of risk.
- ✓ Rosehill's financial position and performance is very strong.
- ✓ Its short, medium and long-term financial projections clearly show long-term financial viability.
- ✓ The management committee receives a good presentation of the proposed annual budget.
- ✓ Rosehill accurately allocates overheads to relevant cost centres.

10. These are the areas that could work better in governance and financial management:

- The budget setting timetable does not allow the management committee adequate time to fully consider proposals prior to the start of the financial year.

11. These are our key recommendations in governance and financial management:

- ❖ Rosehill's budget setting process should be brought forward to allow the management committee time to review and approve the budget before the commencement of the financial year.
- ❖ The Co-operative's budgets and management accounts could be further improved by including projected balance sheets.

## **Housing Management**

12. This section summarises how well Rosehill controls access to its houses and rents levels, and deals with empty houses and rent arrears. It also describes how Rosehill manages its estates and deals with antisocial behaviour.

13. These are the areas that are working well in housing management:

- ✓ Rosehill provides open access to its housing list and minimises suspensions.
- ✓ Rosehill's allocations policy aims to meet housing need and includes a number of positive practices.
- ✓ Rosehill has made excellent progress in signing up tenants to the Scottish secure tenancy.
- ✓ Rosehill provides a highly valued home visit service for vulnerable tenants.
- ✓ Rosehill has high demand for its houses, and its management of empty houses is excellent.
- ✓ Rosehill has a very good approach to setting the rents for its houses

- ✓ Rosehill's performance in rent collection is very good and it has low levels of arrears.
- ✓ Rosehill minimises its use of evictions.
- ✓ Rosehill has comprehensive arrangements for the management of anti-social behaviour.
- ✓ Rosehill takes a proactive and strategic approach to estate management.
- ✓ Rosehill recognises weaknesses in its performance and takes action that leads to early improvement.

14. These are the areas that could work better in housing management:

- Although Rosehill has reviewed its allocations policy following the commencement of the Housing (Scotland) Act 2001, there are a few aspects of its policy and procedures which do not fully reflect statutory requirements and good practice.
- Rosehill generally maintains information in a consistent way, but some housing management decisions are not fully documented.

15. These are our key recommendations for housing management:

- ❖ Rosehill should revise its allocations policy to ensure that it fully meets statutory requirements and good practice.
- ❖ To ensure full transparency of decision-making, Rosehill should formalise the use of consistent audit trails.

## Property Management

16. This section summarises how well Rosehill maintains the fabric of its houses. It describes the quality of repairs that are done when they are needed ("responsive repairs") as well as maintenance and improvements planned in advance. It also looks at how Rosehill adapts houses so that tenants can stay in their homes when their needs change.

17. These are the areas that are working well in property management:

- ✓ Rosehill's houses are well maintained.
- ✓ Tenants are very satisfied with the property management service.
- ✓ Rosehill has challenging timescales for completing responsive repairs and its performance against these is excellent.
- ✓ Rosehill's contractors sign up to customer care standards.
- ✓ Rosehill obtains and uses tenant feedback on the quality of the responsive repairs service. However, response rates have been relatively low.
- ✓ Rosehill manages its repairs in a cost efficient way.
- ✓ Rosehill has comprehensive information on its housing stock, and is currently updating this.

- ✓ Rosehill has successfully identified and managed risks in the provision of gas safety checks.
- ✓ Rosehill has a tenant centred approach to medical adaptations.

18. These are the areas that could work better in property management:

- Pre and post inspection of responsive repairs. Rosehill has plans to address this area for improvement.

19. These are our key recommendations for property management:

- ❖ Rosehill should refer to published good practice information when considering the level of, and approach to, pre- and post-inspections.
- ❖ Rosehill should explore ways to increase the response rate to its quality satisfaction questionnaires.

## Property Development

20. This section summarises how good Rosehill's newly built houses are. It also looks at how Rosehill managed the construction of these houses.

21. These are the areas that are working well in property development:

- ✓ Rosehill's contribution to the redevelopment of Pollok is highly valued by its strategic partners.
- ✓ Rosehill builds houses to a very high standard.
- ✓ Tenants are very satisfied with their new homes.
- ✓ Rosehill's new houses meet tenants' current and future needs.
- ✓ Rosehill's new houses make a significant contribution to environmental sustainability.
- ✓ Rosehill plans and manages its development activities in a highly effective way.
- ✓ Rosehill uses tenants' feedback to improve its designs and approach to building new houses.
- ✓ Rosehill is working in partnership to improve the quality and efficiency of its building of new houses.

22. These are the areas that could work better in property development:

- Prospective tenants' involvement in the design stage.

23. These are our key recommendations for property development:

- ❖ Rosehill should explore with its partners ways to provide prospective tenants with opportunities to influence the design of their new homes.

## Wider Action

24. This section summarises how well Rosehill undertakes activities over and above housing, which help to improve the economic, social and environmental conditions of individuals and communities.
25. Rosehill is involved in a number of partnership-based wider action projects and activities:
- it was instrumental in forming, and remains actively involved in, the Greater Pollok Properties Ltd, a not for profit company developing workspaces for local businesses;
  - it helped to establish and continues to support the Pollok Citizens Advice Bureau and works with the Pollok Credit Union;
  - it is currently working with the Archdiocese of Glasgow to secure funding for the redevelopment of the respite care centre in Pollok; and
  - Rosehill has been involved in a feasibility study on the future of Househillwood Community Centre and is about to assist another local group with the management and maintenance of their hall.
26. Anyone can ask for a copy of the full inspection report. All reports are on the Communities Scotland website at <http://www.communitiesscotland.gov.uk>
27. This summary can also be made available on tape, in Braille, MOON, large print and community languages. For information please contact Janette Campbell on 0131 479 5162 or email [campbellj@communitiesscotland.gov.uk](mailto:campbellj@communitiesscotland.gov.uk).
28. We have asked Rosehill to produce an improvement plan within eight weeks of publishing the inspection report to show how it intends to respond to all our recommendations. We will agree the plan with the organisation. We will re-inspect Rosehill in five years' time.