

## **Section 4: SWOT and PEST Analysis of Operating Environment (Mar 2024)**

Each year the Association undertakes a review of the Associations SWOT, incorporating a PEST analysis of our operating environment. The latest consideration of this was at our committee and staff strategy day event on 22 March 2024.

SCOT - Strengths, Challenges (Weaknesses), Opportunities and Threats Analysis

PEST - Political, Economic, Social and Technological Analysis

### **Strengths – what we do well**

We are a financially strong community-based social landlord with a commitment to providing the best services we can to current and future customers. We manage the resources of the Association well to enable us to ensure that we can provide good quality services in the short, medium, and long-term.

We have proven, robust systems in place to effectively manage business continuity.

We have an active Resident and Customer Forum to ensure our work is focussed on the needs and aspirations of our customers and residents. Satisfaction compares well with national benchmarks.

We recognise the importance of committed and skilled committee and staff members and working as a team. A lot of work is devoted to ensuring we have the rights skills, and we adjust our business to achieve this as our environment changes.

We are focussed on good performance and utilises robust internal audit to review. This assists us to recognise where improvements can be made. As a business we anticipate and prepare for change.

### **Weaknesses – what we would like to improve**

We recognise that there will always be areas where we would like to improve and understand the importance of regularly reviewing and implementing measures to improve. Whilst some factors may be outwith our direct control, the Association is committed to minimising impact as best we can – this is a core principle of our risk management strategy.

We want to work closely with both local residents and Glasgow City Council to improve the overall environmental and estate management of our own areas and the wider area of Drumchapel. We employ a proactive estate caretaking service but need to complement this with robust partnership working and holding other responsible agencies to account.

Whilst we have strong tenant satisfaction and a committed forum, we would like to increase the numbers of people who get involved with us.

### **Opportunities – what we can develop/use to our benefit**

The Association has a range of effective partnership working both with our customers and external agencies. We utilise these to ensure we can provide good quality, value for money services, and we look ahead to ensure we continue to be a robust social landlord for our local community.

### **Threats – what we need to keep aware of/prepare for**

It is essential that we continually review the environment in which we operate to ensure we are prepared for factors that could threaten our purpose and business, even if we cannot control them. We try to ensure we continually address this through effective risk management.

## SCOT (SWOT) - Reviewing Pineview's Position Internally and in the Wider Environment

Strengths	Challenges (Weaknesses)
<ul style="list-style-type: none"> <li>• Capacity to take on challenges</li> <li>• Caring, empathetic and considerate staff and committee</li> <li>• Collaborative working / teamwork / partnerships</li> <li>• Committee and staff with good array of experience and skills</li> <li>• Committee commitment and skills</li> <li>• Communication between staff and tenants</li> <li>• Comprehensive policies and procedures in place</li> <li>• Customer service</li> <li>• Financially stable</li> <li>• Flexibility</li> <li>• Focus on improvement opportunities e.g. rent arrears management</li> <li>• Inclusive for all</li> <li>• Investing in our people with training opportunities</li> <li>• Leadership and direction</li> <li>• Local knowledge / relationships</li> <li>• Performance</li> <li>• Positive reputation with customers and within sector</li> <li>• Short, medium (5 years) and long term (30 years) budgeting and investment planning</li> <li>• Stabilised staff structure</li> <li>• Staff culture</li> <li>• Support each other and our residents</li> <li>• Supportive and professional relationship between committee and staff</li> <li>• Tenant Satisfaction</li> <li>• Values of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Arrears performance</li> <li>• Changing tenants' attitudes to estate management</li> <li>• Consistency in planning / doing</li> <li>• Expectations of people</li> <li>• Limited room for expanding stock</li> <li>• Local knowledge / professionalism</li> <li>• Low number of tenant Committee numbers</li> <li>• Negative Perceptions of area</li> <li>• Performance in meeting targets and deadlines</li> <li>• Relying on collaborative working</li> <li>• Staff sickness levels</li> <li>• Staff turnover due to our size restricting internal promotion opportunities</li> <li>• Tenants unaware of us being small team and what our duties are</li> <li>• Uncertainty in budgeting and securing funding for future due to changing environment and requirements</li> <li>• Understanding of roles and responsibilities in changing environment</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Change perception of the area</li> <li>• Continuing to develop people (staff promotions, bringing new people in)</li> <li>• Develop robust plans / contingency plans</li> <li>• Different ways of communicating with tenants</li> <li>• Digitalisation of services</li> <li>• Elections – possible political change with more support for sector and tenants</li> <li>• GCC partnership working</li> <li>• Increased diversity in committee membership</li> <li>• Inter-agency working</li> <li>• Net zero</li> <li>• New build – vacant land but cost restrictive</li> </ul>	<ul style="list-style-type: none"> <li>• Contractors labour shortages and costs</li> <li>• Cost of living crisis – impact this has on wider community; impact on people's mental health; affordability</li> <li>• Cost of materials for contractors</li> <li>• Cuts in funding for external agencies</li> <li>• DWP systems and changes</li> <li>• Elections – unknowns of possible political change</li> <li>• GCC funding cuts</li> <li>• General funding</li> <li>• Increasing regulatory burden and changes</li> <li>• National housing shortage</li> <li>• Net zero and Climate change</li> <li>• People leaving the sector (retirements)</li> <li>• Rent arrears</li> </ul>

<ul style="list-style-type: none"> <li>• New technology / ways of communicating; stay up to date with this</li> <li>• Signs of economic improvements with reducing inflation</li> <li>• Staff changes / turnover – new ideas / skills</li> <li>• Stock investment</li> <li>• Tenants' involvement</li> <li>• To be involved in Drumchapel town centre redevelopment</li> <li>• Utilise external sources of funding to benefit tenants</li> <li>• Welcome pack for new tenants</li> <li>• Wider action involvement</li> <li>• Young people on Committee and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Social media impact</li> <li>• Staff changes</li> <li>• Supply costs</li> <li>• The more you do, the higher the expectations e.g. new windows ...</li> </ul>
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**PEST – The Changing External Environment**

<b>Political Factors</b>	<b>Economic Factors</b>
<p>Uncertainty.....</p> <p>UK relationship with Europe.</p> <p>Scottish Government – new cabinet, change in policy agenda.</p> <p>Housing emergencies.</p> <p>Scottish and UK governments relationship.</p> <p>Tension between devolved and reserved matters.</p> <p>UK parliamentary elections 2024.</p> <p>Political involvement in rent matters.</p> <p>Scottish budget priorities and savings.</p> <p>Net zero ambitions.</p> <p>Commitment to ending homelessness.</p> <p>Additional homes ambitions.</p> <p>SHR regulatory framework review.</p>	<p>Inflation, especially food and energy, for customers.</p> <p>Business inflation, especially materials, labour, energy, insurance.</p> <p>Wage inflation.</p> <p>Interest rate risks.</p> <p>Impact on cost of living.</p> <p>Foodbank reliance.</p> <p>Rent affordability agenda.</p> <p>Volatile predictions.</p> <p>Funding challenges for priorities of safety, net zero, adapting homes.</p> <p>Changing working practices and locations.</p>
<b>Social Factors</b>	<b>Technological Factors</b>
<p>Cost of living for households.</p> <p>Increase in need for assistance – working poverty.</p> <p>Child poverty.</p> <p>Refugee scale, additional impact of Ukraine.</p> <p>Social deprivation and poverty.</p> <p>Ageing population - independent living.</p> <p>Changing household compositions.</p> <p>Equality and diversity.</p> <p>Changing demographics - impact on Asset Management and service provision.</p> <p>Future demand for stock profile.</p> <p>Homelessness.</p> <p>Customer expectations.</p>	<p>Increasing ICT infrastructure investment requirements.</p> <p>SAAS approach to most services.</p> <p>Investment in mobile solutions and delivery of an efficient operating model.</p> <p>Software developments for efficiency.</p> <p>Digitisation of services and security impact.</p> <p>Cyber security.</p> <p>Construction and component changes with increased technological aspects.</p> <p>Developing skills to keep pace with developments.</p> <p>Developing Modern Workplace Strategy.</p>