

Clydesdale Housing Association Limited

2005 - 2010 Service Plan

Service Area	Dept	Ref	Service Objective		Measures of Success	Target Intro. Date
Customer Focus & Involvement	All	1	Consult with and involve service users in plans to review services	a	Publicise service reviews and seek service user views through a range of methods including questionnaires, focus groups, open consultation	Ongoing
				b	Start consultation process for reviewing service plans <u>at least</u> one year before the current plan's expiry date	Mar-09
		2	Encourage tenants to become more involved in the running of their estates	a	Register at least one Tenants' Organisation	Mar-06
	b			Encourage the active membership of tenants in the Association	Ongoing	
	c			Publish performance information in key service areas in the Association's quarterly newsletter	Ongoing	
		3	Develop a range of methods for obtaining feedback from service users on services being provided and report on this feedback and action taken as a result to service users	a	Develop & implement a system for routinely using customer feedback to improve services	Nov-05
	b			Establish an annual tenants' conference to report on progress against the service plan, report performance levels and report on tenant feedback obtained over the year and the action taken/proposed as a result	Jun-06	
	c			Improve and simplify the customer complaints system and use feedback obtained from complaints to improve services	Aug-05	
		4	Delivery of CHA's Customer Care Charter will be routinely measured using customer feedback mechanisms	a	Introduce a Customer Focus Charter & introduce methods of measuring performance against agreed targets	Aug-05
	b			Develop an equalities and diversity strategy to ensure that access to the Association's services is open and fair	Sep-05	
	5	Improve information and advice available to tenants and other service users	a	Review and update the Tenant Handbook	Jan-06	
b			Develop a range of easy to understand leaflets covering key service areas	Jan-06		
c			Review and update the Clydesdale website	Jan-06		

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Management of Estates	PM	1	Maintain and service the common soft and hard landscaped areas in our estates well	a	Employ contractors that will deliver consistently high levels of service that represent value for money	01-Apr-06
				b	Post-inspect contractor's work at each location <u>at least</u> once every eight weeks	01-Apr-06
				c	Record details of the contractor's performance at each estate post inspection visit and obtain resident verification of the record	01-Apr-06
				d	Review Service Charge structure – move away from pooled service charge and introduce a charge that reflects the services provided i.e. the income received will match the cost of providing the services	01-Apr-06
	HM	2	Use pro-active steps to ensure tenants maintain areas under their responsibility	a	Inspect the condition of each estate <u>at least</u> twice each year	Jan-06
				b	Record details of estate conditions at each inspection & use digital photography where appropriate	Jan-06
				c	Comply with targets for initiating follow-up action resulting from estate inspections: safety/health issues - 1 working day; tenancy led matters - 5 working days; non-tenancy led issues - 10 working days	Jan-06
				d	Respond to complaints regarding the condition of tenant areas within the timescales detailed above	Jan-06
				e	Visit new tenants within one month of the tenancy start date to confirm responsibilities, offer advice and identify support needs	Jul-05

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Anti-social Behaviour (ASB)	HM	1	Work with other agencies to develop and implement an ASB strategy to comply with the ASB (Scot) Act 2004.	a	Produce a draft strategy for consultation purposes	Oct-05
				b	Conduct a consultation process on the ASB strategy with tenants and other stakeholders & revise the draft accordingly	Jan-06
				c	Participate in the South Lanarkshire Council's Clydesdale Joint Problem Solving Group	ongoing
				d	Establish information sharing protocols with partner organisations	Dec-05
				e	Provide feedback to tenants reporting ASB on follow-up action taken (where information does not breach confidentiality requirements)	Jan-06
				f	Work with other agencies to support the victims of ASB	Jan-06

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Rent & Arrears	HM	1	Change emphasis in arrears work to prevention and to sustaining tenancies	a	Revise Arrears procedure to include early identification of cases and early personal contact (house visits, phone calls, meetings at the office),	Aug-05
				b	Establish formal referral systems for working closely with other agencies in providing advice and support to tenants experiencing money problems and maximising benefit take-up.	Oct-05
				c	Eviction will only be used as a sanction of last resort.	Aug-05
				d	Carry out a face-to-face rent & Council Tax affordability interview with each new tenant prior to sign-up.	Oct-05
				e	The arrears procedure will ensure that everyone is treated fairly and consistently and in terms they can understand	Aug-05
				f	Rents to be set in accordance with CHA's long term financial plans in order that future investment needs in the housing stock can be delivered and that service levels can be improved and maintained to a high standard (RPI+2% for first five years, then, RPI+1% thereafter, except where transfer contracts require otherwise).	Apr-06
				g	Consult annually with tenants and Registered Tenants Organisations over proposed rent increases.	Jan-06

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Access to Housing	HM	1	Improve access to housing	a	Add new applicants to the Housing List within 5 working days	May-05
				b	Provide face to face interviews/prospects advice and proactively pursue verification documents from applicants	May-05
				c	Contact each housing applicant annually to ensure continued interest in housing and accurate record of current circumstances	Jun-05
				d	Establish a formal policy and procedure that clearly sets out why and how applicants can be suspended from our housing list and regularly monitor the use of this system	Aug-05
				e	Work with South Lanarkshire Council and other social landlords to develop a Common Housing Register and maintain nomination agreements	Ongoing
Allocation of Housing	HM	1	Meet housing need through allocating housing	a	Verify the circumstances of all housing applicants before making an offer of housing	Aug-05
				b	Manage & control the allocation of houses in order to minimise empty house times and address housing need more effectively	Nov-04
				c	Assist and support South Lanarkshire Council in meeting its responsibilities for tackling homelessness	Ongoing
				d	Link new housing development stock mix to local housing demand profile	Ongoing
			2	Sustain local communities through the allocation of housing	a	Develop local lettings initiatives to assist in resolving local problems

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Reactive Repairs	PM	1	CHA will employ contractors that will deliver consistently high levels of service and that represent value for money	a	Appoint contractors using methods that balance price and quality of service	Apr-06
				b	Pre and post-inspect at least 10% of repairs in order to monitor quality of work	Aug-05
				c	We will meet with contractors each month to review their performance	May-05
		2	Clydesdale seeks to continuously improve the repairs service	a	Tenants will be advised of the target completion date for each repair reported and will be sent a copy of the works order by post	Dec-05
	b			Target completion timescales for reactive maintenance will be reviewed annually by comparing CHA's performance with other similar RSLs to ensure continuous improvement.	Apr-05	
	c			Target completions on time for 2005/6: Emergency (24 hours) - 97.7%; Urgent (2 wkg days) - 95.8%; Routine (10 wkg days) - 94.4%	Apr-05	
	d			Use tenant feedback to improve the repairs service and publish performance results in the Clydesdale newsletter	Apr-05	
		3	We will let properties that are in good condition	a	CHA will establish and deliver a formal re-let standard for all empty houses	Jun-05
	b			Review the re-let standard using feedback from new tenants	Jun-06	
		4	CHA will meet its statutory responsibilities under the Right to Repair Scheme	a	Extend Right to Repair to cover out of hours repairs	Jan-05
	b			Incorporate Right to Repair into reactive trade contracts	Apr-05	
	c			Monitor Right to Repair performance and identify failures and issue compensation without the need for the tenant to make a claim	Jan-05	
		5	Provide a responsive out of hours emergency service	a	Make the out of hours emergency freephone number readily available	ongoing
	b			Monitor use and access to the service each month	Jan-05	

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Planned & Cyclic Maintenance	PM	1	Deliver the Scottish Housing Quality Standard (SHQS) by 2015 wherever possible	a	Survey the condition of at least 80% of the houses every 5 years to predict future repairs costs and refine energy efficiency assessment outcomes	Jan-06
				b	Consult with tenants occupying properties that are expected to fail the SHQS	Dec-05
				c	Revise 30 year financial plan using updated house condition informatior	Feb-06
		2	Publish details of planned & cyclic maintenance programme every 5 years	a	Publish 2006 to 2011 programme	Mar-06
		3	Involve tenants in the process of improving planned & cyclic maintenance	a	Develop & implement customer feedback methods to improve the planned and cyclic maintenance service	Jan-06

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Adaptations	DEV & PM	1	Complete adaptations to houses within 38 working days of receiving Occupational Therapy referrals	a	Standardise the specification of adaptation works where possible	Apr-05	
				b	Streamline the appointment of contractors and consultants	Apr-05	
				c	Survey tenant satisfaction on all completed adaptations & use feedback to improve performance	Apr-05	
Development	DEV	1	Achieve high levels of tenant satisfaction regarding the design and layout of new housing	a	Survey tenant satisfaction on all completed houses & use feedback to improve design	At the end of each contract	
				b	Involve future service users in the design process where possible	Where possible	
				c	Review contract specifications to reflect maintenance lessons learned	Ongoing	
			2	Quickly resolve defects arising in new build houses	a	Monitor performance against defects raised & revise target completion timescales to reflect reactive repairs targets	Next Contract
					b	Use analysis of defects information to refine the specification for future contracts	Annually
Financial Management	FIN	1	Develop long term plans in order to protect the viability of Clydesdale and ensure the delivery of service plans	a	Internal working group to finalise plans with the help of consultant	Aug-05	
				b	Publicise impact on rent policy from assumptions contained within the long term plan	Sep-05	
				c	Annually revise the long term financial plan to keep assumptions current	Jan-06	
			2	Develop & monitor performance against 5 year budgets	a	Develop 5 year budget	Jan-06
					b	Develop financial performance monitoring system for 5 year budgets & report performance to Committee & service users	Jan-06