

SECTION 5 ACTIVITY PLAN – PRIORITY ACTIONS FOR YEAR 1 & 2

Where we are we now	Activity/Actions	Outcome this will help us achieve	Target Date	Responsible Officer
94.5% SHQS achieved (with 5.5% of stock “sitting in abeyance”)	Maximise inward investment and opportunities in partnership with the local authority to assist owner occupiers in participating in required improvement work within mixed tenure blocks	All stock compliant with SHQS & EESSH requirements	31/03/20	TM
Introduction of EESSH requires further investment in energy efficiency measures across our stock	HEEPS/SEEPS funding – optimise opportunities in partnership with local authority to carry out improvements to external Insulation across stock including Atholl steel blocks	Provision of energy efficient homes	31/03/20	TM
Successful funding application through Climate Change Fund – project delivery procured - contract awarded to the Wise Group	Deliver our Energy Activators Project (in partnership with OHA & CHA) 17.5 hours Larkfield post providing energy advice and support to tenants and residents in Larkfield	Reduction in number of customers experiencing fuel poverty	31/03/20	LG

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<p>30-year planned maintenance programme – annual update approved by Larkfield Management Committee.</p> <p>Brown &amp; Wallace consultants - carried out independent 20% stock condition survey in 2018.</p>	<p>Implement agreed planned maintenance investment programme for 2019/20.</p> <p>Update 30-year financial projections; planned maintenance works</p>	<p>Our homes are well maintained</p> <p>Our homes are in high demand and viable over the longer term</p>	<p>31/03/20</p>	<p>TM</p>
<p>Received allocation of £20,000 for 2018/19. Fully utilised budget for the year</p>	<p>Secure additional Stage 3 adaptation budget allocation from Scottish Govt for 2019/20.</p>	<p>No outstanding adaptation requests and no undue delay in completion of approved adaptations</p>	<p>30/06/19</p>	<p>LG</p>
<p>LHA participating in Housing Partnership Group; Sub Group tasked to implement action plan from HSCP's Housing Contribution Statement</p> <p>Adaptations Working Group set up - rep from each local RSL</p>	<p>Carry out a review of Inverclyde's Adaptations services and funding streams, undertaking gap analysis including match with what is available</p> <p>Explore potential for joint up approach/streamlining of funding streams /cross tenure</p>	<p>Provision of suitable and accessible housing for an increasingly older population</p> <p>Maintain/improve tenancy sustainment levels</p>	<p>31/03/20</p>	<p>LG</p>

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LHA provides a Buyback Scheme for owner occupiers in financial difficulties	Invest in house purchases for social rent - through promotion of LHA "Buy Back" Scheme or through access to Scot Govt HAG opportunities in partnership with Local Authority	Offer a financial solution to owner occupiers in financial difficulties/ facing repossession or for owners in mixed tenure blocks where improvement works is unaffordable	31/03/20	LG
Potential to tap into new Care and Repair contract - Bridgewater HA	Carry out a feasibility study exploring potential of providing a small repairs service to older and disabled tenants	Well maintained homes and neighbourhood	31/12/19	LG
Priority issue for tenants – fed-back through rent increase consultation process	Explore potential to provide a free grass cutting service for older and disabled tenants	Well maintained homes and neighbourhood	31/12/19	LG

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<b>Objective 2- Improve the range of housing within our communities.</b>				
<b>here we are we now</b>	<b>Activity/Actions</b>	<b>Objective this will help us meet</b>	<b>Target Date</b>	<b>Responsible Officer</b>
Link development on site 2018/19- former Ravenscraig hospital, Greenock. Due completion date 2021	Larkfield – allocation of new lets through ICHR and managing agent for new homes.  Consultation events to be planned through development process. Continued dialogue with IC and Link to finalise required housing mix.	Improve range of housing/housing options for local communities	31/03/20	AM
Joint Data Group set through the Housing Partnership Group to take this forward – includes RSL and HSCP partners.  Data Group established and representation agreed	Carry out need and demand assessment for particular-needs housing  Contribute to review and update need and demand analysis to inform future provision LI	Establish a joint evidence base to identify housing requirements for current and future residents	31/03/20	HM
Local authority SHIP – includes Link Ravenscraig development	Work with local authority and Link Group to explore potential for new development within Larkfield area.	Improve range of housing/housing options for local communities	31/03/20	AM

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<b>Objective 3- Seek continuous improvement in our service delivery and customer satisfaction.</b>				
<b>Where we are now</b>	<b>Activity/Actions</b>	<b>Outcome this will help us meet</b>	<b>Target Date</b>	<b>Responsible Officer</b>
ARC results 2019 – Overall satisfaction in service provision 94.5%	Implement agreed Action Plan for 2019/20	Improved service delivery	31/12/20	HM
Current TSS results from respondents - 71% of tenants accessed the internet through either a smartphone, PC, laptop, smart TV or tablet and 50% who use the internet stated they would be interested in using an application to interact with the Association	Promote greater awareness of digital services and access to on-line services  Offer new self-serve option for tenants and other customers  Promote electronic forms of communication e.g. tenant newsletter	Tenants receive services that reflect their needs and preferences	31/03/20	HM
ICT Strategy/Framework and projects agreed across Link group. Project Board and Team representation.	Finalise and launch self-serve option for tenants through mobile-phone application  Develop/launch mobile working application for housing management and maintenance staff	Tenants receive services that reflect their needs and preferences  Resources targeted more effectively and to most vulnerable customers  More efficient way of working and more accurate data	31/03/20	AM

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<p>Duplication across the group</p> <p>Agreed harmonised Rent Arrears and Debt Management Policy, ASB Policy and Tenancy Changes policies. New automated arrears process implemented across the group.</p>	<p>Participate in joint group initiative (with Link Housing and other RSL subsidiaries) to continue to harmonise core housing management policies</p> <p>Explore scope for alternative service delivery models based on collaboration to develop overall improved service delivery - new Services Strategy for the group.</p> <p>Review how we deliver services against costs, value for money, satisfaction levels, current provision etc</p>	<p>New Link Services Strategy agreed.</p> <p>Harmonised suite of core housing management policies adopted across the group</p> <p>Improved service delivery and more effective working across the group</p>	<p>31/03/20</p>	<p>AM</p>
<p>Complex Group structure currently in place. Appointment of new Link CEO in 2019.</p>	<p>Work with Link to review the intra-group arrangements and strategic business planning process</p>	<p>Link Services Review exercise carried out – taking account of Larkfield’s objectives.</p>	<p>31/03/19</p>	<p>AM</p>

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<p>ARC results show 85% of tenants surveyed felt that their rent represented good value for money</p>	<p>Develop a shared value for money approach with Link</p> <p>Develop a better understanding of what value for money means for the Association and tenants and other stakeholders.</p>	<p>Tenants value their homes and the services we provide</p> <p>A definition of VFM that is recognised and understood by our customers and other stakeholders</p>	<p>31/03/20</p>	<p>AM</p>
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<b>Objective 4- Support our customers to sustain their homes and be active participants in their communities.</b>					
<b>Where we are now</b>	<b>Activity/Actions</b>		<b>Objective this will help us meet</b>	<b>Target Date</b>	<b>Responsible Officer</b>
Roll out of full UC digital service implemented in Nov 2016	Continue to inform customers of changes and potential impact on them. Increase personal and face to face contact through annual tenancy and house visits.		Seek to minimise the impact of welfare reform on our customers and rental income	31/03/20	HM
PCF funding in place until 30 <sup>th</sup> September 2019.	Secure funding for existing tenancy support services into the new financial year  Ensure tenants have continued access to financial and digital support services into the new financial year		Seek to minimise the impact of welfare reform on our customers and rental income	31/03/20	AM
24 tenants terminated their tenancy during 2018/19.	Increase awareness and take up of tenancy support services; explore tenancy support needs and capacity for expansion of support services  Develop service with new service provider and relationship with Tenancy Support Officer at a local level.		Every tenant who requires support is provided with it - tenants are better supported to sustain their tenancies	31/03/20	HM



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<p>Working processes/ procedures across the service to be reviewed following the roll out of UC full digital service in Inverclyde</p>	<p>Review roles/use of existing resources and arrangements for front line services to ensure effective use of resources – target support for tenants on full digital UC service</p>		<p>Resources are targeted to where they are most needed.</p>	<p>31/03/20</p>	<p>AM</p>
<p>Partners currently reviewing impact of UC and support across Inverclyde</p> <p>ESF funding – supports IDEAS Project</p>	<p>Continue to engage with partners - Inverclyde Financial Inclusion Partnership taking forward actions from agreed Financial Inclusion Strategy for Inverclyde</p> <p>Undertake a programme of financial inclusion initiatives and activities in partnership with key stakeholders</p>		<p>Tenants have improved access to affordable credit and other financial services</p> <p>Reduced levels of arrears and bad debts</p>	<p>31/03/20</p>	<p>AM</p>
<p>Increasingly ageing population and older tenant</p>	<p>Review the needs of our older customers to ensure a more relevant and tailored service offer</p> <p>Explore options/demand for paid for or funded garden maintenance and small repairs services</p>		<p>Customers are better supported to remain living in their home independently</p> <p>Reduced voids/turnaround</p> <p>Increasing levels of tenancy sustainability</p>	<p>31/03/20</p>	<p>AM</p>

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<p>Deprivation indices show – high levels of deprivation</p>	<ul style="list-style-type: none"> <li>• Support 2 school-work placements</li> <li>• Support 1 traineeship/modern apprenticeship post</li> </ul>		<p>Develop and implement employment and training opportunities for local people</p>	<p>31/03/20</p>	<p>AM</p>
<p>ARC results 2019 – 94% of tenants satisfied with the management of the neighbourhood they live in</p>	<p>Final report from Tenant led improvement review group looking at neighbourhood/ estate management issues to be taken forward</p>		<p>Improved service delivery - tenant led scrutiny/ improvements</p>	<p>31/12/19</p>	<p>HM</p>

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Where we are now	Activity/Actions	Outcome this will help us to meet	Target Date	Responsible Officer
<b>Objective 5- Consult and work with our tenants and others to regenerate our communities.</b>				
Phase 1 of community garden project completed in 2018	Develop a new community environmental project - incorporating Community Garden at Burns Square and common areas identified through Estate Management Action Plan	Community encouraged to take positive action to improve their local environment.  Well maintained common areas	31/03/20	AM
Estates Management Policy review completed in 2018  Potential to create environmental improvements to communal land in our ownership	Establish Estates/ Neighbourhood Service Improvement Group agreed Action Plan - to be taken forward in consultation with tenants and residents  Explore potential to create environmental improvements to communal areas within Larkfield	Tenants and residents positively engage in service improvements and take positive action to improve their environment	31/03/20	TM / HM

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<b>Objective 6- Support and Encourage more people to reach their potential.</b>				
Board Packs, (preferred supplier) taken over by Diligent	Complete Board Effectiveness Review and Implement agreed Action Plan for 2019-20  Replacement Board Extranet Site project – agree new approach to take this forward	Meet our statutory requirements and demonstrate effective governance arrangements	31/12/19	AM
Training programme will be agreed following approval of Board Effectiveness Report and recommendations	Implement agreed training plan for Board Members for 2019-20	Effective and supported Board members – succession planning	31/03/20	AM
Succession issues identified at IMP day	Recruitment exercise for new Board members to be carried out	More diverse Board – representation	30/09/19	AM
Silver award in place	Work towards Gold award accreditation – Healthy Working Lives	Support the health and wellbeing of employees	31/12/19	AM
Corporate training and personal development plans due to be updated during end of year reviews	Review opportunities for staff development and training	Supported and effective staff members	30/09/19	AM

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