

Internal Management Plan 2019-2023

Tenant Update

What (Action)	When (Target date)	Complete pending or on-going	How it is monitored
Review of rent and service charge structures to make sure our homes are kept at an affordable level			
Review social rent and service charge setting policy every three years	August 2018 then every 3 years	Complete	An updated policy was submitted to the BoM in October 2019, following consultation with tenants, to take account of changes to the rent structure and rent increase
Review private market rental charges every quarter to make sure mid market rent levels reflect the market	Sept 2018 then every quarter	On-going	We are using City Lets information and the Aberdeen Solicitors Property Centre information to review mid market rental levels in relation to the housing market and changing rents as appropriate.
Study rent and service charge setting policy for mid market properties to make sure a commercial approach is taken for example lower rent levels for smaller homes, higher for good views	March 2019	On-going	Given the dip in the Aberdeen market, rents are being reviewed on a case by case basis as they become vacant.
Make sure key information and services can be accessed by our customers easily and when needed			
Improve 'self-service' access to information and appropriate services during and outwith office opening hours	March 2019	On-going	A working group has been set up to take this forward. Information Communication Technology (ICT) forms part of this and how improvements can be made to give tenants access to their information more easily. This technology will form part of a procurement exercise
Review and improve the range of information publically and easily accessible	March 2019	On-going	The information on our website has been improved to take account of 'Open All Hours' and a list of publications added to comply with Freedom of Information requirements.
Complete an audit of customer access to services to establish the best service delivery models	March 2021	On-going	Although this is not due until March 2021 a review of communication methods with tenants about the housing management system has started and forms part of the Tenant Satisfaction Survey 2019 action plan.
Help our customers to access support and advice services that help them to live independently			
Register the Social Justice Team with the Care Inspectorate, who make sure care services meet the right standards	March 2019	On-going	A pilot is on-going to ensure the requirements of the Care Inspectorate are met. This is being carried out with input from the Care Inspectorate with a 'go-live' date planned for April 2020.
Provide up-to-date, relevant information that is accessible to staff and tenants to say what support and advice is available	Dec 2018	Complete	Completed 2019.
Provide computers at reception points for tenants to access online services	Dec 2018	Complete	Completed 2019.
Show improved service delivery by making sure overall customer satisfaction levels reach, and stay at a high level			
Complete customer satisfaction surveys every three years and action areas for improvement	March 2019 then every 3	Complete	Completed 2019. Action plan in place to deal with areas of dissatisfaction.

	years		
Make sure customer feedback opportunities are increased, using feedback to improve services	On-going	On-going	This forms part of the tenant satisfaction action plan, updates are provided to the Board of Management (BoM) on a quarterly basis.
Set challenging annual performance targets that make sure improvements in service delivery are on-going	March 2019 then every year	On-going	A performance culture group has been set up to embed performance into our everyday work. A company called 'Housemark' is used to compare performance (benchmark) and will assist with this. A report will be submitted to the Senior Management Team in January 2020 and the BoM in February 2020 for implementation from April 2020.
Increase scrutiny (tenants looking into how we provide our services and making suggestions for improvements) activities that focus on areas that are important to customers	March 2019 then every year	On-going	A slightly different approach has been adopted with approval from Tenant Participation Advisory Service (TPAS) following difficulty in recruiting a dedicated scrutiny panel. Individual reviews of specific services will be carried out using a project based approach taking tenant priorities into account, for example a mystery shopping exercise will be carried out to validate the Customer Care Charter requirements; tenants will be involved in reviewing the lettable standard of empty (void) properties; and a timetable of estate walkabouts to gain feedback on neighbourhoods has already commenced.
Benchmark against top four groups performing organisations	June 2019 then every year	On-going	We have agreed a peer group to benchmark against taking into account turn-over and stock. A report is awaited for 2019-2020 (Due November 2019) from Housemark.
Use the new Langstane Personal Development Framework (annual review process) to support and encourage staff to reach their potential and by providing the necessary resources and support			
Make sure each member of staff undertakes a full Personal Development Framework review with one to one meetings four times a year	Every August	On-going	The Personal Development Framework is in place.
Make sure the BoM annual review process feeds into training plan for the following year	Every Dec	On-going	Training was agreed for 2019-2020 and will be annually thereafter.
Make sure all staffing related policies, procedures and plans are up-to-date, meet legal requirements and reflect good practice	April 2019	Complete	The Schedule of Policies is considered regularly by the Senior Management Team (SMT) and where a review is required it is then progressed.
Publicise improved performance to motivate and encourage staff and others associated with the Langstane Group	As appropriate	On-going	A performance framework is being rolled out to staff to embed performance in all aspects of the Association's work. This will be completed by the end of December with a report to the SMT in January and BoM in February for implementation thereafter (See above).
Recruit, develop and retain staff who are skilled, motivated and committed to achieving the Group's Mission, Vision and Values			
Link the Group's Mission, Vision and Values to the recruitment process	Sept 2018	Complete	Action Complete.
Make sure training links to, promotes, and achieves the Group's Mission, Vision and Values	Dec 2018	On-going	The Personal Development Framework will be linked to the Internal Management Plan, Business Plan and targets. Training identified in the 2019-2020 meetings will feed into the budget process for next year.
Annually hold an 'away day' that further moves forward the Vision of the Group	Sept 2019 then every	Complete	BoM away day completed on 20 June 2019 and staff away day completed on the 18 Sept 2019.

	year		
Make sure up-to-date, secure but accessible information is available, within and outwith the office environment, to support people to carry out their role in a professional manner			
Introduce mobile working facilities where appropriate	Annual programme	On-going	Forms part of the ICT working group.
Improve access to relevant, up-to-date information that makes sure informed decision-making takes place	As per ICT strategy	Pending	As well as making improvements to the website, a staff intranet will soon be in place for staff, which will improve communication.
Make sure information is available in an electronic format that promotes data security	June 2018	Complete	New ICT security policy in place.
Build at least 350 new affordable homes within the next five years that meets the current and future needs of our customers			
Agree a funding facility that allows us to deliver the agreed affordable homes programme	Dec 2018	Pending	Our development programme is on hold this year while improvements are made to day to day delivery of services
Work with local authorities to target our new build programme to location, property type and size needed by applicants	April 2021	Pending	Our development programme is on hold this year while improvements are made to day to day delivery of services
Make sure the properties we build meet future housing quality and energy efficiency targets	March 2023	Pending	Our development programme is on hold this year while improvements are made to day to day delivery of services
Make sure Langstane homes are well maintained, safe and secure, and energy efficient			
Make sure targets for the planned maintenance programme upgrades reflect customer requirements	March 2019	Complete	In place and budgeted for 2019-2020. Budget on target for spend by year end
Make sure we are working in line with all legal requirements	On-going	Complete and on-going	Procurement Manual currently in progress to meet the terms of specific procurement legislation. Policies and procedures regularly updated to be in line with new legislation. Internal inspection of accounts (audit) is undertaken to make sure we are working in line with legal, regulation and policy standards.
Reduce the number of tenancy refusals and terminations due to the property related condition or costs	March 2019 then every year	On-going	Refusal reasons are monitored and tenants contacted for further information. Review of the standard we let properties will be considered in conjunction with tenants.
Make sure our homes and commercial properties continue to meet the existing and longer term needs and hopes of our tenants and other customers and make a positive financial contribution to the Association, taking action where this is no longer the case			
Study customer need for property types, sizes, etc.	Dec 2019	On-going	We now operate an in-house waiting list (Apply4Homes) so housing need analysis can be more easily carried out in-house. Aids and Adaptations policy approved by BoM May 2019 to assist with tenancy sustainment.
Study existing stock to make sure schemes remain financially viable, taking action where this is not the case	Aug 2018	Completed and on-	A report was submitted to the board following analysis of stock and how schemes performed. Information is included in the Asset Management

		going	Strategy Update (October 2020)
Use our resources to the best of our ability and compare ourselves against others to make sure good quality services and value for money are delivered and demonstrated			
Get the appropriate recognition to drive forward the organisations improvement plans	March 2019 then every year	On-going	We review performance with Scotland's Housing Network and Housemark benchmarking clubs
Making processes more digital where practical to do so, freeing up resources to deliver more customer focussed services	On-going	On-going	This forms part of the remit for the ICT working group. Working on developing an online app or portal for customers. This will form part of a procurement exercise
Introduce a value for money toolkit to demonstrate a range of services	March 2019	On-going	This will be taken forward with Housemark.
Compare performance against peers (other landlords of similar size & stock)	Annually	On-going	Information has been submitted to Housemark – awaiting annual report
Making sure the governance and financial management of the Group meets a high standard			
Complete Scotland's Housing Network's (SHN) Governance Self Assessment and resulting action plan	End of 2019	Completed	Assurance assessment completed and action plan in place
Provide good quality reports and information to the BoM to allow them to make informed decisions	Dec 2019	On-going	On-going.
Complete an external review of Governance	Dec 2019	Complete	Exercise completed and reported to BoM and Scottish Housing Regulator (SHR).
Advance our key strategies and related action plans to make sure we deliver on agreed priorities			
Introduce a unified but well organised way to track the various actions held within Strategic (document with long term aims) action plans	Sept 2018	In place	In place as part of the recovery action plan. Also to be included when the intranet is introduced (January 2020)
Report key strategy action plan aims every year	On-going	On-going	On-going
Make sure our funding strategies are both realistic and well advised, whilst acknowledging the challenges faced			
Agree assumptions used for financial and corporate planning based on trend information	March 2019 then every year	Complete and on-going	5 / 30 year projections in place. These forecasts tell us about our financial position in the year's to come.
Audit information used for financial and corporate planning to make sure it is trustworthy	March 2019	Complete	New internal auditors appointed following tendering (selecting our services or goods fairly to ensure value for money) process. Previous outstanding audit actions updated and provided to Internal Auditors,
Make sure a Strategic Risk Register is in place at all times, updated four times a year and approved by Audit Committee	Oct 2018 then every quarter	Complete and on-going	Revised Strategic Risk Register has been updated and is reviewed regularly

Make sure an environment of high health and safety standards is maintained			
Complete regular surveys to make sure a culture of safety exists within our organisation	Dec 2018 then every 3 years	Complete and on-going	We work with Safety Scotland to ensure that Health and Safety is a priority. A 'Tool Box Talk' takes place weekly with the Direct Labour staff. We are also now a member of EVH and signed up to Landlord Manual for health and safety. Revised policy agreed May 19 and survey will be completed in near future.
Complete regular health and safety training within a programme of planned training	Dec 2018 then every year	On-going	Human Resources hold the training plan to ensure that on an on-going basis health and safety training is completed. Additional training is identified at Personal Development meetings
Study accidents and incidents to make sure any patterns are dealt with	On-going	On-going	Carried out by the Health and Safety Working Group.
Make sure all Health and Safety related documentation is up-to-date and accessible	March 2019 then every year	Complete	Updated and in place.
Raise the profile of the Langstane Group and its achievements			
Increase publicity of achievements and good news stories through Scottish Federation of Housing Associations (SFHA) and other appropriate publications / media	On-going	On-going	Regular good news stories are presented to the BoM.
Use social media (Facebook) and the Website to promote interaction with tenants and other customers	On-going	On-going	On-going.
Use networking opportunities by increasing attendance at external conferences and meetings	On-going	On-going	Staff and tenants attend good practice sessions that are hosted remotely reduces costs and encouraging networking.
Use our connections, knowledge and experience to contribute to and improve communities			
Staff and BoM members encouraged to assist community groups as much as reasonably practical by sharing knowledge and providing guidance to strengthen community services	On-going	On-going	Chief Executive (CE) and Director of Housing & Social Justice are trustees/directors of various external third sector groups. BoM members participate in a range of other groups, charities, etc. on a voluntary basis.
Increase the number of community groups using the meeting room / training facilities	March 2019	On-going	Use of training area regularly used for third sector training (for example Grampian Women's Aid (GWA))
Make sure that incidents of harassment, hatred, racism or intolerance are fully investigated and if possible, take action against the people responsible	On-going	On-going	Policies have been updated including the equality and diversity policy which was considered by the BoM in July 2019. Unacceptable Actions policy was also updated and was approved by BoM in January 2019. The Harassment Policy will be considered by the BoM in January 2020
Use our purchasing choices to maximise community benefit opportunities			
Maximise the opportunity to add community benefit through	On-going	On-going	Added value is contained within new tenders over a certain value

procurement			
Work in partnership with others to deliver more together, making sure services are delivered where needed and in a cost effective manner			
Jointly procure a money advice service	Sept 2018	Complete	Completed (via SMART)
Jointly tender for services where appropriate to do so	On-going	On-going	Procurement taking place according to policy and timetable. Tenders jointly procured where possible
Increase attendance at external strategic meetings to influence services delivered locally	On-going	On-going	On-going