

Milnbank
HOUSING ASSOCIATION



SUMMARY OF

**SERVICE DELIVERY
STRATEGY
2017/18**

LS/REFS7/NOVEMBER.2017

INTRODUCTION & CONTEXT

This section provides a definition on the range of services Milnbank Housing Association delivers to tenants, owners and other service users. MHA provides details of the 16 Scottish Social Housing Charter Outcomes and how MHA strives to achieve these standards.

RISK MANAGEMENT

This section focuses on managing risk, assessing risk and the scoring system to determine the level of possible risk.

VALUE FOR MONEY

This section details information on Value for Money and Best Value with regards to service delivery

FRONT LINE AND OTHER SERVICE DELIVERY

All employees are charged with providing a service to tenants, owners and other customers either directly or indirectly, however, it is recognised that there are certain key staff whose main task is to be pro-active in delivering the more direct 'front line' aspects of service delivery. This section focuses on what the Association expects and means by efficiency from 'front line' service delivery, including the proposals to deliver this

a) **MHA service delivery**

During the financial year 2016/17, the Association continued to deliver the following services:

- Annual housing visits
- Dealing with anti-social behaviour
- Bulk Uplift
- Building Insurance
- Credit Union
- CCTV System
- Café
- Community Facilities
- Community Alarm Service
- Estates Service
- Factoring Service
- Furniture Recycling
- G.Heat
- Housing Management

- Happy to Translate
- Handyman Service
- Homeless Provision
- Income Maximisation Service
- Neighbourhood Awards
- Subsidised Nursery Places
- Police Scotland Initiative
- Post Allocation Visits
- Payment Facilities
- Repairs & Maintenance Service
- Reception Service
- Rent Scrutiny Group
- Recycling Centre
- Staircleaning Service
- Sports Hub
- Vulnerable Residents
- Window Cleaning Service
- Website

a) **Scottish Social Housing Charter**

This section provides a summary of MHA's performance on service delivery during 2016/17. A comparison is made against the Scottish Average using the SHR Landlord Report and the SHN.

STRATEGY FOR 2017/18

The concluding section of this Strategy focuses on the proposed strategy for the financial year 2017/18 with the emphasis on continuing to provide a first class service delivery to tenants, owners and other customers. In order to achieve this, the following objectives have been detailed. The strategy concludes with a timetable of specific dates to meet the objectives.

MHA's service delivery features in all of our activities. At a strategic level, this includes items like customer care and communication policies, the service delivery strategy etc and, at an operational level, responding to repairs, reactive housing management services etc. Service delivery has, and will continue to be a fundamental aspect of all employees' job roles.

A FULL COPY OF THE SERVICE DELIVERY STRATEGY IS AVAILABLE ON REQUEST, PLEASE CONTACT THE ASSOCIATION'S OFFICE FOR FURTHER DETAILS

SECTION 5

STRATEGY FOR 2018

The concluding section of the report focuses on the proposed strategy for 2018 with the emphasis on continuing to provide a first class service delivery to tenants, owners and other customers. In order to achieve this, the following objectives have been detailed. The strategy concludes with a timetable of specific dates to meet the objectives.

STRATEGIC SERVICE DELIVERY

SERVICE DELIVERY ETHOS - Providing a service to our tenants, owners and other customers is one of the Association's key objectives. Following agreement, through consultation with members at the 2016 AGM, MHA subsequently updated the Business Plan to confirm that the Association will continue to provide services that are beyond what the Association's statutory duties as a landlord are (e.g. bulk uplift, stair cleaning), this also includes continuing to act as a 'community anchor organisation' for our non-core housing activities like community engagement activities, supporting Carbon Footprints Nursery.

MHA will continue with the philosophy of devoting as much of our people resources, at all levels, as possible on front line service delivery. MHA's staff structure is heavily focused to achieve this as, other than the 'back office' staff, 91% of employees deliver a front line service. This figure includes the directorate and line managers who get involved in delivering services through walking around the area, viewing void flats, visiting residents etc. This is further evidenced through the Association's Remuneration Committee monitoring the ratio between the highest and the lowest paid employees.

ANNUAL REPORT – Will be used to showcase our service delivery to our tenants, owners and other customers. It will also, in terms of good governance, feature the Charter 2017/18 findings and be presented to the Management Committee.

MHA Service Delivery Targets & Compliance - A report on MHA's service delivery and complaint targets will be presented to the Management Committee in order that performance can be monitored and reviewed.

Scottish Social Housing Charter - As a governance requirement, the Housing Services and Maintenance Managers will provide quarterly service

delivery reports on the Charter Outcomes to the Services Committee Meetings.

Service Delivery Benchmarking - The SHN information on the above for 2017/18 will be collated and presented to the Management Committee.

Policies - As Estate Management and Dealing with Anti-Social Complaints have key service delivery objectives, both of these policies will be reviewed and monitored as specified in the annual Policy Development & Review Schedule.

FRONT LINE SERVICE DELIVERY

MHA will continue to deliver the variety of services described in the previous section of the report. In terms of proposed changes, the following service reviews will be scheduled in the attached Action Plan.

Front Line Service Delivery – As first impressions of MHA are extremely important, the current welcome from the reception staff will be maintained. MHA will continue to provide an efficient and effective service, the volume of callers to the office, and via the telephone, will be monitored by the Management Team to ensure that sufficient resources are available. In addition, it is planned to introduce a 'touch screen' device (e.g. an ipad) to enable visitors to the reception to answer some questions relating to service delivery as this is more instantaneous than our current paper survey method and potentially will increase the number of responses.

Estates Service Delivery – Following the recent review of the estates service, it is proposed that, from the start of the next financial year, the landscaping, stair cleaning and window cleaning services will be delivered as a Community Janitor Service whereby everyone in the team will be in a position to carry out the estates, stairs and window cleaning tasks. In preparation for this, the current employees within these teams are working through a robust training & development competency programme to ensure that they are fully skilled to undertake this role.

Voids Team – Due to the success of forming a Voids Team last year, it is planned to continue with this until the turnover of empty properties reaches a manageable level. This will be incorporated into the budget as it has proved a more cost effective and efficient way of managing this as the void turnaround period has reduced while, at the same time, maintaining the MHA high standard of finish.

Close Lighting Service – Following investigation into the charges imposed by GCC for maintaining the close lights, it is planned to

review the VFM aspects of this with a view to considering bringing this service in-house from April 2018.

Joint service delivery team working - The monthly Service Delivery meetings, whereby a representative from all front line service delivery functions meet, will continue. As part of MHAs succession planning and managing talent, an increased focus will be placed on developing the emerging leaders to ensure that the Association's service delivery is maintained in future years.

Partnership Working - MHA has SLA Agreements in place with Police Scotland and Community Safety Glasgow. The SLA's will be reviewed prior to the end of the financial year to assess that they remain value for money. Quarterly update reports will continue to be presented to the Services Committee for monitoring purposes.

Annual House Visits – As reported, although not at the expected level, the number of tenants who received an annual visit during the last financial year increased. As these visits provide a valuable opportunity to engage more with our tenants, a positive effort will be made to visit as many tenants as possible each year.

MHA Website - The services provided by MHA will continue to be highlighted on our website. Work was recently completed on a major review of the website in order to re-refresh it, bring it up to date and this will be re-launched shortly.

Bluevale Hall – The Lease Agreement has recently been received from GCC to enable MHA to rent the above facilities. It is planned to locate a range of staff at this office in order to increase the accessibility of the residents who reside in this part of the MHA community.

MHA providing a Care at Home Service - MHA is currently registered as a Housing Support Provider. It is planned to investigate the possibility of providing a Care at Home Service as the Management Committee is of the view that MHA can deliver a much improved Care at Home Service locally than that of current service providers. In light of the on-going discussions with GCC on the Glasgow Homeless Alliance, redefining the current support service may be a possibility. Prior to any changes being considered, a risk assessment and thorough due diligence will be carried out in order to satisfy the committee that MHA can provide an effective and affordable service to those residents who wish to purchase the service and that that this venture is financially viable to the organisation. The situation should become clearer during the next financial year.

Fire Safety – Work will continue on MHA promoting and raising awareness of fire safety in the home and the common areas. The previously approved Action Plan will be monitored to ensure it is implemented.

Policy Reviews – As the Dealing with Anti-Social Behaviour and the Estate Management policies have not been reviewed for some time, they will be scheduled into the 2018 Policy Development & Review Schedule for early next year.

Allocations Scrutiny Group – In light of further guidance being received on the allocations part of the Housing (Scotland) Act 2014, the Allocations Scrutiny Group will be re-formed in order to look at the requirements and how they impact on MHA.

Measuring Satisfaction Levels – It is important that MHA are aware of resident's views on the range of services that the Association provides. In order to do this service satisfaction surveys and scrutiny groups will continue. All feedback collated will be disseminated to the Management Committee and residents on a regular basis.

SECTION 6

TIMETABLE OF OBJECTIVES

OBJECTIVE	LEAD OFFICER	SCHEDULED COMPLETION DATE
Ensure monthly service delivery meetings are held	Depute HS Manager	October 2017
Provide the Services Committee with quarterly updates on the Police Initiative	Housing Services Manager	October 2017
Provide the Services Committee with a report on the Housing Charter targets	Maintenance Manager Housing Services Manager	November 2017
Ensure monthly service delivery meetings are held	Depute HS Manager	November 2017
Provide Mgt Ctmm with an update report on MHA satisfaction surveys	Depute Director	November 2017
Update Comm. on Glasgow Homeless Alliance Service	Housing Manager	November 2017
Launch re-vamped MHA website	IT Co-ordinator	December 2017
Ensure Fire Safety Action Plan has been implemented	Depute Director	January 2018
Ensure monthly service delivery meetings are held	Depute HS Manager	January 2018
Re-form the Allocations Scrutiny Group to review aspects of the Housing (Scotland) Act 2014	Housing Services Manager	January 2018
Review Dealing with Anti-social Behaviour Policy	Depute HS Manager	January 2018
Review Dealing with Estate Management Policy	Depute HS Manager	January 2018
Update Comm. on Glasgow Homeless Alliance Service	Housing Manager	January 2018
Implement ipad in reception for MHA residents	IT Co-ordinator	February 2018
Provide the Services Committee with quarterly updates on the Police Initiative	Housing Services Manager	February 2018
Ensure monthly service delivery meetings are held	Depute HS Manager	February 2018
Provide the Services Committee with a report on the Housing Charter targets	Maintenance Manager Housing Services Manager	February 2018
Update Comm. on Glasgow Homeless Alliance Service	Housing Manager	February 2018
Have Bluevale Hall operational	Management Team	March 2018
Review SLA for Police & CSG for VFM prior to budget	Housing Services Manager	March 2018
Ensure monthly service delivery meetings are held	Depute HS Manager	March 2018
Increase number of Annual House Visits conducted	Depute HS Manager	March 2018
Update Comm. on Glasgow Homeless Alliance Service	Housing Manager	March 2018
Provide Mgt Ctmm with an update report on MHA satisfaction surveys	Depute Director	April 2018
Provide Mgt Ctmm with an update report on MHA's service delivery & compliance targets 2017/18	Depute Director	April 2018
Update Comm. on Glasgow Homeless Alliance Service	Housing Manager	April 2018
Implement the Community Janitor Service	Director	April 2018
Decide on bringing close lighting service in-house	Director	April 2018
Ensure monthly service delivery meetings are held	Depute HS Manager	April 2018

Ensure monthly service delivery meetings are held	Depute HS Manager	May 2018
Provide the Services Committee with a report on the Housing Charter targets	Maintenance Manager Housing Services Manager	May 2018
Provide the Services Committee with quarterly updates on the Police Initiative	Housing Services Manager	May 2018
Ensure monthly service delivery meetings are held	Depute HS Manager	June 2018
Provide Mgt Ctmm with SHR Report on MHA's performance on the Scottish Social Housing Charter	Depute Director	June 2018
Ensure monthly service delivery meetings are held	Depute HS Manager	August 2018
Provide Mgt Ctmm with the SHN Report for 2017/18	Compliance Co-ordinator	August 2018
Select winners of Good Close, Garden & Backcourt Awards for 2018	Depute HS Manager	August 2018
Provide Mgt Ctmm with an update report on MHA satisfaction surveys	Depute Director	August 2018
Provide the Services Committee with a report on the Housing Charter targets	Maintenance Manager Housing Services Manager	August 2018
Ensure monthly service delivery meetings are held	Depute HS Manager	September 2018
Provide the Services Committee with quarterly updates on the Police Initiative	Housing Services Manager	September 2018
Ensure monthly service delivery meetings are held	Depute HS Manager	October 2018
Provide residents with an Annual Report on MHA's performance on the Housing Charter	Depute Director	October 2018