

SERVICE DELIVERY STRATEGY 2022

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SECTION 1

INTRODUCTION & CONTEXT

a) AIM OF SERVICE DELIVERY

As a Community Controlled Housing Association that has been operating in a designated area of Dennistoun for over 40 years, an effective and efficient service provision to tenants, owners and other customers is paramount. As an organisation, the Association's philosophy is to ensure that as much of MHA's resources as possible is spent on delivering front line direct services to tenants, owners and other customers. Our service delivery is continually monitored and reported to the Management Committee and MHA residents. The Association believes that providing services means being far more proactive when it comes to dealing with housing management and maintenance issues. An emphasis is placed on as many staff as possible providing direct services.

Service delivery is at the heart of what we do. The Association's Mission Statement is as follows:

The purpose of Milnbank Housing Association is to meet housing and related needs within our community and provide our tenants and other customers with an excellent service.

In view of this, the Association's Service Delivery Strategy aims to:

- Clearly set out the continuous service provision that MHA aims to provide. This includes the methodology and identifying the necessary resources to deliver all services.
- Provide a mechanism for the Management Committee to monitor and evaluate the service delivery.
- Provide guidance for staff to implement an effective and efficient service delivery to residents.

b) CUSTOMER SERVICE DELIVERY

All employees are charged with providing a service to tenants, owners and other customers either directly or indirectly. It is recognised that there are key staff whose main objective is to be pro-active in delivering the more direct 'front line' aspects of service delivery (e.g. estate management, repairs and maintenance, supported accommodation, reception, community engagement, wider action and factoring services). The 'front line' services are supported by MHA 'back office' activities including HR, finance, governance, IT and compliance.

Feedback from MHA tenants continually demonstrates that there is a high level of satisfaction for the services we provide. For 2020/21, the overall satisfaction rate was 93.8% which was higher than the Scottish Average of 89%.

c) THE SCOTTISH SOCIAL HOUSING CHARTER

The Scottish Social Housing Charter was introduced under the Housing (Scotland) Act 2010 and it aims to improve the quality and value of the services that Housing Associations provide, and supports the Scottish Government's long-term aim of creating a safer and stronger Scotland.

The Charter contains 15 outcomes, 14 of which are applicable to MHA which relate to the service provision which tenants, owners and other customers should expect from their landlord. These standards focus on the following:

- *Equalities*
- *Communication*
- *Participation*
- *Quality of Housing*
- *Repairs, Maintenance & Improvements*
- *Estate Management, Anti-Social Behaviour, Neighbour Nuisance & Tenancy Disputes*
- *Housing Options*
- *Access to Social Housing*
- *Tenancy Sustainment*
- *Value for Money*
- *Rents & Service Charges*

Tenants receive information on how rent and other money is spent, including details of any individual items of expenditure above thresholds agreed between landlords and tenants.

SECTION 2

RISK MANAGEMENT

1. **MANAGING RISK**

As part of the Association’s effective governance, a Risk Management Strategy is in place. The aim of managing risk in any business is to ensure that significant risks are known and monitored and to enable informed decisions and timely action to be taken. It also assists with forward and strategic planning and ensures that the organisational aims and objectives are achieved more successfully.

In order to successfully manage risks, MHA has developed a framework with four basic strategies that are applied to managing risks. The strategies are:

- 1) Managing financial risks
- 2) Avoiding activity giving rise to a risk
- 3) Managing risk through a structured process
- 4) Assessing a risk that cannot be avoided

2. **ASSESSING RISK**

MHA’s risk management process is aimed primarily at preventing major risks impacting on the organisation. Individual risk management assessments are carried out, using a Heat Map scoring system, in order to assess the risks associated with all activities. The outcomes are subsequently incorporated into a Risk Register which is updated annually.

3. **HEAT MAP SCORING SYSTEM**

The scoring system has categories for both Impact and Likelihood and introduces a scoring system to determine the level of possible risk. The undernoted Heat Map has been applied to the known risks associated with the range of services MHA provides.

Impact	Extreme/catastrophic 5	10	15	20	25	30
	Major 4	8	12	16	20	24
	Moderate 3	6	9	12	15	18
	Minor 2	4	6	8	10	12
	Insignificant 1	2	3	4	5	6
		1 Remote	2 Unlikely	3 Possible	4 Probable	5 Highly Probable
Likelihood						

SUPPORTED ACCOMMODATION SERVICE - Cuts to or loss of funding for MHA supported accommodation, as a result of changes to GCC/HSCP policy and funding criteria (Inherent risk 24/Residual 20)

VULNERABLE SERVICE - Harm experienced by vulnerable people using MHA services or facilities (Inherent Risk 20/Residual 16)

COVID - Failure to ensure business continuity in the event of Covid-19 emergency (Inherent risk 30/ residual risk 25)

IMO SERVICE - Demand for MHA's Income Maximisation Service increases sharply as more tenants move to Universal Credit (Inherent risk 24/Residual risk 20)

POOR ASSET MAGEMENT & STANDARDS/EXPECTATIONS – Property and/or environmental standards fall below MHA's standards and resident expectations. (Inherent risk 20/Residual risk 16)

The remaining service delivery linked risks score 12 or less:

CFN – ceases to be financially viable EG. As a result of unexpected reductions in income (Inherent risk 20/Residual risk 12)

Provision of community services – MHA role in community services becomes unaffordable or exposes MHA to unacceptable levels of risk (Inherent risk 16/Residual risk 12)

Volunteers - Local people stop volunteering (Inherent risk 16/Residual risk 12)

SECTION 3

VALUE FOR MONEY & BEST VALUE

It is essential that MHA continues to develop a framework to ensure the organisation's guiding principles are adhered to and that strategic and operational objectives are achieved. MHA has adopted the Audit Scotland toolkit for developing MHA's Value for Money (VFM) and Best Value (BV). The terms VFM and BV can often be confused and it is proposed that the intended strategy is developed using the following definitions:

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Value for Money – is a utility derived from every purchase or every sum of money spent. VFM is based, not only on the minimum purchase price (economy), but also on the maximum efficiency and effectiveness of the purchase. In terms of service delivery, current VFM examples include:

- Extensive range of services delivered to tenants for the rent charges
- Extensive range of services delivered to owners for the factoring fee
- Community hall hire & range of wider action activities
- Private Window Cleaning Service
- MHA hosting services (e.g. Credit Union)
- Building insurance premium

Best Value - is the trade-off between price and performance that provides the greatest benefit under specified criteria. In terms of service delivery, current BV examples include:

- Community café
- The Welfare Fund
- CFN Out of School Care
- Private repairs available charged at MHA hourly rate
- GCC Missing Share Scheme
- 24 hours emergency line repairs & supported accommodation
- Service Level Agreements with other agencies (e.g. Police Scotland)

The above examples are explained in greater detail in Section 4 of the Strategy.

SECTION 4

SERVICE DELIVERY OUTCOMES FOR 2020/21

a) MILNBANK HA SERVICE DELIVERY

During the financial year 2020/21, MHA continued to deliver the following services:

<u>BULK UPLIFT</u>	Although it involves financial and resource costs to MHA, this is a valuable service as it keeps the streets and backcourts free from bulk items. A total of 314 tonnes of bulk was uplifted during the financial year.
<u>BUILDINGS INSURANCE</u>	Through MHA negotiations, the owners benefit from a much reduced building insurance premium.
<u>BLUEVALE HALL</u>	The Bluevale Hall has quickly become a valuable resource to engage with local residents. Unfortunately, service was disrupted during COVID lockdowns but the hall was reopened as soon as possible. IMOs are based there on agreed days and it's hoped to have a housing services officer based there full time in the New Year.
<u>CREDIT UNION</u>	MHA hosts, and assists, with the Haghill/Dennistoun Credit Union which approximately 100 MHA residents are members of.
<u>CCTV SYSTEM</u>	MHA has fixed CCTV throughout the area and looking at ways to use this more as a housing management tool going forward with pilots being discussed
<u>CAFE</u>	The café is an excellent facility for providing reasonably priced food and encouraging social interaction. Regular feedback demonstrates that this is a popular service. It provided a take away service during the pandemic when rules were relaxed following lockdown. The last survey demonstrated a
<u>COMMUNITY FACILITIES</u>	These facilities were closed for the financial year and unable to be open due to COVID restrictions.
<u>COMMUNITY ALARM SERVICE</u>	Despite a reconfiguration of the funding, this service continued for the tenants who currently have an alarm. There are currently 16 tenants who use this service.
<u>ESTATES SERVICE</u>	This is currently going through a VFM exercise but generally remain high, however there have been increased complaints and this is being closely monitored and is part of the review of the service.
<u>FACTORING SERVICE</u>	MPS continues to develop and they currently manage over 1,324 properties within the Dennistoun area.
<u>FURNITURE RECYCLING</u>	Due to COVID restrictions this service was suspended but MHA still assisted whenever it could.

	27 residents were assisted with items to allow them to maintain their tenancy and move in.
<u>FIRE SAFETY</u>	The action plan for the Fire Safety Strategy remains a working document for the staff continue to raise awareness of fire safety in the home and the common areas.
<u>HOUSING SERVICES TEAM</u>	The HSO's are task focused in order to on maximise the service delivery. This includes dedicated Officers visiting residents at home in order to cover a range of tenancy issues like rent, neighbour complaints, estate management concerns etc. The other half of the team focus on managing rents. The service is under review with a new structure proposed and changes to processes being implemented.
<u>HANDYMAN SERVICE</u>	The Handyman Service continues to be promoted. During the last financial year, 145 jobs were carried out under this service.
<u>HOMELESS PROVISION</u>	MHA's housing support units at Walpole and Circus Drive provide a service to assist GCC in housing homeless women.
<u>INCOME MAXIMISATION SERVICE</u>	A total of 666 referrals were made to this service during the year which generated £1,320,428 for MHA residents.
<u>SUBSIDISED NURSERY PLACES</u>	CFN make a provision for up to 3% of the annual turnover to assist local people to sustain their nursery place. Since this was introduced, 14 parents have received a subsidy
<u>POLICE SCOTLAND INITIATIVE</u>	This successful Partnership continues to deliver the key objectives of the project. Sharing information and local intelligence, along with joint house visits has helped improve the way cases are being resolved. Additional dedicated Police officers are working with staff to tackle a variety of issues, like anti-social behavior and dog fouling.
<u>POST ALLOCATION VISITS</u>	All new tenants should receive a PAV within 28 days of being allocated a tenancy.
<u>PAYMENT FACILITIES</u>	Direct Debit, on-line, debit/credit card and paying cash at the office are available to MHA residents.
<u>REPAIRS & MAINTENANCE SERVICE</u>	3158 day to day repairs were carried out, the amount was much lower than previous years due to COVID restrictions only allowing emergency repairs.
<u>RECEPTION SERVICE</u>	A Customer Charter is in place for visitors to the office. During the year, 70,609 incoming calls were received; this averages 5,884 per month. Incoming telephone calls are answered within 1.4 rings and passed on within 2.2 rings.
<u>RECYCLING CENTRE</u>	This excellent service is facilitated by local volunteers and provides an annual income of around £6,500.

<u>SCRUTINY GROUPS</u>	The Rent & Allocations Scrutiny Groups continue to provide an effective method of consulting with tenants and providing feedback to the Management Committee. These were brought to a halt due to COVID restrictions throughout last year.
<u>STAIR CLEANING SERVICE</u>	Although not a statutory tenancy requirement, MHA provides a stair cleaning service to all the common closes in the area. The satisfaction surveys demonstrate that, on the whole, residents are satisfied with this service.
<u>SPORTS HUB</u>	A range of sports related services are provided at the Sports Hub during the summer months.
<u>SERVICE DELIVERY TEAM WORKING</u>	Due to the Service Delivery Meetings with the emerging leaders not fully achieving their remit, they no longer take place in this format.
<u>VULNERABLE RESIDENTS</u>	MHA supporting a wide range of residents, especially those who are more vulnerable, operating from Culloden Street office, continues to be a really popular and invaluable service. Full details of this are detailed in the Vulnerable Strategy.
<u>WINDOW CLEANING SERVICE (PRIVATE)</u>	The provision of a private window service to individual flats continues to be very successful. There are currently 448 residents using this service and it has a consistently high satisfaction rate.
<u>WEBSITE</u>	The services provided by MHA will continue to be highlighted on our website. During the year it was updated to reflect GDPR requirements.

b) MONITORING SERVICE DELIVERY

THE SCOTTISH SOCIAL HOUSING CHARTER - The following table provides a summary of MHA's performance on service delivery during 2020/21. A comparison is made against the Scottish Average using the SHR Landlord Report and comparison with other housing providers through SHN.

SECTION 1, 2 & 3: EQUALITIES, COMMUNICATION & PARTICIPATION

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Overall satisfaction level of service provided	93.9%	89.0%	88.6%
Satisfaction level of keeping tenants informed about services and decisions	95.7%	91.7%	92.02%
Satisfaction level of providing tenants with opportunities to participate in decision making processes	97.2%	86.6%	86.76

SECTION 4 & 5: QUALITY OF HOUSING & REPAIRS, MAINTENANCE & IMPROVEMENT

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Satisfaction level of the quality of home	94%	90.12	86.04
Response time to emergency repairs	2.8 hrs average	4.2 hrs avg.	3.81%
Responses to non-emergency repairs	3.8 days avg.	6.7 days avg.	7.01 days
Non-emergency repairs completed right first time	92.7%	91.5%	86.33%
% of housing stock meeting the SHQS	66%	91.4%	88.86
Gas safety checks completed	92.45%		

SECTION 6: ESTATE MANAGEMENT, ANTI-SOCIAL BEHAVIOUR, NEIGHBOUR NUISANCE & TENANCY DISPUTES

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Satisfaction level on the management of the neighbourhood	95.38%	87.8%	85.80%
% of anti-social behaviour cases resolved within targets	96.15%	87.9%	87.37%

SECTION 7, 8, 9, 10 & 11: HOUSING OPTIONS, ACCESS TO HOUSING & TENANCY SUSTAINMENT

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Satisfaction level on the standard of homes provided to new tenants	94%	90.8%	87.03%
% of rent not collected due to voids	1.57%	1.4%	1.18%
Average re-let times	81.67 days	53.6 days	49 days

SECTION 12,13 & 14: VALUE FOR MONEY & RENTS/ SERVICE CHARGES

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Satisfaction levels on the factoring service provided	94.62%	67%	64.22
Average rent charges for 2017/18			
1 apartment	£53.53	£73.61	-
2 apartment	£60.87	£79.48	
3 apartment	£68.91	£82.60	
4 apartment	£79.58	£89.81	
5 apartment	£83.92	£99.97	
Total rent collected	97.93%	99.1%	99.1%
Satisfaction levels when taking account of the service, the rent charge represent good VFM	96.75%	83.2%	81.68%

RESIDENT SATISFACTION SURVEYS –During the year a total of 9 surveys, involving 1598 residents were conducted. The overall satisfaction rate with 94.3% across all the services surveyed.

KEY PERFORMANCE INDICATORS (KPIs) 2020/21 – WORK PLANS

274 KPI’s were set and 232 have been met = 85% achieved

KPI’s per Work Plan	Set	Achieved	% Achieved
Asset Management	45	39	87%
Housing Services	37	27	73%
Governance	34	34	100%
Compliance	33	27	82%
MCE	30	30	100%
Finance	26	24	92%
Corporate Services	26	18	69%
MPS	18	16	89%
HR	15	11	73%
Estates	10	6	60%
TOTAL	274	232	85%

KPI’s per Line Manager	Set	Achieved	% Achieved
Directorate	62	58	94%
Asset Manager	44	38	86%
Depute HR Manager ⁽¹⁾	34	28	82%
Data Protection Officer	31	25	81%
Housing Services Manager	28	23	82%
Finance ⁽²⁾	26	24	92%
Corporate Services Manager	22	15	68%
Property Manager	14	11	79%
CFN Manager	8	7	88%
Estates ⁽³⁾	5	3	60%
TOTAL	274	232	85%

(1) = Line management covers HR, MCE & Community Engagement

(2) = Line managed by Directorate from April-December 2020

(Note: allowances have been made for Covid and the new computer system KPI’s)

SECTION 5

STRATEGY FOR 2021/22 & 2022/23

The concluding section of the report focuses on the proposed strategy for the remainder of 2021/22 and 2022/23 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. There is no KPI timetable for 2022 as the narratives described in Section 5 of the Strategy are already scheduled into a range of strategies and plans throughout the financial year.

STRATEGIC SERVICE DELIVERY

SERVICE DELIVERY ETHOS - Providing a service to our tenants, owners and other customers is one of MHA's key objectives. Following a review of our Business Plan, we are committed to "Building back Better". MHA's updated Business Plan confirms that the Association will continue to provide services that are beyond what MHA'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, more than 90% 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 MHA's Remuneration Committee monitoring the ratio between the highest and the lowest paid employees. The introduction of a new system, HomeMaster should allow staff resource time to be less taken up by admin task and be able to provide a visible presence in the community.

The Tenants Satisfaction Survey April 2020 asked the questions "Do you agree that MHA should continue to deliver non-housing activities and do you agree that these services represent value for money?" Tenant responded with 98.8% overwhelmingly in favour of these non-housing activities continuing with 94.1% stating that these activities were value for money.

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 findings and be presented to the Management Committee.

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

Scottish Social Housing Charter - As a governance requirement, the Housing Services and Asset Managers will provide bi-monthly service delivery reports on the Charter Outcomes to the Services Committee Meetings.

Service Delivery Benchmarking - The SHN information on the above is collated and presented to the Management Committee annually.

Policies/Strategies – As Estate Management and Dealing with Anti-Social Complaints have key service delivery objectives, both of these policies will be monitored to ensure their effectiveness. The Fire Safety Strategy will be reviewed to ensure that it remains fit for purpose.

FRONT LINE SERVICE DELIVERY

MHA will continue to deliver the variety of services described in the previous section of the report.

Front Line Service Delivery – As first impressions of MHA are extremely important, the current warm 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. HomeMaster allows us to use different ways to communicate with tenants and a dedicated Tenant Portal is to be set up for the new year. HomeMaster also allows for new ways to survey tenants and collate the results in formats easily reported to the Management Committee and staff.

Estates Service Delivery – The estates service will continue to be monitored on an on-going basis. The on-going review of the working practices and looking to see if we can integrate Homemaster into monitoring performance.

Voids Team – Work will continue to decrease the total time allocated to turning empty properties around whilst maintaining a high void standard.

Close Lighting Service – Following investigation into the charges imposed by GCC for maintaining the close lights, the Asset Manager will be asked to review the VFM aspects of this with a view to considering bringing this service in-house during the financial year of 2022/23.

Partnership Working - MHA has SLA Agreement in place with Police Scotland to provide more dedicated patrols and overtime in our areas.

Annual House Visits – As reported earlier, it should be noted that MHA will still use home visits as a means of engaging with tenants. The possibility of using Home Master to plan and monitor these visits and their outcomes is being explored to ensure that no household is missed.

MHA Website - The services provided by MHA will continue to be highlighted, and kept updated, on our website. Work will continue to ensure that MHA is fully compliant with the requirements of Freedom of Information.

MHA providing a Care at Home Service – Work will continue with GCC on MHA Supported Accommodation function receiving funding, which is independent of being a member of the Glasgow Homeless Alliance Group, to deliver a Care at Home Service. The Management Committee will receive monthly updates until a decision has been made.

Allocations Scrutiny Group – In light of the completion of the Housing (Scotland) Act 2014, and to reflect MHA current practice, the Allocations Scrutiny Group will examine the requirements of the Act 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 MHA provides. In order to do this service satisfaction surveys, consultation and scrutiny groups will continue. All feedback collated will be disseminated to the Management Committee and residents on a regular basis.

Community Profile – As part of the Governance Action Plan work, a community profile will be developed in support of MHA's Equality & Diversity Policy. The information gathered will assist MHA to ensure that our services are available to all residents.