

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

Objective 1 – Provide well maintained and valued homes that are adaptable as people’s needs change				
Where we are we now	Activity/Actions	Outcome this will help us achieve	Target Date	Responsible Officer
<p>94% SHQS achieved (with 6% of stock “sitting in abeyance”)</p> <p>EESSH 1 - passed first milestone compliance date on 31 Dec 20.</p>	<p>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. Review EESSH requirements/certification to ensure compliance.</p>	<p>96% stock compliant with SHQS & EESSH requirements</p>	<p>31/03/23</p>	<p>TM</p>
<p>Introduction of EESSH 2 requires further review of compliance and investment required in energy efficiency measures across our stock.</p>	<p>HEEPS/SEEPS funding – optimise opportunities in partnership with local authority to carry out energy efficiency improvements across stock, including Atholl steel blocks.</p> <p>Assess current compliance and investment requirements across stock to meet EESSH 2 standard.</p>	<p>Asset plan reflects stock compliance by milestone target date of 2032.</p>	<p>31/03/23</p>	<p>TM</p>

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Housing to 2040 & Scottish Govt's Heat in Building consultation documents published in 2021	Review our VFM approach developed around sustainability, renewals & carbon reduction	Reduction in our use of carbon across the organisation	31/03/22	AM/TM
Successful funding application through Energy Redress Scheme – project delivery procured via Cloch HA- contract awarded to the Wise Group	Deliver our Energy Activators Project (in partnership with OHA & CHA) through our Energy Activator officers and development of community Energy cafes. Project providing energy advice and support to Larkfield tenants experiencing fuel poverty issues.	Reduction in number of customers experiencing fuel poverty	31/03/22	AM
30-year planned maintenance programme – annual update approved by Larkfield Management Committee. 20% independent stock condition survey in 2018.	Update 30-year financial projections; planned maintenance works Implement agreed planned maintenance investment programme for 2021/22. Take part in WHHA pilot & implement new asset management system for Larkfield stock.	Our homes are well maintained, efficient to heat and our plans take account of tenant priorities. Our homes are in high demand and sustainable over the longer term	31/03/22	TM
Received allocation of £20,000 for 2020/21. ICIL experiencing backlog in referral visits as a result of the pandemic and lock-down restrictions during the year.	Secure additional Stage 3 adaptation budget allocation from Scottish Govt for 2021/22.	No outstanding adaptation requests and reduce average time to complete adaptations <30 days.	30/06/21	AM

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<p>LHA representation on HSCP Housing Partnership Group, remit includes implementation of action plan from HSCP's Housing Contribution Statement</p>	<p>Assist in a review of Inverclyde's Adaptations services and funding streams, undertaking gap analysis including match with what is available</p> <p>Allocation of wheelchair accessible housing – within new Ravenscraig development.</p>	<p>Provision of suitable and accessible housing for an increasingly older population</p> <p>Maintain/improve tenancy sustainment levels</p>	<p>31/03/22</p>	<p>AM</p>
<p>LHA provides a Buyback Scheme for owner occupiers in financial difficulties</p>	<p>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 and HSCP through an "Acquisitions and Refurbishment Strategy" for Inverclyde.</p>	<p>Enhanced investment to properties in mixed tenure blocks & support sustainable tenancies. Enhances provision of specialist housing to meet local demographic needs.</p>	<p>31/03/22</p>	<p>AM</p>

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<p>People more closely aligned to their home, external space and the neighbourhood where they live</p>	<p>Carry out a feasibility study exploring potential of providing a proactive approach through the appointment of a handy/estates person.</p> <p>Review use of existing resources/structure in order to provide a pro-active approach to estate management issues and problematic issues around litter, close issues and fly-tipping.</p>	<p>Well maintained homes and neighbourhood</p> <p>Tenants and residents' value the areas where are houses are</p>	<p>30/09/21</p>	<p>AM/TM</p>
<p>Priority issue for tenants – fed-back through rent increase consultation process</p>	<p>Explore potential to provide a free grass cutting service for older and disabled tenants</p> <p>Review the needs of our older customers to develop a more tailored service offer</p>	<p>Well maintained homes and neighbourhood Support tenancy</p> <p>Customers are better supported to remain living in their home independently</p> <p>Reduced voids/turnaround sustainment</p>	<p>30/06/21</p>	<p>LG</p>

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Objective 2- Improve access to affordable and sustainable housing within our communities				
where we are now	Activity/Actions	Objective this will help us meet	Target Date	Responsible Officer
Link development on site - former Ravenscraig hospital, Greenock. Due completion dates - 2021/22 & 2022/23	Larkfield – manage handovers for new Ravenscraig development and consultation with applicants/community. Allocations - through ICHR and ICIL community referrals for wheelchair accessible properties.	Improve range of housing & accessible housing options for local communities Successful allocation of Ravenscraig development	31/03/22	AM
Housing Partnership Group remit – agree & implement Housing First model for homelessness and RRTP; addressing unmet specialist housing need across Inverclyde.	Housing First Working Group RRTP Steering Group Review of Section 5 Protocol Contribute to review of data and update need and demand analysis to inform future provision	Housing First model implemented across the RSLs. Revised Section 5 Protocol in place Better meet the needs of homeless households across Inverclyde	31/03/22	HM
Roll out of full UC digital service implemented in Nov 2016. 25% tenants in receipt of UC	Continue to inform customers of changes and potential impact on them. Increase personal contact and sign-posting services.	Seek to minimise the impact of welfare reform on our customers and rental income	31/03/22	HM

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<p>Larkfield match funding - wider role budget</p>	<p>Secure funding for existing tenancy support services into the new financial year</p> <p>Ensure tenants have continued access to financial and digital support services into the new financial year</p>	<p>Seek to minimise the impact of welfare reform on our customers and rental income</p>	<p>31/03/22</p>	<p>AM</p>
<p>3.68% turnover of stock (2020/21)</p>	<p>Increase awareness and take up of tenancy support services; explore tenancy support needs and capacity for expansion/ review of service offer</p>	<p>Every tenant who requires support is provided with it – increasing tenancy sustainment levels</p>	<p>31/03/22</p>	<p>HM</p>
<p>Financial Fitness Service – current provider re financial and benefits advice and support service</p>	<p>Continue to engage with partners - Inverclyde Financial Inclusion Partnership - taking forward joint actions from agreed Financial Inclusion Strategy for Inverclyde</p>	<p>Tenants have improved access to affordable credit and other financial services</p> <p>Reduced levels of arrears and bad debts</p>	<p>31/03/22</p>	<p>HM</p>

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Objective 3- Seek continuous improvement and deliver service excellence.				
Where we are now	Activity/Actions	Outcome this will help us meet	Target Date	Responsible Officer
ARC results 2019 – Overall satisfaction in service provision 94.5%	Carry out new Tenant Satisfaction Survey TSS (60%) during 2021 for use in 2021/22 ARC submission.	Improve our understanding of tenant priorities and establish what tenants and other customers want from their “housing service”	31/12/21	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	<p>Promote greater awareness of digital services and access to on-line services including “My Larkfield” tenant app.</p> <p>Develop existing digital platform for tenants and other customers, through e.g. customer portal and use of text and e-mail messaging services.</p> <p>Promote electronic forms of communication e.g. tenant newsletter</p>	<p>Tenants and customers are given choice in how they access services and access to services is easy for tenants.</p> <p>Tenants are provided with information in their preferred format</p> <ul style="list-style-type: none"> ➤ at least 90% of new tenants signed up to tenant app ➤ increase the use of “My Larkfield” from 23% to 40%. 	31/03/22	HM

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<p>ICT Strategy/Framework mobile working app for staff to use - housing, stock condition and estates modules rolled out to staff. Limited use during the pandemic.</p>	<p>Promote the use of existing Aareon mobile working application and modules for housing, stock condition and estates use.</p>	<p>More efficient way of working and more accurate data on site</p>	<p>31/03/22</p>	<p>HM/TM</p>
<p>Duplication across the group</p> <p>Joint Policy Reviews. New automated arrears process, mobile working app and tenancy app implemented across the group.</p>	<p>“Housing with Heart” strategy to be agreed and implemented across the group. Explore scope for alternative service delivery models based on collaboration to develop overall improved service delivery</p> <p>Continue to harmonise core housing management policies</p> <p>Review how we deliver services against costs, value for money, satisfaction levels, current provision etc</p>	<p>New “Housing with Heart” Strategy finalised and implementation of year 1 of the action plan.</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>31/03/23</p>	<p>AM</p>
<p>Link Services Review carried out in 2019. Revised intra-group partnership agreements in place</p>	<p>Work with Link to review strategic business planning process and constitutional arrangements for Larkfield.</p>	<p>Link Services Review exercise carried out – taking account of Larkfield’s objectives.</p>	<p>31/03/22</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>31/03/22</p>	<p>AM</p>
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Objective 4- Work in partnership with our tenants and stakeholders to help our communities grow and thrive.

Where we are now	Activity/Actions	Objective this will help us meet	Target Date	Responsible Officer
<p>Estates Management Policy review completed in 2018</p>	<p>Develop a new community environmental project in partnership with local stakeholders - incorporating Community Garden at Burns Square and common areas identified through Estate Management Action Plan</p>	<p>Community encouraged to take positive action to improve their local environment.</p> <p>Well maintained common areas</p>	<p>31/03/22</p>	<p>AM</p>
<p>Potential to create environmental improvements to</p>	<p>Establish Estates/ Neighbourhood Service Improvement Group & Action Plan - to be taken forward in consultation with tenants and residents</p>	<p>Tenants and residents positively engage in service improvements and take</p>	<p>31/03/22</p>	<p>TM/HM</p>

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communal land in our ownership	Explore potential to create environmental improvements to communal areas within Larkfield	positive action to improve their environment		
Deprivation indices show – high levels of deprivation across areas where are houses are	<ul style="list-style-type: none"> • Support 1 school-work placement • Support 2 additional traineeship/modern apprenticeship posts 	Create local employment and training opportunities for young people within our local communities	31/03/222	AM
ARC results 2019 – 94% of tenants satisfied with the management of the neighbourhood they live in	<p>Final report from Tenant led improvement review group looking at neighbourhood/ estate management issues to be taken forward</p> <ul style="list-style-type: none"> • Litter – establish a voluntary community litter group • Use of communal areas • Fly-tipping • Unkempt gardens/tenancy management issues • Communal closes 	<p>Improved service delivery - tenant led scrutiny/ Improvements</p> <p>Tenants and residents’ value the areas where are houses are</p>	31/12/21	HM/TM

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Objective 5- Support and encourage more people to reach their potential				
Replacement Board extranet site – agreed new approach to take this forward.	Implement new Board Extranet Site “Decision Time” and training by agreed timescale.	Meet our statutory requirements and demonstrate effective governance arrangements	31/07/21	AM
Procured e-learning training package for Board members.	Carry out Board effectiveness self-assessment exercise and Implement agreed training plan for Board Members for 2021	Effective and supported Board members – succession planning	31/03/22	AM
Succession issues identified at IMP day (2020)	Recruitment exercise for new Board members to be carried out	More diverse Board – representation	30/06/21	AM
Silver award in place	Work towards Gold award accreditation – Healthy Working Lives	Support the health and wellbeing of employees	31/12/21	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	30/09/21	AM
Link values promoted across the group	Promote & implement new professional housing standards across the organisation.	A can -do culture with skilled and caring staff.	31/03/22	AM