

December 2006

Internal Management Plan



1976 – 2006

**SHETTLESTON
HOUSING
ASSOCIATION**



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for over
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Internal Management Plan

Summary for Issue to Tenants

Earlier this year, the staff and committee of SHA developed a strategy document setting out proposals for the next three years, 2006 – 2009. This document is our Internal Management Plan (IMP), which we produce every year, covering a three year period. The plan is very specific about what we need to do in the first year 2006/07 and identifies a full list of around 200 specific actions that the Association staff require to take to meet our overall objectives. In this leaflet, we want to share with you the proposals and plans that we have approved for SHA and will be working to implement over the next three years. The proposals are very similar to those of last year as we are continuing to work towards our established goals.

Our Service Ethos

We wanted to make clear to everyone – our staff, our tenants, our members, our bankers, Communities Scotland our regulator – that our over arching ethos and purpose is to provide a high quality service to our customers and improve the quality of life and environment in Shettleston. Our aims are geared to this and reflect the wider role the Association has adopted in the community.

Our Achievements

The IMP reviews our progress over the past year, 2005/06. We have been successful in many areas. In particular, our performance on repairs has improved and we made substantial improvements in the timescales for repairing and letting our empty

houses. We completed our major repairs kitchen replacement and rewiring programmes on time and within budget. Unfortunately, our aspirations for the transfer of the Shettleston LHO (GHA) stock could not be fulfilled in 2005/06 but we remain committed to pursuing that objective. Our rent arrears continued to increase, which is of great concern as it reduces the income available to spend on essential repairs and maintenance of our houses.

The Next Three Years

The backbone of our plan and our operations over the next three years once again relates to the nine key objectives that we have set ourselves. We will continuously monitor our progress on achieving these objectives.

1. To improve the Association's service delivery

This is our top priority. This does not mean we are poor or under-performing at the moment – far from it. The tenant satisfaction survey showed that 96% of you were satisfied with SHA as a landlord. However, there are areas where we can re-focus and improve our performance and service to you. We are looking particularly at our performance on arrears and in ensuring that your safety is secured by making sure gas safety checks are carried out on time in every house.

2. To expand the housing stock through the transfer and development of houses

We have submitted proposals to Communities Scotland for the transfer of GHA stock and are continuing to look at proposals for the improvement and demolition and renewal of that stock. Our proposals include the demolition of 156 units in Pettigrew Street/Ballintore Street, which has been agreed with GHA. However, we think it will be necessary to demolish a further 66 tenement flats on the north side of Shettleston Road. We have agreements for the funding of 60 new homes in Pettigrew Street but are pressing to increase this scheme to 105 homes overall.

We expect to start work on the Vesalius Street site for 27 units of flats and townhouses in January 2007. We also expect to complete the major refurbishment of 1126 Shettleston Road before the end of March 2007 and work has started on the refurbishment of 54 houses at Springboig Phase 4.

3. We will ensure the growth of the organisation is properly funded through robust financial planning.

The Association has prepared a 30-year budget to take account of all our maintenance needs over the next 30 years and our ability to meet the new Scottish Housing Quality Standard. The Association is negotiating the long-term finance requirements of this with major banks and building societies.

4. To maintain stock to a good standard

We shall continue with our planned programme for kitchen replacement in 50 houses in 2006 and have submitted bids for major repairs funding for over-cladding to a further 151 houses.

5. To achieve tenant involvement

We are in the process of updating our policies and practices in this area to make sure that we are complying with new legislation. We want to encourage you to become involved in the work of the Association but recognise from the tenant satisfaction survey that many of you may not want further involvement. We want to strike a balance to ensure that all tenants have the maximum amount of good quality information to keep them well informed about SHA

We have had great support for the events held throughout the late summer to celebrate our 30th Anniversary

6. To develop staff and committee as a resource

Every organisation needs good, well-trained people and we recognise this. We are developing training plans for all staff and committee members. In particular we want to improve the links between the management committee and all the staff of the organisation. We had our first joint committee and staff away day in August 2005, which concentrated on promoting the priorities of the IMP throughout the whole organisation. We are growing in size and the number and range of staff have increased in recent years. For example, we now have care and support staff so we must make sure that we are working together to improve key services.

7. To achieve the housing standard

The government has set a Housing Quality Standard, which must be met by all Registered Social Landlords (RSLs) by 2015. The standard relates to a whole range of issues including the provision of insulation, heating, ventilation and space standards, which will

all have to be addressed by the Association. We now have a plan in place to meet that standard by 2015 and are incorporating the requirements within our repairs programmes.

8. To support wider initiatives

We recognise that a good living space is not just about our houses so we are working in partnership with other agencies to promote economic, social and environmental improvements. We know from the tenant satisfaction survey just how important the external environment is to you and we believe that the work being carried out by our subsidiary, Upkeep, is having a very positive impact. We have been negotiating the creation of a multi-purpose community facility in the heart of Shettleston and will continue to develop this proposal with other partners.

9. To continuously review the performance of the organisation, the risks of all activities and the organisational structure

Housing Associations are required to take much greater recognition of their own performance and to address any lack of achievement. We welcome this and we are putting in place arrangements for the regular measurement of our performance, including joining a formal benchmarking club with a number of other Associations. We want to know that you are getting the best service we can provide. Where our monitoring shows that action and improvements are required, we will examine cost effective ways of improving those services.

Tenant Impact

How will you know if we are doing what we say we will do? You should, like us, be able to judge by results. These are the results we are aiming for in 2006/07. We want:

- 100% of emergency repairs to be completed on time.
- A minimum of 95% of our urgent and routine repairs to be completed on time.
- To reduce the time houses are void to around 25 days and our rent loss to 1.7% of our income from rents.
- To ensure that none of our empty houses take more than 4 weeks to let.
- To ensure our true or 'non-technical' rent arrears do not exceed 3.5% of our rental income.

- To complete 100% of gas safety checks within 12 months.
- To ensure that we meet the quotas for lets to homeless applicants, agreed with Glasgow City Council.
- A minimum of 80% of tenants satisfied with any service we measure.
- To reduce levels of staff absence to no more than 5% of the total available working days.
- To secure a positive response to our submission for second stage transfer for the GHA LHO stock and, thereafter, a yes vote from tenants in the stock transfer area.
- To assemble land at Fenella Street for development.
- To commence development of 27 units at Vesalius Street
- To complete the upgrading of 6 flats at 1126 Shettleston Road
- To progress the upgrading of 54 units at Springboig.
- To secure a new build programme to replace the GHA stock programmed for demolition in Pettigrew Street
- We will report back to you in our Annual Report 2006 – 2007 on our performance in meeting these set targets.

The Way Forward

It is a lot to achieve in the next three years but the committee and staff are united in their commitment and focus on these proposals. We know that many of the proposals require the co-operation of our partners and funders so our staff will be involved in detailed negotiation with other agencies. We also want it to be a partnership with you, the tenants, and so we will be reviewing our Tenant Participation Policy to ensure that we work to maximise your involvement.

If you have any questions about the Internal Management Plan and our proposals or wish to make any comments please contact the Association.



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