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MEHA
Internal Management Plan
2018 - 2019

Introduction:

Manor Estates Housing Association and its subsidiary MEAL have revised and refreshed the Corporate Plans for 2018 – 2019. These Corporate Plans outline the vision, mission, values, key objectives and priorities for Manor Estates for the next year. The plans also considers and takes account of the challenging operating environment within which the organisation increasingly operates.

Based on the strategic objectives and key business priorities set out in the Corporate Plans, this updated Internal Management Plan has been formulated to identify key operational, work objectives and targets which will help achieve the strategic objectives set by the Boards. All departmental and individual objectives, tasks and targets to be attained during 2018/19 should be linked back to the key strategic objectives in order to ensure that all members of staff are aware of their individual contribution to the delivery of the Associations corporate strategy and key objectives.

The revision and implementation of our Appraisal system to which all staff will be party, establishes clear and SMART (Specific, Measureable, Attainable, Realistic and Timely) objectives and targets against which each and every staff member will be accountable. Targets will be practical but challenging and are designed to benefit and contribute to the long term wellbeing of our customers and the resilience of organisation for which we all work.

The content and objectives of this plan in addition to the strategic objectives outlined within the Corporate Plan are to some extent informed and determined by the regulatory body to which the Association is accountable, specifically the Scottish Housing Regulator and the objectives and requirements of the Social Housing Charter.

This Internal Management Plan is not designed to be comprehensive or detail or work required, but rather address high level or key performance issues. The changing landscape, within which we all work, will by definition result in unknown or unforeseen objectives being identified and requiring attention during the plan period. Such issues will be incorporated into our planning and resource management system and may necessitate adjustments to individual or departmental objectives throughout the year.

It is intended that all staff become and are familiar with the organisations revised corporate plan, this Internal Management Plan and that this helps them all understand the justification for the targets or tasks they are set.

Graeme Russell
Chief Executive
March 2018

Efficiency and Value for Money:

Being efficient in the delivery of services and demonstrating Value for Money is becoming increasingly important within the housing sector, but this does not mean simply cutting budgets or not spending money. Increasingly we need to **“Do the right things - in the right way - at the right cost”** finding new ways of working smarter, and using the resources of the organisation, its staff and individual departments more effectively.

Manor Estates is no different to any other Scottish housing association; in that rents, service and factoring charges are our principle source of income. However rents and service charges have to be affordable to our customers while demonstrating value for money. There are clear expectations on the part of the Scottish Housing Regulator that rental charge increases should be minimised and that RSLs should strive to engage and justify increases in charges to customers. This being the case it is extremely important that all staff ensure we make the very best use of the resources available to us.

Manor Estates in the years ahead will ensure that we review and rationalise our systems and practices to ensure that we attain efficiency and value for money in all our activities, adjusting systems and corporate structures to ensure that the maximum value is attained from every pound we spend.

Corporate Aims and Objectives

The Association’s Board has considered the overall direction the Group will take in the period up to 2019 and have agreed that the aim of the organisation will remain:

“To provide good quality housing and services which help improve people’s lives and the well-being of local communities.”

Underpinning the aim of the organisation are **key values, behaviours and work characteristics** to which all Board Members staff and stakeholders subscribe and which will ensure the organisation remains one which is focussed on being proactive, services - orientated and sustainable. These values and key characteristics can best be described as:

Being Professional:

*“We will demonstrate knowledge and confidence in our work.
We will be open and honest and communicate clearly”.*

- ❖ Maintain knowledgeable in your specific field
- ❖ Proactive
- ❖ Confident
- ❖ Able to give and take constructive criticism
- ❖ Organised
- ❖ Assumes ownership of risks
- ❖ Takes ownership of issues

Customer Focused:

“We will provide high quality and reliable services. We will engage, listen and respond to our customers, delivering what we say we will”

- ❖ Demonstrates positive engagement with internal and external customers
- ❖ Empathetic
- ❖ Deals effectively with challenging or upset customers while being mindful of personal safety at all times
- ❖ Reassuring
- ❖ Respecting confidentiality at all times

Embracing Teamwork:

“We will respect our colleagues and partners, treat them fairly and contribute to a mutually supportive and inclusive working environment which benefits our customers”

- ❖ Actively engages with colleagues
- ❖ Makes time to support colleagues
- ❖ Embraces corporate objectives
- ❖ Understanding
- ❖ Encouraging
- ❖ Demonstrate enthusiasm to learn from others and to help others learn
- ❖ Actively contributes to team discussions and makes suggestions for improving services and service delivery procedures
- ❖ Be adaptable

Maintaining Quality:

“We will provide consistently high quality services and seek to improve what we do by adapting positively to change”

- ❖ Strives for enhancement and improvement
- ❖ Be proactive
- ❖ Constructive
- ❖ Adaptable
- ❖ Add Value by what you do
- ❖ Open minded
- ❖ Progressive

Above all, our organisation will:

- **Utilise its resources and experience to deliver high quality service to our customers;**
- **Seek to meet the varied needs of all households;**
- **Be efficient and cost effective in our business processes; and**
- **Adopt practices which are both pro-active and preventative in the delivery of housing and support related provisions.**

Key Departmental Objectives / Co - dependencies:

The following key objectives and initiatives will form the basis of the Associations work during the forthcoming two years. The attached lists of business objectives, initiatives and targets cannot be definitive, but illustrates the key operational areas which will be addressed in the short to medium term.

The development of team or individual work plans will be influenced by the objectives set out in this Internal Management Plan and individual staff members; irrespective of seniority, will be provided with clear, unambiguous and time based work targets by their line managers, which ultimately result in these varied objectives being met.

Organisational objectives focus around the key strategic themes determined by the Board and will ensure that we “**Put our Customers First**”. These key strategic objectives remain:

- 1. The delivery of excellent housing services which are responsive to the needs and aspirations of our customers.**
- 2. Investing in our resources effectively to maintain good quality homes and local environments**
- 3. Improving energy efficiency to reduce the level of fuel poverty among our tenants**
- 4. Developing new housing and services to meet the needs of current and future customers**
- 5. Ensure effective Governance, Resource and Financial management to secure the long term future of the organisation**
- 6. Being a good employer**

The **Internal Management Plan for 2018/19** will consist of the undernoted tasks, objectives and targets all of which are directly attributable to the objectives set out in the revised Corporate Plan.

Fundamentally we will seek to *“focus on the basics, getting service provisions right for our customers”*

Key External Pressures and Priorities

During 2018/19 and likely beyond, Manor Estates Housing Association will be confronted and challenged by external influences, expectations and pressures which will impact and influence our work. These challenges include:

- Increasing levels of homelessness and the necessity for RSLs and local authorities to do more the address such issues.
- An increased emphasis being placed on fire, tenant and community safety,

- Revisions and updates of EESSH standards and the requirement of RSLs to enhance the insulation and fuel efficiency of their homes, while developing mechanisms to reduce fuel poverty amongst our tenants.
- Our need to participate in Domestic Violence mitigation initiatives.
- To recognise that limitations to the resources available and role of local authorities will change and that tenants and customers will turn to the Association to address issues previously dealt with by the city council.
- Recognition that as an organisation we are increasingly required to assist customers who exhibit challenging behaviours, mental health issues, addictions and dependencies. To this end the Association will ensure that appropriate training, resources and partnership arrangements are developed to ensure applicants, tenants and staff are confident in the provision of appropriate services.
- Either funding resources to develop ancillary and complimentary services in – house, or to forge mutually beneficial partnerships with agencies equipped to deliver the range of services we require and which would benefit our clients.

It will remain important that the Association and its staff remain responsive to this changing environment and the demands placed upon it, the undernoted key objectives and work priorities identifying and addressing such matters.

Key Strategic Objectives and Work Priorities

CEO: Senior Officer

HM: Housing Manger/ Depute Director

CSM: Corporate Services Manager

TSM Technical Services Manager

CHAMPS: IT Working Group

Strategic Objective 1: Deliver excellent housing and other services which are responsive to the needs and aspirations of our customers

1.1 We will better understand the needs and aspirations of our customers and respond accordingly				
Initiative		Timescale / Milestones	Outcome / Performance Measure / Target	Responsibility
1.1a	Establish effective customer liaison and scrutiny arrangements	<ul style="list-style-type: none"> Conclude and implement (December 2018) 	<p>Undertake a wholesale review of the Associations Tenant Participation Strategy and develop consultative arrangements.</p> <p>Develop, establish and reaffirm effective tenant / customer liaison and scrutiny arrangements which address the needs and aspirations of all tenants, owners and neighbourhoods.</p>	CEO / HM
1.1b	Introduction of regular market small-scale satisfaction surveys / feedback	<ul style="list-style-type: none"> Establish Mechanisms and programme (May 18) 	Establish regime of more regular small scale and focussed market testing and satisfaction surveys in order to	HM

		<ul style="list-style-type: none"> Apply and report in accordance with programme (March 2019) 	determine the needs and priorities of customers.	
1.1c	Review void procedures to improve re-let times and void letting standards	<ul style="list-style-type: none"> Process Mapping Exercise (commence <i>May 2018</i>) 	Comprehensively review and improve voids letting standards and reletting performance	HM/TSM
1.1d	Improve application of IT systems for performance monitoring	<ul style="list-style-type: none"> Programme Development – August 2019 Application – September 2018 – March 2019 	<p>Improve use of IT systems to:</p> <ul style="list-style-type: none"> Identify and establish what operational areas need to be addressed, then better monitor performance in key business and customer service areas. respond positively to areas identified as requiring improvement 	CHAMPS
1.2 We will review all methods of communication with tenants and owners				
1.2a	Review implementation options, establish, manage and react to individual customer communication preferences	<ul style="list-style-type: none"> April 2019 	Having revised website and communication systems ensure that the liaison preferences of individual households are applied and operated.	HM / CHAMPS
1.3 We will ensure compliance with the requirements of the Social Housing Charter				
1.3a	Review compliance in all areas following publication of the revised Charter	<ul style="list-style-type: none"> March 2019 	Action plan developed to address any areas that require attention in consultation with constituted tenants groups.	HM
1.4 We will develop effective partnerships with those involved in delivery of Health & Social Care Integration				

1.4a	Work with others to enable elderly or vulnerable tenants establish and sustain their tenancies	<ul style="list-style-type: none"> • Ongoing • Six monthly updates provided 	<p>Procedures established to facilitate effective joint working and the successful sustainment of tenancies.</p> <p>Participate in Domestic Violence mitigation initiatives.</p>	HM
1.5 We will provide information to tenants about our performance and demonstrate value for money				
1.5a	Facilitate discussion with customers in respect of service standards, performance outcomes, value for money	<ul style="list-style-type: none"> • November 2018 • Ongoing • Establish requirements by November 2018, thereafter ongoing 	<ul style="list-style-type: none"> • Mechanisms are in place to offer tenants a range of options for consultation, dialogue and suggestions. • Accept and act upon recommendations from tenants – or give clear explanations as to why recommendations cannot be acted on • Publish KPI and other information agreed with tenants and customers, which demonstrates operational outcomes. 	HM
1.6 We will regularly review our published information				
1.6a	Ensure all published information is modern, easily understood and updated regularly	<ul style="list-style-type: none"> • Complete – April 2018 	<p>Programme developed and implemented to ensure modernisation of key documentation:</p> <ul style="list-style-type: none"> • SST • Information Leaflets • PR materials 	HM

			Consider benefits of Crystal Mark accreditation	
1.6b	Review tenants handbook	<ul style="list-style-type: none"> • Upon introduction of requirements of 2014 Housing Act • April 2019 	Update and publication of new tenants handbook is completed (available in paper format or on web – site) in consultation with tenants.	HM
1.7 We will review the Rent & Service Charge Policy				
1.7a	Establish a clear project plan which will involve the researching, development and application of a revised Rent & Service Charge Policy, which is transparent, consistent and demonstrates value for money in the provision of facilities	<ul style="list-style-type: none"> • Survey, Consultation and Formatting (June – Sept 2018) • Application (April 2019) 	Have researched, applied and implemented a revised rent and service charge methodology to all MEHA rented properties	CEO / CSM / HM / TECH
1.8 We will develop a more effective approach to tenant consultation on planned works				
1.8a	Options for tenant consultation to be included in the early stages of all planned maintenance contracts	<ul style="list-style-type: none"> • Effective – August 2018 	<p>Apply improved communication methods in developing tenant consultation in respect of planned or major works.</p> <p>Publish planned works programme</p> <p>Provide tenants with choice and options in respect of improvements taking place</p>	TSM
1.9 We will address issues of financial and digital exclusion among our tenants				

1.9a	<p>Develop strategies to help tenants:</p> <ul style="list-style-type: none"> • Become confident in using ICT and able to access services on-line • Overcome financial exclusion 	<ul style="list-style-type: none"> • Throughout 2018/19 	<p>Have accessed resources, established strategic arrangements, developed signposting arrangements and established appropriate programmes to overcome exclusion issues amongst tenants</p>	<p>HM</p>
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Strategic Objective 2: Invest our resources effectively to maintain good quality homes and local environment

2.1 We will establish a comprehensive asset management information system				
	Initiative	Timescale / Milestones	Outcome / Performance Measure / Target	Responsibility
2.1a	<p>Develop appropriate IT functionality and ensure we have in place a comprehensive and easily managed Asset Management system.</p>	<ul style="list-style-type: none"> • October 2018 	<p>Refine appropriate ICT system to accurately address Asset Mgt programming.</p>	<p>TSM</p>
2.2 We will develop effective procurement practices				
2.2a	<p>Apply a practical procurement strategy that meets legislative requirements, regulations and good</p>	<ul style="list-style-type: none"> • April 2018 – reviewed annually or as required 	<p>Comprehensive and operational procurement practices are implemented and applied consistently in attaining value for money procurement arrangements.</p>	<p>ALL</p>

	practice initiatives while attaining value for money in the delivery of services			
2.2b	Incorporate and seek to maximise community benefit opportunities from procurement exercises	<ul style="list-style-type: none"> April 2018 – incorporated in new tender projects. 	That a variety of supplementary benefits (employment, training, apprenticeships, added value initiatives) accrue from MEHA's procurement practices and capacity – where value for money benefits are available.	ALL
2.2c	Research and establish where beneficial, strategic relationships which maximise the benefits of joint procurement arrangements	<ul style="list-style-type: none"> April 2019 	Research and establish joint procurement arrangements and where appropriate develop a range of mutually beneficial partnerships which add value to the work or resources available to the Association.	ALL
2.3 We will develop property modernisation and re-design standards to ensure existing stock continues to meet the needs of current and future tenants				
2.3a	Review suitability of existing stock and make provisions to adapt, change use or reconfigure as appropriate Dispose of stock which fails to complement the Association's strategic Objectives	<ul style="list-style-type: none"> Commence Review (October 2018) Complete (April 2019) 	Have developed as part of Asset Management Strategy a comprehensive stock reconfiguration plan. Have identified and applied a stock disposal strategy.	TSM
2.4 We will seek to attain as high a percentage of SHQS compliance as possible, subject to property configurations and the resources available				
2.4a	Identify and pro-actively address SHQS on-compliance, abatement and exclusions	<ul style="list-style-type: none"> March 2019 	Sensitively have minimised longstanding SHQS abstainers, ensuring stock is	TSM

			updated to SHQS standards, attaining maximum SHQS compliance possible.	
2.5 We will establish an improved neighbourhood common area standard, irrespective of tenure				
2.5a	Develop a manageable programme for review of estate management services, seeking to engage with all residents, irrespective of tenure, developing clear action plans and communicate outcomes to all residents	<ul style="list-style-type: none"> • May2018 onwards 	<p>Have markedly improved estate management standards (i.e. Stair cleanliness, common area maintenance, use of public areas)</p> <p>Establish joint visits between HO's and Tech Inspectors, to identify and then address issues of common area / amenity management.</p> <p>Actively engage with neighbourhoods and communities and address issues of importance to them, working constructively with other local agencies and property owners.</p>	HM & TSM
2.5b	Investigate and if / where appropriate apply stair cleaning and common area maintenance provisions consistently throughout our stock	<ul style="list-style-type: none"> • April 2019 	Develop consistency in the provision of cleaning and landscape maintenance services throughout our stock portfolio.	HM & TSM
2.5c	Harmonise Estate Management and Factoring Standards of common areas to ensure heightened standards, consistency and quality irrespective of tenure.	<ul style="list-style-type: none"> • April 2018 	<p>Engage owners in Estate Management improvements and raise standards of common area maintenance.</p> <p>Review title conditions and apply rigorously.</p>	TSM

2.5d	Research, establish and apply a Tenant and Community Safety Strategy with the aim of reducing potential risks to residents, from whatever source, while enhancing overall neighbourhood amenity	<ul style="list-style-type: none"> Consult, research and develop a Fire, Tenant and Community Safety Strategy – October 2018 Apply and commit resources to the implementation of such a strategy – October 2018 and beyond. 	<p>Have developed a practical process of enhancing tenant and community safety.</p> <p>Work in partnership to achieve agreed outcomes.</p> <p>Monitor outcomes and resident satisfaction / understanding</p>	TSM & HM
2.6 We will continue to invest in properties through implementation of a planned and costed maintenance programme				
2.6a	Establish programme of property and common stair surveys and develop data records	<ul style="list-style-type: none"> June 2018 – including maintaining annual 10% sampling process. 	Programme surveys of key property components and ensure identified remedial works are programmed and budgeted.	TSM
2.6b	Establish a detailed planned maintenance programme and costed projections for 2019/20	<ul style="list-style-type: none"> Nov 2018 	Progressive programme of property survey and data collection developed and maintained.	TSM
2.7 We will review our Mortgage to Rent Strategy				
2.7a	Review and apply MTR strategy and apply only in areas of strategic value	<ul style="list-style-type: none"> Conclude Review September 2018 	Have refined our MTR strategy and maximise benefits of accrual or disposal.	CEO, HM & TSM

		<ul style="list-style-type: none"> Application – October 2018 		
2.7b	Consider future continued ownership of MTR properties which fail to meet required standards or will fail to add value to the Association, recycling available resources to enhance stock ownership in strategically beneficial locations	<ul style="list-style-type: none"> October 2018 onwards 	Apply and attain benefits from stock rationalisation process	CEO & TSM

Strategic Objective 3: Improve energy efficiency to reduce the level of fuel poverty amongst our tenants

3.1 We will meet the EESSH standards in all our properties by 2020				
	Initiative	Timescale / Milestones	Outcome / Performance Measure / Target	Responsibility
3.1a	Attain full EESSH compliance by 2020	<ul style="list-style-type: none"> March 2020 	Have attained wherever possible EESSH compliance in all properties by March 2020, but in the meantime have developed and publish monitoring systems.	TSM
3.2 We will develop and implement a comprehensive Energy Efficiency Strategy				
3.2a	Establish strategic agreements with appropriate agencies which will contribute to the reduction of	<ul style="list-style-type: none"> April 2018 	Have developed effective partnership arrangements which	CEO, HM & TSM

	<p>Fuel poverty amongst tenants.</p> <p>Provide tenants with access to appropriate energy saving advice, guidance or facilities, revising PR materials to suit needs of customers</p>		<p>help reduce fuel poverty on behalf of tenants.</p> <p>Utilise demographic information to target specific tenants.</p> <p>Have in place effective fuel poverty mitigating advice, information and practices.</p> <p>Develop bespoke PR materials and publicity.</p>	
3.3 We will educate, inform and provide advice to tenants on how to minimise fuel poverty				
3.3b	Provide frontline staff with regular Training on energy saving/use.	<ul style="list-style-type: none"> From January 2018 	Ensure MEHA staff are suitable trained to identify and provide advice in respect of fuel poverty reduction.	HM & TSM
3.4 We will explore all opportunities to attain external funding to improve the energy efficiency of our homes				
3.4a	Assess and take advantage of any appropriate opportunity to access funding which will aid the Association in reducing the impacts of fuel poverty amongst Tenants.	<ul style="list-style-type: none"> June 2018 and ongoing thereafter 	Have introduced a variety of fuel poverty mitigating actions benefitting large numbers of tenants and helping achieve ESSH	CEO & TSM

Strategic Objective 4: Develop new housing and services to meet the needs of current and future tenants

4.1 We will review all factoring practices, including methods of communication with owners				Responsibility
4.1a	Revise and modernise factoring practices, specifically: <ul style="list-style-type: none"> • Policies and procedures • Communication methods • Participation and engagement practices • Billing methods and debt collection 	<ul style="list-style-type: none"> • On-going, aim to complete October 18 • January 2019 	Have in place a comprehensive suite of modern factoring policies and practices, delivering a cost effective and high quality service. Establish either an actual or digital owners forum, where the views of factoring customers may be captured and potential new initiatives considered	TSM
4.2 We will assess the feasibility of undertaking further new build development				
4.2a	Assess the financial and practical impacts of developing new housing provision for both social and MMR tenures	<ul style="list-style-type: none"> • January 2019 	Have considered, determined and progressed additional MMR housing provisions as appropriate.	CEO & TSM, CSM
4.3 We will maintain the Association's new website in addition to developing other social media and digital means of communication				
4.3a	Continue to establish constructive and proactive digital and social media means of engaging and communicating with tenants, customers and other stakeholders	<ul style="list-style-type: none"> • September 2019 	Have established and maintain easily administered mechanisms whereby we can attain and respond to social media or digital communications.	CSM / HM
4.4 Develop strategically beneficial partnerships with other RSLs and agencies, which in turn will aid the Association in delivering services and economies				

4.4a	<p>Foster positive working relationships with other RSLs and stakeholders</p> <p>Develop mutually beneficial strategic partnerships which will aid the delivery of cost effective services to the association, its tenants and other customers</p>	<ul style="list-style-type: none"> • June 2018 and ongoing 	Have developed range of successful partnering arrangements	CEO / ALL
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Strategic Objective 5: Ensure effective Governance, Resource and Financial management to secure the long term future of the organisation.

5.1 We will ensure staff have access to equipment and resources they require to deliver excellent services, including the development of mobile working solutions				
5.1a	Introduce remote working IT solutions to staff working out with Office.	<ul style="list-style-type: none"> • March 2019 	Apply and attain service delivery benefits from digital remote working solutions.	CSM / HM / TSM
5.2 We will ensure the Board is equipped and sufficiently experienced to lead and direct the organisation				
5.2a	Apply the recommendations of any Internal Audit Review of Governance and Financial Framework and develop self-assessment mechanisms.	<ul style="list-style-type: none"> • Repeat review – Oct 2018 	Have ensured requirements of Regulatory, Governing and Financial Framework is applied consistently and reviewed bi – annually.	CEO
5.2b	Further revise Board appraisal mechanisms and apply	<ul style="list-style-type: none"> • March 2018 	Adopt and apply revised governing body appraisal mechanism.	CEO

	consistently			
5.2c	Review and regularly update Board training Programme	<ul style="list-style-type: none"> June 2017 and annually thereafter 	Maintain an appropriate Board training programme, reviewing annually as a minimum.	CEO
5.3 We will regularly review all strategies, policies and procedures				
5.3a	Maintain and update our register of all strategies, policies and procedures	<ul style="list-style-type: none"> April 2018 and ongoing 	Programme of initial review completed and thereafter consistently updated – staff trained on application of policies and procedures.	HM
5.3b	Through staff training ensure there is comprehensive and consistent understanding of policy and operational practices	<ul style="list-style-type: none"> Ongoing 	Regularly update and refine policy and procedural framework ensuring all staff are conversant with applications.	ALL
5.4 We will regularly review and update operational processes to improve business efficiency and achieve value for money				
5.4a	Establish an electronic document management system	<ul style="list-style-type: none"> Dec 2018 	Process and retain the vast majority of documents electronically, dispensing with paper filing systems.	CSM
5.4b	Introduce a comprehensive IT-based HR system	<ul style="list-style-type: none"> March 2019 	Have in place an appropriate and effective system	CEO / CSM
5.4c	Undertake process-mapping exercises which refine and improve business system efficiency	<ul style="list-style-type: none"> Programme to be developed and applied with effect from June 2018 	Establish and practice refined business processes.	HM
5.4d	We will plan and apply practices to ensure that the Association is	<ul style="list-style-type: none"> May 2018 and beyond 	Ensure the Association, Board members, staff and tenants are familiar and compliant with GDPR	CEO / All

	compliant with GDPR requirements		requirements and that policies, practices and requirements are regularly revised, taking account of experience	
5.4e	In the event FOI is applied to RSLs , ensure that the Association is prepared and compliant with requirements for introduction	<ul style="list-style-type: none"> Potentially – April 2019 	<p>Ensure the Associations familiar and compliant with FOI requirements and that policies, practices and requirements are regularly revised, taking account of experience.</p> <p>FOI compliance is publicised tenants, customers and stakeholders</p>	CEO / All
5.5 We will regularly review the loan structure				
5.5a	Assess and apply as appropriate re-financing of Association loans and lending arrangements	<ul style="list-style-type: none"> Sept 2018 	Have reviewed, assessed and applied as appropriate refinancing arrangements which are beneficial to the Association in the long term.	CEO & CSM
5.6 We will ensure the effective management of our financial resources				
5.6a	Timeously develop and work within realistic budgets	<ul style="list-style-type: none"> Ongoing 	Attain Value for Money in all activities and budgetary decisions.	CSM / ALL
5.6b	Ensure covenant and interest cover compliance	<ul style="list-style-type: none"> Ongoing 	Operate comfortably within margins.	CSM
5.6c	Maintain efficient financial service provision	<ul style="list-style-type: none"> Ongoing 	Provide an effective and efficient finance service to all internal and external customers	CSM
5.6d	Attain high standards of Customer Service and review regularly	<ul style="list-style-type: none"> Ongoing 	Provide responsive and high standards of customer care (reception services / Board / external and internal customers / visitors.	CSM

5.6e	Office Management	<ul style="list-style-type: none"> Ongoing 	Work with external partners to enable the smooth running of all office services while maintaining high standards of office facility management.	CSM
5.7 We will ensure we meet the SHR's regulatory standards for governance and financial management				
5.7a	Regularly review requirements and ensure that MEHA Complies.	<ul style="list-style-type: none"> Ongoing 	We are assured that we conform to SHR requirements in all our activities.	CEO / CSM
5.8 We will investigate options for relocation of the Association's office accommodation prior to expiry of the current lease in 2020				
5.8a	Review current office lease arrangements and assess via preliminary options appraisal - potential benefits of relocation	<ul style="list-style-type: none"> May 2018 	Summarise present position for Board's meeting in May 2018,	CEO/CSM
5.8b	Define requirements, search for suitable alternative accommodation and negotiate leasing/purchase arrangements	<ul style="list-style-type: none"> April 2019 	<p>Appoint consultant to define requirements, explore options available, present report to October Board report.</p> <p>Lease negotiations as necessary</p>	CSM / CEO

Business Objective 6: Be a good employer

6.1 We will ensure that MEHA provides a supportive working environment, conducive to delivering quality services to all its customers.				Responsibility
6.1a	Seek to ensure the overall well-being of staff, reducing absence and turnover levels	<ul style="list-style-type: none"> March 2018 and beyond 	Facilitate a positive and supportive working environment	SMT
6.1b	Undertake skills audit of employees and develop training programmes which will enhance capability and confidence of all staff to fulfil their roles and deliver services to customers	<ul style="list-style-type: none"> December 2018 	Utilise fully the skills and capacity of current and future staff to maximum effect.	CEO
6.1c	Participate in Investors in People to support our commitment to supporting and developing staff	<ul style="list-style-type: none"> March 2018 and beyond 	Retain and enhance IIP accreditation	SMT
6.1b	Ensure all staff are aware of and equipped to deal with a range of communication methods benefitting service delivery to customers.	<ul style="list-style-type: none"> March 2019 	Staff training provided and updated regularly	Managers
6.2 Ensure resources are committed to ensuring staff of the organisation are trained and developed to fulfil their roles.				

6.2a	Develop a corporate training programme that will facilitate staff development, including provision of shadowing and secondment opportunities	<ul style="list-style-type: none"> March 2018 and annually thereafter 	Annually and via appraisal process – have established appropriate and cost effective staff training programme.	CEO / SMT
6.2b	Ensure resources are committed to staff training on ICT issues and applications	<ul style="list-style-type: none"> April 2018 	In house training programme developed and applied	CEO / CSM

Key Operational Targets

The undernoted and key performance indicators will apply during the period 2017 – 2019. The description of objective outcomes summarises the tangible service and organisational delivery benefits and outcomes which result from the attainment of these targets.

Performance Feature	December 2017 Outcomes	2018/19 Departmental Target (March 2019)	Objective description
Cumulative Void Loss should not exceed % of rental debt	<i>0.7%</i>	<i>0.6%</i>	All necessary steps should be taken to minimise void income loss and ensure all forms of property are relet as soon as possible after the formal termination of a tenancy.
Cumulative Working Days to Let Properties	<i>General Needs: 34.5 Retirement: 35.3</i>	<i>General Needs: 25 Retirement: 30</i>	Properties should be re - let as promptly as possible after being vacated.
Current Tenant Rent Arrears	<i>2.57%</i>	<i>2.5%</i>	Current tenant rent arrears should be minimised. A firm but fair approach should be applied to existing tenants accruing rental debt, advice and assistance made available wherever appropriate. The association will adopt and apply innovative debt collection and communication methods. The live application of Universal Credit in Edinburgh, with effect from October 2018, is likely to have a profound impact on tenants and our debt recovery performance, notwithstanding the mitigating and service arrangements which have been established.
Former Tenant Rent Arrears	<i>0.5%</i>	<i>0.5%</i>	Strenuous efforts will be made to reducing the potential risk of tenant accruing debts prior to them terminating their tenancy.

			<p>However former tenant debt recovery mechanisms will be applied rigorously, outstanding charges only written off after exhaustive pursuit.</p> <p>The introduction of UC in Edinburgh, could potentially increase the likelihood of elevated levels of former tenant arrears.</p>
Cumulative % of Rent and Service Charge Collected	98%	95%	The cumulative rental income collected (a combination of rent receipt and recovery of current tenant debt) is an indicator of successful income receipt.
Factoring Income Collected	-	98.5%	Accurately and timeously issue factoring accounts, collecting not less than 98.5% income due from existing customers.
Planned works and cyclical programme	-	100%	Ensure all annual planned and cyclical works programmes are completed on time and on – budget, while attaining value for money in all procurement arrangements.
Average time to complete Emergency Repairs	2.07 hours	2 Hours <i>Novus agreement and contractual targets will not be altered until occasion of 5 year review.</i>	The provision of a responsive emergency repairs service is key to tenant satisfaction and sound asset maintenance. All efforts should be taken to ensure that in the event of emergency, MEHA respond promptly.
Average time to complete non – emergency repairs	5.8 days	13 Days <i>(as above)</i>	Every effort should be made to provide a cost effective reactive repairs service, which meet the aspirations of individual tenants.
Repairs Appointments kept	97%	98% <i>(as above)</i>	A key satisfaction driver, it is imperative that pre – arranged repairs appointments are maintained or if not the customer is notified and convenient alternatives arranged.
Repairs completed – right first time	95%	98%	Emphasis should be given to ensuring that as far as is practically possible repairs are accurately diagnosed and completed right first time.

Repairs Satisfaction	94%	97%	By means of on – site and post completion tenant surveys, the association will regularly review and assess tenant repairs satisfaction, responding to systemic process failures while rectifying to the best of our abilities tenant dissatisfaction
Gas Servicing Compliance	100%	100%	100% compliance must be maintained at all times and the association will identify and address issues of persistent non – access
Minimum Interest Cover	127%	110%	Minimum interest cover should be regularly monitored and must not approach minimum required
Debt Service Test (annual)	94%	90%	Minimum targets should not be breached
Debt Service test (rolling 2 years)	100%	95%	Minimum targets should not be breached

M.E.A.L.

The undernoted and key performance indicators will apply to MEAL apply during the period 2018 - 2019

Performance Feature	January 2017 Outcomes	2018/19 Departmental Target (March 2019)	Objective description
Relet Times	27.1 calendar	20 calendar days	Identification, advertising and prompt re – letting of available MMR properties is critical to the financial well - being of MEAL.
Void Loss	1.6%	1.2%	All prudent efforts should be taken to minimise void income loss – ensuring incoming tenants have the resources available to pay monthly rents.
Current Tenant Rent Arrears	0.3%	0.75%	A firm but fair approach to debt management should be applied. As tenants within the PRS, robust mechanisms should be applied to the pursuit of rental debt.
Former Tenant Rent Arrears	1.4%	1.0%	Current tenant debts should be minimised, resulting in less opportunity for former tenant debt to exist. Wherever former tenant debts are identified – prompt and decisive actions will be applied to ensure recovery of all monies owed.

Individual staff members may have variants around these corporate departmental targets – but in all instances the targets will be practical but challenging and overall mirror or exceed the corporate targets.

Budgetary Provisions:

During the remainder of the current corporate plan period it will be essential to maintain a sound financial basis. The 2018/19 budget as agreed by the Board at its March 2018 meeting, is set out below:



INCOME AND EXPENDITURE DRAFT BUDGET 2018 - 2019

	Line	Revised Budget 2017/18	Draft Budget 2018/19	Variance
INCOME				
NET RENTS	(1)	4,755,864	4,915,423	159,559
FACTORING	(2)	327,117	331,873	4,756
SERVICE CHARGES	(3)	216,246	193,492	(22,754)
HOUSE / GARAGE SALES	(4)	112,000	0	(112,000)
ENVIRONMENTAL GRANTS	(5)	220,971	0	(220,971)
OTHER INCOME	(6)	549,860	485,395	(64,465)
HAG	(7)	385,000	290,800	(94,200)
	(8)	<u>6,567,058</u>	<u>6,216,983</u>	<u>(350,075)</u>
EXPENDITURE				
LOAN INTEREST	(9)	746,828	729,416	17,412
MAINTENANCE COSTS	(10)	2,101,266	1,717,571	383,695
RETIREMENT HM COSTS & SERVICE CHARGES	(11)	220,980	194,395	26,585
STAFF COSTS	(12)	1,076,094	1,086,146	(10,052)
ADMINISTRATION COSTS	(13)	123,391	111,103	12,288
OFFICE OVERHEADS	(14)	484,109	430,827	53,282
DEPRECIATION	(15)	924,035	858,816	65,219
OTHER EXPENSES	(16)	54,459	72,350	(17,891)
HOUSE SALE COSTS	(17)	8,000	0	8,000
	(18)	<u>5,739,162</u>	<u>5,200,624</u>	<u>538,538</u>
SURPLUS/(DEFICIT)	(19)	827,896	1,016,359	188,463