

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|---------------------------------|---|----------------|-------------|---|
| 1.2 | Responsibilities and Governance | <ul style="list-style-type: none"> Quarterly reviews of VFM Action plan to Management Committee | Senior Staff | Ongoing | First update April 2019 |
| | | <ul style="list-style-type: none"> Creation of an Efficiencies Register for all sections to record annual savings | Senior Staff | May 2019 | Scheduled Dec-19 |
| | | <ul style="list-style-type: none"> Ensuring customer/tenant involvement when reviewing service areas and value for money of services | Senior Staff | Ongoing | Focus Group took place to discuss Repairs & Maintenance Policy . Jul-19. Lettable standard - date to be confirmed |
| | | <ul style="list-style-type: none"> Regular training of staff members in regards to ordering processes, budget holder levels | All Staff | Ongoing | New procedure now in place . Apr-19 |
| | | <ul style="list-style-type: none"> Communal whiteboard is available for staff suggestions and implementation of new ideas in regards to generating efficiencies and saving costs | All staff | Ongoing | Regularly used and ideas discussed at staff meetings |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|---|---|-------------------------------------|-----------------------|---|
| 1.4 | Maximise choice and value for money for all customers | <ul style="list-style-type: none"> Alongside consultation with MC, Customers and Staff, a sustainable 30-year Business Plan (inc. financial projections) is devised & reviewed annually | Senior Staff | May 2019 | Achieved . May-19 Ongoing annually |
| | | <ul style="list-style-type: none"> Review CHA Business Plan on 6-monthly basis and report to Management Committee | Senior Staff | May/October 2019 | Achieved - Performance reviews in May and Nov-19 |
| | | <ul style="list-style-type: none"> Review internal processes and procedures and considering new ways of working (late night opening hours, remote working etc.) to drive efficiencies and deliver excellent service to our customers | Senior Staff | Apr-20 | Apr-20 (following office refurbishment) |
| | | <ul style="list-style-type: none"> Consultation with tenants about rent increase options | Senior Staff | October 2019 | Achieved & ongoing Tenant Conference . Nov-19 |
| | | <ul style="list-style-type: none"> Tenants are given clear information on how their rent is spent and this information is available in different formats | Senior Staff/Communications Officer | August/September 2019 | Annual Report published Oct-19 & promoted at tenant conference Nov-19 |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|--|---|---|-------------------------------|--|
| | | <ul style="list-style-type: none"> Regular customer satisfaction surveys are conducted to identify customer priorities and focus on areas where spend is to be focussed Signpost customers to access free, impartial welfare and debt advice. Investigate future viability of funded CIRC service | <p>Senior Staff</p> <p>All Staff</p> | <p>Ongoing</p> <p>Ongoing</p> | <p>Results received Apr-19 and action plan in place to address specific issues. You said, we did in ChitChat . Sept and due again in Dec-19</p> <p>Funding for current service extended to 30.09.19. Welfare Rights Officer recruitment in progress . Nov-19</p> |
| 1.4 | Aim to achieve year on year efficiencies | <ul style="list-style-type: none"> Updates to budget holders on a monthly and quarterly basis CHA plans to achieve a 5-year carbon reduction target of 15% (based on 2016 consumption) & cumulative saving of over £18,000 by implementing carbon reduction project | <p>Finance & Corporate Services Manager</p> <p>Senior Staff & Maintenance Officer</p> | <p>Ongoing</p> <p>Ongoing</p> | <p>Achieved</p> <p>Carbon Management Plan updated regularly and reported to HSSC- quarterly</p> |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|-------|--------|----------------|-------------|----------------|
|---------|-------|--------|----------------|-------------|----------------|

| | | | | | |
|-----|--|--|---|--|--|
| | | <ul style="list-style-type: none"> Continuing to review all operational expenditure, including overheads and maintenance contracts, to ensure efficiencies are realised Explore introduction of a new Document Management System to potentially deliver efficiency savings | <p>Senior Staff</p> <p>Senior Staff</p> | <p>Quarterly</p> <p>Apr-20</p> | <p>Ongoing via Management Accounts and creation of efficiencies register</p> <p>In conjunction with office move . Jan-Apr 20</p> |
| 1.4 | Benchmark against our peers | <ul style="list-style-type: none"> Assessment of Scottish Housing Regulator annual statistical information against peer group average Submission of quarterly and annual information to Scottish Housing Network (SHN) and /or HouseMark for benchmarking statistics against our peers | <p>Senior Staff</p> <p>Senior Staff</p> | <p>October 2019</p> <p>August 2019</p> | <p>Due 30-Nov-19</p> <p>Achieved via SHN - HFCS to look into HouseMark fees and Specialist Clubs . Jan-20</p> |
| 1.4 | Identify opps for income through new business/growth opportunities | <ul style="list-style-type: none"> Funded Aspiring Communities Fund Project is being delivered through Centre81 and focusses on the long-term sustainability of the Centre | <p>Senior Staff/Project Staff</p> | <p>July 2019</p> | <p>ACF project ended Jul-19</p> <p>End of Project Report details successes</p> |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|---|---|--|---|---|
| | | <ul style="list-style-type: none"> • Business Plan and financial plans to be prepared for Centre81 • Consider options for Disaster Recover and SEC rental options • Consider options for CHA Power Limited and potential for expansion • Explore development and growth opportunities | <p>Senior Staff</p> <p>HFCS</p> <p>HOFCS/HSM</p> <p>Senior Staff</p> | <p>May 2019</p> <p>August 2019</p> <p>May 2019</p> <p>Ongoing</p> | <p>Scheduled for Feb-20</p> <p>Relocated to C81 from Oct-19</p> <p>Ongoing</p> <p>Ongoing through new build development and CHP expansion, etc.</p> |
| 1.4 | Maximise income from existing resources | <ul style="list-style-type: none"> • Commitment to maximising our return on assets and ensuring their long life | Senior Staff | Ongoing | Asset Management Action Strategy and Action Plan devised . Dec-18 and continuous monitoring of action plans Apr-19 and Nov-19 |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|---|--|---|--|--|
| | | <ul style="list-style-type: none"> Carry out stock condition surveys and regularly assess all our stock for compliance with standards Continue to apply for HAG funding each year to carry out adaptations Consider supplementing grant funding during major repairs contracts to replace existing adaptations which had reached the end of their useful life | <p>HSM</p> <p>HSM</p> <p>Senior Staff</p> | <p>2023 for full stock condition survey</p> <p>May 2019</p> <p>Ongoing</p> | <p>Update due Nov-19 (20% of stock)</p> <p>£38k secured Apr-19 & £24k in capital adaptation funding</p> <p>Ongoing</p> |
| 1.4 | Achieve savings through smart and efficient procurement | <ul style="list-style-type: none"> When contracting and procuring work, assess tenders against the wider market price and conditions for those services or goods being considered to ensure value for money | Senior Staff | Ongoing | Small works contractors/reactive maintenance framework currently being advertised via PCS . Nov-19 as well as Major Repairs and Cyclical contracts |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|-------|--|---|-------------|---|
| | | <ul style="list-style-type: none"> All procured works and services will be advertised through Public Contracts Scotland website where appropriate | Senior Staff | Ongoing | Insurance, development consultancy and legal all completed. Contracts register now published on CHA website |
| | | <ul style="list-style-type: none"> Partnership working with other RSLs and creating framework contracts where possible | Senior Staff | Ongoing | Procurement Action Plan is updated regularly and reported to Committee |
| | | <ul style="list-style-type: none"> Aim to achieve value for money in all contracts awarded | Senior Staff | Ongoing | Ongoing & will be reported in quarterly HSSC reports |
| | | <ul style="list-style-type: none"> Where applicable, include a community benefit clause in the procurement of works | Senior Staff/surveyors/ Procurement consultant | Ongoing | Achieved and ongoing. Strategy to be developed and community benefits register to be set up . Apr-20 |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|---|--|------------------|---------------------|---|
| 1.8 | Maximising Income and Financial Inclusion | <ul style="list-style-type: none"> Regular campaigns to encourage tenants to pay by Direct Debit | Housing Services | July 2019 | Allpay Direct Debit service updated . number of customers paying by 401/1123 . ongoing monitoring and DD payment promoted in Sep19 Newsletter |
| | | <ul style="list-style-type: none"> New tenant visits to be conducted to address any difficulties and alleviate early concerns | Housing Services | Ongoing | Ongoing . reported via HSSC. Targets currently not being met . improved procedures put in place. Currently 79% success rate |
| | | <ul style="list-style-type: none"> To ensure affordability, rents are to be compared to other landlords in the area | Housing Services | Nov & Jan each year | Ongoing and due Nov-19 . report to MC |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|-------|--|------------------|---------------|--|
| | | <ul style="list-style-type: none"> Surveys are conducted with new tenants who move in | Housing Services | Ongoing | 97% of new tenants satisfied with their home when they move in. |
| | | <ul style="list-style-type: none"> Measurement of rents via the SFHA affordability measure/rent comparison tool | HHS | November 2019 | Ongoing and due Nov-19 . report to MC |
| | | <ul style="list-style-type: none"> Provides a free and impartial welfare rights service at CHA main office and our Centre81 location (resource dependent) | Senior Staff | July 2019 | CIRC service still in place. Nov-19 recruiting for new part-time Welfare Rights Officer |
| | | <ul style="list-style-type: none"> Continuing to plan and prepare for welfare reforms/universal credit by learning from other RSLs and applying good practice | Housing Services | Ongoing | Forums/external training and events attended up to Nov-19. Regular quarterly reporting to HSSC |

Value for Money Strategy – Action Plan (Nov 2019)

(Section heading references Value for Money Strategy (December 2018)

<F:\Policy & Procedure Folder\Finance & Corporate Services\Value for Money>

| Section | Topic | Action | Responsibility | Target Date | Current Status |
|---------|-------|--|----------------|-------------|----------------|
| | | <ul style="list-style-type: none"> Review our Former Tenants Arrears Procedures to ensure the effective and efficient collection of all housing debt left by former tenants | HHS | Feb-20 | On target |

Update – 22 November 2019