

## **For Discussion**

Agenda Item: 9.2  
Date of Meeting: 24/04/24

To: The Management Committee

From: Corporate Services and HR Manager

Subject: Report on further analysis of ARC Benchmarking: Actions to Improve Performance

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### **1. Introduction and Purpose**

- 1.1 The purpose of this report is to update Committee on the further analysis carried out with managers on the ARC 2022/23 Benchmarking Results, as advised by the Director in their report brought to Committee in January 2024.
- 1.2 Within their report, the Director confirmed that I would co-ordinate and oversee the development and implementation of any required improvement/action plans with Managers.
- 1.3 Improvement/action plan (Section 2) is in respect of the amber and red results only.

## 2. Action Plan

Indicator	Actions already taken	Actions to be Implemented	Person Responsible	By When
<b>Indicator 1:</b> Percentage of tenants satisfied with the overall service provided by the landlord.	Attempts were made to work with other local RSLs to offer a cleaning service but no uptake from other RSLs.  Introduced free bulk uplift from our open spaces.	Educate tenants on what we have control over and what we don't e.g. brown bin permits. Consider platforms to do this: social media.	Sharon Quinn	Ongoing
<b>Indicator 2:</b> Percentage of tenants who feel their landlord is good at keeping them informed of services and decisions.	Facebook is now live.  Continue to update via newsletters and other communication all of which are sent out via the tenant's preferred contact method.	Tenants Portal to be introduced	Sharon Quinn	March 2025
<b>Indicators 3&amp;4:</b> Percentage of all Stage 1 & 2 complaints responded to in full.		Ensure that all other investigation is carried out whilst waiting for the complainant to engage. If the complainant continues to not engage give them a deadline within the statutory timescales and conclude with what information is available if the deadline is missed.	Aileen Innes	Immediately
<b>Indicator 5:</b> Percentage of tenants satisfied with opportunities to participate.	Attended breakfast clubs and other local clubs to encourage participation.  Currently 4 members on Rosehill Tenants Voice.	Recruit an additional 5 members to Rosehill Tenants Voice.  Utilise Facebook to encourage participation.  Discuss options for participation at tenancy sign-up.	Sharon Quinn	March 2025  Ongoing  Ongoing

		Review demo of CX tenant participation software.		March 2025
<b>Indicator 7:</b> Percentage of tenants satisfied with the quality of home.	Lettable Standards Document Reviewed.  Continuing to roll out the planned programme of works and have now introduced showers to bathrooms via the next bathroom refurbishment contract and in all voids. This is to reflect a more modern approach to living.		Sandra Hunter	Ongoing
<b>Indicator 12:</b> Percentage of tenants satisfied with the repair service.	Actively managing contractors in terms of keeping appointments and the quality of the repairs carried out via post inspections to increase this indicator back to nearer 100%.		Sandra Hunter	Ongoing
<b>Indicator 13:</b> Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood.	Have appointed a new garden contractor – feedback has been positive.  Introduced free bulk uplift from our open spaces.  Continue with the garden competition.	Educate tenants on what we have control over and what we don't e.g. brown bin permits. Consider platforms to do this: social media.  Consider organising a staff litter-picking event; look for tenant volunteers also.	Sharon Quinn  Aileen Innes / Sharon Quinn	Ongoing
<b>Indicator 16:</b> Percentage of new tenancies sustained more than 1 year.	Worked closely with the homeless prevention casework team to prevent unsuitable referrals from being made. Work taking place to ensure the referrals made match the needs of the individuals.		Sharon Quinn	Ongoing
<b>Indicator 21:</b> Average time to complete medical adaptations.	Now started to split the indicator in the performance report to highlight works that are delayed due to warrant and works that don't require warrant so that a more realistic		Sandra Hunter	Ongoing

	timescale of non-warrant adaptations can be reported to Committee.			
<b>Indicator 23:</b> Percentage of Section 5 homeless referrals that result in an offer	More referrals are being made than stock available. Currently working with the homeless prevention team to manage this.	Consideration to be given to request from HSCP to allocate 67% of all lets to S5 Referrals	Sharon Quinn	April 2024
<b>Indicator 25:</b> Percentage of tenants who feel rent for their property represents good value for money.	Until this year, rent increases remained below inflation.			
<b>Indicator 29:</b> Percentage of factored owners satisfied with factoring service.	Only two owners returned the survey – one was satisfied, and one wasn't.	Hoping for a higher return rate now that we are factoring in the Glenmuir Estate.  Need to provide consistency to owners in terms of staff (high turnover of Factoring Co-ordinators). New Factoring Co-ordinator commencing employment on Tuesday 7 <sup>th</sup> May 2024.	Factoring Co-ordinator  Aileen Innes	Ongoing
<b>Indicator 30:</b> Average calendar days to re-let vacant properties	Work to ensure a tenant is identified and in place as soon as notification to end tenancy is received; this ensures that keys can be handed over as soon as any repair work is completed.  Affected by numerous factors including contractor availability (hampered by labour shortages and illness), number of voids at any given time, condition the property is left	Work with tenants to ensure the house is cleared and returned (as much as possible) to a lettable standard (hand back condition guide)	Sharon Quinn  Sandra Hunter	Ongoing  Ongoing

	<p>in and volume of belongings left in the property.</p> <p>Voids going forward will now further be delayed if no shower is present in the property as we are now taking the opportunity to install at void stage.</p> <p>Contractor availability is more constant now and will always be subject to pressure when multiple voids occur at the same time.</p>			
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### **3. Risk**

- 3.1 Benchmarking our results and developing subsequent action plans for improvement helps to mitigate the risk of poor performance and in turn tenant dissatisfaction and ensures we remain alert to what needs to change and improve, ensuring that we provide the best service possible to our tenants and other service users.

### **4. Delivery of our Strategic Objectives**

- 4.1 Working to improve our performance and service delivery ensures we meet all seven of our Strategic Objectives.

### **5. Delivery of our Core Values**

- 5.1 Similarly to 4.1 above, all core values are being met by continuing to improve our performance and overall service delivery.

### **6. Compliance and Assurance**

- 6.1 Identifying and implementing improvement plans, ensures we continue to deliver on meeting The Scottish Social Housing Charter Outcomes and Standards and meet Regulatory Requirements.
- 6.2 In addition, it assures the Management Committee of our commitment to continuous improvement.

### **7. Evidence Bank**

- 7.1 A copy of this report and attachments will be added to the evidence bank for:

#### **Standard 1**

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

#### **GS1.1**

The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's business plan to achieve its purpose and intended outcomes for its tenants and other service users.

- 7.2 Committee is reminded that the assurance exercises and evidence bank are available in the Committee Log-in area of our website, which Committee can access at any time.

## **8. Summary and Decision(s) Sought**

- 8.1 Following on from the Director's Benchmarking report in January 2024, further analysis has been carried out with managers.
- 8.2 The results of the further analysis and subsequent action plan has been provided in Section 2.
- 8.3 Further updates on progress will be provided to committee at June and September's meetings.
- 8.4 Risk has been considered in Section 3.
- 8.5 Section 4 shows how working to improve our performance and service delivery contributes to the delivery of our strategic objectives.
- 8.6 Section 5 shows how working to improve our performance and service delivery contributes to the delivery of our Core Values.
- 8.7 Section 6 demonstrates our compliance.
- 8.8 Committee is asked to note the contents of this report and is invited to discuss further.