

KEY RECOMMENDATIONS		
Objective	Inspection report paragraph reference	Referenced to Key Actions throughout Improvement Plan
Ensure that we have a Business Plan that is explicitly supported by clearer longer term financial plans with sensitivity analysis carried out on our key business planning assumptions	2.9	5.1; 5.4; 5.5; 5.6; 5.7; 5.66
Progress Project Transform Cairn (PTC) to identify and secure internal efficiency savings	2.9	5.24; 5.63
Improve the extent, reliability and usage of information held on our ICT system	2.9	4.4; 5.35; 5.41; 5.52; 5.53; 5.69; 5.70
Put in place an asset management strategy and improve the effectiveness of investment in planned maintenance	2.9	4.37; 4.39; 4.41; 5.67
Put in place a new tenant participation strategy with comprehensive action plan providing opportunities for tenants to influence the design and delivery of services	2.9	4.2; 4.37; 4.39; 4.54; 5.32; 5.42; 5.45; 5.48; 5.51
Do more to gather and respond to service users feedback and publicly report outcomes from this	2.9	4.2; 5.36; 5.43; 5.45; 5.51; 5.52; 5.53; 5.48
Continue to improve the management of our empty houses	2.9	4.34; 4.44;
Comply with the statutory obligations on us with regards to Right to Repair and improve our management of asbestos	2.9	4.59; 4.67; 4.70;

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
1.0 Tenant Satisfaction						
	Undertake comprehensive tenant satisfaction survey work	4.2		1.1. Design and implement a survey plan to collect current information on satisfaction levels for the majority of our tenants 1.2. Ensure that tenants' views are appropriately reflected in the survey plan in terms of survey area prioritisation and survey methodology 1.3. Publicise the plan to all customers. 1.4. Key elements of plan to include: 1.4.1. Outline of survey methodology to ensure that a range and variety of survey methods are used to help maximise tenants' responses 1.4.2. Mechanisms to ensure that customer satisfaction levels and feedback gathered through survey work lead service reviews 1.4.3. Tenant communication processes through which we advise about how feedback is being used 1.4.4. A framework for a regular pattern of tenant satisfaction surveys for all tenants to include a comprehensive 5 yearly survey as well as annual shorter or thematic surveys for select groups of tenants	September 2010 September 2010 September 2010 September 2010	OMT
Progress and Evidence:						
This will be collated in a separate document cross-referenced to the relevant action points listed in the Plan.						

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	Implement a procedure that ensures comprehensive consultation on Rent and Service Charge reviews	4.2		1.5 Devise a consultation plan that outlines consultation methodology timescales 1.6 Devise feedback methods from consultation 1.7 Publish results which clearly link business decisions (related to rent and service charge levels) to tenant feedback	December 2009	OMT FINANCE
2.0	Access to housing					
	Ensure that our website gives comprehensive and consistent information that will facilitate access to our housing	4.4		2.1 Review and standardise current information regarding our houses and estates 2.2 Seek stakeholder views on quality of current information 2.3 Devise upgrade plan to ensure information is kept current	December 2009	OMT IT
3.0	Access to housing list					
	Advise all applicants of our 7 day target for entering details to our housing list	4.6		3.1 Revise the application acknowledgment letter 3.2 Revise the application package to advise of our target for loading applications onto our lists 3.3 Include application loading targets on our website 3.4 Include targets and performance against these targets in published Service Standards	December 2009 December 2009 December 2009 September 2010	OMT
	Monitor and report on performance against our target for loading new applications onto our housing list	4.6		3.5 Include a report on 'application loading' in the KPI suite of operation department reports 3.6 Advise our tenants, applicants and other customers of our performance against this target	July 2009 from January 2010	OMT

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	Introduce a robust procedure that ensures that the processing of applications is monitored	4.6	4.12	3.7 Determine best practice in selection, prioritisation and approval procedures and revise our procedures accordingly 3.8 Train staff 3.9 Seek tenants' and prospective tenants' views 3.10 Monitor process for checking and authorising on a regular basis 3.11 Reinforce system for manual check of every application.	December 2009 December 2009 July 2009 December 2009- December 2009	OMT IT
	Review the effectiveness of our communication with applicants at completion of the assessment process	4.6		3.12 Review letter to applicants to revise information given to them on such matters as: 3.12.1 the points awarded 3.12.2 all housing options available 3.12.3 how to appeal the pointing assessment made 3.12.4 sources of independent housing advice and assistance available 3.13 Develop report on stock turn over to be used to inform applicants 3.14 Develop application and allocation advice leaflets for applicants.	May 2009 January 2010 June 2009 May 2009 February 2010 September 2010	OMT
	Improve consistency related to review of applications on our housing list and ensure that such a review is carried out on a regular basis	4.6		3.15 Establish clearer review procedures with timescales and processes reinforced 3.16 Develop a monitoring report to allow non compliance to be highlighted 3.17 Include targets and performance in KPI reporting 3.18 Include targets and performance in published Service Standards	July 2009 July 2009 December 2009	OMT
	Ensure that applicants suspended from our housing list are advised of sources of independent advice	4.8		3.19 Update letter to applicants to include information on independent sources of advice	May 2009	OMT

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	Review the procedure related to Appeal of Suspension from the housing list and ensure a separation between the Officer roles involved	4.8		3.20 Update procedure and documentation to include: 3.20.1 Issuing information on sources of independent advice 3.20.2 Introducing clearer separation of officer roles to clearly outline the appeals processes 3.20.3 Review the lifting of suspension guidance and train staff as required particularly to ensure that applicants are given clear timescales for the ending or review of any suspension	May 2009 March 2010 March 2010	OMT
4.0 Lettings						
	Devise systems to routinely analyse applicant information and report this to COM, tenants and applicants	4.10		4.1 Provide annual reports to COM to give an indication of the types of applications we receive in terms of household size, reasons for application, etc 4.2 Devise ways of collecting and reporting on this information 4.3 Include applicant information in annual report	March 2010 September 2010 March 2010	OMT IT
	Introduce more comprehensive reporting and analysis of lettings outcomes	4.11		4.4 Determine the content and mechanisms for providing lettings outcome reports to CMT and COM 4.5 Determine how lettings outcomes will be used to influence service improvement or growth plans	March 2010 September 2010	OMT IT

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	Ensure that lettings information collated is used to inform service planning and improvement	4.11		4.6 D & AM to review new build proposals on lettings information to be made available and devise ways of linking this to scheme appraisals 4.7 Ensure an annual SOM/CMT consideration of lettings outcome reports to determine any necessary Business Planning or Risk Strategy changes	September 2010 September 2010	OMT IT D & AM
	Review and improve procedures for managers approving lets especially where there has been any 'by passing' of applicants	4.12		4.8 Introduce a procedural requirement for written manager approvals and formal recording of approvals for "by passing" applicants 4.9 Formal Reports on "by passing" to be introduced to ensure a consistent and disciplined approach across all areas. These to be reported to OMT on quarterly or six monthly basis	September 2010 From March 2010	OMT
	Establish a target for lets to homeless people and report progress against target	4.13		4.10 Determine appropriate target levels across all areas and local authorities 4.11 Devise a system for collation and reporting of targets and performance 4.12 Provide annual report to COM on targets and performance 4.13 Include targets and performance as part of published Service Standards	September 2010 July 2010 September 2010 September 2011	OMT IT
5.0	Tenancies and neighbourhood management					
	Include a more prominent reference to availability in other formats and languages in our Tenant Handbook	4.16		5.1 Include required amendments in review of Handbook	September 2010	OMT

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Ensure that tenancy settling-in visits are carried out within first six weeks of tenancy start	4.17		5.2 Review procedure and respond to customer feedback. Procedure to include: 5.2.1 Instruction to SHSMs to conduct and record all sheltered tenants settling-in visits within period agreed following review 5.2.2 Instruct all HOs to respond to and record settling-in information provided by SHSM as method of checking 5.2.3 Introduce formal ICT recording of settling-in visits and associated actions 5.2.4 Widen settling-in visits resource to include HOs, SHSMs, MOs and PMOs and provide appropriate training to allow this	December 2009 December 2009 December 2009 March 2010	OMT IT D & AM (for resource agreement)
	Report performance against settling-in visit targets	4.18		5.3 Devise a reporting system 5.4 Introduce performance targets 5.5 Devise procedure for managing visits register to ensure good performance against target 5.6 Include targets and performance against these in published Service Standards	March 2010 March 2010 March 2010 March 2010	OMT
	Review how and when information on customer vulnerability and support needs is collected	4.18		5.7 Review the housing application form to ensure early capture of information on applicant vulnerability and support needs 5.8 Improve the ICT system to consistently hold and report on tenant vulnerability indicators	June 2010 June 2010	OMT IT

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Publicise our targets related to responding to and concluding cases of anti social behaviour	4.23		5.9 Ensure leaflets going out to tenants contain all relevant information on how we deal with anti social cases and includes target timescales for our response 5.10 Publish response timescale targets on our website and consider including these in the new Tenant Handbook provided we can accommodate target review/target improvements during the 'lifetime' of the Handbook 5.11 Include targets and performance against these in published Service Standards	July 2010 July 2010 From July 2011	OMT
	Ensure more robust procedures are in place and followed related to how we create and hold information and records on all investigations made and evidence gathered in relation to anti social behaviour cases	4.24		5.12 Amended procedures to include: 5.12.1 Staff training 5.12.2 Monitoring mechanisms established including an informal internal audit process conducted by Service Development and local senior officers 5.12.3 Reviewing of procedure to be consistently undertaken 5.12.4 A checking system to ensure consistency and accuracy of assessment and categorisation related to anti social behaviour cases	July 2010 July 2010 July 2010 July 2010	OMT IT
	Ensure that we can collate and report on outcomes related to our handling of anti social behaviour cases	4.24		5.13 Devise a recording and reporting system for SOM, CMT and COM 5.14 Publicise these outcomes on a regular basis to tenants and other stakeholders	July 2010 July 2010	OMT IT

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Devise a tenant feedback survey specific to how well they think we have dealt with anti social behaviour reports	4.24		5.15 Work with tenant representatives to determine survey design and related reporting and feedback processes 5.16 Design the survey and train staff on survey requirements 5.17 Devise reporting system 5.18 Publicise results on a regular basis and report performance to CMT and COM 5.19 Devise system for using feedback to review service standards related to anti social behaviour policy and procedures 5.20 Incorporate this area in Tenant Survey Plan 5.21 Ensure we review our practices in the light of feedback	All February 2010	OMT IT
	Implement a more robust schedule of estate management visits and ensure that these are carried out and recorded as completed	4.25		5.22 Develop Estate Management procedure 5.23 Seek tenant involvement in relation to component parts or amenities to be inspected 5.24 Train all field staff to carry out estate visits and record findings and request actions as required 5.25 Devise a recording and reporting system to hold EM visit info and any follow up actions 5.26 Ensure management checks are in place to monitor that EM visits are carried out and are effective 5.27 Include targets and performance against these in published Service Standards	May 2010 May 2010 May 2010 May 2010 May 2010	OMT IT D & AM (for staff resource)

6.0 Income maximisation

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Ensure that the implementation of rent arrears procedures is consistently applied across all areas and offices.	4.31		6.1 Ensure standard letters include information to direct tenants to independent financial advice and assistance 6.2 Instigate mechanisms which prevent essential procedural steps from being bypassed by operatives 6.3 Devise a system of audit and checks to ensure consistency in procedural implementation 6.4 Undertake regular Staff Training	May 2009 February 2010 February 2010 March 2010	OMT IT
	Ensure good and consistent management of former tenant arrears to maximise income or minimise bad debt	4.32		6.5 Introduce a system of checks to ensure consistent application of all procedures related to former tenants arrears recovery or write off 6.6 Report performance against target to CMT and COM	June 2010 June 2009	OMT
	Ensure that void property management is effective so that rent loss is minimized	4.34	4.36	6.7 Review void procedures 6.8 Devise a consistent void repair standard and ensure its implementation through a system of sample survey work 6.9 Ensure we consult with tenants on the further development of the void standard 6.10 Set clear monetary targets to minimise void loss and void re-let timescales across all areas and house/ void types 6.11 Devise mechanism to alert SOM and CMT to problem voids and ensure a process is in place to constantly consider other use/disposal options in response to changing demand levels 6.12 Include targets and performance in published service standards	July 2009 October 2009 December 2010 March 2009 September 2010 September 2010	OMT

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Record and report on the reasons people have for refusing offers of housing and ensure that appropriate monitoring and analysis of this information leads into service improvement and planning	4.35		6.13 Devise a system to record and report on reasons for refusal of offers 6.14 Report to COM and SOM on findings related to refusals 6.15 Devise a system to actively use the information to design and improve services in consultation with users and publicise related outcomes 6.16 Include intentions in published service standards	March 2010 March 2010 September 2010 September 2010	OMT IT
7.0	Asset Management Strategy					
	Develop a comprehensive Asset Management Strategy, with related action planning, to set targets and timescales for how we will use and manage our property assets	4.37	5.67	7.1 Develop existing Asset Management framework to: 7.1.1 Outline our standards with regards to property maintenance and improvement 7.1.2 Indicate new build and restructuring opportunities 7.1.3 Provide investment requirements over a 5, 10, 15, 20 and 30 year period related to property management and improvement	March 2010 July 2010 March 2010	D & AM IT
	Review our Planned Maintenance programmes to ensure that we reflect house conditions and priority needs in accordance with SHQS requirements	4.37		7.2 Complete all SHQS surveys and plot results against Planned Maintenance programmes over a 5, 10, 20 and 30 year time frame	July 2010	D & AM IT
	Ensure that our Planned Maintenance programmes reflect customer demand and tenant aspirations	4.37	4.43 4.53	7.3 Conduct a comprehensive tenant survey related to property improvements and the tenants' related aspirations on a five yearly basis commencing in 2010 7.4 Publish results and related outcomes 7.5 Establishing our PM programmes over 5, 10, 20 and 30 years based on tenant preference feedback and balanced with structural safety requirements	July 2010 December 2010 December 2010	D & AM

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Reflect tenant and customer demand and preferences in our property investment decisions	4.39	4.37	7.6 Develop systems to produce reports on tenant and customer demands related to housing needs and aspirations 7.7 Devise a method to actively use such data to influence property investment decisions and publicise our approach and findings on an annual basis	July 2010 October 2010	D & AM
	Update all information on stock condition on an ongoing basis following planned maintenance or other repair and improvement works	4.41		7.8 Develop ICT system to allow all repair and upgrade works to be consistently recorded and reported on 7.9 Use these reports to influence PM programmes	June 2010 June 2010	D & AM IT
	Develop clear links within the Planned Maintenance programme to SHQS requirements and implement programmes of work to address any SHQS failures	4.43 and 4.44	4.46	7.10 Develop ICT system to link SHQS survey information to PM programmes 7.11 Publicise to tenants how SHQS failures will be addressed within a 5-year planned maintenance programme 7.12 Revise projections on SHQS compliance by 2015	May 2010 August 2010 April 2010	D & AM IT
	Ensure that our re-let standard is set in consultation with tenants and prospective tenants	4.44	4.61	7.13 Conduct a tenant and prospective tenant feedback process related specifically to our proposed void re-let standard 7.14 Ensure we review our re-let standards on a regular basis (3 years) and include tenant views in the review process 7.15 Publish our targets and performance against these as part of our service standards	August 2009 August 2012 August 2010	OMT D & AM
	Ensure that we report on the number of houses we bring up to SHQS standard each year	4.46	4.43 4.44	7.16 Devise systems to collect and report on our correction of SHQS failures 7.17 Publicise our SHQS completions each year 7.18 Ensure we provide KPIs on completion of SHQS works to our management teams and COM	March 2010 April 2010 April 2010	D & AM IT

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8.0	New Homes					
	Revise the new build design guide in the light of tenant feedback and review it regularly	4.50		8.1 Improve quality of customer feedback survey to further influence design guide 8.2 Amend the guide to reflect tenants' views, preferences and aspirations 8.3 Regularly update the guide to take account of best practice in design and tenant feedback 8.4 Devise a system to allow us to record and analyse tenants' views and report this to COM with clear outcome recommendations	December 2009 February 2010 March 2010 June 2010	D & AM
	Improve communication between Development teams/functions and Planned Maintenance/ Responsive Repair teams /functions to ensure that feedback from maintenance staff is fed into design guide	4.50		8.5 Establish a procedure or forum to ensure that cross-departmental links are made to improve communication on design and sustainability aspects of new build schemes	March 2010	D & AM OMT
9.0	Investment and Home Safety					
	Issue satisfaction survey forms to tenants on completion of all Planned Maintenance contracts	4.54		9.1 Ensure we have a consistent approach to issue, collation, monitoring and reporting of PM tenant survey work across all areas 9.2 Ensure <u>all</u> types of planned maintenance works are surveyed including communal/external works 9.3 Ensure tenants are consulted on all PM works prior to commencement including external and communal works	December 2009 March 2010 March 2010	D & AM
	Review our cyclical maintenance programme for all external and communal works in accordance with best practice.	4.55		9.4 Establish a service standard for cyclical maintenance in consultation with tenants 9.5 Re-formulate Cyclical Works Plans and publicise	March 2010 March 2010	D & AM

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	Ensure that we meet our gas safety statutory responsibilities for 100% of our relevant stock each year	4.57		9.6 Review procedures to ensure a 100% check per year of all relevant stock	December 2009	D & AM
	Ensure a 10% per annum quality assurance check by independent consultants is carried out on all gas safety servicing contracts	4.58		9.7 Put an annual contract in place for externally qualified quality assurance checks on gas servicing works 9.8 Report progress on quality assurance checks to SOM on a quarterly basis 9.9 Set targets and review performance against these in gas safety service standards	April 2010 September 2010 September 2010	D & AM
	Carry out annual checks of known asbestos as identified in the Asbestos Management Plan	4.59		9.10 Devise a system to ensure annual checks are carried out, that these are recorded and that we monitor and report on our performance against this requirement	December 2009	D & AM
	Ensure that we consistently update all asbestos registers and that audits are carried out to ensure registers are in place, in order and up to date	4.59		9.11 Conduct staff training to raise awareness of this need 9.12 Include this task in relevant job descriptions so that a check is in place 9.13 Devise a system of regular checking of registers and recording of checks being done 9.14 Devise an asbestos register on our ICT system that is linked to our property database and can be accessed by local operatives but maintained and monitored centrally 9.15 Ensure updated registers are provided to multi-trade contractors who do not have access to our database	May 2009 December 2009 May 2009 April 2011 May 2010	D & AM
10.0	Responsive Repairs					

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	Review the responsive repairs appointment system across all areas to ensure consistency of service standards and adherence to best practice	4.63		10.1 Consider as part of North multi trade feasibility study 10.2 Consider as part of expansion of South multi trade contract 10.3 Devise responsive repair service standards for appointments and seek views and feedback from tenants before establishing final standards 10.4 Monitor and report on contractors' performance related to setting and keeping appointments for repair works. Publicise to tenants and report to SOM, CMT and COM 10.5 Monitor tenant satisfaction surveys for contractor\tenant contact performance in the North 10.6 Extract existing information for the South 10.7 Regular reports to COM 10.8 Include targets and performance related to setting and keeping appointments in published Service Standards	March 2010 October 2009 December 2009 July 2010 From September 2009 June 2009 June 2009 September 2010	OMT IT
	Effectively measure repair completion times so that we can be sure that we are meeting our stated response and standard	4.66		10.9 Review emergency attendance completion times 10.10 Devise a system to effectively and accurately measure and record job completion times 10.11 Monitor and report our performance against target times 10.12 Publicise our targets and performance in this area 10.13 Ensure consistency of recording and reporting across all areas	December 2009 December 2009 March 2010 June 2010 March 2010	OMT IT

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	Review all procedures related to Right to Repair and ensure statutory compliance	4.67	4.70	10.14 Regularly review RTR requirements to ensure continued statutory compliance 10.15 Deliver full guidance and training for staff 10.16 Annually advise tenants of Right to Repair and list of contractors and alternative contractors 10.17 Include targets and performance in relation to our RTR requirements in published Service Standards 10.18 Regularly report compensation payments to COM 10.19 Upgrade leaflet on RTR 10.20 Review job order letters to tenants to ensure all refer to RTR eligibility 10.21 Ensure lists of contractors and alternative contractors are available for all areas and publish these to tenants at time of annual reminder of their Rights	June 2009 June 2009 June 2009 and Feb annually thereafter June 2010 March 2010 June 2009 June 2009 June 2009	OMT IT
	Review pre inspection procedures targets for responsive repairs and consistently implement these across all areas	4.68	4.70	10.22 Introduce targets for pre inspections 10.23 Implement system to record and monitor performance 10.24 Train staff to allow wider coverage including SHSMs, PMOs, MOs, HOs, SMs and DOs 10.25 Provide quarterly reports on performance against targets to COM 10.26 Include targets and performance against these in published Service Standards	December 2009 March 2010 March 2010 March 2010 December 2010	OMT D & AM IT

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	Review post inspection procedures and targets and consistently implement these across all areas	4.68	4.70	10.27 Review targets and triggers for doing post-inspections 10.28 Implement system to record and monitor performance 10.29 Train staff to allow wider coverage including SHSMs, PMOs, MOs, HOs, SMs and DOs 10.30 Provide quarterly reports on performance against targets to COM 10.31 Include targets and performance against these in published Service Standards	December 2009 March 2010 March 2010 March 2010 December 2010	OMT D & AM IT
	Review all monitoring and reports related to responsive repairs	4.70		10.32 Review KPIs and related reporting systems 10.33 Publicise performance against targets/ standards 10.34 Seek tenants' views on targets and amend reporting to meet their preferences	February 2010 June 2010 June 2010	OMT IT
11.0 Leadership & Strategic Planning						
	Define clear business objectives related to improvement to service quality or growth in new services	5.1		11.1 Prioritise clear business objectives and articulate this in our business plan 11.2 Set clear and SMART targets and objectives related to our service related business objectives 11.3 Devise a new format for our Business Plan based on SHR Guidance	March 2010 March 2010 January 2010	COM CMT SOM
	Set clear objectives related to seeking and responding to customer feedback	5.1		11.4 Devise a tenant survey programme with clear implementation dates across all functions of the Association 11.5 Establish reporting and outcome/response mechanisms at Board and CMT level	March 2010 March 2010	COM CMT SOM
	Review the strengths and weaknesses of the business/organisation	5.4		11.6 Conduct a SWOT analysis to inform the Business Plan for 2010/11 – 2015/16	December 2009	COM CMT

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	Ensure that our Business Plan explicitly assesses current and projected economic conditions and associated financial analysis and the assumptions that underlie the plan	5.4		11.7 Include this appraisal as part of the revised Business Plan format and consistent with SHR guidance	March 2010	CMT COM
	Identify potential mitigating actions associated with key risks and include this analysis in the Business Plan	5.4		11.8 Analyse risk on a regular basis mitigating action against risks 11.9 Include in Business Plan	From March 2010	CMT COM
	Ensure links between specific initiatives and the achievement of stated objectives and including measurements of progress towards these objectives in the Business Plan	5.4		11.10 Detail out key objectives from Business Plan in summary document 11.11 List initiatives being undertaken to meet key objectives 11.12 Monitor Progress regularly and in accordance with COM timescale preferences	March 2010 March 2010 June 2010	CMT COM
	Ensure that our medium and longer term financial projections associated with the Business Plan are formally and actively considered on a regular basis by CMT/COM	5.5		11.13 Monitor budget quarterly; update 5-year forecasts twice yearly; produce 30-year projections annually or as required. 11.14 Purchase and install the Brixx financial modelling package to ease long-term financial scenario planning	From March 2010 October 2009	COM CMT
	Ensure that we conduct option analysis and related financial projections on all operational and growth aspects of our business	5.6	5.11	11.15 Sensitivity analyses to be undertaken on all of the main assumptions of the Business Plan 11.16 Devise system to produce full option analysis and related financial analysis for all new initiatives approved by COM	March 2010 March 2010	FINANCE

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	Assess more fully Business Plan projections related to new build programmes in the light of current and projected downturn in grant levels and related factors for procurement	5.7	5.11	11.17 Produce robust financial projections and scenario planning information related to HAG levels and potential procurement changes related to Section 75s 11.18 Undertake quarterly updates for COM as economic and policy changes and adjustments occur	March 2010 From March 2010	FINANCE D & AM
	Review projected rent levels outlined in our Business Plan in the light of current and projected economic forces	5.7		11.19 Present robust financial projections and scenario plans for a range of rent increase levels and produce a full impact assessment for COM consideration 11.20 Publicise our deliberations and seek tenant views	March 2010 From December 2009	COM CMT FINANCE
12.0 Governing Body						
	Ensure that the COM are provided with comprehensive performance management and scenario planning information	5.11	5.6 5.7	12.1 Sensitivity analyses to be undertaken on all of the main assumptions of the Business Plan 12.2 Produce robust financial projections and scenario planning information related to HAG levels and potential procurement changes related to Section 75s	From March 2010 March 2010	COM CMT
	Publicise all COM Minutes and make these readily available on Website, Intranet and respond to requests for different formats or languages	5.16		12.3 Publish COM minutes on staff intranet and on website	March 2009	CMT COM

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Minimise any medium and longer term risks to the Association by pursuing efficiency and cost saving measures particularly those related to overhead costs	5.24	5.63 LINKS TO KR	12.4 Present clear Action Plans to COM from September 2009 to achieve a series of cost cutting and efficiencies measures over 2010, 2011 and 2012 12.5 Implement appropriate actions coming out of COM approvals	September 2009 April 2010	COM CMT
13.0 Management of Risk						
	Ensure that the Risk Management Policy and strategic framework are fully integrated into the business culture of the Organisation	5.27 5.28		13.1 Continue staff training and awareness to outline the key risks and our intended approach to management and mitigation of these in order to develop a culture of risk management throughout the organisation	March 2010	COM CMT SOM
	Develop clear internal audit and enforcement measures that help to deliver consistent approaches to service delivery across all areas of operation and all functions	5.31		13.2 Develop ICT systems that support procedural adherence and standardisation 13.3 Develop effective staff training to reinforce policy and procedural adherence 13.4 Introduce a system of sanctions and eradicate non-adherence to policies and procedures by local operatives	From December 2010 August 2010 August 2010	CMT SOM
	Introduce a more robust quality assurance system to guarantee high levels of consistent service delivery	5.31		13.5 Review Service Development's role and middle management role in policy and procedural adherence 13.6 Review job description of managers responsible for checks and monitoring of policy and procedural adherence 13.7 Raise staff awareness of need to adhere to policies and procedures	December 2010 July 2010 December 2009	CMT SOM
14.0 Performance Management and Planning						

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Review our KPIs related to all aspects of our business and services to ensure that we can provide a comprehensive picture of our performance against targets for all key business areas	5.32	5.37	14.1 Review performance information currently produced 14.2 Publish information of our current performance against past performance in all appropriate areas 14.3 Set clear targets and publish these with benchmarking information made readily available to ease comparison to be made between us and other RSLs/providers 14.4 Provide narrative on our performance in our annual report and publicise this in Tenant Newsletters, on our website, etc.	March 2010	COM CMT SOM
	Establish targets and measurements for tenant and service user satisfaction levels	5.32		14.5 Devise a tenant/customer satisfaction KPI report 14.6 Report findings to COM/CMT on a quarterly basis 14.7 Publish results to tenants and other stakeholders 14.8 Devise mechanisms to respond to tenant and service user feedback and to drive service improvements	June 2010 From Sept 2010 From Jan 2010 Sept/Oct 2010	COM CMT OMT SOM
	Issue KPI reports in advance to the Operations Sub Committee members along with covering papers that provide narrative and analysis of the performance figures	5.34		14.9 Devise a more effective reporting format at Operations Sub Committee and reintroduce KPI analysis on a written and pre-issued basis (i.e. prior to meeting) 14.10 Agree/confirm timescale for issuing information in advance of meetings	September 2009 June 2009	COM CMT
	Review KPI reports for Operations sub committee to include peer comparators/ benchmark information for services and key functions of Operations Dept.	5.34		14.11 Devise the format and content of a suite of comparison reports to be used as effective business tools by the Operations Dept and Operations Sub Committee.	March 2010	CMT OMT SOM

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Review the level and quality of information held on our ICT system with a view to ensuring the availability of a consistent and standard reporting tool for use throughout the Association	5.35	LINK TO KR	14.12 Review the information currently available to ensure it is accurate and in a useable format 14.13 Action improvements as appropriate 14.14 Review the function of Hummingbird and other available programmes and maximise their effectiveness	September 2010 November 2010 From March 2010	F,HR&IT CMT SOM
	Devise better systems to gather, collate, analyse and report on tenant satisfaction levels and other feedback on our services and other related performance	5.36	LINK TO KR 4.2, 4.37, 5.32	14.15 Review and revise policies and procedures related to customer feedback 14.16 Devise a system for collecting and analysing feedback to ensure positive business outcomes 14.17 Devise a system to document how we have used customer feedback to improve our services and publicise this 14.18 See section 4.2 for detailed tenant satisfaction survey key actions	March/April 2010 June 2010 July 2010	CMT COM SOM
	Develop a corporate training plan	5.39		14.19 Deliver a corporate training plan each year with clear reports to COM on progress	July 2010	CMT HR IT
	Introduce a more robust internal training, recording and reporting system	5.39		14.20 Include internal training feedback in COM reports	From July 2010	CMT HR IT
	Review the Policy schedule and ensure a more robust mechanism for reporting and justifying delays to due reviews and bring all outstanding policy reviews up to date	5.40		14.21 Restate processes for all policy and procedural reviews. 14.22 Examine Policy Schedule at December 2009 COM meeting and agree and record progress 14.23 Devise departmental policy schedules coming out of Corporate schedule to improve monitoring	December 2009 December 2009 December 2009	COM CMT SOM

15.0 Customer Focus and Influence

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Review our approach to Customer Care by reviewing the policy and procedures associated with this key task	5.42		15.1 Review the Customer Care Policy and determine its significance against the recent Customer Feedback policy and procedural development	March 2010	COM CMT
	Set clear customer care objectives and targets and raise staff awareness	5.42		15.2 Involve service users and tenants in setting and measuring customer care standards 15.3 Set clear customer care standards with appropriate targets, measurements and reports to COM/CMT 15.4 Develop customer care internal training and deliver 15.5 Include targets and performance in published service standards on customer care	June 2010 September 2010 From February 2010 June 2011	COM CMT SOM
	Progress the Tenant Participation Policy review as a matter of urgency and develop SMART objectives against this key area of activity	5.43		15.6 Finalise with TPAS the current TP Strategy review 15.7 Develop a draft TP Strategy and Policy in consultation with tenants 15.8 Involve tenants in devising new policy 15.9 Establish new TP Strategy 15.10 Set clear targets for TP activity and develop measurement and reporting tools around these to allow our performance to be analysed 15.11 Set clearer guidance to staff on how to engage tenants in setting and monitoring our service standards 15.12 Train all stakeholders to ensure meaningful TP Strategy delivery 15.13 Publicise clear business objectives and outcomes related to TP 15.14 Establish mechanism to record TP activity	October 2009 February 2010 Feb/March 2010 June 2010 June 2010 July 2010 From July 2010 Annually from July 2010 June 2010	COM CMT SOM

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Include our tenants in TP training opportunities to further develop and encourage their active involvement in our services	5.45		15.15 Review how we structure TP activities and ensure that we have sufficient resource focus 15.16 Develop Plan for the delivery of TP training and tenant group development	February 2010 June 2010	COM CMT OMT D & AM
	Review the Policy Schedule and include a more robust tenant consultation framework for each policy or service review requirement	5.48	LINK TO KR 5.40	15.17 Determine and publish within the TP Strategy the list of policies that will be subject to tenant consultation when due for review 15.18 Devise a tenant consultation framework for inclusion in our policy and service standards review requirements and publish the results	June 2010 June 2010	COM CMT SOM
	Amend our standard reporting format to include a tenant consultation consideration for each report	5.48	LINK TO KR	15.19 Amend the reporting format 15.20 Raise staff awareness 15.21 Provide staff and tenant training as required to ensure effective tenant consultation related to policy and service standard reviews or other key aspects of business review	March 2009 March 2009 From March 2010	COM CMT SOM
	Publicise the responses and associated outcomes from the Sheltered Housing Satisfaction Survey	5.49	LINK TO KR	15.22 Devise a clear tenant communication Strategy related to this survey work 15.23 Develop an Action Plan for improvements 15.24 Publicise results and related Action Plans with clear priorities and timescales 15.25 Seek tenant involvement in sheltered service improvement plans	December 2009 December 2009 December 2009 March 2010	SOM CMT OMT
	Fully implement data collection, analysis and reporting mechanism to allow us to hold, interrogate, report and respond to tenant feedback	5.51	LINK TO KR 5.53 5.54	15.26 Ensure training on Customer Contact Module (CCM) is delivered to all staff 15.27 Devise KPI report on customer feedback 15.28 Publicise internally and externally how we gather and use feedback	August 2009 for Ops Dept. Roll-out to other Depts March 2010 December 2009 September 2010	CMT IT

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Conduct a review of our Feedback Policy and ensure that we fully engage all staff in the delivery and implementation of the Policy	5.52	LINK TO KR	15.29 Review effectiveness of policy and procedures 15.30 Ensure staff understand the requirement for completion of Customer Contact Module 15.31 Engage with tenants by publicising feedback statistics and outcomes	June 2009 December 2009 From March 2010	CMT SOM IT
	Fully implement a single system for recording and reporting on customer feedback	5.53		15.32 Identify and appraise the two systems currently being used and refine to a single system for recording and reporting 15.33 Move all complaints recording and reporting onto the Customer Contact Module (CCM) 15.34 Conduct post implementation review of CCM	August 2009 December 2009 November 2009	SOM CMT IT
	Review the data collected in relation to complaints feedback received and ensure that we provide clear and concise information to complainants on how and where to seek advice and support	5.54	LINK TO KR	15.35 Invite tenant and customer feedback on complaints handling standards and performance 15.36 Use feedback to review processes 15.37 Review all standard letters to complainants to ensure we meet best practice requirements on advice, information and support	October 2009 November 2009 December 2009	CMT SOM
16.0 Equality and Diversity						
	Review our Business Plan objectives against the Equalities and Diversity Agenda for RSLs to ensure that we have set SMART objectives in this area	5.56		16.1 Research best practice and requirements for RSLs in relation to E & D compliance 16.2 Review our policy and procedures related to E & D in light of findings 16.3 Progress further staff training and awareness training for staff and other relevant stakeholders 16.4 Publicise E & D policy to tenants and other key stakeholders and invite feedback	June 2010 September 2010 March 2010 June 2010	COM CMT SOM

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Establish clearer and more comprehensive data on our tenants and prospective tenants related to household composition, ethnicity, disability, and other E & D indicators and use the information gathered to design or/and amend services and standards	5.57		16.5 Agree the data we wish to collect 16.6 Set up systems to collect, analyse and report on tenant and prospective tenant data 16.7 Establish clear methodology for assessing service standards against customer profiles and preference 16.8 Ensure that we review all business planning against our tenant and prospective tenant profiles	March 2010 June 2010 September 2010 From March 2010	COM CMT SOM IT Service Development
	Establish more robust mechanisms for researching and acknowledging ethnic diversity within the local communities that we serve and direct our sheltered housing services to these groups	5.58		16.9 Research the agencies, bodies and groups that represent minority ethnic interests (and particularly those of elderly people within those groups) in every community in which we operate 16.10 Devise methods to engage with all ethnic minority groups' interests that we encounter, to allow us to market our homes more effectively and to make them more widely available	April 2010 June 2010	COM CMT SOM
17.0 Efficiency and Value for Money						
	Progress our efficiencies agenda (PTC) in relation to cutting overhead costs	5.63	5.24 Plus LINK TO KR	17.1 Broaden the debate among all staff to seek efficiency savings 17.2 Produce an impact assessment and clear cost saving recommendations to COM in September 2009 17.3 Implement a staff and union consultation process on redundancies and other cost savings 17.4 Determine any Phase II PTC priorities and devise Action Plan	September 2009 September 2009 October 2009 April 2010	COM CMT
	Conduct a full and comprehensive development/growth assessment to ensure that financial projections have been critically assessed against current economic considerations	5.66	5.4 5.5 5.6 5.7	17.5 Implement Brixx forecasting module. 17.6 Define assumptions and undertake sensitivity analysis	October 2009 By December 2009	COM CMT SOM

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Define our optimum investment level in Planned Maintenance and compare our current performance and anticipated profile against other RSLs to allow good business decisions to be made	5.67	4.37	17.7 Investigate why Cairn HA expenditure is lower than peer RSLs and use this information to inform business decisions 17.8 Determine investment levels on PM over a 2- 30 years profile 17.9 Determine resource requirements and structure required to deliver PM investment programmes determined by tenant preferences and aspirations	December 2009 March 2010 January 2010	CMT COM SOM
	Review cancellation work orders data requirements to determine how we follow best practice in relation to this service area	5.69	LINK TO KR	17.10 Produce IBS report to collate all cancelled orders with reason code 17.11 Set up maintenance forum to review performance in this area 17.12 Consult with tenants on issues around cancelled work orders and amend procedures where feedback suggests that this is necessary	December 2009 August 2009 February 2010	CMT SOM IT
	Ensure that we have a system/methodology to gather, monitor and analyse information on variations to work orders or cancelled work orders	5.70	LINK TO KR	17.13 Check the accuracy of the 63% level of varied responsive work orders and define accurate level as starting point 17.14 Devise an ICT system to gather and report on level of variations 17.15 Devise appropriate control mechanisms 17.16 Instigate appropriate staff training 17.17 Variation report to be produced underpinned by an agreed Schedule of Rates	July 2009 December 2009 December 2009 January 2010 December 2009	CMT SOM IT Service Development

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	Objective	Insp Report Para	Cross Reference to Insp Report para	Key Actions and unique reference number	Proposed Completion Date	Manager/Dept Responsible
	Develop a comprehensive corporate procurement strategy and associated procedures	5.72		17.18 Identify areas for consultation with tenants in relation to procurement processes 17.19 Draft new policy 17.20 Consult with staff, tenants and other stakeholders and use outcomes to influence final draft 17.21 Establish staff training 17.22 Record savings delivered through procurement strategy and publicise findings	December 2009 February 2010 March 2010 April 2010 April 2011	COM CMT D & AM OMT
	Put in place mechanisms to ensure that we review our list of Contractors annually with tenant feedback on contractors sought and used to influence new lists	5.72		17.23 Use tenant feedback on individual contractors to determine future inclusion or removal from Approved list.	March 2010	CMT OMT D & AM
	Devise general guidance to assist our assessment of quality and price considerations when awarding major contracts	5.73		17.24 Establish a price/quality framework 17.25 Ensure a link with the new Procurement Strategy	April 2010 August 2010	COM CMT D & AM OMT