

KEY
Housing Strategic Plan 2020-25
Appendix 2
Objectives and Targets

The objectives of KEY's housing services remain as those identified in the previous Strategic Plan, specifically

1. To achieve a housing service that meets individual needs and enables housing choice.
2. To achieve a housing service that provides housing that is well managed and maintained.
3. To achieve a housing service that is adequately funded.

A series of detailed targets associated with these objectives have been identified as follows

Objective 1

To achieve a housing service that meets individual needs and enables housing choice

Strategy	Targets
To maintain and develop links with other housing agencies to increase the availability of accommodation to support our growth as a provider of support services	To continue to identify opportunities to work with other housing agencies (and private landlords) to increase the supply of leased property for new and existing tenants. In 2020 clusters of housing are being developed in partnership with Dunbritton HA (Dumbarton) and Ochil View HA (Alloa) and work continue with the Elsie Normington foundation (Inverness). Individual properties continue to be leased from a number of sources on an ongoing basis.
To look at options to further personalise our housing stock	There remain a small number of locations with larger shared housing and options to remodel or re-provision this housing will be considered when opportunities arise through tenant turnover. Relevant locations include Golspie, Kirkconnel, Milngavie, Inverness, Renfrew, Ardrossan & Hamilton.
To maximise use of stage 3 funding for major works	To assess the potential for future major works stage 3 grant applications at other locations.

Objective 2

To achieve a service that provides housing that is well managed and maintained

Strategy	Targets
To ensure compliance with the Scottish Social Housing Charter	To continue with full tenant satisfaction surveys every two years and with maintenance service surveys in intervening years. To consolidate the role of the tenant engagement forum (the My Home Group) and in particular to seek ways of engaging with tenants who are not supported by Key.
To develop and embed an approach to gauging value for	To develop a framework with the My Home Group once the forum is able to meet regularly (provisionally towards the end of 2021). Our

money within our housing provision	experience during the first six months of the pandemic has been that virtual/on-line meetings do not work effectively with our tenant group.
To ensure housing stock is of a suitable standard	To ensure full compliance with the Energy Efficiency Standard for Social Housing by 2020 and to develop approaches to the emerging successor standards which are under consideration.
To maximise the opportunities presented by the wider move towards digital technologies	To explore and implement digital solutions as required in the areas of: <ul style="list-style-type: none"> • the working environment of staff and associated IT infrastructure • the development of our IT system to provide additional functionality for our property/asset management functions. • the range of services we provide (particularly in the context of our existing provision of ‘telecare’) • the ways in which we communicate with tenants and other stakeholders
To refine our approach to performance management	Over the period of the Plan to refine our performance indicators (in conjunction with tenants) and associated management framework

Objective 3

To achieve a housing service that is adequately funded

Strategy	Targets
Establish rent levels and expenditure programmes that are achievable and affordable	To review income and expenditure over both the short and long term annually in order to inform rent levels on a yearly basis.
To confirm approach to rent affordability is in place and to monitor core rent levels (for unsupported lets) against those applied by other RSLs in the context of our strategy to reduce such differentials.	To carry out a review of rent levels of unsupported housing as part of the preparatory work for rent setting from March 2022. This has been set as year 2 of the Plan, partly in recognition of the current uncertainties introduced by the Covid pandemic.
To explore options to maximise housing-based revenue	To review the application and level of the intensive housing management charge To continue to risk assess the impact of welfare reform on rental income.