

1.1. Our services

We are a registered social housing Association that specialises in the provision of housing support services to people affected by homelessness.

Although our head office is based in Glasgow, we manage accommodation projects throughout several local authority areas.

Our service users are referred to us by local authorities and we provide temporary accommodation using our occupancy agreement.

1.2. Main areas (in alphabetical order)

Our services can be divided into the following activities for ease of description.

- governance, finance and administration;
- housing management;
- human resources; and
- repairs and maintenance.

Note: All our services are supported by a specialist information technology officer. This officer works with senior staff to develop a system wide information network that ensures comprehensive and quality records management.

1.2.1. Governance, finance and administration

We are regulated by the Care Inspectorate and the Scottish Housing Regulator. This regulation applies to governance in the form of having to satisfy a wide range of standards. We must also meet standards and guidance produced by the Information Commissioner Office and the Care Inspectorate.

A critical aspect of our business planning process is to ensure that we are accountable publicly and, in particular, minimise risk. For this reason, we have established a comprehensive set of governance policies and procedures relating to business planning, risk management and so. Further information about all of these policies is contained in the Publication Scheme.

Other core governance activities include promoting equality objectives, financial management, performance monitoring and consultation with services users, staff and other customers.

In the field of equality and diversity, for example, we mainstream equality policy objectives into practice through our equality impact assessment procedure.

Financial management is given major importance in our governance strategy as we must manage public funds to quality standards. We have, for instance, established a robust arrears management policy and procedural framework that aims to maximise income. This is complemented through our housing support services whereby our staff support service users to obtain their entitled benefits. This is also critical to our goal of establishing sustainable occupancies.

Again, we monitor all organisational policies through a system of performance indicators and report on our performance regularly to our committee.

Finally, consultation in developing our policies and procedures is at the centre of our organisational policy making process. This is often aligned to our staff development and training programmes that are used to shape final policy and procedures in practice.

1.2.2. Housing management

Housing management is a set of activities that, apart from arrears management noted above, cover the following issues:

- liaising with local authorities to accommodate referred people;
- providing detailed information to service users about their occupancy agreement, for example, their rights and obligations (and our obligations too);
- establishing and managing housing support plans;
- working with service users to develop a wide range of practical skills; and
- supporting service users to move to appropriate housing after the agreement ends.

Given the nature of our Association, housing management services are focussed on the support needs of individuals. This includes ensuring that

the requirements of disabled people are addressed, for example, by making reasonable adjustments to services, as appropriate.

1.2.3. Human resources

Our human resource section deal with a diverse range of activities.

Examples include:

- issues related to staffing matters such as job grading and wage structures;
- recruitment and selection; and
- staff development and training.

Our human resource service is an essential support service that, develops an organisational culture to promote equality values, in particular respect for other people.

1.2.4. Repairs and maintenance

Repairs and maintenance services are focussed on providing an effective service to all projects, as well as Head Office.

Our repairs and maintenance section is responsible for other activities, too, such as development and/or modernisation works.

Our services are linked to corporate organisational policy commitments, too, for example, the development of sustainable accommodation and concerns with environmental management.

Finally, the repairs and maintenance section also organise a range of training such as health and safety and other specialist training.

1.5. Summary

We carry out an extensive range of activities through specific sections that are responsible for implementing organisational policies and procedures. These policies and procedures are part of overall governance to ensure that we provide quality services that reflect law, regulatory standards and good practice guidance.