



**SHETTLESTON
HOUSING
ASSOCIATION**

Business Plan

(Summary)

2019-2022

1. Introduction

This is a summary of the Association's Business Plan that was adopted by the Management Committee in April 2019 following earlier consultation throughout the organisation. Progress against the Plan will be subject to ongoing monitoring and will be annually reviewed.

2. Our Purpose

We are a community-controlled housing association providing quality affordable homes and related services for the people and communities of Shettleston, Greenfield, Springboig and Sandyhills.

3. Our Vision

Thriving and prosperous local communities where all residents enjoy great homes and services, an attractive physical environment, and good life chances.

4. Our Values

These are our core values and the behaviours and standards that we believe underpin these:

<i>Customer Service</i>	<i>Making a Difference for the Community</i>
<ul style="list-style-type: none">○ <i>Commitment</i>○ <i>Service Excellence</i>○ <i>Professionalism</i>○ <i>Engagement</i>○ <i>Respect</i>	<ul style="list-style-type: none">○ <i>Achievement</i>○ <i>Social Conscience</i>○ <i>Environmental Impact</i>○ <i>Social & Economic Impact</i>○ <i>Innovation</i>○ <i>Social Inclusion</i>
<i>Teamwork</i>	<i>Fairness</i>
<ul style="list-style-type: none">○ <i>Partnership working</i>○ <i>Creative Problem Solving</i>○ <i>Communication</i>○ <i>Accountability</i>	<ul style="list-style-type: none">○ <i>Equal treatment for all</i>○ <i>Honesty</i>○ <i>Trust</i>○ <i>Integrity</i>○ <i>Openness</i>

5. Our Strategic Objectives 2019-2022

In setting our Strategic Objectives for the coming Plan period we have had regard to the opportunities and threats in the evolving external environment in which we operate and the current internal strengths, weaknesses of the organisation. Our objectives are:

- A. To achieve excellent standards of governance and risk management
- B. To deliver high quality and value for money services
- C. To effectively manage our resources to protect our assets and deliver the best possible outcomes for quality affordable homes in the area.
- D. To combat poverty and facilitate the ongoing regeneration of the local communities.
- E. To develop our volunteer Committee and staff members to fulfil their potential.

6. How will we deliver on these ?

In order to do deliver on each of the Strategic Objectives we have identified specific projects or actions, as follows:

Objective 1: To achieve excellent standards of governance and risk management

We want to build on the progress we achieved last year through the successful recruitment of new Committee Members from the community and the review of certain governance arrangements.

The **annual Committee appraisal process** is an opportunity for the Committee to review its current composition and identify any gaps - in skills/experience or representativeness of the community - for future targeted recruitment. Consideration will be given to the possible benefits of making use of the power to **co-opt** up to three people onto Committee.

We aim to **review the Association's Rules** - taking the opportunity of the forthcoming publication by the SFHA of a new Model to propose a new, revised version to the AGM in 2019. We believe that the commitment made by becoming a share-holding member of the Association is an important one and, in light of the experience of the 2018 election process, intend to remove the right of non-member tenants to vote in Management Committee elections.

We will continue with the **review of our governance arrangements** as part of our ongoing self-assessment against the Regulatory Standards of Governance and Financial Management and in the lead-up to the submission of our first **Assurance Statement** to the Scottish Housing Regulator.

With our Chair due to step down no later than the 2020 AGM we will develop a formal **succession plan for office bearers**. In advance of this we will **review Office Bearer roles**.

Last year changes were introduced, on a trial basis, to the Committee meeting cycle and to the style and content of Committee reporting. We will review how successful these have been and confirm what future arrangements should apply, as part of a wider **review of Standing Orders**.

Adopting a system for **electronic Committee reporting** will be another priority. We believe that the move away from paper copies, as far as possible, will be a more effective way of communicating with, and potentially between, Members and also a more efficient use of resources.

The **review of our subsidiaries** – Upkeep Shettleston Community Enterprises Ltd and East End Housing Development Company - commenced in 2018/19. This will continue and will include a review of **governance arrangements within the Group**. Priorities are to ensure that the subsidiary Boards benefit from having effective independent Board Members and that they each adopt appropriate Business Plans.

The Association has a comprehensive suite of policies but there is a need for a rationalisation and updating of these in accordance with a **prioritised policy review timetable**.

The Association is committed to being open and accountable. We will ensure that our arrangements for holding and managing personal data are fully compliant with the recently introduced new **GDPR regulations**. We will also develop an action plan to ensure compliance with **Freedom of Information (FOI) provisions** in anticipation of their extension to housing associations in November 2019. We will also review our **Policy on Openness and Confidentiality** in light of the above.

Following on from the introduction of GDPR last year the Association will ensure that we are compliant with the requirements of the **Freedom of Information (Scotland) Act**. Effective and accountable procurement of goods and services throughout the organisation is both a legal requirement and an essential pre-condition of achieving value for money from the Association's expenditure. A new **Procurement policy** and associated procedures and arrangements will be introduced.

Strong **internal audit** is a key part of good governance and we will review and re-tender for our internal audit services.

As part of approach to ensuring effective **risk management** we will adopt a Business Continuity Plan and review our overall approach to risk management.

Objective B. To deliver high quality and value for money services

One of the objectives of the restructure of our senior staff team in 2018 was to ensure a stronger focus on customer service and value for money. The new Director of Customer and Community Services post has a strategic remit to champion customer service excellence across the organisation, whilst at the same time operational manager responsibilities are more clearly defined.

We want to continue to improve the performance that we currently achieve against the Social Housing Charter. Our aim is to be a high performing RSL, recognised for excellence. To do this we aim to **achieve our Key Performance Targets** to drive this level of high performance, continuous improvement and excellent customer service. Particular areas for improvement will include tenant rent arrears recovery, total rent loss for all voids as % of rent due, void repair timescales, repair response times against locally agreed targets and monitoring agreed spend on planned and cyclical maintenance.

Going forward we will develop a **methodology for reviewing the delivery of our key service areas** - to improve efficiency and quality of processes. In 2019/20 our focus will be on rent arrears, with the intention to roll this out to other service areas in due course.

We aim to ensure that we deliver the benefits –for tenants and service efficiency – that digitalisation can bring. An early priority will be to **explore the options for increased digitalisation of services** for improving self-service for customers and mobile working for staff. An early action will be to develop new mobile hardware/software facilities to enable **at-home rent payments**.

We will **review how our reception and front-line service arrangements operate** and continue to promote other opportunities for tenants to communicate with the Association, through e-mail etc.

Following on from the 2018 survey of tenant satisfaction with our repairs and associated services we will **review our maintenance service standards/response times** and the quality of services in respect of care-taking and landscaping – in conjunction with our main subsidiary and contractor – Upkeep Ltd. In due course we will **review our system for performance management of closes, back-courts and open spaces**.

We will continue to develop our **Welfare Reform Strategy** aimed at ensuring that we are making the most effective use of the resources we can bring to bear to protect our low income tenants and thereby also protect our rental income.

Following the withdrawal of GCC grant funding for our Housing Support Service we introduced a new **Retirement Housing Service** last year. This is about to be extended to the tenants of the new Carntyne church development, and we will continue to explore the possibility of rolling out this, or a similar service, to other elderly tenants within our housing stock – to meet additional needs and to ensure that we can raise revenue to cover the costs of the service.

Last year we also established, on a trial basis, a new **tenancy sustainment service** for other vulnerable households within our stock. We will review the outcomes of this service so far prior to deciding on what role the Association should play going forward.

We will carry out a review of our **housing allocations policy**, against the background of the introduction of the new 2014 Act provisions and a fast changing picture in respect of homelessness policy.

We will also review our approach to **anti-social behaviour** and adopt a revised Policy in relation to this in consultation with tenants.

Good quality services are also important for the other tenures we manage, including:

- The factoring service we provide to factored owners in the area.
- The Mid-Market and market rent tenants who live in property leased to our subsidiary, East End Housing Development Company. In this respect we will secure and maintain **registration as a Lettings Agent, and meet the requirements of the Code of Practice** in order to be able to continue to provide management services to EEHDC.

To provide customer-focussed and value for money services we need to know our tenants and service users, understand their needs and priorities and have good and effective communication arrangements in place.

We aim to develop a **better understanding of our tenants and service users' needs and circumstances** to allow us to better plan for future service design and delivery. We will carry out a review of the information we currently hold, gathered from various surveys, SPOT checks etc. and agree what arrangements will operate going forward to help ensure that we maintain up to date and relevant information.

In addition to promoting opportunities for tenants to join the Management Committee, we aim to develop other more structured ways for tenants to have their say and help shape our services going forward. To this end we have established new arrangements for a Tenant Consultation Panel – a series of regular meetings during the course of a year to provide information about and consult on key areas of service delivery and policy. These will form part of our **annual plan for tenant consultation** each year.

This will form part of the wider **communications strategy** that we will develop and maintain, covering information to and engagement with our service users, community bodies, elected representatives and other key stakeholders.

We will also **review our approach to complaints** and how we learn from these.

Objective C. To effectively manage our resources to protect our assets and deliver the best possible outcomes for quality affordable homes in the area.

Like all good businesses, we need to maintain the solid financial base of the organisation now and in the future and to demonstrate that we provide value for money to our customers and other key stakeholders. Essential to that is ensuring that tenants' homes are well maintained and that we continue to be able to deliver the investment required in our existing housing stock and in new homes where that is possible.

At the end of this Plan we have set out our financial position over the short, medium and long term. We have run various sensitivities and scenarios to stress test our financial plans against the key risks that could affect us. The results indicate that we are a business capable of withstanding challenges.

That said, we know that improvements in respect of cost control, efficiency of operations and effective procurement will further strengthen our ability to provide value for money services and to invest in existing and new homes whilst keeping our rents affordable to our tenants.

At the heart of the issue of value for money are the rents that we charge to tenants. We have a Rent Policy that has developed incrementally as the Association has grown over the years. It includes several different rent-setting mechanisms, with a complex set of rent differentials applied as a result. We will **review the Rent Policy** and explore the scope, in consultation with our tenants, to introduce a new harmonised rent policy/ rent-setting structure, whilst ensuring that rents are affordable and provide a sound basis to meet future costs.

Going forward we will:

- Achieve our 5 year financial plan and continue to develop our approach to long-term business planning. To that end we will procure and implement new financial planning software.
- Keep our loan arrangements under review and, in due course, consider options for the **cost-effective procurement of additional private finance**.
- Review, monitor and **benchmark our operating costs** and business planning assumptions.
- Seek to achieve savings through **more efficient working and better use of ICT and effective procurement of services**.
 - Explore scope for more **collaborative working** with other housing associations
- Continue to closely monitor our **reactive and cyclical maintenance costs**, to ensure that we are receiving value for money from our subsidiary, Upkeep, which delivers most of this work to us in accordance with a Service level Agreement.
- Continue to review our **financial capacity to continue to develop** beyond the current Business Plan assumptions.
- Ensure that we continue to apply the recently approved financial viability criteria when risk assessing and deciding on whether development projects should proceed.
- Apply good and effective **procurement** practice and continue to review **cost control in our capital programme** – major repairs and development - to keep costs to a minimum consisted with the delivery of the quality housing we aim for, and to minimise the prospect of abortive costs.

An early priority will be the development of our first **Asset Management Strategy** which will integrate many of the above strands and set out how we intend to manage, maintain and invest in our physical assets, balancing the needs of existing stock and the new build programme – in the short, medium and longer term.

Effective property management of our existing homes and the provision of quality new homes are a top strategic objective for the Association. One of the objectives of the revised senior staff structure introduced in 2018 was to enable a greater strategic focus on asset management issues and planning, through the creation of the Director of Property Services post whilst also providing for more specialised focus on the operational management of the maintenance service.

We will deliver the **planned and cyclical maintenance programme** that has been agreed for this year. This will include significant investment in the coming year to ensure we achieve compliance with the **Energy Efficiency Standards (EESH 1)** by 2020.

We will also carry out grant-funded **disability adaptations** to meet the identified needs of our tenants, making full use of available of Grant Funding from the City Council as well as our own resources.

Planning for future investment needs is essential to properly inform our future business plans:

- We will continue to **develop test and refresh our current Life Cycle Costing projections** to ensure that they provide accurate and realistic projections of future maintenance requirements. To assist with this we will implement improvements in IT systems to provide more joined up data on stock condition and repairs.
- In light of the anticipated new **EEESH 2** requirements for future years that are currently being consulted on by the Scottish Government, we will review the **energy efficiency of our stock as a whole and options for cost-effective improvements that will deliver financial benefits for our tenants.**

We aim to be able to continue to provide some new **affordable homes** to meet needs in the local community, in accordance with the Council's Strategic Housing Investment Plan (SHIP) and to that end we will continue to submit annual Strategy and Development Funding Plans (SDFPs) to the City Council, setting out our plans for the coming Plan period.

We will ensure that the **housing design and mix on all new schemes reflect needs and priorities and represent value for money.** To help with this we will continue to ensure effective Committee scrutiny over new proposals and also ensure that staff from across the organisation are aware of, and have effective opportunities to participate in, decisions around development projects.

Property maintenance and development are inherently risky activities and we will ensure that we put in place **a comprehensive suite of maintenance and development policies and procedures** to consistently ensure legal and regulatory compliance, appropriate project planning and risk management and effective cost and quality control.

We will also carry out **Post Completion Reviews** of newly completed schemes, at South Vesalius Street and Carntyne Church, informed by the views of tenants, consultants and contractors, to ensure that lessons are learnt and can be fed into planning for new projects.

We will add to our affordable housing stock through **buying-back the owner's share in shared ownership** properties, to convert the properties to social rent - if this is assessed as being financially viable for us to do so.

We will continue to explore scope for **funding from the City Council to acquire private tenemental properties in priority closes** where this will enable us to take overall control of a block and ensure that future repair work can be carried out.

We will be developing and letting eight more **Mid-Market Rent (MMR)** properties as part of the Fenella Street development, to be leased to our subsidiary, East End Housing Development Company. We will continue to explore new tenures and innovative ways of delivering new affordable homes.

The Association plays an important role as **property factor** in the local area. This can entail financial risks and to help mitigate this risk we will:

- Aim to ensure that SHA is formally appointed as factor in all managed properties
- Reduce manual processing in finance to introduce more efficient work-practices

Tollcross Mansionhouse, has been in the Association's ownership since 1993 but has mainly lain vacant for some time, not generating any revenue and incurring significant ongoing costs to the Association in relation to security etc. Following protracted discussions with the National Trust for Scotland (NTS) about lifting restrictions within the conservation agreement that places restrictions on the future use of the property, we now expect to be able to openly market the property in the near future.

Objective D: To combat poverty and facilitate the ongoing regeneration of the local Communities.

We want to be more than just a great landlord. The Association aims to continue to be a key player in the ongoing regeneration of the Shettleston area. We will work with community groups, elected representatives and our partner agencies to develop and deliver projects that will improve the life chances of local people and meet the wider needs of the local area.

We will **continue to support the local projects that we have initiated** but which now operate independently of the Association, including:

- **Shettleston Community Growing Project (SCGP)** (www.shettlestongrowing.org.uk) delivers a wide range of services and opportunities to individuals, families and children in the local area. These include enabling people to grow, cook and eat healthy foods, providing volunteering opportunities to upskill and improve physical and mental well-being, delivering food growing and other outdoor activities for children through the Smelly Welly Club and partnerships with local schools.

We will continue to host the SCGP posts at our office and through representation on the SCGP Board be fully involved in both the operation and strategic development of the Project.

- **Shettleston Men's Shed** (www.shettlestonmensheds@outlook.com): is a self-help project, run by and for men of (mainly) retirement age, aimed at combatting social-isolation and keeping men healthier and happier for longer. Operating from SHA owned premises at 647 Shettleston Road, the Shed includes a well-equipped workshop, computer facility, library and socialising space. As well as providing the premises (for which we charge rent) we provide funding and organisational development support.
- **FUSE Youth Café** (www.fuseonline.org.uk): delivers exciting and innovative activities for children and young people from P5 to age 25. There is a strong emphasis on modern technologies and media in a setting that emulates a 'grown-up' facility rather than a traditional youth club. Fuse is very active in local schools and also runs employability training for young people. It has a well-equipped IT facility which can be accessed by the wider community. SHA owns the Fuse building, which we lease to the project. Fuse has a regular slot in our newsletter, and we work on joint projects of benefit to children in our community.

As well as working with our own tenants to ensure they have access to good quality income maximisation and money advice we also provide services to the wider community through our National Lottery funded **Money Advice Project/financial inclusion service**. We will continue to promote and deliver this for the remaining period of the funded project (to end July 2019): in particular to help prepare service users for the roll out of Universal Credit and other welfare changes.

We will also continue to explore funding options to ensure that this or a similar service is able to continue in future years, in partnership with Tollcross HA and Tollcross Community Trust.

Going forward we will also seek to support local initiatives that address **food poverty**, including the East End Community Dinner network.

Shettleston Energy Advice: aims to address fuel poverty in our community by delivering bespoke energy advice in tenants' homes, including switching suppliers, advocacy and assistance over fuel debt, applying for energy related benefits, metering issues etc. Since mainstreaming one energy advisor post in 2017 (previously the project's two posts were externally funded), the project has also played a key role in reducing void times by resolving energy issues in empty properties, including major works projects, and has helped tenants at risk of missing the annual gas services.

We will continue to host, support and make best use of the **Community Connector service** that provides advice and signposting to older residents in the area. We will also seek to develop/facilitate **new services for older people in the area aimed at combatting loneliness and isolation, having regard to the survey of older people in Shettleston we carried out in 2018, and the ongoing work being undertaken with the "Shettleston Keen-agers" group at the Edrom Path Hub.**

The Association is keen to explore ways in which development opportunities can be provided within the local community through **employability** initiatives. As part of the ongoing development of our subsidiary, Upkeep, we will be further exploring the role that that body might play in the delivery of community gain benefits through the provision of **local employment and training opportunities**.

Following the demise of *Upkeep Recycling* we will be exploring the scope for the Association, in conjunction with Upkeep and local volunteers, to deliver a reduced cost **furniture recycling service** in the local area to meet the needs of our service users and the local community. This will form part of the Association's overall strategy to ensure that particularly new **tenants have access to affordable furniture and household goods**.

We have recently agreed to develop a new SHA **community donations policy and funded scheme**, open to local community bodies.

How the **common areas and public and open spaces** within the area are maintained and looked after, by public authorities and individual residents, is key to the positive enjoyment of the area and the ongoing regeneration of the community. In this respect a number of priorities have been identified:

- Seek to establish the ownership of all empty ground within the area that may have potential for community use.
- Assess the impact of the GCC Cleansing's aim to roll out wheelie bins in our tenement stock, agree collection remit and communicate any changes to residents
- Working with others to reduce the incidence of dog fouling in the area

The Association will seek to **positively engage with local community planning structures** to help ensure our objectives for the area achieved.

Objective E: To develop our volunteer Committee and staff members to fulfil their potential.

The last year has been one of great change in personnel of both the volunteer Management Committee and the senior staff team in particular. They have joined a committed and experienced set of individuals and teams. We are committed to ensuring the ongoing nurturing and development of all of these people who represent one of the Association's most important resources and key to ensuring we are able to achieve our objectives going forward. .

Following on from the annual Committee appraisal process we will seek to establish individual and full-**Committee development plans** and update the training programme accordingly.

We will also look to identify and support Committee Members keen to take on **greater responsibility** / senior roles going forward.

Linked to the intention to develop electronic board papers and an SHA intranet we will be providing **practical and material support** to all members to help them take full advantage of the new ways of working.

We will continue to explore opportunities to encourage **recruitment** to the Management Committee so that it remains viable and effective into the future.

We recognise the vital importance of strong and visionary leadership to develop our staff to be the best they can be. The new senior staff team is now in place. We will we establish **new leadership arrangements/management competences** and implement a **management development programme**.

We will seek to build on the positive progress in the past year in **improving communication within the staff team**. A new health and safety Working Group has already been established and the short-life Staff Communications Working Group will be taking forward proposals for a new Staff Forum. Our **staff appraisal arrangements** are also in need of review and re-launch and this will be done in consultation with staff. Following on from this we will agree **an annual staff development plan**.

We will introduce a new **Staff Handbook** and **intranet** pages. We will develop a **shared network drive/ folder structure**.

We will roll out the **new staff appraisal system and develop training/development plans**. We will carry out a **full staff survey** (a year after setting objectives and carrying out staff appraisals). In considering the outcomes from this we will review the options or need for an external HR accreditation e.g. IIP / EFQM

In due course we will carry out a review of **job descriptions** and carry out job evaluations as required and introduce a Competency Based Framework.

We will implement the outcome of the recent review of **Property Services** team structure and recruit to relevant posts accordingly.

The review of Upkeep has highlighted the need for the development of a greater integration between the staff teams and certain working processes and systems along with the development of more of a **“one-team” ethos within the Group.**

7. Our Summary Delivery Plan and KPIs for 2019/20

Appendix 1 sets out the Summary Delivery Plan which shows lead responsibilities and target timescales for delivering on the Objectives in the coming year. Appendix 2 sets out the Key Performance Indicators (KPIs) for this year.

These documents will provide the framework for the development of departmental work plans, to be developed with all staff to ensure everyone is clear about responsibilities and the part each staff member will play in taking the organisation forward. As such they also set the context for individual Objective Setting as part of the new staff appraisal process.

8. Monitoring Progress

Progress against the Summary Delivery Plan and KPIs will be reported to Committee and the full staff team on a quarterly basis.

Summary Delivery Plan: 2019/20

Strategic Objective	Key priorities/tasks/projects/targets	Lead manager	Target completion for completion
1. To achieve excellent standards of governance and risk management			
	Co-opt up to three new Committee members with specific skills	CEO	Q2
	Review Office Bearers Roles and formal succession plan for the post of Chair	CEO	Q2
	Review GDPR compliance and develop a plan for compliance with Freedom of Information (FOI)	DFCS HR/OD	Q2
	Review overall approach to Risk Management	DFCS	Q4
	Adopt Business Continuity Plan	DFCS	Q1
	Review our approach to procurement/ adopt revised Procurement Policy and strategy	DPS	Q3
	Review governance arrangements within the Group	CEO	Q4
	Adopt new Rules and Committee election arrangements	CEO	Q3
	Develop and submit first Assurance Statement to SHR	CEO	Q3
	Ensure Business Plans are developed for Upkeep and EEHDC	CEO	Q3
	Move to electronic Committee papers	DFCS/ITM	Q3
	Re-tender internal audit	DFCS	Q3
	Review and re-prioritise the policy review timetable.	DFCS	Q1
	ICT training for MC members	DFCS/ITM	Q3
2. To deliver high quality and value for money services			
	Adopt a Welfare Reform Strategy	DCCS/HM	Q1

Strategic Objective	Key priorities/tasks/projects/targets	Lead manager	Target completion for
	Introduce facilities to enable at-home rent payments	DFCS/ITM	Q4
	Explore scope to expand the Retirement Housing Service to other developments	DCCS/HSM	Q2
	Review the outcome of the trial of the Tenancy Sustainment Service and agree future approach	DCCS/HSM	Q2
	Review our Housing Allocations Policy	DCCS	Q3
	Review and adopt a revised Anti-Social Behaviour Policy	HM	Q1
	Secure SHA registration as a Letting Agent (and comply with Code of Practice)	DCCS/HM	Q1
	Collate and analyse current data re tenant's needs/circumstances/ views and agree future information gathering processes	DCCS	Q1
	Develop and roll-out an annual plan for tenant consultation	CESM	Q1
	Review our approach to complaints	DCCS/CESM	Q3?
	Implement findings from the value for money review of Upkeep	Exec Team	Q4
	Review maintenance service standards/response times	DPS	Q2?
	Explore options for increased digitalisation of services for improving self-service for customers and mobile working for staff.	DCCS	Q4
	Develop methodology for reviewing delivery of key service areas to improve efficiency and quality of processes. In 19/20 focus to be on rent arrears.	DCCS/HM	Q4
	Review arrangements with SAY Women project.	DCCS/HM	A2
	Ensure compliance with Housing (Scotland) Act 2014	DCCS/HM	Q3
	Carry out the outstanding review of other housing management policies including void management.	DCCS/HM	Q4

Strategic Objective	Key priorities/tasks/projects/targets	Lead manager	Target completion for
Future years	Review performance management of closes, back-courts and open spaces	DCCS/HM	N/A
3. To effectively manage our resources to protect our assets and deliver the best possible outcomes for quality affordable homes in the area.			
	Review current life cycle costing projections and develop and implement plan to ensure they remain accurate and realistic.	DPS	Q1
	Develop an Asset Management Strategy	DPS	Q4
	Factoring: <ul style="list-style-type: none"> • Agree plan for ensuring that SHA is appointed Factor for all managed properties • Develop policy and procedures for debt management • Review information held on system to ensure accurate charging arrangements for owners 	HM	Q4
	Deliver the agreed planned, cyclical and major repairs programme for 2019/20	MM	Q4
	Achieve compliance with EESSH (1)	DPS	Q4
	Fully spend allocated Grant from GCC for disability adaptations	MM	Q4
	Implement improvements in IT systems to provide more joined up data on stock condition and repairs.	DPS	Q3
	Review the energy efficiency of our stock as a whole and options for improvements, including compliance with EESSH 2 that will benefit tenants.	DPS	Q4

Strategic Objective	Key priorities/tasks/projects/targets	Lead manager	Target completion for completion
	Deliver new affordable homes to meet the needs of the community:		
	Complete:		
	<ul style="list-style-type: none"> • Carntyne Church and ensure delivery of letting plan 	DPS/DCCS	Q1
	<ul style="list-style-type: none"> • Fenella Street and market the eight MMR properties and let the social rented units 	DPS/DCCS	Q3
	Progress development to tender and construction		
	<ul style="list-style-type: none"> • St Marks site 	DPS	Q3
	Feasibility study		
	<ul style="list-style-type: none"> • Shettleston Halls/ Telephone exchange determine viability of project and progress to planning stage 	DPS	Q4
	<ul style="list-style-type: none"> • Tesco site - complete feasibility study 	DPS	Q4
	Continue to respond positively to opportunities to buy-back Shared ownership properties	DPS	N/A
	Develop costed proposals for a programme of acquisitions of private flats in priority closes.	DPS	N/A
	Carry out post completion reviews of completed projects		
	<ul style="list-style-type: none"> • Carntyne Church 	DPS	Q3
	<ul style="list-style-type: none"> • Fenella Street 	DPS	Q4
	Carry out a comprehensive review of maintenance and development policies/ procedures.	DPS	Q4
	Review the Rent Policy and move towards rent harmonisation	Exec Team	Q3
	Seek to dispose of Tollcross Mansionhouse	CEO/DPS	Q3
	Procure and implement new financial planning software and improved Capita report writer	DFCS	Q?

Strategic Objective	Key priorities/tasks/projects/targets	Lead manager	Target completion for
	Introduce new integrated Payroll/HR System	DFCS ITM	Q2
	Reduce manual processing in finance to introduce more efficient work-practices	DFCS FM	Q4
	Explore scope for benefits from more collaborative working with other housing associations.	CEO	Q4
	Re-tender legal services	DFCS	Q4
	Review office cleaning arrangements and specification	DFCS HR/OD	Q3
	Replace work-stations and introduce dual screening for all staff	DFCS/ITM	Q1
	Review the loan portfolio and future borrowing needs/opportunities.	DFCS	Q4
	Explore use of Workflow (e.g. ebiz or other options) for invoicing	DFCS	2020/21
	Review options for archiving – linked to GDPR data retention	DFCS	2020/21
	Develop an ICT/Other Asset management Strategy	DFCS	2020/21
	Review options for software upgrade and implement	DFCS	2020/21
	Review cloud based services e.g using share point	DFCS	2020/21
4. To combat poverty and facilitate the ongoing regeneration of the local communities			
	Continue to support the Shettleston Growing project, Men’s Shed and the FUSE youth café.	CESM	Ongoing
	Review future needs and funding possibilities regarding Money Advice/Financial Inclusion Services	DCCS/CESM	Q2
	Develop proposals for new services for older people to combat loneliness and isolation.	CESM	Q2

Strategic Objective	Key priorities/tasks/projects/targets	Lead manager	Target completion for completion
	Develop a strategy to ensure that tenants have access to affordable furniture and household goods. As part of this trial the operation by SHA of a recycling service on a stripped down basis, following the wind-up of Upkeep Recycling.	DCCS/CESM	Q1
	Introduce a SHA community donations policy and scheme	CESM/DCCS	Q1
	Explore the potential for letting SHA shop units in a way that will bring social/community benefit.	CESM/DCCS	Q4
	Support local initiatives that address food poverty, including the East End Community Dinner network.	CESM	Q4
	Assess the impact of the GCC Cleansing's aim to roll out wheelie bins in our tenement stock, agree collection remit and communicate any changes to residents	DCCS/HM	Q3
	Work with others to reduce the incidence of dog fouling in the area	DCCS/HM	Q4
	Seek to establish the ownership of all empty ground within the area that may have potential for community use.	DCCS/CESM	Q4
	Development employability initiatives	DCCS/CESM	Q4
	Positively engage with local community planning structures to help ensure our objectives for the area achieved	CESM	ongoing
5. To develop our volunteer Committee members to fulfil their potential to			
	Establish new leadership arrangements/management competences and implement a management development programme	DFCS HR/OD	Q4
	Develop shared network drive	DFCS ITM	Q4
	Carry out Committee appraisals and develop training/development plans	CEO	Q1

Strategic Objective	Key priorities/tasks/projects/targets	Lead manager	Target completion for
	Implement new staff appraisal arrangements and develop training/development plans	DFCS HR/OD	Q1
	Ensure greater integration and a “one-team” ethos within the Group.	Exec Team	Q1
	Implement outcome of review of Property Services team structure and recruit to relevant posts	DPS	Q1
	Roll out new Intranet	DFCS HR/OD	Q2
	Introduce Staff Handbook	DFCS HR/OD	Q4
	Move towards self-service approach with Astrow system for time-logging	DFCS HR/OD	Q4
	Carry out a full staff survey	DFCS HR/OD	Q3
<i>Future Years</i>	Review the options or need for external HR accreditation e.g. IIP / EFQM	DFCS HR/OD	2020/21
	Review job descriptions and carry out job evaluation as required and introduce a Competency Based Framework	DFCS HR/OD	2020/21
	Review potential for a modern apprentice to assist in ICT team	DFCS	2020/21

Key Performance Indicators for 2019-2020

Key Performance Indicators 2019/20	SHA Annual Target 2019/20	Notes and definitions on Targets 2019/20	SHA 31st March 2018	SHA 31st March 2019
Total gross rent arrears as % of rent due	4.0%	The total value of current & former tenant arrears as a percentage of the rent due. Target will vary by quarter, dependant on the receipt of housing benefit for current tenants. This KPI target is in line with ARC reporting (Ind 31) and target was set against current performance and benchmarking results. This target has been reduced from 4.2% to 4.0%	4.62%	3.86%
% of gross arrears - Current Tenants (Net of anticipated HB as per SHR Charter Guidance)	2.3%	The total value of current tenant arrears as a percentage of the rent due. This target has been reduced from 2.4% to 2.3% for 2019/20. This target plus the target for former tenant arrears has been set to achieve the overall target of 4.0%.	2.50%	2.24%
% of gross arrears - Former Tenants	1.7%	The total value of former tenant arrears as a percentage of the rent due. This target has been reduced from 1.8% to 1.7% for 2019/20.	2.12%	1.62%
% rent collected as % rent due	99.95%	This measures the total amount of rent collected as a percentage of the rent due. The target can be greater than 100% as it includes payments made by current and former tenants.	99.9%	99.6%
Total Rent Loss from all Voids as a % of gross rent	0.9%	Assumes a total loss on basis of 250 void instances 240 x 20 days length x average rent and includes 10 x major repairs. Figure excludes long term voids at Tollcross Mansionhouse. ARC Indicator 34. This target has been reduced from 1% to 0.9% for 2019/20.	1.15%	0.87%
Re-let Period Calendar Days	18 days	The average number of calendar days, between the date of termination of a previous tenancy and the start of a new tenancy (i.e. the last day from which the rent loss is charged to voids) and in accordance with ARC definition (Ind 35).	21 days	19 days

Key Performance Indicators 2019/20	SHA Annual Target 2019/20	Notes and definitions on Targets 2019/20	SHA 31st March 2018	SHA 31st March 2019
Proportion of lets to Homeless referrals	25%	Current target agreed with homeless casework team.	15.2%	23%
Emergency Repairs : % completed in 10 hours	100%	Target 100% Emergency jobs to be carried out during 2019/20.	100%	100%
Repairs-urgent- % completed in 4 days	96%	This target has been increased from 95% to 96% job completion within target timescale for 2019/20.	96%	98%
Repairs-routine- % completed in 15 days	95.5%	This target has been increased from 95% to 95.5% job completion within target timescale for 2019/20.	95%	95%
Repairs right first time	94%	The number of reactive repairs carried out in the year completed right first time as a percentage of total number of reactive repairs and in line with ARC definition (Ind 13). This target has been increased from 93% to 94% for 2019/20.	92%	95%
Gas Safety Inspections % completed by the anniversary date	100%	The percentage of properties that require a gas safety inspection which had a gas safety check and record completed by the anniversary. ARC Indicator 15.	100%	100%
Repairs % Post Inspections	15%	No change.	26%	30%
Appointments - % of repair appointments kept	96%	This measures the number of appointments kept in the year against the number of reactive repair appointments made. The target has been increased from 95% to 96% for 2019/20.	96%	95%
Void Repair Timescales	Cat 1 - 4 days - target 95% Cat 2 - 7 days - target 95% Cat 3 - 15 days - target 100%	Complete 95% within 4 day category - the void completion timeframe has been reduced from 5 to 4 days. Complete 95% within 7 day category - the void completion timeframe has been reduced from 10 to 7 days. Complete 100% within 15 day category - remains unchanged.	77% - 5 days, 80% - 10 days, 65% - 15 days	92% - 5 days, 81% - 10 days, 84% - 15 days

Key Performance Indicators 2019/20	SHA Annual Target 2019/20	Notes and definitions on Targets 2019/20	SHA 31st March 2018	SHA 31st March 2019
Staff Absence due to sickness	4%	No change. ARC Indicator C1.	4.2%	5.6%
Cash flow Covenant	£5,330,695	Target noted has been set as per budget. This will be subject to business plan approval. Target may vary slightly once approved status obtained. The net outflow in cash cannot exceed the set target.	£38,197	£5,878,319
Tenant Satisfaction HOWDY results	93%	Relates to all satisfaction measures including quarterly measure of HOWDY. Increased this target from 90% to 93% in line with benchmarking peer averages.	90%	96.0%
New Tenant Satisfaction	95%	Reflects the satisfaction of new tenants with the standard of their home when moving in as per ARC Indicator 9. Survey questionnaire provided to all new tenants and results measured by independent research company. Feedback provided on quarterly basis.	98%	95.0%
% Agreed spend on Planned Maintenance by quarter end	Quarter 1 - 16% Quarter 2 - 30% Quarter 3 - 30% Quarter 4 - 24%	The quarterly targets set reflect the preparatory specification/tender work involved in Q1 with bulk of works being completed in Q2 & 3. New indicator for 2019/20.	New target 2019/20	New target 2019/20
% Agreed spend on Cyclical Maintenance by quarter end	Quarter 1 - 16% Quarter 2 - 30% Quarter 3 - 30% Quarter 4 - 24%	The quarterly targets set reflect the preparatory specification/tender work involved in Q1 with bulk of works being completed in Q2 & 3. New indicator for 2019/20.	New target 2019/20	New target 2019/20