



**SHETTLESTON
HOUSING
ASSOCIATION**

Business Plan

2023 -2026

Summary

1.1 Our Purpose

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

1.2. Our Vision

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

1.3 Our Values

These are our core Values and the behaviours and standards that we believe underpin them, as reviewed in 2023:



OUR STRATEGIC OBJECTIVES FOR 2023/24 - 25/26

- A. Achieve excellent standards of governance, organisational resilience and environmental sustainability.
- B. Continue to improve the quality and value for money of our services
- C. Manage our resources effectively, protect our assets and deliver the best possible outcomes for quality, affordable and sustainable homes in the area.
- D. Support our tenants and the local community through the “cost of living crisis” and promote health and wellbeing.
- E. Develop our staff team and refresh our working culture to ensure that SHA is a great place to work.

.....AND HOW WE WILL DELIVER ON THESE

Objective 1: To achieve excellent standards of governance, organisational resilience and environmental sustainability

We want to continue to strengthen the Board through the recruitment of new Members from the community and the co-option of additional Members with specific skills and expertise. It is equally important that we are able to retain, and support the ongoing development of, existing Board Members and the Annual Board Reviews will provide a regular opportunity to reflect on this and plan accordingly.

We will remain strongly focussed on the legal and Regulatory Standards to which we are subject. We will continue to develop our approach to self-assessment and action planning for improvement. These processes will inform our Annual Assurance Statement.

We have re-visited and refreshed our Values that underpin everything we do and support the good governance of the Association. We will promote and embed these in all aspects of the work of the Association.

Having reviewed our Equalities policy in 2022/23 we will be focussed on implementing our Equalities Plan in the coming period to ensure that our operations and services are demonstrably fair and are addressing needs from across the community.

It's never been more important that we are able to inform and effectively communicate with our tenants and other stakeholders in the community and beyond. We will develop a Communications Strategy to this end.

As part of our approach to ensuring effective risk management and organisational resilience we will further develop our Business Continuity Plan.

The Association will also develop its first Green Strategy, setting out our approach to reducing the organisation's carbon footprint and supporting our residents through reduced fuel costs.

Objective B To continue to improve the quality and value for money of our services

We will stay firmly focussed on the continuous improvement to our services and ensuring that we are consistently delivering value for money. Key to achieving this will be good ongoing engagement with, and feedback from, our customers.

We aim to further strengthen our general customer focus during the course of the year through:

- The three yearly independent tenant satisfaction survey which will be carried out in early 2023/24 and an action plan for improvement will be developed to address issues arising, in consultation with tenants.
- Ongoing promotion of feedback mechanisms including our recently revised complaints handling procedure and our newly established Tenant Forum.
- The review of staffing needs within the Customer and Community Services Dept.
- The development of our first Customer Service Standards.
- Consultation around the review of a number of key policies including our planned restructure of our Rents & Service charges in consultation with tenants.

A comprehensive review of our housing allocations policy will also be carried out in 2023/24. This will be informed in part by a review of our homelessness referrals arrangement with the Council in relation to: demands on services and impacts on the area and housing needs being met.

Clean, attractive and well-managed common areas are a priority for our tenants. We will continue to work with our tenants, Upkeep, the Council and other local partners to address concerns in relation to litter, fly-tipping, dog mess, rats and other vermin.

We will also review our approach to maintaining the common areas of our own housing stock and the value for money of this service.

Priorities for later in the Plan period include:

- Developing our ICT Strategy to allow us to better engage with and deliver services to our customers.
- further developing our understanding of our tenants and service users' needs and circumstances to allow us to better plan for future service design and delivery.

Objective C To manage our resources effectively, protect our assets and deliver the best possible outcomes for quality, affordable and sustainable 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.

Within our Business 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 current global financial environment remains particularly uncertain and is likely to continue to be challenging for some time. The learning outcomes over the 2022/23 year will allow us to quickly adapt and ensure resilience if economic trends mean Business Plan projections of surplus or positive cashflow prove unachievable for any reason.

We will continue to focus on cost control, efficiency of operations and effective procurement to 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.

With this in mind, priorities for 2023/24 will include:

- Reviewing our void re-let standard to ensure that appropriate standards are consistently applied and take action to improve the prevention, identification and response to property condition issues at a much earlier stage in a tenancy, to reduce void repair costs which have been increasing significantly in recent years.
- Complete and review our three yearly independent review of value for money delivered by our subsidiary and main contractor Upkeep and identify any areas for improvement arising.
- Complete the independent assessment of the scope to improve the energy efficiency of our office in order to reduce fuel bills, improve habitability and reduce our carbon footprint.
- Re-tender for the provision of:
 - insurance broker services and cover and
 - ICT support services
- Continue to explore opportunities for collaboration with neighbouring RSLs to generate resource saving or other effectiveness benefits.

Building on the recent review of our Asset Management Strategy we will continue to develop our systems and arrangements in relation to the long-term planning of property maintenance needs and investment.

As part of this we will conclude our review of the energy efficiency of our stock as a whole and options for cost-effective improvements that will deliver financial benefits for our tenants whilst also helping to reduce carbon outputs and combat climate change.

We aim to continue to deliver our significant capital investment plans for our existing stock. To help facilitate this we will be seek to secure the agreement of our lender, RBS, for a relaxation of our loan covenant definitions to provide more headroom for the ongoing investment in our stock.

Going forward we hope to be able to continue to provide some new affordable homes to meet needs in the local community, in accordance with Glasgow City Council's Strategic Housing Investment Plan (SHIP). There are several potential sites in the area that might come forward for development in this Plan period. This however will only be where there is a strong business case for doing so and we will formally review our development capacity in this regard during the course of the year.

In addition to consideration of additional new build development opportunities we will also continue to liaise with Council regarding potential for funded acquisitions of private homes on the open market, in accordance with the Council's new LHS objectives.

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 carry out a review of our Rent Policy and explore the scope, in consultation with our tenants, to introduce a new harmonised rent policy/ rent and service charge structure, whilst ensuring that rents are affordable and provide a sound basis to meet future costs.

We will also carry out a review of our current factoring arrangements including the information held on our systems to ensure accurate charging arrangements for owners. Regard will be had to the revised Code of Conduct for Property Factors.

Objective D: To support our tenants and the local community through the “cost of living crisis” and promote health and well-being.

We want to be more than just a great landlord. The Association aims to continue to be a key player in supporting the local community and helping to facilitate the ongoing regeneration of Shettleston and surrounding 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.

Our main priority in the coming year will continue to be to provide support to people struggling with the cost of living crisis. We will continue to offer targeted and expert support to our residents to assist those struggling to pay their rent and other costs. This will be provided by our own housing, tenancy support and welfare rights officers and also through our ongoing support for the Tollcross Shettleston Money Advice project (TSMAP). We will also continue to liaise with and signpost to other specialist advice providers and seek external funding support to benefit our tenants through fuel vouchers and other support with living costs.

We will continue to provide access to affordable food in the area through our support to:

- The Shettleston outlet of the *Food Pantry* in collaboration with Parkhead HA.
- Shettleston Food Bank

We will support employability opportunities and advice in the area, including through our continued support to Upkeep in its development of apprenticeship and training opportunities in the area.

We will continue to support the *Shettleston Does Digital* project to help the digitally excluded to develop skills important for improved employability, social interaction and cost-effective shopping.

We will facilitate the delivery of English as a second language (ESOL) teaching in the local area and will more generally reach out to those in minority communities new to the local area.

We will continue our long-established support for the following important local projects and services to help boost health and well-being and combat social isolation:

- *Shettleston Community Growing Project (SCGP)*
- *Shettleston Men's Shed*
- *FUSE Youth Café*
- *Shettleston Keenagers*

We aim to continue to support the ongoing improvement of the local physical environment and amenities through:

- The efforts to improve the cleanliness of local streets referred to under Objective B
- The completion of a new mural at the prominent “gateway” gable end at St Marks street.

We aim to further develop our role as a “community anchor” organisation and help support local community capacity by:

- Completing the feasibility assessment of taking Shettleston Community Centre into community ownership in collaboration with FUSE and other partners.
- Developing a plan for the future operation of the HUB @ 981 Shettleston Rd in conjunction with partners.
- Working with partners to more identify the more general needs of the local area and options for future action, including potentially through the development of a “locality plan” for Shettleston.

Objective E: To develop our staff team and refresh and refresh our working culture to ensure that SHA is a great place to work.

Our priority in the coming period is to develop our “people plan” with the objective of ensuring that the Association is seen as a great place to work.

We will continue to work with staff to develop a refreshed working culture focussed on team working, customer service and empowerment. Agreed actions for delivery include:

- Consultation with staff around our revised organisational Values and how these are embedded going forward.
- A consistent roll out of annual appraisals and personal training plans throughout the organisation.
- Reviewing and deciding in consultation with staff on future home working & flexible working arrangements.
- Reviewing the future use of office space in consultation with staff.
- Following up on the 2022 staff satisfaction survey to gauge progress made so far

We will also continue to ensure greater integration of SHA and Upkeep staff teams and the development of a “one-team” ethos within the Group.

We will continue to review staffing needs as posts fall vacant to ensure the best and most effective use of resources in the delivery of Association objectives.

5.4 Our Summary Delivery Plan

Our 5 Strategic Objectives, above, all need to be translated into practical tasks with timescales and targets with named individuals taking ownership of delivery. **Appendix 1** sets out the Summary Delivery Plan and **Appendix 2** sets out the Key Performance Indicators (KPIs).

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 officer will play in taking the organisation forward.

5.5 Monitoring Progress

Progress against the Summary Delivery Plan and KPIs will be reported to the Board and the full staff team on a quarterly basis. Our Business Plan is reviewed annually.



DRAFT
Business Plan
Summary Delivery Plan 2023/24

Introduction

The **Lead** personnel referred to are as follows:

- CEO - Chief Executive (Tony Teasdale)
- DFCS - Director of Finance and Corporate Services (Kirsty Brown)
- DCCS - Director of Customer and Community Services (vacant)
- DPS - Director of Property Services (Colette McKenna)




- FM - Finance Manager (Ola Ajobiewe)

- CSM - Corporate Services Manager (Jo Farren)
- ICTM - ICT Manager (vacant)
- HM - Housing Manager (Sandra McIlroy)
- PSM - Property Services Manager (Matt Stewart)
- SHO - Senior Housing Officer (Debbie Marinelli & Tracy McLaughlin)
- CRO - Community Regeneration Officer (Jamie Sweet)





Target Timescales

Q1 = April-June 2023; Q2 = July-September 2023; Q3 = October-December 2023; Q4 = January-March 2024.

Risk of non-achievement

-  Low (Lost opportunity to improve but without significant adverse implications if not delivered)
-  Medium (Significant service, performance, financial, strategic or governance implications)
-  High (Severe risk and potentially business critical)

Progress Update

-  Complete
-  Substantial progress but behind schedule
-  Significant slippage against original target
-  Not yet scheduled for completion

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
1. To achieve excellent standards of governance, organisational resilience and environmental sustainability.				
1.1	Further strengthen the Board			
	a) Co-opt another SHA Board members with specific, targeted skills	CEO	Q1	●
	b) Recruit up to three additional Members from the membership.	CEO	Q2	●
1.2	Commission annual Board Review and agree and implement annual development and training plan	Chair/CEO	Q1	●
1.3	Develop induction procedures and Board Members Handbook	CEO	Q2	●
1.4	Review and re-prioritise the SHA policy review timetable.	CEO	Q1	●
1.5	Priority policy reviews			
	• Financial Regulations	DFCS	Q1	●
	• Anti-Money Laundering Policy	DFCS	Q3	●
	• Group policies generally and how these are implemented	DFCS	Q4	●
1.6	Carry out annual constitutional compliance checklist to demonstrate compliance with the rules at year end.	CEO	Q2	●
1.7	Assurance Review			
	a) Review approach to self-assessment	DFCS	Q1	●
	b) Ensure delivery of 2022 Improvement Action Plan	Exec Team	Q2	●
	c) Prepare and submit 2023 Assurance Statement	CEO	Q3	●
1.8	Further develop and rehearse our Business Continuity Plan and embed it in our ongoing processes	DFCS	Q2	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
1.9	Implement Equalities Action Plan.	CSM	Q4	●
1.10	Develop a Green Strategy for SHA and the Group	CEO	Q4	●
1.11	Develop a communications strategy to incorporate improved use of social media & other electronic communication.	CEO	Q2	●
1.12	Re-visit and update our organisational values through consultation with staff and Board	CEO	Q1	●
1.13	Achieve & maintain compliance with regulatory requirements in relation to EICR safety inspections of properties	DPS	Q1	●
2. To continue to improve the quality and value for money of our services				
2.1	Complete 2023 independent resident satisfaction surveys (SHA & EEHDC tenants and factored owners), review feedback & develop action plans accordingly.	HM & PSM	Q1	●
2.2	Adopt & implement the Tenant Engagement Plan for 2023/24 and continue to develop the Tenant Forum.	CEO	Q1	●
2.3	Carry out a review of the homelessness referrals arrangement with the Council in relation to: demands on services and impacts on the area and housing needs being met.	HM	Q2	●
2.4	Carry out a comprehensive review of the housing allocations policy and associated processes	CEO/HM	Q3	●
2.5	Improve rent arrears recovery procedures through the development of an arrears “dashboard”.	HM	Q3	●
2.6	Develop a plan for the “lean” review of other priority housing management and maintenance processes: simplifying and making better use of IT.	HM, PSM & ICTM	Q4	●
2.7	Develop new customer service standards	HM	Q2	●
2.8	Significantly improve proportion of phone calls to office that are answered within target timescale.	CEO	Q4	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	<i>Work for a clean and hygienic environment for residents</i>			
2.9	Review the service specification for caretaking services in consultation with tenants.	CEO/HM	Q2	●
2.10	Continue to work with Eastbank Academy & partners to combat lunchtime litter nuisance.	HM	On-going	●
2.11	Develop a pilot project for a specific local area through which residents will be supported to improve local cleanliness / condition of area and identify areas for action by SHA.	HM/SHO	Q2	●
2.12	Review our Policy in respect of rats and other vermin in the area and our arrangements for performance monitoring & reporting in respect of this.	PSM	On-going	●
2.13	Draft and implement a new ICT Strategy which aims to allow us to better engage with and deliver services to our customers	ICTM	2024/25	●
2.14	Review the Retirement Housing Service and associated charge in consultation with residents.	HM/SHO	Q4	●
2.15	Review policies:			
	a) Shared ownership	HM/SHO	Q3	●
	b) Mutual Exchanges	HM/SHO	Q3	●
	c) Tenancy sustainment	HM/SHO	Q4	●
2.16	Further develop our understanding of our tenants and service users' needs and circumstances to allow us to better plan for future service design and delivery.	HM	2024/25	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
3.To effectively manage our resources to protect our assets and deliver the best possible outcomes for quality, affordable & sustainable homes in the area.				
	<i>Meet future funding requirements</i>			
3.1	Seek RBS agreement for relaxation of covenant definitions which provide more headroom for ongoing investment in our stock.	DFCS	Q1	●
3.2	Review our rent and service charge policies and move towards rent harmonisation, in consultation with tenants.	CEO	Q4	●
3.3	Re-tender for the provision of insurance broker services and cover.	DFCS	Q3	●
3.4	Re-tender for the provision of ICT support services.	DFCS / ICTM	Q4	●
	<i>Improve void management:</i>			
3.5	Review our void letting standard and ensure consistent application of this	PSM	Q2	●
3.6	Prepare and implement a strategy to improve the prevention, identification and response to property condition issues at a much earlier stage in tenancy, to reduce void repair costs: to include a programme of targeted property inspections.	HM/PSM	Q1	●
	<i>Develop our asset management planning to inform investment in existing homes</i>			
3.7	Implement improvements in IT systems to provide more joined up data on stock condition and repairs.	DPS/ICTM	Q4	●
3.8	Carry out assessment of the average heating/hot-water cost of different SHA property types to inform assessment of priorities for future energy efficiency investment & development of rent structure	DPS	Q2	●
3.9	Continue to assess options for future investment to deliver improved energy efficiency of homes.	DPS	On-going	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
3.10	Secure funding for a tenement retro-fit pilot project and Implement.	DPS	Q4	●
	<i>Review our non-housing assets</i>			
3.11	Complete and review specialist assessment of energy efficiency of the SHA office and scope for improvements.	DPS	Q1	●
3.12	Establish/clarify what empty ground in the area is owned by SHA that may have potential for use.	DPS	Q4	●
3.13	Prepare database with long term strategy for use / investment of all non-housing assets	DPS	2024/ 25	●
	<i>Review factoring arrangements</i>			
3.14	Review Factoring Terms & Conditions (FTCs), policies etc in line with the revised Code of Conduct for Property Factors (Aug 2021).	HM	Q2	●
3.15	Review factoring service offer to owners and the management fee level	CEO	Q4	●
3.16	Review title deeds & information held on system to ensure accurate charging arrangements for owners.	CEO	Q4	●
	<i>Subsidiaries</i>			
3.17	Complete Upkeep VFM study, review findings and develop action plan for any improvements required.	DPS	Q1	●
3.18	Formally conclude new lease agreement with EEHDC for MMR units	CEO/DFCS	Q1	●
3.19	Finalise future basis for SHA loan repayment and resulting interest rate charge	DFCS	Q2	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	<i>Deliver new affordable homes to meet the needs of the community:</i>			
3.20	Update financial viability assessment of St Marks scheme post-completion and formally review criteria for deciding on whether future development schemes should proceed or not.	DPS & DFCS	Q2	●
3.21	Carry out post-completion reviews of completed developments:			
	a) Fenella Street	DPS	Q2	●
	b) St Marks	DPS	Q4	●
3.22	Subject to the above continue to explore and assess potential new build development opportunities where these arise, including: <ul style="list-style-type: none"> - McKellar Watt site - Shettleston Jnrs site - Wellshot rd sites 	DPS	Q4	●
	<i>Property acquisitions</i>			
3.23	Continue to respond positively to opportunities to buy-back SHA Shared Ownership properties	DPS	On-going	●
3.24	Complete refurbishment of acquired property at Greenfield Road and continue to liaise with Council regarding potential for other funded acquisitions as appropriate	DPS	Q3	●
3.25	Explore potential role in respect of unimproved properties on Shettleston Rd to rear of SHA office	CEO/DPS	2024/25	●
3.26	Carry out a comprehensive review of maintenance and development policies/ procedures.	DPS	Q4	●
	a) Maintenance Policy & Procedures		Q1	
	b) Code of Conduct for Contractors		Q1	
	c) Gas Safety Policy & Procedures		Q2	

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	d) Medical Adaptations Policy & Procedures		Q2	
3.27	Explore opportunities for collaboration with other RSLs to generate resource saving or other effectiveness benefits.	CEO	On-going	●
4. To support our tenants and the local community through the “cost of living crisis” and seek to promote health and well-being.				
	<i>Cost of Living campaign</i>			
4.1	Review outputs of 2022/23 cost of living campaign and develop a plan to continue to support residents through the cost of living crisis by:			
	a) Targetted action to inform, engage with and support those most affected	HM	Q1	●
	b) Improved joint working with other partners already providing services to increase take up by our residents	HM	Q1	●
	c) Effectively deliver the funding already sourced to assist residents with fuel bills and other living costs	CRO	Q1	●
	d) Pursue further grant-funding opportunities to support residents with living costs	CRO	Q4	●
4.2	Deliver effective income maximisation and money advice services			
	a) Monitor and review outputs of Tollcross & Shettleston Money Advice Project (TSMAP) and our own in-house welfare rights advice service.	HM	Q1	●
	b) Continue to work with Tollcross HA and Trust to secure ongoing funding support for TSMAP	CRO	Q3	●
4.3	Support access to affordable food in the area			
	a) Analyse local take-up of the Shettleston Food Pantry services at our 981 Shettleston Rd and premises and evaluate scope for increased take-up.	CRO	Q1	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	b) Confirm updated plan and arrangements for operation of Shettleston food pantry outlet in collaboration with Parkhead HA from 2023/24 onwards	CEO	Q1	●
	c) Continue to provide accommodation for the Food Bank at our Sth Vesalius St shop but also explore options with other organisations for additional use of the premises.	DPS & CRO	Q3	●
	Support employability in the local area			
4.4	Review options for offering SHA work experience & modern apprentice opportunities going forward	CSM	Q4	●
4.5	Continue to support Upkeep's role in developing apprenticeship and training opportunities	Mgt Team & CRO	On-going	●
4.6	Host Jobs & Business Glasgow sessions to help ensure ready access in local area to employability support	CRO	Q1	●
	<i>Promote emotional well-being & healthy living</i>			
4.7	Continue to support other local partner organisations through assistance with accommodation, funding applications and general governance:			
	a) Shettleston Community Growing Project (SCGP)	CRO	On-going	●
	b) Men's Shed	CRO	On-going	●
	c) FUSE Youth café	CEO	On-going	●
	d) Shettleston Does Digital	CRO	On-going	●
	e) Shettleston Keenagers	CRO	On-going	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	f) Community Connectors	HM	On-going	●
4.7	Organise a summer 2023 community event	CRO	Q2	●
4.8	Deliver the new mural at gable end at St Marks Street: secure funding and appoint delivery partner to implement ideas from the 2022 community consultation.	CRO	Q4	●
4.9	Explore options for the future community use of the refurbished Tollcross Park Winter Gardens in collaboration with Tollcross HA & other local partners	CRO	On-going	●
	<i>Improve engagement with minority communities in the local area</i>			
4.10	Initiate and host the delivery of English as a second language (ESOL) classes in the local area	CRO	Q1	●
4.11	Develop a plan for improved engagement with minority communities and hard to reach groups in the area	CRO	Q4	●
	<i>Develop our role as a “community anchor”:</i>			
4.12	Review the findings of the ongoing survey of community views on the needs of the local area and identify areas for future action.	CEO/CRO	Q1	●
4.13	Complete the feasibility assessment of taking Shettleston Community Centre into community ownership in collaboration with FUSE and other partners.	CRO	Q4	●
4.14	Develop a plan for the future operation of the HUB @ 981 Shettleston Rd in conjunction with partners.	CRO	Q4	●
4.15	Develop a revised “wider role” strategy for SHA to have regard to a review of needs in the area, in consultation with residents.	CEO/CRO	Q4	●
4.16	Explore scope and potential funding for the development of a Shettleston locality plan with other partners.	CEO/CRO	2024/ 25	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
5. To develop our staff team and refresh our working culture to ensure that SHA is a great place to work				
	<i>Re-assess staffing needs in light of posts falling vacant:</i>			
5.1	Review ICT team staffing needs going forward	DFCS	Q1	●
5.2	Review arrangements within the Customer & Community Service team to ensure best and most effective use of resources.			
	a) Role and responsibilities of front-line staff	HM	Q1	●
	b) Future factoring roles	CEO	Q1	●
	c) Senior staff structure roles & responsibilities	CEO	Q1	●
5.3	Assess how Customer Service Advisers might provide more structured support to front-line service delivery	CEO	Q1	●
	<i>Implement our People Plan</i>			
5.4	Ensure all annual appraisals and personal training plans throughout the organisation are complete by end of May 2023	Management Team	Q1	●
5.5	Review and decide in consultation with staff on future home working & flexible working arrangements, having regard to assessment of implications for staff satisfaction, productivity and customer service.	Exec Team	Q1	●
5.6	Review future use of office space in consultation with staff, having regard to: <ul style="list-style-type: none"> Assessment of physical scope for staff to occupy just two floors and potential benefits on the basis of cost/improved team working of doing this. Consideration of possible benefits/downsides of bringing other organisations into the building and how this would work. 	DFCS & DPS	Q1	●

Strategic Objective	Key priorities/tasks/projects/targets	Lead	Target	Risk if not achieved
	<ul style="list-style-type: none"> Results of office energy efficiency study and potential options to be considered. 			
5.7	Follow up survey to 2022 independent Staff Satisfaction survey findings.	CSM	Q1	●
5.8	Finalise and introduce new Staff handbook	CSM	Q2	●
5.9	Policy reviews			
	a) Group's Recruitment & selection policy and procedures	CSM	Q3	●
	b) Absence Management	CSM	Q1	●
	c) Staff Learning & Development Policy	CSM	Q3	●
5.10	Hold staff and Board event in 2023 (in lieu of conference)	CSM	Q3	●
5.11	Ensure greater integration and a "one-team" ethos within the Group.	Exec Team	On-going	●

Key Performance Indicators for 2023-2024				
REF		SHA Annual Target 2022/23	SHA 31st March 2023	SHA Annual Target 2023/24
1	Total gross rent arrears as % of rent due	4.3%	4.45%	4%
2	% of net arrears - Current Tenants (Net of anticipated HB/UC as per SHR Charter Guidance)	2.9%	3.01%	2.85%
3	% of gross arrears - Former Tenants	1.4%	1.44%	1.40%
4	% rent collected as % rent due	99.95%	98.1%	100.00%
5	Total Rent Loss from all Voids as a % of gross rent	0.75%	0.85%	0.70%
6	Re-let Period Calendar Days	20 days	27.78 days	18
7	Proportion of lets to Homeless referrals	40%	42%	40
8	Emergency Repairs : % completed in 4hrs hours	100%	100%	100%
9	Repairs-urgent-% completed in 3 days	97%	99%	97%
10	Repairs-routine-% completed in 10 days	96.0%	97%	97%
11	Repairs right first time	95%	96%	96%
12	Gas Safety Inspections - how many times fail to meet statutory duty to complete a gas safety check	0 fails	8 times	0 fails
13	% of properties with EICR in last 5 years	100%	63.6%	100%
14	Repairs % Post Inspections	15%	14%	15%
15	Appointments - % of repair appointments kept	96%	97%	96%
16	Void Repair Timescales	Cat 1 - 4 days - target 95%	Cat 1 - 4 days - target 86%	95%
		Cat 2 - 7 days - target 95%	Cat 2 - 7 days - target 87%	90%
		Cat 3 - 15 days - target 100%	Cat 3 - 15 days - target 88%	90%
17	Staff Absence due to sickness	4%	7.39%	4%
18	Interest Cover Covenant	Will be greater than 150%	178%	100%
19	Gearing Covenant	Maximum 60%	49%	46%
20	Asset Cover	Will be greater than 110%	146%	133%
21	Tenant Satisfaction with reactive repairs	93%	n/a	93%
22	New Tenant Satisfaction with property condition at letting stage	95%	n/a	85%
23	% Agreed spend on Planned Maintenance by quarter end	Quarter 1 - 20% Quarter 2 - 45% Quarter 3 - 80% Quarter 4 - 100%	Quarter 1 - 10% Quarter 2 - 20% Quarter 3 - 33% Quarter 4 - 51%	Quarter 1 - 20% Quarter 2 - 55% Quarter 3 - 85% Quarter 4 - 100%
24	% Agreed spend on Cyclical Maintenance by quarter end	Quarter 1 - 20% Quarter 2 - 50% Quarter 3 - 80% Quarter 4 - 100%	Quarter 1 - 20% Quarter 2 - 46% Quarter 3 - 69% Quarter 4 - 88%	Quarter 1 - 20% Quarter 2 - 50% Quarter 3 - 80% Quarter 4 - 100%
25	Average cost of reactive repair	N/A	Quarter 1 - £273	£115
26	Average cost of void works per property	N/A	Quarter 1 - £4,252	£1,500
27	% Grant spend on medical adaptations by quarter	N/A	n/a	Quarter 1 - 25% Quarter 2 - 50% Quarter 3 - 80% Quarter 4 - 100%