**Our Strategic Objectives 2016-2019 updated March 2018**

1. We will review assumptions, trends, and historical data to ensure our asset management strategy is updated by October 2018

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/appetite and risk factor >12=top risk | Review/Evaluation/progress | Charter indicator/SHR guidance/legal framework/good practice guidance review |
| Asset Management Strategy – complete  | DAM | March 2018 | Staff resources; QL reporting; review by SMT and Board; | PS/averse/12 | AMS approved by Board  | 4. quality of stock5. Repairs and Maintenance13. Value for Money |
| Action Plan to confirm priorities for completion of AMS | DAM | May 2018 | Staff resources | PS/AVERSE/12 | Action Plan approved for 2018/19 by Board | 4. quality of stock5. repairs and maintenance13. value for money |
| To continue to review of life cycle components and costs | DAM | After each project | Staff resources; comparison with IFLAIR average and RSL experience | PS/Averse/6 | Stock condition inspections and updates to continue annually | 4.Quality of Stock5 repairs and maintenance13. value for money |
| Transfer stock condition survey data to QL | DAM | June 2018 | Staff resources; ongoing cost of JMP Hub is £3600; QL modules in place; QL support costs 1-2 days | Ps/AVERSE/6 | All transferred to QL; costs minimised; QL effective in planning future investment | 4. Quality of Stock5. Repairs and maintenance13. Value for Money |
| Complete stock condition survey updates to receive final report from JMP | DAM | June 2018 | Staff resources; consultants costs completed; cost of HUB | PS/averse/12 | Final report received/reported | 4.quality of stock5. repairs13 vfm |
| To develop geographical reports – focus on key information required; focus on key information missing | DCorS | Each quarter | Staff resources; QL improvements | CFT/AVERSE/9 | Report to SMT/Board | 4. Quality of stock5. Repairs and maintenance13. Value for money |
| To review costs and performance of contractors for cyclical and planned maintenance costs with IFLAIR framework  | DAM | Sept 2018 | Staff resources | PS/Cautious/9 | Annual update to Board | 4.quality of stock13. value for money |
| To update AM smoothed out spend against 30-year financial plan | DCorS | March 2018 | Staff time.-Compare and contrast. Update 30 year projections as required; scenario testing completed | CFT/Minimal/12 | Report to Board | SHR - Standard 3 Financial Well Being and ManagementCharter Indicators4.Quality of Housing 5.Repairs; Maintenance and Improvements13. Value for Money |
| To review quarterly spend against budget for reporting to SMT and GB | DAM | With quarterly management accounts | Staff resources | CFT/Averse/6 |  | 4. Quality of stock13. value for money |
| To maintain requirements to achieve 100% SHQS compliance | DAM | Every year | Staff resources, planned maintenance budget set aside and continuing discussions with residents | PS/averse 3 | 100% compliance – review for each new purchase | 4.quality of stock |
| To review EESSH requirements into AMS/develop energy strategy | DAM | March 2018 | Staff time; review of progress to 2020 target; cost of maintaining EPCs | PS/Averse/6 | 2020 Target met | 4.quality of stock13. value for money |
| To work with partners to access and delivery EWI and similar projects | DAM | August 2018 | Staff resources. Available finance from SG/partners – effective working relationship with ERC; owners agreements in place | CR/Cautious/9 | Board report to approve project with finance in place. | 4.quality of stock13. value for money |
| To pilot/test efficiencies available through membership of LHC | DAM | 2018/19 | Identify suitable/appropriate time and work with LHC – staff time | PS/Cautious/6 | Identify pilot. Consider community benefits – digital project being taken forward; pilot still to be considered. | 4.quality of stock13.Value for Money |
| Review effectiveness of framework community benefits clauses and delivery | DAM | At point of awarding a contract- at least annually Oct 2018 | SPA digital project to be taken forward and reviewed | Ps/cautious/9 | Report to Board at least annually | 13. value for money |

1. We will actively listen to our customers and offer a ‘can do’ approach to the aspiration of our customers.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation/progress | Charter indicator/SHR guidance |
| Review TS panel membership | DCS | Oct 2018 | Continue to develop by staff and promote benefits to residents; small incentives to contribute | CS/MINIMAL/9 | Update TP strategy and approve with Board | Charter Indicators- 1.Equalities2. Communication3. Participation |
| Review new customer services patches | DCS | Annually | Staff time; set targets for improvements and monitor performance  | Cs/cautious/6 | SMT to review performance with each CSO; overall performance reported to Board | Rent Repairs performanceEstate managementComplaints/communications |
| Review training on repairs and performance against procedures | DCS | Quarterly | Staff time; review procedures; robust monitoring of new contractor | CS/averse/8 | Quarterly performance reports | 4.Quality of stock |
| Confirm QL priorities for next 12 months – develop strategy | DCS | May 2018 | Staff resources; consultation with SMT | ICT/averse/9 | Report to Board and monitor | 2.communications |
| Review allocations policy, tenants handbook, TP strategy | DCS |  | Staff resources; timetable to be prioritised for 2018/19 | CS/averse/9 | Policies to be approved by Board and consultation completed | All indicators  |
| Review complaints feedback, improvements and aspirations | DCS | July 2018 | Staff resources; complete ARC return for 2017/18 and review | CS/minimal/6 | Review possible costs at SMT; complete consultation and update policies  | 2.communications3. participation |
| Develop website | DCS | July 2018 | Staff resources; cost of upgrades with NS Design; monthly updates | CS/Minimal/9 | Maintain Publication scheme; prepare for FOI; improve information to staff and Board members | All |
| Roll out Callpay app | DCS | At every sign up – April 2018 onwards | Staff resources; Allpay costs incorporated into budget 2018/19 | Ict/averse/9 | Monitor usage; report to Board  | 14.Rents13.VfM |
| Maintain Silver IIP  | CEO | Jan 2021 | Implement recommendations from 2018 assessment, work on core values, development of team feedback etc | PC/Cautious/6 | Maintain silver Accreditation – consider improvements to achieve Gold |  |
| Prepare for next comprehensive survey | CEO/DCS | March 2019 | Staff resources. Feedback from Scrutiny panel. Link to business plan. Costs established across sharing with FLAIR | PC/Averse/6 | Ensure survey is designed to suit BHA requirements esp. includes rent affordability | Multiple Charter Indicators/SHR guidance on customer feedback and surveys. |
| Develop Digital Participation Charter commitments  | CEO | April 2018 and annually | Staff resources; liaison with SCVO’s charter requirements | ICT/AVERSE/9 | Commitment maintained | Charter communication indicator |
| Deliver on our SPA digital project | DAM | 2018/19 | Staff resources; equipment purchases; delivery of IT programmes locally | PS/CAUTIOUS/9 | Training completed | 2.Communitcation3.Participation |

1. We will review and annually update in September each year, our Value for Money Statement which is based on understanding our costs, our performance, benchmarking information and the demands on our resources.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Review VfM statement annually  | DCoS | Sept each year  | Staff resources. Attendance at external events/FLAIR sessions. Consider SHR guidance/direction | CFT/Minimal/9 | Striving for Vfm in everything we do. On-going analysis of VfM. updated Sept 2018 and cost review to commence as part of budget process | SHR - Standard 3 Financial Well Being and ManagementCI -13. Value for money |
| Review VfM good practice from other RSL/SHR/Housemark  | CEO | On-going | Attend networking and benchmark clubs/identify SHR requirements | CFT/Cautious/4 | Discuss with customers and include in Perf Reports | 13.Value for Money |
| Complete transfer to Brixx, develop scenario testing and review every year until Brexit clear | DCoS | Final plan by March 2018. Annually thereafter. | Staff Resources. Attendance at BRIXX user group meetings. Annual cost of Brixx maintenance £1200. | CFT/Minimal/12 | Presentation to the Board March 2018 | SHR – Business Planning Recommended Practice (currently being updated)CI – 13 Value for Money |
| External validation of Brixx 30-year financial model  | DCoS | October 2018 | Staff resources. External consultant £xx? | CFT/MINIMAL/12 | Validation report to SMT and Board | SHR Standard 3 |
| Up-date management accounts to geographical reporting mirroring AMS | DCoS | Quarter 1  | Staff resources. May need Aareon consultant. To scope work involved and obtain costs for the work. | CFT/Minimal/12 | Presentation to the Board  | SHR - Standard 3 Financial Well Being and ManagementCI – 13 Value For Money |
| Review ARC performance and Housemark benchmarking data | DCoS | October each year | Review for QEF/FLAIR/GWSF/Scottish average | CS/Averse/6 | Develop performance improvement plans, where necessary and monitor targets | All ARC |
| Deliver 3-year internal audit review | DCoS | May 2018 | Staff Resources, internal audit budget/appointment. SMT review risks.  | CFT/Averse/6 | Complete tender and appointment approved GB. Review new SFHA good practice guidance due out March 2018 | Improves all performance on charter |
| Review the impact of rent harmonisation and consult on further development | DCS/DCoS | Before Nov 2018 | Staff resources; consultation; assessment on 30-year corporate finance plan | CFT/MINIMAL/9Ssr/AVERSE/9 | Report to Board | 14.RENT AND CHARGES |

1. We will support financial advice and service improvements to help minimise the impact of changes to social security reforms including Universal Credit roll out by September 2018

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Progress recruitment of permanent WRO post | DCS | Aug 2018 | Staff resource, budget for recruitment; GDPR new requirements for recruitment | Ssr/averse/9 | WRO in post | 11 tenancy sustainment13 VfM14/15 rents and service charges |
| Keep up-to-date with UK welfare changes and SG devolved powers/progress of Social Security Act | DCS | On-going | Staff resources; access to specialist support | SSR/averse/8 | Update of policies | 11 tenancy sust14.rents |
| Review impact of rent harmonisation on rent affordability test | DCS | Nov 2018 | Staff resource; external consultant | SSR/averse/9 | Rent harmonisation reviewed | 14 rents |
| Review SFHA rent affordability test for single people/single parents/ single pensioners | DCS | Nov 2018 | Staff resources; external consultant | SSR/minimal/9 | Review impact on long term business/financial position | Reg Stds14. rents |
| Review UC impact on staff resources | DCS | March 2019 | Staff resources; assessment of performance; indicators/targets | SSR/averse/12 | Report to Board | 14. rents |
| Identify potential claimants of Universal Credit to help prepare tenants/potential tenants for the impact of UC | DCS | Aug 2018 | Staff resources; conduct equality impact assessment; consider communication services/Happy to Translate services. GDPR review | SSR/averse/6 | EIA completed and reported | 1.Equalities;2.Communication;11- Tenancy Sustainment;13- Value for Money;14 and 15- Rents and Service Charges |
| Ensure staff are fully prepared through effective training, with new systems and processes in place to ensure we maximise our rental income | DCS | Aug 2018 | Staff resources, staff training budget, staff development; QL development | SSR/averse/9 | Training completed | 2.Communications11.Tenancy sustainment14.Rents |
| Support tenants who need to make online claims for Universal Credit. | DCS | Sept 2018+ | Staff resources; access to BHA/third party digital services; GDPR review | ICT/averse/9 | Review costs of digital support | 2. Comms11 T Sust14 Rents |
| Support tenants who need to open a bank account to receive UC payments. | DCS | AUG 2018 | Staff resources; partnership with Pioneer Mutual; GDPR review | SSR/averse/12 | Bank accounts accessible | 2. comms/11 Ten sust/14 rents |
| Support tenants who require assistance with monthly budgeting.  | DCS | Sept+ 2018 | Staff resources; WRO resources;  | SSR/averse/12 | Assessment of demands met | 2. comms/11 ten sust/14 rents |
| Identify and support vulnerable claimants for whom a monthly payment cycle and paying their rent to Barrhead from UC payment is not appropriate. | DCS | Sept+ 2018 | EIA completed; staff resources; consideration of supplementary services; share with partners; consider external funding | SSR/averse/12 | Review and report to Board | 1.Equalities/2 comms/11 ten sust/14 rents |
| Support tenants with claimant commitment and sanctions. | DCS |  | Staff resources/WRO | SSR/averse/12 | Review and report to Board | 2.Comms/11 ten sust/14 rents |
| Effective liaison with DWP to ensure that claimants and Barrhead are not financially disadvantaged through UC not being processed efficiently. | DCS |  | Staff resources; effective partnership; liaise with key partners inc ERC/CAB. | SSR/averse/16 | Review and report to Board | 2.Comms/11 ten sust. |
| Review impact on assumptions for cashflow, rent arrears, bad debts, voids | DCorS | Dec 2018 | Staff resources, budget revisions | CFT/minimal/9 | Budget updated, long term planning reviewed | Financial well-being11 Ten sust13 VfM |

1. We will complete a feasibility report on growth by August 2018 to determine the delivery of new affordable homes where economically and financially viable over the next 3 years to reach our 1000th home.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Appoint a suitable candidate with FLAIR to produce report on growth options | CEO | August 2018 | Staff resources. Budget set for development services. | D/Open/9 | Report to Board | Devt Thematic/Risk assessment/access to housing supply |
| Deliver report on growth options including assessment of Mid-market renting | CEO/consultant | August 2018 | Staff resources/budget set | d/open/9 | Consider against SHIP/LHS  | Assessment of housing demand |
| Update development growth aims and strategy | CEO | August 2018 | Staff resources; risk assessments; financial appraisals | D/open/9 | Report to Board | BPlan/risk/devt thematic review/financial appraisals/VfM |
| Progress private finance for new projects | DoCS | August 2018 | Staff Resources. Review previous offers of funding from 2017 | DNHB/minimal/12 | Report to Board on requirements | 13. Value for MoneySHR – Treasury Management Recommended Practice |
| Work with ERC and partners to deliver SHIP | CEO | Annual Review | Attend HPF and LHS to ensure input into strategy. Input into SHIP. Evaluate private finance/financial model | GSR/averse/12 | Input into revised SHIP. | 13.value for moneyFinancial management and control. Good governance |
| Consider Mortgage to Rent more strategically including costs of repairs, subsidy available and geographical location | DAM | on-going | Staff resources – proper assessment on repairs; programme for improvements delivered. | PS/averse/6 | The Association is continuing to review the quality of Scottish Government referrals on an ongoing basis. | 1-Equalities;2-Communication; 4-Quality of housing;5.Repairs, maintenance and improvements.13- Value for Money;14 and 15- Rents and Service Charges |
| Consider Rent off the Shelf programme for Thornliebank | DAM | Aug 2018 | Staff time – to follow completion of EWI project. | DNHB/cautious/6 | Funding available | 13.value for money4. quality of housing5. repairs |
| Consider open market purchasing where appropriate eg factored properties | CEO | annually | Review marketing/open market strategy with GB. Staff time. Assessment of VfM/risk/strategic fit with existing stock | DNHB/cautious | Not a current priority – no action | 13.value for money4.quality of housing5. repairs |
| Complete review of final shared ownership purchases | DCuS | 2018/19 | Staff time. Budget allocation required for purchase and repairs.  | CS/minimal/9 | This is ongoing as Agreements reach 20-year review. 3 remain | 4.Communication;13- Value for Money;14 and 15- Rents and Service Charges |
| Consider appropriate external funding as required/available | DoCS | August 2018 | Staff Resources, attend updates re finance vehicles and explore various options. Conduct cost benefit analysis of options.  | CR/open/8 | Review of current loan agreements and stock release underway by consultant. | CI – 13. Value for MoneySHR – Treasury Management Recommended Practice |
| Review financial model for each project for financial viability | DCoS | 2018/19 | Staff resources. Development agency fees.  | HDNHB/cautious/12 | Consider subsidy benchmark, rents and availability of competitive private finance. Seek approval/consent from SHR | RS3 – financial wellbeing and economic effectiveness |

1. We will support, develop and reward our staff to maintain our status as an employer of choice, maintaining current accreditations especially for the employment and training of young people, maintaining Investors in People silver accreditation throughout 2018/19

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Continue to develop staff in terms of appraisals, team building and reviews where appropriate | CEO | April each year | Staff resources | PC/averse/8PC/cautious/6 | Review appraisals and training budget | Staff resourcesIIP accreditation |
| Review appraisal process for CEO to ensure ongoing support and development | External consultant | April 2018 | Training cost to BHA | SGR/averse/12 | Report to Board | SHR Reg framework – standard 6 |
| Ensure performance targets set and monitored for each staff member via appraisal | All Directors | June 2018 | Staff resources – delay due to GDPR | Pc/averse/6 | Report to CEO | SHR Standard 3 |
| Review and monitor budget for staff and Board development. | CEO | For annual budget – Feb each year | Sufficient resources available for training/development of staff – training is assess – VfM/fit for purpose/delivered | PC/averse/8 | Review with GB | SHR Standard 1, 3, 4 |
| Maintain healthy working lives gold award | CSM | Annual assessment – August | Staff resources – update policies, tasks, training and maintenance | PC/MINIMAL/6 | Annual assessment  | SHR standard 3 |
| Review Investors in People recent assessment  | CEO | Sept 2018 | Staff resources – policy reviews/questionnaires and surveys with staff/ continual review | PC/cautious/6 | Silver maintainedJan 2018 | SHR standard 3 |
| Maintain Investors in Young people good practice award | CEO | Every three years | Staff resources/commitment from all staff/development of team | PC/cautious/6 | Awarded in 2015 and not recently reviewed | SHR standard 3 |
| Maintain delivery of trainees, apprentices, interns where appropriate | CEO | Annually – part of Budget | Staff resources/budget staff provision/training budget. | PC/averse/9 | Trainees deliver for BHA and for staff involved/employment secured. | SHR standard 3 |
| Maintain external projects to assist employability | CEO | Annually | Staff resources – part of review of Community Regeneration strategy | CR/open/8 | Strategy updated/successful funding in place | Charter indicators/added value/13.VFM |

1. Maintain the highest standards of governance - review Board skills and experience to ensure retention and succession of governing Board members by end of December 2017 – prioritise this area to discuss succession planning, skills audit, governance review of SHR standards, teambuilding.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| TION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Complete induction and review for new Board members | CEO | May 2018 | Staff resources – all senior staff. Identify buddy. | SGR/averse/8 | Report to Board | Good governance/BHA Rules |
| Review networking arrangements for Board members | CEO/chair | May 2018 | Staff resources; training budget set for Board £xxk | SGR/averse/6 | Approved by Board | SHR reg standards |
| Review FLAIR academy success for recruitment of new Board members | CEO | April 2018 | Advert costs as per Budget. Staff resources to recruit/deliver training programme  | SGR/averse/8 | Report to Board – increase Board membership for BHALPS as required  | Membership policy/BHA Rules/good governance |
| Complete and report on governance review – external consultant | CEO | March 2018 | Board input, senior staff input. Cost of consultant. | SGR/averse/6 | Report to Board | SHR reg Standards |
| Develop Action Plan for completion of governance recommendations | CEO | May 2018 | Staff resources; training budget | SGR/averse/6 | Action Plan approved |  |
| Complete governance recommendations for appraisals, succession planning, skills assessment | CEO/Chairperson | Sept 2018 | Staff resources; external consultant | SGR/averse/6 | Report to Board | SHR Reg standards |
| Prepare for election of Office Bearers | Chairperson/CEO | JUNE 2018 | Staff resources. GB discussion | SGR/averse/6 | Report to Board | BHA Rules/Governance handbook |
| Complete the annual appraisal of CEO and review format  | External consultant | April 2018 | Staff and cost of external consultant. Chairperson’s time. Further training required. | SGR/averse/6 | Completed and signed off – report to Board | Consider good practice and training via EVH/SHARE |
| Consider and review FLAIR training requirements, conference, annual meeting, etc | CEO | June each year | Staff resources – discuss with FLAIR. Review as required | SGR/averse/6 | Deliver and review with Board  |  SHR Regulatory framework for governance/BHA Rules |
| Review SHR’s consultation on Regulatory standards  | CEO/GB | 2018/19 | Staff resources | SGR/averse/6 | Report to Board | SHR guidance |
| Set and review realistic timetable for policy development and review | SMT | May 2018 onwards | Staff resources; time to review and update to reflect changes in legislation, regulations and good practice | SGR/averse/9 | Board to monitor progress | SHR standardsCharter indicators including 2. communications/3. engagement |

1. We will develop a 2-year Business Plan for LPS subsidiary by 31st May 2018.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Recruit new Board members | CEO | August 2018 | Staff resources. FLAIR advert  | LPS/averse/12 | Review complete - underway | SHR guidance on group structures |
| Deliver business review day with staff/Board | DAM | April 2018 | Staff resources. Review day to be held – cost of hire | LPS/averse/6 | New BP completed and approved by LPS and BHA | SHR reg standard 3, 4, 6 |
| Develop new 2-year growth for Business Plan | CEO/DAM | May 2018 | Staff time; identify skills required for implementation; review best practice in sector | LPS/OPEN/9 | Approve by Board | SHR reg standards 3/4 |
| Consider how to improve the contribution of LPS Board members to wider BHA strategic context | CEO | ongoing | Staff resources. Members of Audit & risk Sub-Group. Attendance at strategy days | LPS/cautious/9 | Complete and report to GB/review effectiveness | SHR regulatory framework on governance |
| Consider succession planning for LPS Board membership | CEO | Annually | Staff resources – discuss with chairperson. | LPS/cautious/9 | Adequate Board representation – to be considered further | Governance handbook |
| Review resources and capacity for LPS as part of business plan review  | CEO/DAM | April 2016 | Staff and Board input. Costed detailed report on all aspects including risk assessment | LPS/averse/12 | Report to GB – repairs operative service to be monitored | 13.Value for Money |
| Complete recommendations from internal audit review on factoring | DAM |  | Action plans reviewed by Audit Sub-group and LPS Board | LPS/averse/4 | Report to Board | P Factors Act/SFHA guidance.13 Value for Money |
| Review QL set up for factoring | DCoS | April/May 2018 | Staff resources/input from Aareon; review best practice from sector | LPS/averse/12 | Agreed with SMT/QL | Charter indicators – comms/engagement |
| Review factoring debts against target | DAM | monthly | Staff resources; effective performance; reviews | LPS/averse/12 | Targets reported to SMT/GB | 14 charges |
| Develop 2-year budget to follow from business review including review of factoring charges | DCoS | May 2018 | Staff resources; consultation with SMT/staff; consultation with owners on charges | Lps/open/9 | Approved by Board – BHA/LPS | SHR regs standard 3 |

**Our Operational objectives 2016-2019, reviewed March 2018**

1. We will review our service for reactive and void repairs by 31st March 2019.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation/Progress | Charter indicator/SHR guidance |
| Re-tender our single term contract for a two year period  | DCS | July 2018 | Staff resources; cost of QS; evaluation based on cost/quality; update SORs, input contractor portal. Cost estimates £20k |  CS/AVERSE/9 | Report to Board | 4.Quality of housing5 Repairs and M |
| Review our Repairs Operative Service in terms of costs, performance, customer feedback | DAM | 30th Sept 2018 | Staff resources; QL data reports | IHT/AVERSE/6 | Report to SMT and Board | 4.quality of housing5 Repairs and M |
| Review our Repairs operative service management, supervision and procedures | DAM | Aug 2018 | Staff resources and assessment; QL review | IHT/averse/12 | SMT full review | 4.repairs and m5. vfm |
| Review our options for expansion of in-house repairs service | CEO | Feb 2019 | Staff resources; costs and risk analysis completed | IHT/ENTREPENEURIAL/3 | Report to Board | 4. quality of housing5 Repairs and M |
| Review our requirements for estate based services including voids | DCS | September 2018 | Staff resources; QL data reports; discussions with FLAIR | IHT/ENTREPENEURIAL/3 | Report to SMT and Board | 4. Quality of housing5 repairs and M |
| Monthly monitoring and analysis of repair spend compared to budget* Reactive 3 Yrs budget
* Voids 3 Yrs budget
* Inspections/quality assurance
* Analysis of replacement components/specification
* Feedback from tenants
 | DCS | Quarterly | Staff time – management accounts and geographical reports. Review trend information; monitor costs/quality/performance/feedback; input issues into AMS | CS/MINIMAL/9 | Quarterly reports  | 4.Quality of Housing 5.Repairs; Maintenance and Improvements13. Value for Money |
| Quarterly monitoring and analysis of repairs Performance * work variations,
* frequency of particular repairs
* Schedule of Rates Works instructions
* Monitoring of Charter indicators.
 | DCS | quarterly | Staff time, analysis of data; reports to SMT; effective preparation for new contract | Cs/averse/9 | Monthly reviews with contractor; update reports to SMT; quarterly report to Board | 4.Quality of Housing 5.Repairs; Maintenance and Improvements13. Value for Money |
| Review of Policy documents and procedures for repairs | DCS | March 2019 | Staff time – review of QL modules | Cs/averse/9 | Policies updated and approved by GB  | As above |
| Develop technological improvements to create more effective working for staff/customers | DAM | 2016/17 | Staff time – consultancy time. Assess requirements/options for mobile working | Ict/open/6 | Report to Board and budget 2018/19 – housing app | 2.comm/3 participation |

1. We will develop a 1-year and 5-year IT development strategy to plan future investment, improved data reporting, performance and ultimately improved services for our customers by May 2018 and March 2019

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation/progress | Charter indicator/SHR guidance |
| Develop IT Strategy for next 12 months with SMT to include contractors portal; V4 go live; review of factoring module; development of fixed asset/components/planned maintenance modules | DCS | March 2017 |  Staff resources; consultants training costs £xx? | Ict/averse/9 | Draft strategy in place and developed further | Service improvements to all Charter outcomes |
| Development of laserfiche electronic scanning | DCorS | 2018/19 | Staff resources; consultants training costs £xx? | Bc/AVERSE/9 | Improvements delivered; process efficiencies delivered | 13. value for money |
| Update clocking system to improve efficiency of process | DCorS | Sept 2018 | Staff resource; currently paid annual maintenance of £xx | Bc/AVERSE/9 | Review and update contract | 13.Value for money |
| Development of publication scheme and prepare for freedom of information extension to RSLs | DCS | 2018/19 when info available | Staff resources; website updates maintained; review of new legislation | New/AVERSE/12Ict/MINIMAL/9 | Update requirements to meet FOI | Legislative change likely April 2019 |
| Develop fully costed IT strategic aims for next 5 years | DCS | October 2018 | Staff resources | ICT/AVERSE/9 |  |  |
| Implement internal audit for IT system | CEO/DCS | May 2018 | Staff resources, cost of internal audit confirmed from tender; review new SFHA guidance | CFT/AVERSE/9 | Audit underway and reports to Audit Sub-Group | Identified areas for improvement13 value for money |
| Develop and test cyber security testing regime | DCS | 2018/19 | Staff resource; cost of internal auditor; cost of external consultancy £x? | ICT/AVERSE/9 | Testing completed | Business objGDPRVfM |
| Provide adequate training in-house | DCS | Annual | Staff time and expertise. Consultants time – adequate budget. Training budget £12k. QL budget £xx? | PC/AVERSE/8 | Ongoing work is taking place following appraisal process to identify and meet training requirements. | SHR reg std 3 |
| Review/refresh training on IPads for Board members | CEO | May 2018 | Staff resources; new email accounts; updates available through website | PC/AVERSE/8 | Effective preparation for Board meetings maintained | SHR reg std 1/3/413. value for money |
| implement QL Portal for contractors and in-house repairs service | DCS | July 2018 | Staff time and consultancy fees for developing testing/implementing the QL software. | CS/AVERSE/9 | For new single term contractor; for in-house repairs service | 4. quality of housing5. repairs and Maint |
| Sign off and review 3-year maintenance agreement with Stratiis | DCS | April 2018 | Staff time. IT hardware costs reviewed with consultant. Budget set-costs £3500 annually +VAT | Ict/averse/9 | This will form part of the proposed I.T. audit and development of an I.T. Strategy. Underway. | 13. VfM |
| Consider mobile working improvements for customers | DCS | 2018/19 | Staff time. Presentations and assessment of costs/risks and recommendations | Ict/open/6 | This will form part of the proposed I.T. audit and development of an I.T. Strategy.2018/19 | 1.Equalities/2 comms/3 participation |
| Test new HARP system for SG and new SHR portal | DCorS | Oct 2017 | Staff resources. Upload and test the ARC, grant claims, etc | CFT/AVERSE/9 | New system live from oct 2017 and is effective | SHR reg std 3 |
| Review digital participation charter | CEO | Annually April 2018 | Staff resources. SG budget. Consultation report. | ICT/AVERSE9 | New commitment confirmed | 1.equalities/2 comms/3 participation |
| Develop wider digital strategy for possible pilot of broadband to one development | DAM | 2018/19 | Staff resources; cost of external consultancy; identify development; consult with tenants | ICT/AVERSE/9 | Review/approve with Board | 1.equalities/2. Comms/3 participation |

1. We will reduce factoring debts to £24,000 by 31st March 2019

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation/Progress | Charter indicator/SHR guidance |
| Review all debts every month and set monthly staff performance targets | DAM | 31.03.17 + monthly | Staff resources;  | Lps/averse/12 | Staff 1:1s; report to SMT | 14 rents and ser ch13. VFM |
| Review performance at SMT | DAM | Every 6 weeks | Staff time; review of performance at SMT; review resources | Lps/averse/12 | Updated report – reduction/target | Target review |
| Develop policy and review procedures for arrears recovery including QL processes | DAM | April 2018 | Policies and procedures already being reviewed – staff resources; finalise and approve; consult | Lps/averse/12 | Consultation complete; Board approved | 14 rents and charges13 VfM |
| Review implementation of recommendations from internal audit factoring report | DAM | Aug 2018 | Staff resources; | LPS/AVERSE/4 | Report to Audit and Risk Sub-Group | 13 VfM |
| Review Notice of Potential liability for new debts | DAM | Quarterly | Staff resources; TC Young fees are passed on to owner; training | Lps/averse/12 | All Notices in place for 3 years – new notices to be updated  | 14 rents and charges |
| Review Written statements, conditions, charges  | DAM | Sept 2018 | Staff resources – allow time for consultation and Board review | Lps/averse/12 | Report to Board | 1 equalities/2 comms/3 participation/13VfM |
| Consult effectively with owners on services, and possible changes to services and costs | DAM | Sept 2018 | Staff resources – time for consultation | LPS/MINIMAL/6 | Review approved by Board for Budget | 1. Comms/3 participation
 |
| Report on arrears at every LPS Board meeting  | DAM | 2016 + | Staff resources; report completed; actions implemented  | Lps/averse/12 | Reports completed and Board updated on-going | 13 VfM14 rents and charges |

1. We will review our current wider community regeneration strategy outcomes and resources by Sept 2018

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Review outcomes for CCF projects | DAM | As per guidance | Staff resource. Outcomes reports completed for funders including review of costs | Cr/open/8 | Completion of Reports to funders and Board | VfMAdded social valueParticipation |
| Review outcomes for People and Community funding projects ie Craft Cafe | DAM | April 2018 | Staff costs; review by Impact Arts for Creative pathway/craft cafe | CR/OPEN/9 | Reports completed to funders and reported to Board | VfM |
| Review outcomes for Aspiring Communities project | DAM | April 2018 + quarterly | Staff resources; review of effectiveness of partners; review costs and conditions in line with grant conditions | CR/OPEN/10 | Report to Board | VfM |
| Review community choices funding project including community feedback | DAM | May 2018 | Staff resources; review of funding conditions/consultation/process and costs | CR/OPEN/9 | Report to Board | VfM/2 comms/3. Participation |
| Review community regeneration officer post including overall resources | CEO | June 2018 | Staff time – review with FLAIR; job outline and person spec agreed with partners | Cr/open/6 | Approved by staffing Sub-group | VfM |
| Review CR objectives with full staff team to prioritise objectives/funding going forward. | DAM | March 2019 | Staff resources; review and input from staff team and partners; | Cr/open/6 | Strategy reviewed by Board | VfM/2. Comms/3 participation |
| Ensure timely project monitoring and budget adherence for each project | DAM | ongoing | Staff resources; input from CS and PS teams | CR/OPEN/10 | Report quarterly to GB members | VfM |
| Review partnership opportunities where possible | DAM | ongoing | Staff resources; update Strategy; consider funding  | CR/OPEN/8 | Report to Board | VfM |

1. We will review our Social Housing Charter outcomes and our Performance Reports with a commitment to continuous monitoring, evaluation and performance improvement, each year

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Report on ARC including review of new, Dec 2017, technical guidance/incorporate EESSH, etc | DCuS | May each year | Staff resources. External validation by consultant completed last year. Query guidance with SHR, where required | CS/averse/6 | Approval by Board | All ARC |
| Update Annual Business Plan with outturn figures and targets | CEO/SMT | June each year | Staff resources to update BP and Action Plans | SGR/CAUTIOUS/9 | Report to GB | All ARC |
| Report on SHR Landlord Report to customers | CEO | August each year | Report available from SHR and distributed to customers/uploaded to website. | SGR/AVERSE/6 | Update annually | SHR guidance |
| Develop action plan for improvement where required eg first time fix repairs, repair appointments, days to re-let, arrears | DCS | June  | Following completion of ARC return, review and report | Cs/AVERSE/6 | Action Plan approved by Board | SHR guidance |
| Review format/layout of Performance Report with Tenant Scrutiny Panel and wider customers | CEO | Aug-Sept each year | Performance Report reviewed and completed | Cs/MINIMAL/9 | Report completed | All ARC |
| Report on initial findings to members at AGM | CEO | August each year | Staff time | SGR/AVERSE/6 | Members updated  | All ARC |
| Review benchmarking across FLAIR/GWSF/Housemark | CEO | June – October each year | Review when available. Use information in Performance report. Incorporate into perf framework for internal reporting | CS/AVERSE/6 | Review with SMT and update Board | All ARC/VfM |
| Incorporate benchmarking into performance framework and Action Plans | SMT | Oct each year | Staff resources. Update reports/review targets | SGR/AVERSE/6 | Report to GB  | All ARC |
| Review Performance Report after publication with customers at every focus group/consultation event.  | DCS | Oct-March each year | Staff time at consultation events.  | CS/MINIMAL/9 | Consultation feedback reported to Board | All ARC/1.equalities/2.comms/3.participation |
| Agree Action Plan for areas of improvement for further consultation – staff and customers | DCS | On-goingAt BP reviews | Staff time | Cs/minimal/9 | Action Plan agreed and implemented – for repairs | 1.equalities/2.comms/3participation |
| Develop revised rent consultation document each year to include Charter and VfM issues | DCS | Dec each year | Staff time. Consultation questionnaire reviewed with Tenants S Panel. Circulated to customers SFHA rent affordability tool used.  | Cs/MINIMAL/4Cft/AVERSE/6 | Results reported to GB  | 1.equalities/2.comms/3.participation |
| Review of rent affordability results for single people, single pensioners and single parents – as part of rent harmonisation | DCS | Sept 2018 | Staff resources, possible external project on rent affordability | Cft/MINIMAL/9 | Report back to Board | 13.VfM14 rents and chargesRent affordability |

1. We will complete a tender for a new 3-year internal audit programme by April/May 2018

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| To appoint an internal auditor for the next three years | DcorS | May 2018 | Staff resources – review SFHA good practice guidance for internal audit | Cft/AVERSE/9 | Report to board – auditor appointment confirmed | SHR – good practiceSFHA IA guidance |
| To review all current action plans for repairs, factoring to ensure completion | DCoS | August 2018 | Staff time | LPS/AVERSE/4 | Final Report to Audit and Risk Sub-Group | SHR Regulatory Standards of governance and financial Management |
| Complete On-site visits for IT security and Repairs Service this year  | DCoS | Feb 2019 | Staff time, consultant cost | LPS/AVERSE/4 | Audit report completed and approved by Board | SHR Regulatory Standards of governance and financial Management |
| Review of Audit Sub-Group remit | CEO | Oct 2018 | Staff time. | SGR/AVERSE/9 | Approve by Board | SHR Reg Stds |
| Report to Audit Sub-Group on each audit to review report and recommendations | DCorS | Sept 2018March 2019 | Staff time. Consultants fee. Identify recommendations. Deliver improvements. | LPS/AVERSE/4 | Audit and action plan approved by Board | SHR Reg Stds  |
| SMT to continue to monitor risks and update reports to Board/discuss issues with internal audit if programme to be revised | DCorS | By March 2018 | Staff time. | CFT/MINIMAL/9 | SMT reviews/updated Quarterly Risk reports to Audit Sub-Group | SHR Reg Stds |
| Complete on-site visit and check accuracy of internal audit report | DCorS | Sept 2018March 2019 | Staff time, consultant cost | CFT/AVERSE/9 | Report and recommendations review | SHR Regulatory Standards of governance and financial Management |

1. We will review the development of our data processing map and action plans to meet the requirements of GDPR by 25th May 2018

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Complete the data process map/audit | CEO | 29th March 2018 | Staff resources – attendance at training – SFHA/EVH. Obtain advise from Solicitor – cost £ | NEW/AVERSE/12 | Data map completed |  |
| Complete departmental action plans | SMT | 29th March 2018 | Staff resources | NEW/AVERSE/12 | Action plans completed |  |
| Complete policies and guidance models | DCS | 29th March 2018 | Staff resources – attendance at training | NEW/AVERSE/12 | Policies complete/approved |  |
| Ensure development of staff on requirements to meet GDPR | CEO | March/April/May 2018 | Staff resources and training budget | NEW/AVERSE/12 | Training completed/reviewed |  |
| Confirm notices to customers and staff | DCS | April 2018 | Staff resources – advise from solicitor | NEW/AVERSE/12 | Notices issued |  |
| Review consents, website/social media photos, AGM content, marketing materials, publication of new policy | DCS | April 2018 | Staff resources – obtain consents; take down photos  | NEW/AVERSE/12 | Content reviewed |  |
| Agreement of data sharing protocols with third sector agencies | CEO | April 2018 | Staff resources – advice from solicitor | NEW/AVERSE/12 | Protocols issues |  |
| Agreement Addendums for data processors | CEO | April 2018 | Staff resources – advice from solicitor | NEW/AVERSE/12 | Addendums Issued  |  |
| Confirm Data protection Champion to ICO | CEO | April 2018 | Staff resources | NEW/AVERSE/12 | Write to ICO |  |
| Review progress at 25th May 2018 | CEO | 24th May 2018 | Staff resources | NEW/AVERSE/12 | Report to Board |  |
| Implement internal audit of GDPR implementation  | CEO/DCS | May 2019 | Staff resources, cost of internal audit confirmed from tender; review new SFHA guidance | CFT/AVERSE/9 | Audit underway and reports to Audit Sub-Group |  |

1. We will review the effectiveness of our estate resident safety action plan in consultation with all stakeholders by 31st March 2019

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ACTION | LEAD OFFICER | By when | Resource implication/budget/risk assessment | Link to risk register/category of risk | Review/evaluation | Charter indicator/SHR guidance |
| Complete assessment of estate based issues | DCS | December 2017 | Staff resource; inspection and review | NEW/AVERSE/6 | Report to Board | Health and Safety |
| Work with partners on safety issues particularly Fire Service | DCS | On-going | Staff resources; update policies; inspection; educate tenants | NEW/AVERSE/6 | Review by Board | Health and Safety |
| Work with Feasibility partners for sheltered housing to ensure properties are fit for purpose | CEO | March 2018 | Staff resources. Cost of feasibility study | NEW/AVERSE/9 | Report to Board | Health and Safety |
| Respond urgently to guidance from Scottish Government on safety issues and consultations | SMT | On-going | Staff resources; SG guidance | NEW/AVERSE/12 | Report to Board on each activity  | Health and Safety |
| Respond to consultation outcome on hard wired smoke alarms | DAM | March 2018 | Staff resources; notify tenants in Newsletter | NEW/AVERSE/6 | Report to Board | Health and Safety |
| Keep all Health and Safety Policies up-to-date  | DAM | On-going | Staff resources; ACS guidance; ACS audit and recommendations | NEW/AVERSE/6 | Report to Board every 6 months | Health and Safety |
| Review Estate based action plan with Tenant Scrutiny Panel before wider consultation/delivery | DCS | Jan 2018 | Staff resources; TSP input | NEW/AVERSE/6 | Make amendments where required. | Health and Safety |
| Implement the Action Plan in a planned geographical manner | DCS | From jan 2018 | Staff resources; newsletter articles; assistance of Fire Services | NEW/AVERSE/12 | Report progress to Board | Health and Safety |
| Review Code of Conduct for Contractors  | DCS | March 2018 | Staff resources; referral to on-line materials | NEW/AVERSE/12 | New Code signed | Health and Safety |
| Review common close lighting, non adopted, inspections and actions required | DAM | April 2018+ | Staff time; contractor’s inspection report/cost included in 2018/19 budget | NEW/AVERSE/12 | All repairs completed and reported back to Board | Health and Safety |
| Advice to be given to owner occupiers on fire safety especially where main door isn’t fire door | DAM | On-going | Staff time; newsletters/visits to owners; follow up visits | NEW/AVERSE/12 | Report progress to LPS Board | Health and Safety |
| Health and safety checks to be reviewed for Leased Properties  | DCS | On-going | Staff resources; cost of updates | NEW/AVERSE/12 | Board updated | Health and Safety |
| Advice to be provided to commercial properties factored by LPS | DAM | On-going | Staff resources; inspections; written advice  | NEW/AVERSE/12 | Report to LPS Board | Health and Safety |