

BOARD MEETING		MONDAY 26 TH OCTOBER 2020			
AGENDA ITEM:	09	BUSINESS PLAN 2018-21 (YEAR 3: 2020/21): OPERATIONAL DELIVERY PLAN			
Status:	Confidential:		Non-Confidential:	<input checked="" type="checkbox"/>	
Author:	Frances Cunningham, Senior Corporate Services Officer				
For:	Approval:	<input checked="" type="checkbox"/>	Discussion	Noting	
Purpose:	To update the Board on progress with implementing the Operational Delivery Plans as contained within the approved Business Plan for 2018/19, 2019/20 & 2020/21				
Appendices:	Appendix 1: Strategic Objective 1 – Operational Delivery Plan Appendix 2: Strategic Objective 2 – Operational Delivery Plan Appendix 3: Strategic Objective 3 – Operational Delivery Plan Appendix 4: Strategic Objective 4 – Operational Delivery Plan				
Risks:	Low: Implementation plans reduce the risk of actions being overlooked or slipping or not being linked to the approved strategic objectives.				
Financial Impact:	As detailed in the report				
GDPR/FOI Impact:	None				
Strategic Objective:	Deliver Excellent Services	Strengthen Community Engagement	Strengthen Governance	Strong Financial & Risk Management	
	✓	✓	✓	✓	
Compliance with SHR Regulatory Standards					
Standard 1	The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.				✓
Standard 2	The RSL is open and accountable about what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. Its primary focus is the sustainable achievement of these priorities.				✓
Standard 3	The RSL manages its resources to ensure its financial well-being and economic effectiveness.				✓
Standard 4	The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisations purpose.				✓
Standard 5	The RSL conducts its affairs with honesty and integrity.				✓
Standard 6	The governing body and senior officers have the skills and knowledge they need to be effective.				✓

Standard 7	The RSL ensures that any organisational changes or disposals it makes safeguard the interests of and benefit, current and future tenants.	✓
Assurance & Notification		
Scottish Social Housing Charter Performance		
Tenant & Service User Redress		
Whistleblowing		
Equality & Human Rights		
Statutory Guidance		✓
Organisational Details & Constitution		

1. Introduction

The Operational Delivery Plans are linked to the Association's Business Plan's key Strategic Objectives and provides the Board with a progress update on how the Association, from an operational perspective, is implementing the four Strategic Objectives.

This is a working document and is updated on a monthly basis with new tasks inserted and highlighted to the Board. However, if any item is being deleted from the Plans then an explanation will be given to the Board before items are removed from any of the Operational Delivery Plans.

2. Discussion

Attached are the 4 Appendices which form the Operational Delivery Plans for each of the 4 strategic objectives.

Any updates from the previous Board meeting will be highlighted in red type for ease of reference.

At the Business Away Day held on 4 October 2019 it was agreed to recommend to the Board that the Operational Delivery Plan is reported quarterly to the Board instead of the current monthly update as the report is no longer required on a monthly basis.

3. Recommendation

Board Members are requested to:

- 1 APPROVE the content of the Report
- 2 AGREE to provide the Board with quarterly progress updates on the Operational Delivery Plan

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 1: STRATEGIC OBJECTIVE 1: DELIVER EXCELLENT HOUSING & RELATED SERVICES – OPERATIONAL DELIVERY PLAN

Ref	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICER	TARGET DATE	PROGRESS/COMPLETE
Governance & Corporate Services Tasks					
1)	Annual Review & Performance Report Card: <i>Send out report card to all residents.</i>	1.1 Maintain & improve our high-performance levels 2.4 Seek our tenant's views Sub Section: 1.1.2 & 2.4.3	SCSO	31.12.20	26.10.20: Performance information has been posted in our autumn newsletter. Which has been distributed via post, website and face book. Preparation work due to start on report card.
2)	Recognition Awards: <i>Apply for appropriate recognition awards, which showcase Craigdale's achievements.</i>	3.3 Raise Craigdale's profile Sub Section: 3.3.2	CEO & SCSO	Ongoing	26.10.20: CEO working on submission for TPAS National Good Practice Awards.
Staff and Audit					
3)	Staff Personal & Development Plan (all other staff): <i>Ensure all staff are appraised by their line manager on an annual basis.</i>	3.1 Develop & support our Board Sub Section: 3.1.2 & 3.1.3	Man Team	30.09.20	26.10.20: Staff Appraisals are underway.
4)	CEO's Personal & Development Plan: <i>Ensure the CEO is appraised on an annual basis.</i>	3.1 Develop & support our Board Sub Section: 3.1.2 & 3.1.3	Chairperson & Board Member	30.09.20	26.10.20: CEO to organise suitable convenient time with Chairperson and Vice Chair.
5)	Staff Personal & Development Plan: <i>Report outcome of appraisals to the Corporate Services Committee.</i>	3.1 Develop & support our Board Sub Section: 3.1.2 & 3.1.3	CEO	02.11.20	26.10.20: Due to the lateness of scheduling appraisals, report will be presented to the Board on 30.11.20.

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

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6)	Consultation with Residents: <i>In relation to potential changes to Community Events.</i>	1.2 Develop & support excellent & sustainable services for our tenants and others 2.4 Seek our tenant’s views Sub Section: 1.2.6, 1.2.7 & 2.4.4	SCSO	31.03.21	
7)	Tenant’s Emergency Contact Details: <i>Send out pro-forma to all tenants to update emergency contact details. Review every two years.</i>	2.1 Improve communications with our tenants, customers & others Sub Section: 2.2.1	HMT	31.03.21	
8)	Rent Registration Increases: <i>Apply to the Rent Registration Officer to set rents for tenants.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others Sub Section: 1.2.2	SHSO	Ongoing	Rent Registrations are registered every three years.
9)	Welfare Advice Team: <i>Continue to work closely with the Team, promoting the service at every opportunity.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 3.3 Raise Craigdale’s profile Sub Section: 1.2.5 & 3.3.1	HMT	Weekly	Welfare Advice Services operate from our office on a Tuesday each week. Promoted continually by Housing Services staff.
10)	CEO’s Holiday, TOIL & Expenses Checks: <i>CEOs Annual Leave & TOIL sheets to be signed off once a monthly.</i>		Chairperson	Monthly	Due to Covid-19 CEO checks with Chairperson before booking annual leave. Chairperson signing off CEO’s annual leave and TOIL periodically due to current restrictions.

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11)	Monitor & Test Sample Applications: <i>10% of applications received in any one month to be test sampled.</i>	1.1 Maintain & Improve our high-performance levels Sub Section: 1.1.3	SHSO	Monthly	Senior Housing Services Office does this every month.
12)	Awareness of Welfare Reform: <i>Keep up to date on all matters relevant to Welfare Reform.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 3.3 Raise Craigdale's profile Sub Section: 1.2.5 & 3.3.1	HMT	Monthly	Discussed at staff meetings; staff attend network meetings and training; keeping up to date through reading.
Asset Management Tasks					
13)	Landscape Contract: <i>Procure and enter into a contract (1 year with options for additional 4 years). (£30k inclusive of vat) & liaise with FMD re scheduling of works. Contracts to be procured separately.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	Atkinson Partnership	31.05.19	Completed: The Board on 29.05.19 approved appointment of Caledonian Maintenance Services Ltd <i>26.10.20: Staff monitoring contract on a weekly basis and liaising with Caledonian. Service has picked up, contractor power washed all pathways and access areas to bin stores, due to the drop-in service earlier in the year.</i> <i>CEO to meet with Caledonian in relation to service.</i>

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14)	Close Cleaning Contract: <i>Procure and enter into a contract (1 year with options for additional 4 years). (£34k inclusive of vat) & liaise with FMD re scheduling of works. Contracts to be procured separately.</i>	1.3 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	MSO	31.05.19	Completed: The Board on 29.05.19 approved appointment of Caledonian Maintenance Services Ltd 26.10.20: No current issues with close cleaning contract.
15)	Reactive Maintenance Contract: <i>Procure and enter into a framework contract (1 year with options for additional 3 years) for the provision of reactive maintenance services, including out of hours repairs service.</i>	1.4 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	CEO & MSO	31.05.19	Completed: Framework agreement approved by Board on 29.05.19. The Board on 24.06.19 approved the appointment of City Building (Contracts) LLP as our main and out of hours services contractor. 26.10.20: Main contractor carrying out works as normal. However, not all trades are back due to furlough.
16)	Cyclical Painter Work (£61k): <i>Procure contractor for external paint work at Phase 6 & 7.</i>	1.5 Develop & support excellent & sustainable services for our tenants & others	MSO	31.07.19	Completed: Contract awarded to Mitie.

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		4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3		31.03.21	26.10.20: Mitie are currently progressing on site. Site Meeting due to be scheduled for week commencing 26 th October.
17)	Smoke & Heat Detectors (£99k): <i>Procure this contract as a mini tender through the Reactive Maintenance Framework.</i>	1.6 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	MSO	31.07.19 31.03.20	Completed: Installation of smoke detectors began in Phase 2 properties along with bathroom installations. Completed: Phase 1, 2, & 3 were completed by Mears and Phase 4 & 5 were completed by Saltire. Any no accesses due to Covid-19 will be completed within this year's programme 2020/21.
				31.03.21	26.10.20: Progressing - As not all contractors are back to full capacity due to Covid-19. Installations at Phase 6, & 7 almost complete. Currently programming Phase 8 & 9

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18)	Phase 9 – Passi Ventilation: <i>Procure this contract as a mini tender through the Reactive Maintenance Framework.</i>	1.7 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	SHSO & MSO	31.08.19	Completed: MSO procured services through a mini competition through the reactive maintenance framework and has appointed City Gate Construction. Works due to start 20 th January 2020. Letters have been sent out to tenants. 26.10.20: CGC completed the main contract with all remedial work now completed.
19)	Organise Energy Performance Certificates: <i>100 properties to be surveyed 2019/20 for EESSH compliance.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 1.3 Develop the knowledge of our stock Sub Section: 1.2.3, 1.3.4 & 1.3.5	MSO	31.03.20	Completed: Approximately 93 EPCs. The final surveys were cancelled due to Covid-19 and will be caught in 2020/21 surveys.
20)	Partnering Agreement for Electrical Safety Checks (£6.2k): <i>Procure this contract as a mini tender through the Reactive Maintenance Framework.</i>	1.8 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework	CEO & MSO	31.03.20	Completed: MSO procured services through a mini competition through the reactive maintenance framework and has appointed Saltire who will start the electrical safety contract February 2020.

Completed			Progressing			Not Started / Cancelled		
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		Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3			26.10.20: Saltire will be onsite in January 2021 to progress Phase 2 electrical inspections.
21)	Bathroom Replacement Contract (£192k): <i>Phase 2 – Agreement with Mears onsite Sept/Oct 2019.</i>	1.9 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	MSO	31.03.20	Ph2 Bathrooms has one property outstanding with bathroom installation and smoke / heat detector due to tenant access, there is also a bathroom outstanding in Ph1 due to tenant experiencing personal issues. 26.10.20: Mears have been onsite rectifying outstanding defects. Defects almost completed (3 outstanding – due to access) – with compliments received from tenants.
22)	Phase 9 – Passi Ventilation: <i>Achieve at least 95% tenant satisfaction.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others	SHSO & MSO	31.03.20	26.10.20: Only a handful of questionnaires returned with over 95% satisfaction.
23)	External Bin Stores Phase 1 & 2: Procured Quantity Surveyor & Design Team Services	1.2 Develop & support excellent & sustainable services for our tenants & others 1.3 Develop the knowledge of our stock Sub Section: 1.2.3, 1.3.4 & 1.3.5	MSO	31.07.20	Completed – JMP appointed as QS & Design Team. 26.10.20 Clerk of Works (COW) and & Cleansing Department have been onsite. We have received draft drawing however additional consultation in relation to plans required through staff and Design Team.

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24)	Phase 5: Install Front & Rear Doors and Window.	1.8 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	MSO	31.08.20	26.10.20: Contract completed with no issues.
25)	Roof Anchor Contract: <i>Carry-out roof anchor checks.</i>	1.10 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	MSO	30.09.20	26.10.20: The majority of the contract was completed on 16/17 September 2020 with no repairs. However, due to Covid-19 restriction the contractor has been unable to inspect 7 properties as he requires access via the tenant's property. This will be organised once safe to do so.
26)	Phase 5: Install Front & Rear Doors and Window: <i>Achieve at least 95% tenant satisfaction.</i>	2.4 Seek our tenant's views Sub Section: 2.4.1 & 2.4.2	MSO	30.09.20	

Completed			Progressing			Not Started / Cancelled		
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27)	Gutter Cleaning & Roof Maintenance Contract: <i>Carry-out gutter cleaning, roof de-mossing and any roof repairs.</i>	1.11 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	MSO	30.11.20	26.10.20: Contractor onsite carrying out gutter cleaning. Weather permitting completion hopefully by end of October.
28)	Phase 9: Install new front entrance doors to 2a, 2d Downcraig Road and 1 Downcraig Terrace.	1.12 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3 1.13	MSO	31.12.20	26.10.20: Completed – All doors have been fitted and new key fobs issued to all tenants.
29)	Medical Adaptation Work: <i>Liaise with Occupational Therapist and Contractors with regards to</i>	1.2 Develop & support excellent & sustainable services for our tenants & others	SCSO & MSO	28.02.21	DRS have awarded us £15k. This has been accepted through the HARP system. Spend to Date = £0.00

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	<i>adaptation requests and the extent of works required.</i>	Sub Section: 1.2.7			Balance = £15,000.00 26.10.20: Claim will be processed for £5,086.08
30)	Annual Service of Close Entry Doors: <i>Organise the service of Phase 1, 2, 3, 8 & 9 close entry doors.</i>	1.8 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.7, 1.2.8, 4.1.1, 4.2.2 & 4.2.3	MSO	31.03.21	
31)	Technical Stock Condition Surveys (SHQS Surveys): <i>Each year carry out a 15% sample Stock Condition Survey for each property type to ensure current data is robust.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 1.3 Develop the knowledge of our stock Sub Section: 1.2.3, 1.3.4 & 1.3.5	CEO, MSO & JMP	31.03.21	Completed: JMP have completed 78% of our property being surveyed. As we do not have any current information on External Wall Insulation (Phase 1 & 2) we will look at carrying out a survey on these properties for fixings and fire safety.
32)	EESSH Compliance: <i>Identify any potential properties failing EESSH and develop a costed plan to rectify any failures.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others	CEO & MSO	31.03.21	All properties to be EESSH Compliance by 2020 No failures identified to date.

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		1.3 Develop the knowledge of our stock Sub Section: 1.2.3, 1.3.4 & 1.3.5			
33)	Organise Energy Performance Certificates: <i>100 properties to be surveyed 2020/21 for EESSH compliance.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 1.3 Develop the knowledge of our stock Sub Section: 1.2.3, 1.3.4 & 1.3.5	MSO	31.03.21	
Finance & IT Tasks					
34)	Factoring: <i>Prepare and issue factoring invoices to owners for the period April to September.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 4.2 Develop a value for money framework Sub Section: 1.2.8, 4.2.2 & 4.2.3	SCSO	31.10.20	
35)	Factoring Management Fee: <i>Review Management Fee annually to ensure it accurately reflects actual costs incurred i.e. staff time, stationery etc.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 4.2 Develop a value for money framework Sub Section: 1.2.8, 4.2.2 & 4.2.3	SCSO	31.03.20	Completed: SCSO & FMD Financial Services have reviewed management fee. Letters issued to Homeowners advising of why we were increasing management fee and by how much. The final figure was £92.71 this includes 2.5% increase. If the Board decided on a lower rent & factoring

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					increase the figure will be amended accordingly. New management fee will be issued within the April to September 2020 factoring accounts.
				31.10.20	
36)	IT Software & Hardware: <i>Review and implement action plan for improving our use of the system.</i>	1.4 Develop the use of our IT 4.2 Maintain our solid financial base Sub Section: 1.4.1, 1.4.2 & 4.2.4	All Staff	31.03.21	
37)	Factoring: <i>Prepare and issue factoring invoices to owners for the period October to March.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 4.2 Develop a value for money framework Sub Section: 1.2.8, 4.2.2 & 4.2.3	SCSO	30.04.21	

Completed			Progressing			Not Started / Cancelled		
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APPENDIX 2: STRATEGIC OBJECTIVE 2: STRENGTHEN OUR COMMUNICATION & ENGAGEMENT WITH OUR TENANTS AND OTHER CUSTOMERS – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICER	TARGET DATE	PROGRESS/COMPLETE
Community Events					
1.	Mother's Day	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	30.09.20	Due to Covid-19 Staff priorities changed in March. Staff agreed once Lockdown had been lifted, we would run this competition. We will advertise this in the next newsletter. 26.10.20: No entries received.
2.	Good Neighbours Award	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4/ Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	30.09.20	Due to Covid-19 Staff priorities changed in March. Staff agreed once Lockdown had been lifted, we would run this competition. We will advertise this in the next newsletter. 26.10.20: No entries received.
3.	Father's Day	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	30.09.20	Due to Covid-19 this event did not happen. Staff agreed once Lockdown had been lifted, we would run this competition. We will advertise this in the next newsletter. 26.10.20: No entries received.
4.	Twelve Days of Christmas	1.2 Develop & support excellent & sustainable services for our tenants & others	CST	07.12.20	24.08.20: This event will go ahead as normal.

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 2: STRATEGIC OBJECTIVE 2: STRENGTHEN OUR COMMUNICATION & ENGAGEMENT WITH OUR TENANTS AND OTHER CUSTOMERS – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICE R	TARGET DATE	PROGRESS/COMPLETE
		2.4 Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4			
5.	Children's Christmas Party	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4/ Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	Staff Team	18.12.20	The children's party will not go ahead this year. Staff hope to issue a flyer later in the year inviting the children to collect a present or selection box from the office. However, this will depend on office renovations.
6.	Cash for Kids: Apply for Mission Christmas Grant application.	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	SCSO & CSA	20.12.20	26.10.20: We have received email from Cash for Kids, they are unable to fund the Christmas Appeal this year due to funding cuts.
7.	Mother's Day	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	14.03.21	

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 2: STRATEGIC OBJECTIVE 2: STRENGTHEN OUR COMMUNICATION & ENGAGEMENT WITH OUR TENANTS AND OTHER CUSTOMERS – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICE R	TARGET DATE	PROGRESS/COMPLETE
8.	Good Neighbours Award	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4/ Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	14.03.21	
9.	Over 50's Away Day	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	26.05.21	
10.	Father's Day	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant's views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	20.06.21	
11.	Family Away Day Trip	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant's views	CST	04.08.21	

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 2: STRATEGIC OBJECTIVE 2: STRENGTHEN OUR COMMUNICATION & ENGAGEMENT WITH OUR TENANTS AND OTHER CUSTOMERS – OPERATIONAL DELIVERY PLAN

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	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICE R	TARGET DATE	PROGRESS/COMPLETE
		Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4			
12.	Teenage Kicks – Away Day	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant’s views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	13.10.21	
13.	Halloween Party	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant’s views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	Staff Team	21.10.21 or 28.10.21	
14.	Twelve Days of Christmas	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant’s views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	CST	06.12.21	
15.	Tenants Christmas Party	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant’s views	Staff Team	03.12.21	

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 2: STRATEGIC OBJECTIVE 2: STRENGTHEN OUR COMMUNICATION & ENGAGEMENT WITH OUR TENANTS AND OTHER CUSTOMERS – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICE R	TARGET DATE	PROGRESS/COMPLETE
		Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4			
16.	Children’s Christmas Party	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4/ Seek our tenant’s views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	Staff Team	16.12.21	
17.	Cash for Kids: Apply for Mission Christmas Grant application.	1.2 Develop & support excellent & sustainable services for our tenants & others 2.4 Seek our tenant’s views Sub Section: 1.2.4, 1.2.7, 1.2.8 & 2.4.4	SCSO & CSA	17.12.21	
Housing Management Tasks					
18.	Tenants Handbook & Calendar: <i>Revise the current handbook and calendar.</i>		SCSO & SHSO	30.11.20	26.10.20: Calendar currently being progressed.
19.	Tenant Satisfaction Survey: <i>Procure company to carry out tenant satisfaction survey for a 3-year period.</i>	2.4 Seek our tenant’s views Sub Section: 2.4.1	Man Team	30.09.21	

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 2: STRATEGIC OBJECTIVE 2: STRENGTHEN OUR COMMUNICATION & ENGAGEMENT WITH OUR TENANTS AND OTHER CUSTOMERS – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICE R	TARGET DATE	PROGRESS/COMPLETE
20.	Tenant Satisfaction Survey: <i>Carry out a tenant satisfaction survey, ensuring compliance with the requirements of the Charter. Add in other relevant questions identified by Staff & Committee.</i>	2.4 Seek our tenant's views Sub Section: 2.4.1	Man Team	31.03.22	
21.	Annual Review of Waiting List: <i>There will be a constant review cycle in which all applicants will be required to confirm their wish to remain on the Housing List on an annual basis, within one month of the yearly anniversary of their last contact with the Association.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others Sub Section: 1.2.10	HST	Monthly	The waiting list review happens on a monthly basis.
22.	Tenant Satisfaction Pulse Survey: <i>Quarterly survey's to be agreed and carried out.</i>	2.4 Seek our tenant's views Sub Section: 2.4.2	Man Team	Quarterly	Quarter 1 & 2 were merged into the one. Next survey due Dec/Jan.
23.	Glasgow Housing Options Project: <i>Provide quarterly update to Operational Services Committee on progress of Housing Options.</i>		SHSO	Quarterly	Report issued to the Operational Services Committee on a quarterly basis.
Asset Management Tasks					

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 2: STRATEGIC OBJECTIVE 2: STRENGTHEN OUR COMMUNICATION & ENGAGEMENT WITH OUR TENANTS AND OTHER CUSTOMERS – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICE R	TARGET DATE	PROGRESS/COMPLETE
24.	Community Action Plan: <i>Consult with tenants and wider community on projects that the Association can become involved with and take forward.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 2.1 Improve communication with our tenants, customers & others 2.2 Improve consultation with our tenants, customers & others 3.3 Raise Craigdale’s profile Sub Section: 1.2.3, 1.2.4, 1.2.7, 2.1.2, 2.2.1, 2.2.4 & 3.3.1	CEO	31.12.20	26.10.20: We are expecting to present our community action plan for approval in November 2020. Progress on this matter has been impacted by COVID 19 and we would have hoped to have carried out face to face consultations with tenants. This has been overcome through our surveys, which have allowed us to develop our strategy.
25.	Office Remodelling Works: <i>Identify works to be carried out to the office over a 3-year period, such as -remodelling reception; replacing internal doors; replacing the flooring; internal décor & ensuring the office is included within the association’s 30-year maintenance plans for component replacements.</i>	2.4 Seek our tenant’s views Sub Section: 2.4.7	CEO & JMP	31.12.20	24.08.20: The Office Renovations has started onsite. Porch entrance into reception has been demolished. We currently have a Security Guard in the office overnight until new frontage has been installed. Staff will be working potentially at home from 27 th October for 3/4 weeks. Update will be given at meeting.
26.	Climate Change & Low Carbon Emissions/develop a Green Strategy: <i>Develop a strategy.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 1.4 Develop the use of our IT Sub Section: 1.2.3, 1.2.4, 1.2.9 & 1.4.3	CEO & MSO	31.03.21	

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 3: STRATEGIC OBJECTIVE 3: CONTINUE TO STRENGTHEN OUR GOVERNANCE – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICER	TARGET DATE	PROGRESS/COMPLETE
Governance & Corporate Services Tasks					
1.	Annual Staff Satisfaction Survey: <i>Ensure on-line confidential survey is carried out & outcomes reported to the Corporate Services Committee.</i>	2.2 Improve consultation with our tenants, customers & others	CEO	31.07.20	Completed-Report presented to the Board meeting 21.09.20.
2.	Secretary's Annual Statement <i>To board last meeting before AGM</i>	1.3 Continue to improve our governance & meet the SHR's Regulatory Standards	Secretary	31.08.20	Completed-Reported to the Board on 31.08.20.
3.	Annual General Meeting: <i>Notice of AGM, being held on 24th September 2020 to be sent out to shareholders, including nomination and proxy forms.</i>	2.3 Increase our Membership Sub Section: 2.3.1	SCSO & SCOSA	27.08.20	Completed: Notification sent out 27.08.20.
4.	Annual General Meeting: <i>Reminder of AGM, being held on 24th September 2020 to be sent out to shareholders, including agenda, minutes, accounts.</i>	2.3 Increase our Membership Sub Section: 2.3.1	SCSO & SCOSA	10.09.20	Completed: Notification sent out 11.09.20.
5.	AGM: <i>Annual Accounts to be presented to shareholders. Ensure all documentation is prepared in</i>	2.3 Increase our Membership Sub Section: 2.3.1	SCSO & SCOSA	24.09.20	Completed: Annual Accounts presented and approved by shareholders on 24.09.20

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 3: STRATEGIC OBJECTIVE 3: CONTINUE TO STRENGTHEN OUR GOVERNANCE – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICER	TARGET DATE	PROGRESS/COMPLETE
	<i>advance and work with Shareholders to increase attendance.</i>				
6.	Response Management Letter: <i>Respond to letter from Scott Moncrieff Accountants in relation to any points of concern raised during audit. Letter to be approved by The Board.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.3 Embed Risk Management	Secretary	31.08.20	Completed: Letter presented to the Board on 31.08.20. Letter signed and issued to Scott Moncrieff Accountants.
7.	Investors in People Inspection (Advanced): <i>Achieve the Advanced level within the new IIP Standard.</i>	2.2 Improve consultation with our tenants, customers & others	CEO & All Staff	31.08.20	Completed: IIP visit took place on 04.08.20. Report presented to the Board on 31.08.20. IIP Gold accreditation has been maintained.
8.	External Audit: <i>Procure external audit services for a 5-year period (2022/23 to 2026/27).</i>	4.2 Develop a value for money framework Sub Section: 4.2.2 & 4.2.3	CEO	31.07.21	
9.	Meeting with Office Bearers: <i>Senior Staff to meet with Office Bearers every 6 months.</i>		SHSO & SCSO	31.10.20	
10.	Financial Conduct Authority: <i>Annual Return to be submitted by post.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base	SCSO & FMD	31.10.20	26.10.20: Completed FCA Return signed and uploaded on 14.10.20

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 3: STRATEGIC OBJECTIVE 3: CONTINUE TO STRENGTHEN OUR GOVERNANCE – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICER	TARGET DATE	PROGRESS/COMPLETE
		4.3 Embed Risk Management			
11.	Staff & Board Business Away Day: <i>Arrange away days: April & October</i>	4.3 Embed Risk Management Sub Section: 4.3.2	CEO & SCSO	30.11.20	26.10.20: This will be discussed under Agenda Item 15.
12.	Annual Accounts, Management Letter & Response to Management Letter: <i>Hardcopy of documents to be submitted to Scottish Housing Regulator on-line.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.3 Embed Risk Management	SCSO & FMD	31.12.20	26.10.20: Completed all documents uploaded onto SHR portal on 03.09.20.
13.	OSCR: <i>Annual Return to be submitted on-line.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.3 Embed Risk Management	SCSO & FMD	31.12.20	26.10.20: Completed and all documents uploaded onto OSCR portal on 12.10.20.
14.	Meeting with Office Bearers: <i>Senior Staff to meet with Office Bearers every 6 months.</i>		SHSO & SCSO	30.04.21	
15.	Staff & Board Business Away Day: <i>Arrange away days for April & October</i>	4.3 Embed Risk Management Sub Section: 4.3.2	CEO & SCSO	30.04.21	

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 3: STRATEGIC OBJECTIVE 3: CONTINUE TO STRENGTHEN OUR GOVERNANCE – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC OBJECTIVES DELIVERY PLAN ACTION NUMBER	LEAD OFFICER	TARGET DATE	PROGRESS/COMPLETE
16.	Tender for Internal Audit Services: <i>Procure internal Audit Services for a 3 year period (2022/23 to 2024/25).</i>	4.2 Develop a value for money framework Sub Section: 4.2.2 & 4.2.3	CEO	31.10.21	
17.	Tender for Finances Services: <i>Procure Finance Services for a 3-year period (2022/23 to 2024/25).</i>	4.2 Develop a value for money framework Sub Section: 4.2.2 & 4.2.3	CEO	31.10.21	
18.	Treasurer to check Finance Registers listed in the financial regulations and report outcome of Registers to the Board at least every 6 Months		Treasurer	31.01.21 31.07.21	NEW

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 4: STRATEGIC OBJECTIVE 4: ENSURE STRONG FINANCIAL & RISK MANAGEMENT – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC DELIVERY NUMBER	OBJECTIVES PLAN ACTION	LEAD OFFICER	TARGET DATE	COMPLETED/ PROGRESS
	Governance & Corporate Services Tasks					
1.	Year End Information: <i>Prepare year end papers for Accountant's visit.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management		Man Team	30.04.20	Completed - Annual audit took place w/c 15 th June 2020.
2.	Inland Revenue Returns: <i>Prepare payroll year end returns for submission to HMRC on-line.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management		CEO, FMD & Alexander Sloan	19.05.20	Completed - Annual Return prepared by Alexander Sloan and submitted to HMRC.
3.	Properties & Land Portfolio: <i>Annual Return to Scottish Government on all factored property and land to be submitted on-line.</i>	1.3 Develop the knowledge of our stock		SCSO	30.06.20	Completed - Annual Return completed and submitted to Scottish Government on 03.04.20.

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 4: STRATEGIC OBJECTIVE 4: ENSURE STRONG FINANCIAL & RISK MANAGEMENT – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC DELIVERY PLAN NUMBER	LEAD OFFICER	TARGET DATE	COMPLETED/ PROGRESS
4.	Annual Return on the Charter: <i>Annual Return to Scottish Housing Regulator for information held on lets, maintenance, rents, complaints held by the Association to be submitted on-line.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management	SCSO & FMD	31.07.20	Completed - Approved by the Board on 29.06.20 and submitted to SHR.
5.	Loan Portfolio: <i>Annual Return to Scottish Housing Regulator for all loan held by the Association to be submitted on-line.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management	SCSO & FMD	31.07.20	Completed - Approved by the Board on 29.06.20 and submitted to SHR on 30.06.20.
6.	Annual Accounts: <i>Present draft annual accounts to the Board for approval. Issue copy to Lenders.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management	SCSO & Scott Moncrieff	31.08.20	Completed - Scott Moncrieff presented Financial Statement and Audit Management Report to the Board on 31.08.20. Board approved financial statement, management letter and response to management letter.

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 4: STRATEGIC OBJECTIVE 4: ENSURE STRONG FINANCIAL & RISK MANAGEMENT – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC DELIVERY PLAN NUMBER	LEAD OFFICER	TARGET DATE	COMPLETED/ PROGRESS
7.	Procurement Procedures: <i>Develop procurement procedures to support the implementation of the policy.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management	CEO & MSO	31.12.20	Completed: Procurement Policy approved by the Board on 21.09.20. Board approved that target date be moved back to 31.12.20
8.	The Pensions Trust: <i>Annual Return to The Pension Trust to be submitted on-line.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management	CEO & FMD	28.09.20	Completed: Annual Return completed and uploaded on 31.08.20 with Low Risk.
9.	5 Year Financial Projections: <i>Annual Return to Scottish Housing Regulator for FYFP to be submitted on-line.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework	SCSO & FMD	30.09.20	Completed - Approved by the Board on 29.06.20 and submitted to SHR on 30.06.20.

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 4: STRATEGIC OBJECTIVE 4: ENSURE STRONG FINANCIAL & RISK MANAGEMENT – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC DELIVERY NUMBER	OBJECTIVES PLAN ACTION	LEAD OFFICER	TARGET DATE	COMPLETED/ PROGRESS
		4.3 Embed Risk Management				
10.	Management Accounts: <i>Prepare management accounts on a quarterly basis for presentation to the Board. Issue copy to Lenders.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management		CEO & FMD	10.08.20 02.11.20 01.02.21 04.05.21	Completed - Q1, 30 th June 2020 accounts were presented to A&A Committee 10.08.20. Progressing – Q2, 30th September 2020 account to be presented to A&A Committee on 02.11.20 Q3-31 st December 2020 Q4-31 st March 2021
11.	Audited Financial Statement returns: <i>Annual Accounts to Scottish Housing Regulator to be submitted on-line.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management		SCSO & FMD	31.12.20	26.10.20: Completed all documents uploaded onto SHR portal on 03.09.20.
12.	Shared Ownership: <i>Identify properties coming to the end of their 20-year occupancy agreement & action.</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management		SCSO	07.11.99	Sharing Owner still wishes to purchase the remaining 25% of property. Awaiting on Sharing Owner to acquire Solicitor to progress sale.

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 4: STRATEGIC OBJECTIVE 4: ENSURE STRONG FINANCIAL & RISK MANAGEMENT – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC DELIVERY PLAN NUMBER	LEAD OFFICER	TARGET DATE	COMPLETED/ PROGRESS
		4.4 Increase our Housing Stock Numbers		07.11.02	Letter not due to be sent to Sharing Owner until 07.11.21. Reminder has been placed on calendar.
13.	Rent Increase 2021/22: <i>Consult with tenants and prepare a report to The Board on the outcome of the consultation exercise.</i>	1.2 Develop & support excellent & sustainable services for our tenants & others 4.1 Maintain our solid financial base 4.2 Develop a value for money framework Sub Section: 1.2.2, 1.2.4 & 4.1.4	SHSO	30.11.20	26.10.20: CEO will present a paper under Agenda Item 10 for discussion.
14.	Strategy Development & Funding Plan: <i>Submit the annual SDFP to Glasgow City Council (DRS) (requires Board approval).</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework 4.3 Embed Risk Management 4.4 Increase our Housing Stock Numbers	CEO	30.11.20	
15.	Budget Requests: <i>Request expenditure figures for new finance year 2021/22 from all sections.</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework	CEO & All Staff	30.11.20	26.10.20: Progressing FMD have issued budget request proforma for completion November 2020.

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 4: STRATEGIC OBJECTIVE 4: ENSURE STRONG FINANCIAL & RISK MANAGEMENT – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC DELIVERY NUMBER	OBJECTIVES PLAN ACTION	LEAD OFFICER	TARGET DATE	COMPLETED/ PROGRESS
16.	Revise Finance Regulations & Procedures: <i>To be revised as per Standing Orders.</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework		CEO, FMD & SCSO	30.11.20	26.10.20: Progressing - work has begun on reviewing regulations.
17.	Corporation Tax: <i>Scott Moncrieff Accountants to prepare submission to HMRC.</i>	3.2 Continue to improve our governance & meet the SHR's Regulatory Standards 4.1 Maintain our solid financial base 4.3 Embed Risk Management		SCSO & Scott Moncrieff	31.12.20	
18.	Insurance: <i>Prepare Insurance declaration for 2021/22 and submitted to AJ Gallagher's.</i>			SCSO & FMD	31.01.21	
19.	Rent Increase: <i>Report on rent consultation and comparison with other RSLs to be presented to Board Meeting Jan 2021.</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework		CEO &	18.01.21	
20.	First Draft Budget 2021/22: <i>Finance Section to prepare draft budget for presentation to the Board.</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework		CEO, SHSO & FMD	18.01.21	

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 4: STRATEGIC OBJECTIVE 4: ENSURE STRONG FINANCIAL & RISK MANAGEMENT – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC DELIVERY NUMBER	LEAD OFFICER	TARGET DATE	COMPLETED/ PROGRESS
21.	Approval of Budget 2021/22: <i>Make any amendments to budget headings for ratification by the Board.</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework	The Board	31.03.21	
22.	Rent Increase Implementation: <i>All tenants to be notified of proposed increase.</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework	SHSO	28.02.21	
23.	Budget 2021/22: <i>Send final budget to Lenders.</i>	4.1 Maintain our solid financial base 4.2 Develop a value for money framework	SCSO & FMD	31.03.21	
24.	Housing Services Annual Tenancy Visit: <i>Phase 2 - carry out agreed annual programme of tenancy surveys.</i>	1.3 Develop the knowledge of our stock Sub Section: 1.3.1	HST	31.03.21	
25.	Properties & Land Portfolio: <i>Re-register as a Property Factor with the Scottish Government (Every 3 years).</i>	1.3 Develop the knowledge of our stock	SCSO	31.12.21	
26.	Asset Management Strategy: <i>Strategy to be revised.</i>	1.3 Develop the knowledge of our stock Sub Section: 1.3.2 & 1.3.3	CEO	31.03.22	
27.	Insurance Renewal: <i>Procure Building & Office Insurance.</i>	4.1 Maintain our solid financial base	CEO & FMD	30.09.22	

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team

APPENDIX 4: STRATEGIC OBJECTIVE 4: ENSURE STRONG FINANCIAL & RISK MANAGEMENT – OPERATIONAL DELIVERY PLAN

	ACTION	LINKS TO BUSINESS PLAN STRATEGIC DELIVERY NUMBER	LEAD OFFICER	TARGET DATE	COMPLETED/ PROGRESS
		4.2 Develop a value for money framework 4.3 Embed Risk Management			
28.	Stock Valuation for Lending Purposes: <i>Arrange for Jones Lang La Salle to carry out survey.</i>	1.3 Develop the knowledge of our stock 4.1 Maintain our solid financial base Sub Section: 1.3.1 & 4.1.5	CEO & FMD	30.06.25	
29.	Financial Consultant: <i>Provide information as requested to FMD on maintenance works and keep FMD updated on progress with maintenance works and future maintenance plans.</i>	4.1 Maintain our solid financial base 4.3 Embed Risk Management	CEO & HMT	Weekly	Completed: Information provided to FMD when requested.
30.	Review Policies & Procedures: <i>Complete planned programme of policy and procedure reviews within timescale.</i>	2.4 Seek our tenant's views 3.1 Develop & Support our Board Sub Section: 2.4.5, 3.1.5 & 3.1.4	Man Team, MSO & FMD	Monthly	Completed: Policy review schedule in place and reported to Board quarterly. Policy reviews are up to date
31.	30-year Maintenance Plans & Life Cycle Costings: <i>Keep up to date and develop procedures.</i>	4.1 Maintain our solid financial base Sub Section: 4.1.1 & 4.1.2	CEO, MSO & FMD	Quarterly	Completed: The Board approved the revised 30-year financial appraisals on 29.06.20.

Completed			Progressing			Not Started / Cancelled		
CEO – Chief Executive Officer	SCSO-Snr Corporate Services Officer	SHSO-Snr Housing Services Officer	MSO-Maintenance Services Officer	FMD – FMD Financial Services	JMP – John Martin Partnership	Man Team – Management Team	HMT- Housing Management Team	CST – Corporate Services Team