

BOARD MEETING		MONDAY 26 th OCTOBER 2020			
AGENDA ITEM:	08	BUSINESS PLAN 2018/21 (YEAR 3: 2020/2021): STRATEGIC OBJECTIVES DELIVERY PLANS			
Status:	Confidential:		Non-Confidential:	<input checked="" type="checkbox"/>	
Author:	David MacKenzie, Chief Executive Officer				
For:	Approval:	<input checked="" type="checkbox"/>	Discussion	Noting	
Purpose:	To update the Board on progress with implementing the Strategic Objectives as contained within the approved Business Plan for 2018/21 (Year 3: 2020/21).				
Appendices:	Appendix 1: Strategic Objective 1 – Strategic Delivery Plan Appendix 2: Strategic Objective 2 – Strategic Delivery Plan Appendix 3: Strategic Objective 3 – Strategic Delivery Plan Appendix 4: Strategic Objective 4 – Strategic Delivery Plan				
Risks:	Low: Having delivery and financial plans in place, which support the implementation of the strategic objectives, helps to reduce and manage any risk.				
Financial Impact:	The financial impact of implementing the strategic objectives for 2019/22 has been included in the budget and other financial forecasts.				
GDPR/FOI Impact:	None at present.				
Strategic Objective:	Deliver Excellent Services	Strengthen Community Engagement	Strengthen Governance	Strong Financial & Risk Management	
	✓	✓	✓	✓	
Compliance with SHR Regulatory Standards & other areas of Regulation					
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 organisation's 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

Board Members approved the annual update of the Business Plan for 2018/21 on 24 February 2020. The Strategic Delivery Plans have been updated to consider the annual update and the Asset Management Strategy, which was approved by the Board on 30 March 2020.

2. Discussion

There are 4 appendices (Strategic Delivery Plans) attached to this Report; each one focusses on a specific Strategic Objective as per the Business Plan for 2018/21 (year 3: 2020/21). The Strategic Delivery Plans provide the Board with implementation updates for each of the approved Strategic Objectives.

Updates from the last Board meeting are highlighted as 2020/21 Q2 Update for ease of reference.

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

3. Recommendations

Board Members are requested to:

- 3.1 **APPROVE** the updates and actions contained within the Strategic Delivery Plans for each of the 4 Strategic Objectives.
- 3.2 **AGREE** to provide the Board with quarterly progress updates on the Strategic Delivery Plan

Appendix 1: Strategic Objective 1 – Deliver Excellent Housing & Related Services - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
1.1	Maintain & improve our high-performance levels	1.1.1 Set Challenging KPIs	31.03.20	CEO	<p>Key Performance Indicators (KPI's) are revised annually as part of the business planning process & reported to the Board quarterly.</p> <p>2020/21 Q2 Update</p> <p>Board agreed new targets for 2020/21 on 31 August 2020. These targets were based on YTD performance and expected impact of COVID 19 through to year end.</p>
		1.1.2 Compare our performance against others	31.03.20	CEO	<p>Complete: Revised performance reports were presented to Operational Services Committee on 12.08.19.</p> <p>2020/21 Q2 Update</p> <p>Our performance will be compared after the SHR publishes ARC returns however this will be later this year due to COVID 19. In the meantime, we can benchmark performance data through the SHR monthly returns, however this only allows limited benchmarking to take place.</p> <p>We also benchmark performance information within the Millennium benchmarking group on a quarterly basis</p>

Completed

Progressing

No Progress

Appendix 1: Strategic Objective 1 – Deliver Excellent Housing & Related Services - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
		1.1.3 Revise our lettable standard for voids	30.11.20	Sen. Housing Services Officer	27/1/20 - Void Policy due to be revised by November 2020 as per policy review. 2020/21 Q2 Update Void Policy to be presented for approval to Operational Services Committee Board on 9 November 2020.
1.2	Develop & support excellent & sustainable services for our tenants & others	1.2.1 Create a service delivery & improvement plan where required e.g. for environmental works	31.03.21	Sen. Housing Services Officer	Delivery milestones to be created for 2020/21. 2020/21 Q2 Update Delivery Milestones timeline has been created and will be issued to the Operational Services Committee. Due to the COVID 19 outbreak this has been delayed, however we are now about to consult with tenants on the range of improvements, which can take place within our tenemental back courts. We may be able to commence works this financial year allowing an improvement plan to be devised for all back courts in Phases 1 and 2.
		1.2.2 Review rent affordability	31.10.19	Sen. Housing Services Officer	Complete: The Scottish Federation of Housing Associations (SFHA) rent affordability tool was used to set proposed rents for 2020/21.

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No.	Action	How	When	Lead Officer	Progress
					<p>2020/21 Q2 Update</p> <p>We had previously agreed that planning for 2021/22 rent increase takes place earlier than normal to allow a range of consultations to take place. We will make use of the SFHA rent Affordability Tool when proposing rent increases.</p>
		1.2.3 Review our approach to fuel poverty	31.03.21	CEO	<p>2020/21 Q2 Update</p> <p>Awaiting on the outcome of the Fuel Poverty (Target, Definition and Strategy) (Scotland) Bill that will be issued from SFHA/GWSF.</p> <p>The final Fuel Poverty Strategy was due to be published in September 2020, however the development of the strategy has been paused due to COVID 19.</p>
		1.2.4 Work in partnership with others to develop services; tackling poverty & digital inclusion	31.03.21	CEO	<p>Explore partnership working opportunities with Cassiltoun & Ardenglen HA's in particular</p> <p>Meeting of all the local housing associations took place on 27.08.19 to explore opportunities. Community Links Scotland have been engaged to develop our More Than Housing Strategy.</p>

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No.	Action	How	When	Lead Officer	Progress
					<p>2020/21 Q2 Update</p> <p>We are working together with other Castlemilk RSLs to address Digital Inclusion following a successful funding award.</p> <p>CEO has progressed this matter during lockdown period by completing questionnaires with our tenants. Our draft wider action strategy will be presented to Board for approval in November 2020.</p>
		1.2.5 Continue to provide welfare advice services	31.03.20	CEO	<p>Complete: Service Level Agreement entered with Cassiltoun HA for period 01.04.19 to 31.03.20.</p> <p>2020/21 Q2 Update</p> <p>New service in place through Southside Housing Association, including new Money Advice Service. The service is now available on a face to face basis and more referrals are being made with a high take up of the service.</p>
		1.2.6 Develop our approach to estate walk-a-bouts	31.03.21	CEO	<p>Complete - 27/4/20 – Estate Walkabouts commenced in February 2020 however, these have been suspended due to the COVID 19 outbreak.</p>

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No.	Action	How	When	Lead Officer	Progress
					<p>2020/21 Q2 Update</p> <p>These will re-commence in due course, through our newly formed tenant panel.</p>
		1.2.7 Investing in our community	31.03.21	CEO	<p>Linked to 1.2.4 above. We deliver an extensive programme of community events over the year.</p> <p>2020/21 Q2 Update</p> <p>We have been unable to complete our normal range of community events so far this year and it may be the case that these cannot take place this year. We will continue to assess Government advice about large social gatherings and consider whether any events can take place this year. We may also decide to use funds in a different way for our tenants.</p>
		1.2.8 Ensure services are value for money	31.03.21	CEO	<p>We now have a Value for Money (VFM) Policy in place. Services are reviewed/monitored on costs, quality and customer satisfaction.</p> <p>Action achieved, although embedding our approach will be ongoing.</p>
		1.2.9 Ensure our services align with other key stakeholder's strategies	31. 03.21	CEO	<p>We are aware of the priorities within the Local Housing Strategy (LHS), Strategic Housing Investment Plan (SHIP), Health &</p>

Appendix 1: Strategic Objective 1 – Deliver Excellent Housing & Related Services - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
					Social Care Package (HSCP) Plans & Business Plans of local Registered Social Landlords (RSL's) we wish to work in partnership with.
		1.2.10 Achieve Type 1 Housing Information & Advice status	31.10.19	CEO	The Board agreed on 19.08.19 to not submit the re-accreditation application.
1.3	Develop the knowledge of our stock	1.3.1 Interrogate stock condition survey information	31.10.19	Maintenance Services Officer	Information from the Stock Condition Surveys carried out by John Martin Partnership (JMP) have been revised by Maintenance Services Officer & appropriate amendments to HUB made as a result. Maintenance programmes & life cycle costings have been revised. Revised 30-year were approved by the Board on 29.05.19.
		1.3.2 Feed survey results into our Asset Management Strategy	30.12.19	CEO	27/01/20: Based on additional JMP stock surveys we have amended maintenance assumptions accordingly
		1.3.3 Implement our Asset Management Strategy	31.03.20	CEO	Complete - Asset Management Strategy approved by Board February 2020. Projects identified are included within the Business Plan Operational Delivery Plans, which are reported to the Board on a quarterly basis. 2020/21 Q2 Update We will provide an update to the operational Services committee on 9 th November 2020 and we are looking to

Appendix 1: Strategic Objective 1 – Deliver Excellent Housing & Related Services - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
					complete as much investment as we can within Government Guidelines. Should works be unable to progress we will re-align our agreed projects for 2020/21.
		1.3.4 SHQS: Demonstrate current & future compliance	31.03.20	Maintenance Services Officer	2020/21 Q2 Update Annual Return on the Charter (ARC) validation carried out by C. Dugan in June 2020. Ongoing issues with obtaining hard copies of surveys & Energy Performance Rating (EPR's) from JMP. JMP have updated that they are awaiting 3rd party consents to allow this to be updated.
		1.3.5 EESSH: Demonstrate compliance 2020 & beyond	31.03.20	Maintenance Services Officer	As above for 1.3.3.
1.4	Develop the use of our IT	1.4.1 Make best use of existing systems	31.03.20	Sen. Housing Services Officer & Sen. Corporate Services Officer	We use 2 systems – SDM & HUB. SDM – As of 15.05.19 we bought the Complaints module. HUB – development of system ongoing in conjunction with JMP & user group. Complaints module training has taken place. System now live.
		1.4.2 Improve performance reporting e.g. ARC	31.03.20	Sen. Housing Services Officer & Sen. Corporate Services Officer	See 1.1.2 above. Areas for Improvement identified through ARC validation are reported to A&A & implemented through an action plan. 2020/21 Q2 Update

Completed

Progressing

No Progress

Appendix 1: Strategic Objective 1 – Deliver Excellent Housing & Related Services - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
					Annual Return on the Charter (ARC) validation carried out by C. Dugan in June 2020. Ongoing issues with obtaining hard copies of surveys & Energy Performance Rating (EPR's) from JMP. See 1.3.4 above for update
		1.4.3 Increase digital inclusion amongst our tenants	31.03.22	CEO	2020/21 Q2 Update The CEO had intimated that he would develop a digital inclusion strategy for consideration and approval by Board as a new delivery plan measure. This has been delayed due to COVID 19. This will be discussed as part of the Business Planning away days, due to be confirmed and agreed with the Board.

Appendix 2: Strategic Objective 2 – Strengthen our Communication & Engagement with our tenants and other customers - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
2.1	Improve communication with our tenants, customers & others	2.1.1 Develop a Communications Strategy to review how we currently communicate & how we can improve practices	31.03.20	CEO	Complete – Communication Strategy approved by Board in January 2020.

Appendix 2: Strategic Objective 2 – Strengthen our Communication & Engagement with our tenants and other customers - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
		2.1.2 Promote existing social and economic inclusion projects	31.03.21	Sen. Corporate Services Officer	Cross reference to 1.2.5 welfare advice service & 1.2.7 Community events. Promoted in newsletters, website, temporary Facebook page & maildrops.
		2.1.3 Develop an on-line portal	31.03.21	Se. Corporate Services Officer	2020/21 Q2 Update Potential for this to be introduced given strong feedback in Q1 and Q2 tenant satisfaction pulse survey. This will be discussed in Business Planning away days, due to be confirmed and agreed with the Board.
2.2	Improve consultation with our tenants, customers & others	2.2.1 Consult with other groups of stakeholders	31.03.21	CEO	Cross reference with 2.1.1 above.
		2.2.2 Consult on & review Customer Care Policy	31.03.20	CEO	Policy approved by Board on 28.10.19
		2.2.3 Develop scrutiny panel role e.g. Service Improvement Group	31.03.21	CEO	2020/21 Q2 Update Tenants panel members identified, and code of conducts signed by 6 members in August 2020. Due to social distancing we cannot currently meet face to face, however panel is now in place and will participate in consultations including rent setting and the development of our wider action strategy.
2.3	Increase our Membership	2.3.1 Review Membership Policy & ways to increase Membership	31.06.20	CEO	2020/21 Q2 Update

Appendix 2: Strategic Objective 2 – Strengthen our Communication & Engagement with our tenants and other customers - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
					<p>We reviewed our membership policy in the Audit and assurance Committee meeting on 10 August 2020.</p> <p>We have agreed to encourage membership through:</p> <ul style="list-style-type: none"> • New Tenant sign up's • Facebook notifications • Newsletter Articles
2.4	Seek our Tenants' views	2.4.1 Carry out a full Tenant Satisfaction Survey	30.04.19	CEO	Survey completed March 2019.
		2.4.2 Carry out quarterly tenant pulse surveys	31.03.20	CEO	<p>2020/21 Q2 Update</p> <p>Q1 and Q2 pulse survey completed in July 2020 and report was presented to Board on 31/8/20.</p> <p>The next Quarterly pulse survey will be carried out in Q3 and the scope will be presented to the Board in November 2020.</p>
		2.4.3 Review format & content of Landlord Report	31.03.20	Sen. Corporate Services Officer	Cross reference to 2.1.1. above.
		2.4.4 Seek views on range of wider role projects to get involved in & groups to focus on e.g. young people, older people, low income households, local schools etc	31.06.20	CEO	<p>2020/21 Q2 Update</p> <p>Community Links Scotland have been engaged to develop our More Than</p>

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No.	Action	How	When	Lead Officer	Progress
					Housing Strategy. Due to COVID 19 delays we have had to adapt our approach to the development of this strategy including how we involve our tenant's panel. Community Links have agreed to present the Strategy to the Board at our Business Plan away days before seeking formal approval in November 2020
		2.4.5 Review internal processes relating to SPSO model complaints handling procedure	31.03.20	Sen. Corporate Services Officer	2021/21 Q2 Update Scottish Public Services Ombudsman (SPSO) revised model complaints policy has implemented from 01.04.20. SDM complaints module now installed. Training completed. Board approved Complaints policy in September 2020.
		2.4.6 Ask tenant's views about the quality of our Type 1 Housing Advice Service	30.05.19	CEO	Done as part of the Satisfaction Survey carried out in March 2019.
		2.4.7 Accessibility of our office & staff	30.05.19	CEO	Done as part of the Satisfaction Survey carried out in March 2019.

Appendix 3: Strategic Objective 3 – Continue to Strengthen our Governance - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
3.1	Develop & Support our Board	3.1.1 Carry out an annual independent Skills & Training Needs Assessment for the Board	31.12.19	CEO	Complete
		3.1.2 Implement rolling training programme	31.03.20	Sen. Corporate Services Officer	Progress on training plan reported to Board quarterly.
		3.1.3 Identify skills gaps & recruit to fill same on an annual basis	31.03.20	CEO	Link to 3.1.1 above.
		3.1.4 Revise model Rules based on 2019 changes issued by SFHA & SHR	31.09.20	CEO	2020/21 Q2 Update Model rules to be approved by Board in 2020/21. This may move towards early 2021 and will be complete before March 2021.
		3.1.5 Revise Standing Orders	31.03.20	CEO	Updated standing orders approved by Board on 27/1/20 and 30/3/20
3.2	Continue to improve our governance & meet the SHR's Regulatory Standards	3.2.1 Develop Assurance Statement & obtain Board approval	31.10.19	CEO	Assurance Statement approved by Board on 21.10.19. 2020/21 Q2 Update SHR have intimated that the AAS is due to be completed by November. CEO will provide Evidence bank for Board to approve the return on 30 November 2020.
		3.2.2 Implement any areas of improvement as identified through self-assessment	31.03.20	CEO	Q2 Update. Internal Audit report to be presented to Audit and Assurance Committee on 2 November 2020. Progress on implementing Areas for Improvement

Appendix 3: Strategic Objective 3 – Continue to Strengthen our Governance - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
					Plans are reported to A&A Committee meetings.
		3.2.3 Develop & implement other improvement plans e.g. arising from Internal Audit, Assurance Statement	31.03.20	CEO	Q2 Update – These will be developed & reported to Audit and Assurance Committee on 2 November 2020.
3.3	Raise Craigdale's profile	3.3.1 More partnership working with other RSLs	31.03.20	CEO	Q2 Update - This will be explored through the local CEO's meetings.
		3.3.2 Apply for appropriate awards & accreditations	31.03.20	CEO	27/04/20 – CEO will encourage award entries for Craigdale 2020/21 Q2 Update Our IIP accreditation has continued through our Annual Review in August 2020. CEO will assess potential for award entries, although these may be limited due to COVID 19
		3.3.3 Attend networking opportunities	31.03.20	CEO	Staff attend a range of external meetings: locally, through SHN, SFHA & Glasgow West of Scotland Forum (GWSF) and others.

Appendix 4: Strategic Objective 4 – Ensure Strong Financial and Risk Management - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
4.1	Maintain our solid financial base	4.1.1 Revise our 30-year financial projections	30.05.19	CEO	Revised 30-year financial projections approved by the Board on 29.6.20.
		4.1.2 Ensure HUB is updated with stock condition surveys & life cycle costings	30.05.19	CEO	Cross reference to 1.3.1.
		4.1.3 Assess the cost impact of the Scottish Government's fire safety measures	30.05.19	CEO	Costings contained within revised 30-year financial projections.
		4.1.4 Define & assess rent affordability	31.10.19	Sen. Housing Services Officer	Rent Increase report approved by Operational Service Committee 18.11.19. 2020/21 Q2 Update This will be discussed with the Board in October 2020
		4.1.5 Carry out stock condition survey for lending purposes	30.11.19	CEO	27/04/20- Valuations completed from Jones Lang Lasalle
		4.1.6 Treasury Management Policy – consider paying off a lender?	31.03.20	CEO	The Clydesdale Bank loan has been paid off.
4.2	Develop a Value for Money Framework	4.2.1 Develop a VFM Policy	30.03.19	CEO	Approved by the Board in March 2019.
		4.2.2 Review our management costs	31.03.21	CEO	Linked into review of 30-year financial projections (4.1.1. above). Report on management costs approved by A&A Committee on 11.11.19.
		4.2.3 Know our cost drivers	31.03.21	CEO	Cross reference to 4.1.1. above.
		4.2.4 Make efficiencies through better use of IT	31.03.21	Sen. Housing Services Officer &	Cross reference to 1.4.1. above.

Completed

Progressing

No Progress

Appendix 4: Strategic Objective 4 – Ensure Strong Financial and Risk Management - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
				Sen. Corporate Services Officer	
4.3	Embed Risk Management	4.3.1 Ensure approach to risk management is embedded in the organisation	31.03.20	CEO	2020/21 Q2 Update Currently being achieved, although this will be an ongoing process. We decided to add new sections of our Risk Management action Plan (MAP) through the COVID 19 pandemic and this is evidenced through Board/Committee reports.
		4.3.2 Have an annual risk awareness day with the Board & Staff	31.10.19	CEO	Complete: Included within the Business Away Day that took place on 04.10.19 2020/21 Q2 Update Unfortunately, we have been unable to carry out our away day in the normal fashion, however we are making plans to carry this out in November 2020.
		4.3.3 Carry out robust risk assessments for any new projects	31.03.20	CEO	Currently being achieved, although this will be an ongoing process e.g. report to Board in April 2019 on new build development opportunity.
4.4	Increase our Housing Stock Numbers	4.4.1 Investigate development opportunities	31.03.21	CEO	2020/21 Q2 Update Reports being presented to Board meetings and we are in the process of acquiring site at Castlemilk West Church. Now a Standing Agenda item on Board meetings.

Appendix 4: Strategic Objective 4 – Ensure Strong Financial and Risk Management - Strategic Delivery Plan

No.	Action	How	When	Lead Officer	Progress
		4.4.2 Assess funding availability for acquisitions	31.03.21	CEO	Approved Grant Planning Target for 2019/21 in place. Private Finance will be required when development opportunity progresses.
		4.4.3 Review local SHIP (Strategic Housing Investment Plan) for opportunities	31.03.21	CEO	Apart from the Castlemilk West Church site there are currently no other development opportunities for Craigdale in the current SHIP.