

Strategic Objective	Delivery Plan Ref	Sub-Heading	(SMART) Objective	Lead Officer	Q1	Q2	Q3	Q4	Board/Committee Date(s)	Board/Committee	Year 3
Objective 1 – Strong Strategic & Interactive Governance	1.1		Carry out Board appraisals to identify skills and competencies required and develop individual Learning & Development plans for Board members.	Chair/CEO/EA							
Objective 1 – Strong Strategic & Interactive Governance	1.2		Develop and deliver an annual programme of training for the Board members and deliver two separate training sessions.	CEO/FCSM							
Objective 1 – Strong Strategic & Interactive Governance	1.3		Conduct self-assessment against SHR Standards of Governance and Financial Management.	CEO/EA					15 August 2018	Board	
Objective 1 – Strong Strategic & Interactive Governance	1.4		Introduce electronic Board papers /portal.	CEO/FCSM							
Objective 1 – Strong Strategic & Interactive Governance	1.5		Carry out a full review of our Rules and Standing Orders, Schedule of Delegation, Membership and Recruitment Policy.	CEO/EA					20 June 2018	Board	
Objective 1 – Strong Strategic & Interactive Governance	1.5		Carry out a full review of our Rules and Standing Orders, Schedule of Delegation, Membership and Recruitment Policy.	CEO/EA					15 August 2018	Board	
Objective 1 – Strong Strategic & Interactive Governance	1.5		Carry out a full review of our Rules and Standing Orders, Schedule of Delegation, Membership and Recruitment Policy.	CEO/EA					19 September 2018	Board	
Objective 1 – Strong Strategic & Interactive Governance	1.6		Adopt a new Procurement Policy in line with above.	CEO/AM					20 June 2018	Board	
Objective 1 – Strong Strategic & Interactive Governance	1.7		Carry out a review of Governance in the development Process.	CEO					15 August 2018	Board	
Objective 1 – Strong Strategic & Interactive Governance	1.8		Carry out a self-assessment of development against the SHR principles outlined in the Thematic Inquiry.	CEO					15 August 2018	Board	
Objective 1 – Strong Strategic & Interactive Governance	1.9	Promote openness and accessibility	Launch our new look website and refresh/update contents including adoption of publishing controls and arrangements for updating and maintenance of content.	FCSM							
Objective 1 – Strong Strategic & Interactive Governance	1.10	Promote openness and accessibility	Publish 3 editions of <i>Rural Matters</i> newsletter.	HSM							
Objective 1 – Strong Strategic & Interactive Governance	1.11	Promote openness and accessibility	Review compliance with SFHA “Open all hours” Guidance and links to GDPR.	CEO/FCSM					30 July 2018	A&P	
Objective 1 – Strong Strategic & Interactive Governance	1.12	Promote openness and accessibility	Review Risk Management Framework to include Horizon Scanning within overall framework.	FCSM							Year 3
Objective 1 – Strong Strategic & Interactive Governance	1.13	Promote openness and accessibility	Review and Update our 3 Year Internal Audit Plan.	FCSM							
Objective 1 – Strong Strategic & Interactive Governance	1.14	Promote openness and accessibility	Comply with GDPR - IT Communications: Security & Privacy	FCSM							
Objective 1 – Strong Strategic & Interactive Governance	1.14	Promote openness and accessibility	Comply with GDPR - Move towards paperless office	FCSM							
Objective 1 – Strong Strategic & Interactive Governance	1.15	Promote openness and accessibility	Put in place measures to comply with Environmental Information Regulations (EIR)	FCSM					30 July 2018	A&P	
Objective 1 – Strong Strategic & Interactive Governance	1.15	Promote openness and accessibility	Plan for extension of FOI & put in place measures to comply with EIRs.	FCSM					Q4	A&P	HERE
Objective 1 – Strong Strategic & Interactive Governance	1.16	Promote openness and accessibility	Design and deliver Group Strategic Planning Event for RSHA Board and Board of Venachar.	CEO/EA							
Objective 1 – Strong Strategic & Interactive Governance	1.17	Put in place key strategic planning documents	IT & Communications (including Social Media)	FCSM							Year 3
Objective 1 – Strong Strategic & Interactive Governance	1.18	Put in place key strategic planning documents	Customer Engagement	HSM							Year 3
Objective 1 – Strong Strategic & Interactive Governance	1.19	Put in place key strategic planning documents	Equality & Diversity	CEO/SMT							Year 3
Objective 1 – Strong Strategic & Interactive Governance	1.20	Put in place key strategic planning documents	Value for Money (VfM)	FCSM							Year 3
Objective 1 – Strong Strategic & Interactive Governance	1.21	Put in place key strategic planning documents	Prioritise and grow the H&S function to ensure legislative compliance;	CEO/SMT							
Objective 1 – Strong Strategic & Interactive Governance	1.21	Put in place key strategic planning documents	Health and Safety to remain as standing items on Board, SMT and Team Agendas.	CEO/SMT							
Objective 1 – Strong Strategic & Interactive Governance	1.21	Put in place key strategic planning documents	Health and Safety Working Group to meet on a regular basis	CEO/SMT							
Objective 2 - Deliver Excellent Housing Services	2.1		Achieve our Key Performance Indicators.	CEO/SMT					Quarterly Performance Reports	Board	

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Objective 2 - Deliver Excellent Housing Services	2.2		Drive forward excellence change empowering staff and streamlining processes. Including;	SDM Data Capture and reporting	CEO/SMT						
Objective 2 - Deliver Excellent Housing Services	2.2		Drive forward excellence change empowering staff and streamlining processes. Including;	Independent review and evaluation of Excellence Change Programme including review of repairs inspection and reporting process following restructure	CEO/SMT				30 July 2018	A&P	
Objective 2 - Deliver Excellent Housing Services	2.2		Drive forward excellence change empowering staff and streamlining processes. Including;	Review existing policy across the organisation against best practice and address gaps.	CEO/SMT				??/09/2018	A&P	
Objective 2 - Deliver Excellent Housing Services	2.3		Continue programme of "About You" visits to all tenants on a prioritised basis. Priority groups;	Vulnerable Working Age	HSM						
Objective 2 - Deliver Excellent Housing Services	2.3		Continue programme of "About You" visits to all tenants on a prioritised basis. Priority groups;	Vulnerable Elderly	HSM						
Objective 2 - Deliver Excellent Housing Services	2.3		Continue programme of "About You" visits to all tenants on a prioritised basis. Priority groups;	Non-vulnerable	HSM						
Objective 2 - Deliver Excellent Housing Services	2.4			Improve mobile working for our team to provide cost effective services.	FCSM/HSM						
Objective 2 - Deliver Excellent Housing Services	2.5			Carry out refresher Complaints Handling Training and make sure we are learning from complaints.	HSM/EA						
Objective 2 - Deliver Excellent Housing Services	2.6		Support and develop Tenant Forum. Agree detailed plan for series of meetings/topics and other learning opportunities throughout the year to include;	Q1: Tenant Handbook & Performance Report	HSM	02.06.18 - Tenants Forum					
Objective 2 - Deliver Excellent Housing Services	2.6		Support and develop Tenant Forum. Agree detailed plan for series of meetings/topics and other learning opportunities throughout the year to include;	Q3: Life Cycle Costings/Rent Increase & Allocations/ASB	HSM			Nov 2018 - Tenants Foirum	Q3	Board	
Objective 2 - Deliver Excellent Housing Services	2.6		Support and develop Tenant Forum. Agree detailed plan for series of meetings/topics and other learning opportunities throughout the year to include;	Q4: Allocations/ASB Policy	HSM			Jan 2019 - Tenants Forum	Q4	Board	
Objective 2 - Deliver Excellent Housing Services	2.7			Be more visible in our communities by attending specific community council meetings, gala days, Highland Games and other community events.	SMT						
Objective 2 - Deliver Excellent Housing Services	2.8			Carry out a survey of our tenants to gauge satisfaction of planned maintenance works to their homes to improve our approach to informing, consulting and liaising with them before and during works.	HSM/AM						
Objective 2 - Deliver Excellent Housing Services	2.9			Update and refresh of our Tenant Handbook.	HSM						
Objective 2 - Deliver Excellent Housing Services	2.10			Review our approach to estate management and anti social behaviour in consultation with our tenants and adopt new/revised policies.	HSM				20 June 2018	Board	
Objective 2 - Deliver Excellent Housing Services	2.10			Review our approach to estate management and anti social behaviour in consultation with our tenants and adopt new/revised policies.	HSM				Q4	Board	
Objective 2 - Deliver Excellent Housing Services	2.11			Review our Allocations Policy	HSM				Q3	Board	
Objective 2 - Deliver Excellent Housing Services	2.13	Energy Advice		Continue to assist our tenants out of fuel poverty by providing ongoing energy advice and support to tenants through;	HSM/AM						
Objective 2 - Deliver Excellent Housing Services	2.13	Energy Advice		Referrals to Citrus Energy & Energy Action Scotland (EAS) to provide advice on fuel poverty/assist with switching providers etc.	HSM/AM						
Objective 2 - Deliver Excellent Housing Services	2.13	Energy Advice		Promotion of the benefits of Home Energy Audits (HEA) during About You Visits, Tenancy Sign Ups and Newsletters etc	HSM/AM						

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Objective 2 - Deliver Excellent Housing Services	2.13	Energy Advice	Planned upgrades to more efficient and economic heating systems.	HSM/AM							
Objective 2 - Deliver Excellent Housing Services	2.14	Update BP	Review of letting agent compliance with the Letting Agent Code of Practice for MMR properties. Put in place required procedures for compliance	HSM/FCSM/ AM							
Objective 2 - Deliver Excellent Housing Services	2.15	Update BP	Complete letting agent code of practice training to comply with regulations & enable registration with new letting agent register.	HSM							
Objective 3 - Provide Quality Homes	3.1		Fully deliver the agreed planned and cyclical maintenance programme.	AM							
Objective 3 - Provide Quality Homes	3.2		Carry out grant-funded disability adaptations, making use of available Grant from Scottish Govt.	AM							
Objective 3 - Provide Quality Homes	3.3		a) Develop an Asset Management Strategy (including asset disposal).	AM					15 August 2018	Board	
Objective 3 - Provide Quality Homes	3.4		Review the use of SDM Planned Maintenance Module as part of our approach to asset management.	AM/EA							
Objective 3 - Provide Quality Homes	3.5		Carry out a comprehensive review and benchmarking of our current Life Cycle Costing projections and ensure system for holding this information so that it can be readily updated. This will include assumptions and allowance for possible future Fire Safety Measures.	AM/EA							
Objective 3 - Provide Quality Homes	3.6		Agree and publish a 3-year investment plan.	AM					15 August 2018	Board	
Objective 3 - Provide Quality Homes	3.7		Work towards EESSH & EESSH ^{#2} compliance. Needs to link to BP	AM							
Objective 3 - Provide Quality Homes	3.8		Comply with any new requirements with respect to fire safety in our homes. Needs to link to BP	AM							Year 3
Objective 3 - Provide Quality Homes	3.9	Complete works on new build developments	Station Road, Callander 23 units	GCCL							
Objective 3 - Provide Quality Homes	3.10	Complete works on new build developments	Blairessan Killearn 12 units	GCCL							
Objective 3 - Provide Quality Homes	3.11	Develop Local Lettings Initiatives for developments under construction in partnership with Stirling Council and Local Community Councils	LLI Station Road Callander – Letting Plan and Allocation of Properties	HSM					18 April 2018	Board	
Objective 3 - Provide Quality Homes	3.12	Develop Local Lettings Initiatives for developments under construction in partnership with Stirling Council and Local Community Councils	LLI Blairessan Killearn – Letting Plan and Allocation of Properties	HSM					15 August 2018	Board	
Objective 3 - Provide Quality Homes	3.13	Commence works on new build projects	Plantation site, Balmaha	HSCHT/GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.14	Commence works on new build projects	Springbank Road, Doune (ph 5)	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.15	Commence works on new build projects	Put in place a marketing strategy for shared ownership and self build plots at Balmaha.	HSM/HSCHT/EA					Q2	IC	
Objective 3 - Provide Quality Homes	3.16	Commence works on new build projects	Develop strategy for allocation and management of key worker accommodation at Balmaha in partnership with East Loch Lomond Community Trust (ELLCT)	HSM/HSCHT					Q2	IC	
Objective 3 - Provide Quality Homes	3.17	Commence works on new build projects	Establish any ongoing role/relationship for Venachar Ltd in the Balmaha development.	HSM							
Objective 3 - Provide Quality Homes	3.18	Commence works on new build projects	Work with ELLCT to explore potential use and progress feasibility study for land adjacent to site at Balmaha. YEAR 2	HSM/AM/HSCHT							Year 3

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Objective 3 - Provide Quality Homes	3.19	Commence works on new build projects	Progress project at Clais Farm, Callander. Update BP	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.2	Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Menzies Terrace, Fintry	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.21	Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Glasgow Road, Strathblane Update BP	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.22	Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Buchanan Crescent, Croftamie	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.23	Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Glenfinglas Road, Brig O Turk	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.24	Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Kippen	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.25	Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Drymen	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.26	Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Kinlochard	HSCHT					Key Stage and Gate reporting by exception to facilitate scheme progress.		
Objective 3 - Provide Quality Homes	3.27	Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Gartmore Needs to link to statement in BP	GCCL					Key Stage and Gate reporting by exception to facilitate scheme progress.		

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Objective 3 - Provide Quality Homes	3.28		Carry out feasibility assessments & work with communities, where possible, to obtain planning consents and agree acquisition/ development proposals for projects planned for future years (sites below subject to regular review)	Complete Post Completion Reviews of schemes at Balfron and Strathblane.	GCCL				Q2	IC	
Objective 3 - Provide Quality Homes	3.29		Buy-back the owners' share in at least one shared ownership property and on-lease to Venachar Ltd, so that it can be let on a Mid-Market Rent (MMR) basis.	HSM/AM/FCSM					Q3	Board & Venachar	
Objective 3 - Provide Quality Homes	3.30	Through Venachar, also meet housing needs in the area through seeking to:	Undertake Market Research to establish demand for Letting Agents Services from property owners in rural Stirling locations.	CEO					04 June 2018	Venachar	
Objective 3 - Provide Quality Homes	3.31	Through Venachar, also meet housing needs in the area through seeking to:	Review existing Empty Homes Loans and our capacity or opportunity to make Empty Homes Loans to property owners to bring back into use as affordable accommodation. Update BP	FCSM/HSM/AM							
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.1	Reprocure various services to ensure VfM including opportunities for collaborative procurement with others	Planned maintenance works	AM					Q2	IC	
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.2	Reprocure various services to ensure VfM including opportunities for collaborative procurement with others	Landscape maintenance works	AM					20 June 2018	Board	
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.3	Reprocure various services to ensure VfM including opportunities for collaborative procurement with others	Reactive repairs YEAR 2	AM					Q4	IC	
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.4	Reprocure various services to ensure VfM including opportunities for collaborative procurement with others	Internal Audit	FCSM							
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.5	Reprocure various services to ensure VfM including opportunities for collaborative procurement with others	Insurance Services	FCSM							
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.6	Reprocure various services to ensure VfM including opportunities for collaborative procurement with others	Legal Services	FCSM							Year 3
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.7		Explore benefits of affiliation to the Scottish Procurement Alliance (SPA)	CEO/AM					23 May 2018	Board	
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.8		Carry out a Treasury Management Review and cost-effectively procure the additional private finance that we require.	FCSM			Require this shaded?		15 August 2018	Board	
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.8		Carry out a Treasury Management Review and cost-effectively procure the additional private finance that we require.	FCSM					Q4	Board	
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.9		Carry out a full review our factoring arrangements to ensure compliance (including review of Shared Ownership Occupancy charges).	CEO/SMT/EA					20 June 2018	Board	
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.10		Develop a Framework for future rent increase consultation with meaningful options for tenants with rent increases linked to service standards, actual costs and tenant priorities	CEO/SMT/EA					15 August 2018	Board	
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.11		Improve monitoring & recovery of recharge repairs through training & procedure review.	HSM/AM							
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.12		Explore use of procurement frameworks for Contractor and Consultant services.	CEO/SMT							
Objective 4 – Demonstrate Strong Financial management & Value for Money	4.13 (corrected from 4.15)		Generate additional income through provision of management services to other property owners through Venachar. (Linked to 3.30)	HSM/AM							Year 3
Objective 5 - Develop our Leadership and People	5.1		Develop our SMT through a Leadership & Management Development programme	CEO/SMT/EA							
Objective 5 - Develop our Leadership and People	5.2		Develop a Coaching programme for senior managers to foster a coaching culture across the organisation.	CEO/SMT/EA							

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Objective 5 - Develop our Leadership and People	5.3		Encourage our team to adopt an outward looking focus to tackle challenges and break down barriers, encourage networking and sharing of good practice to drive forward continuous improvement.	CEO/SMT							
Objective 5 - Develop our Leadership and People	5.4		Review options for future delivery of the development function.	CEO					20 June 2018	Board	
Objective 5 - Develop our Leadership and People	5.5		Progress plans to provide new modern office accommodation.	AM/SMT					Q3	Board	
Objective 5 - Develop our Leadership and People	5.6		Recruit a Modern Apprentice.	CEO/SMT					Q3	Board	
Objective 5 - Develop our Leadership and People	5.7		Roll forward IIP accreditation and promote Healthy Working Lives to achieve greater job satisfaction and Work Life Balance.	CEO/FCSM							
Objective 5 - Develop our Leadership and People	5.8		Review our Annual Appraisal/Performance Review framework	CEO/SMT/EA							Year 3
Objective 6 – Be more than just a great landlord	6.1		Through the work of our Income Maximisation Officer continue to prepare tenants for roll out of universal credit and other welfare reforms. Update of Policy in Q2.	HSM							
	6.2		Support bid for continuation funding for Connecting Stirling Project and participate in Working Group.	HSM							
	6.3		Continue to support efforts of the work of the Callander Partnership by attending monthly meetings to help sustain our investment in this community.	CEO							
	6.4		Promote and use our Community Fund and Donations on Website and in each Rural Matters to support and enable local charities and other community controlled projects to sustain and deliver community led projects.	CEO							

Resource Key:

CEO: Chief Executive Officer

FCSM: Finance and Corporate Services Manager

HSM: Housing Services Manager

AM: Asset Manager

SMT: Senior Management Team

EA: External Assistance/Advice

A&P Audit & Personnel Committee

IC: Investment Committee