DELIVERY PLAN 2019-20

UPDATED 04/06/19

RAG STATUS KEY:

(grey)	Complete
(red)	Off track (needs action/revised target)
(amber)	Slightly adrift (no action required at present)
(green)	On track

Strategic Objective	Delivery Plan Ref	(SMART) Objective	Lead Officer	RAG Status	Q1	Q2	Q3	Q4	Unlikely to be resourced in 2019/20. To be included as a priority in development of new 3-5 Year Group Strategic Plan	Comments
Objective 1 - Provide high quality affordable homes	1.1	Deliver objectives and actions identified in our Asset Management Strategy adopted in 2018.	AM							
Objective 1 - Provide high quality affordable homes	1.2	Complete a Phase 2 Review of Energy Efficiency data to inform our EESSH compliance solutions for failing properties by 2020 and our EESSH2 projections through identifying viable and affordable measures to bring as many properties into Band B as is reasonably possible.	AM							To be completed by the end of Q3
Objective 1 - Provide high quality affordable homes	1.3	On completion of the above complete the necessary works to failing properties during 2019-20 (and 2020-21 up to December 2020) to achieve compliance with EESSH and continue investigations into the most appropriate and affordable measures to maximise compliance with EESSH2 due in 2032.	AM							To commence at the beginning of Q4 with works continuing into Q1-Q3 2020/21
Objective 1 - Provide high quality affordable homes	1.4	Deliver the planned and cyclical maintenance programme that has been agreed for 2019/20.	AM							
Objective 1 - Provide high quality affordable homes	1.5	Carry out grant-funded disability adaptations to meet identified needs of our tenants.	AM							
Objective 1 - Provide high quality affordable homes	1.6	Commence the necessary upgrading works during 2019-20 to comply with the new Fire Safety standards that will ensure compliance by February 2021	AM							
Objective 1 - Provide high quality affordable homes	1.7	Complete construction at Phase 5 Doune.	EA							
Objective 1 - Provide high quality affordable homes	1.8	Commence building works on new build projects amounting to 84 new affordable homes in developments in Claish Farm Callander, Balmaha and Lampson Road Killearn.	EA							
Objective 1 - Provide high quality affordable homes	1.9	Put in place an agreed marketing strategy for self-build and shared equity plots at Balmaha.	CEO/EA							
Objective 1 - Provide high quality affordable homes	1.10	Work with the East Loch Lomond Community Trust (ELLDT) to define and develop ongoing management of key worker accommodation.	HSM/EA							
Objective 1 - Provide high quality affordable homes	1.11	Review the use of Local Lettings Initiatives in new development projects by the end of Q1 in partnership with Stirling Council and the local Community Councils.	HSM							
Objective 1 - Provide high quality affordable homes	1.12	Complete a Review of the Design Guide aimed at producing standards and guidance for new build and planned maintenance that reflect the highest standards in sustainability, value for money and quality of materials that result in desirable, comfortable and affordable homes that tenants aspire to and enjoy living in	SMT/EA							Development Consultant Framework Consultant to be appointed to project manage the review.
Objective 1 - Provide high quality affordable homes	1.13	Complete Post Completion Reviews of our latest schemes at Balfron and Strathblane.	AM							

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Objective 2 - Deliver high quality services	2.1	Carry out a full Tenant and Owner Satisfaction Survey to update the last survey conducted in 2016 and develop an action plan to improve our services.	HSM							
Objective 2 - Deliver high quality services	2.2	Complete an Options Appraisal for the Repairs Service that seeks to deliver value for money and improved responsive services that tenants want.	AM							
Objective 2 - Deliver high quality services	2.3	Get to know and understand our tenants better by carrying out our rolling programme of "About You" visits and undertake an analysis of the information and insight gained to ensure we understand our tenants needs.	HSM							
Objective 2 - Deliver high quality services	2.4	Take action on lessons learned from complaints to improve service delivery.	SMT							
Objective 2 - Deliver high quality services	2.5	Update and refresh our Tenant Handbook in design and available format including electronic and make this available in languages other than English.	HSM							
Objective 3 - Effective engagement and communication with tenants and other stakeholders	3.1	Review our existing Customer Engagement and Tenant Participation Strategy and have a new Strategy in place by August 2019	HSM/CEP&SWG							
Objective 3 - Effective engagement and communication with tenants and other stakeholders	3.2	Develop our approach to Scrutiny and review the effectiveness of our Tenant Forum to ensure that our tenants and residents are firmly at the centre of everything that we do	HSM/CEP&SWG							
Objective 3 - Effective engagement and communication with tenants and other stakeholders	3.3	Develop an effective Communication Strategy which exploits digital opportunities and recognises and responds to the tenant profile	HSM/CEP&SWG							
Objective 3 - Effective engagement and communication with tenants and other stakeholders	3.4	Renew our approach to openness and accessibility and adopt the SFHA Open all Hours Model Publication framework	HSM/CEP&SWG							
Objective 3 - Effective engagement and communication with tenants and other stakeholders	3.5	Identify in house Digital Champions to be trained by Q3 to help our tenants develop digital skills and confidence to get the most out of being online and to be Digital by Default. Continue to provide a good customer experience for those not digitally aware or who may be digitally excluded.	HSM							
Objective 3 - Effective engagement and communication with tenants and other stakeholders	3.6	Continue to be visible in our communities by attending local Community Council meetings on a monthly basis. Attend other community events and gala days and seek every opportunity to gain insight, knowledge and understanding of our customer needs, wants and aspirations.	HSM							
Objective 3 - Effective engagement and communication with tenants and other stakeholders	3.7	Promote and use our Community Donations Fund to support and enable local charities and other community controlled projects to sustain and deliver community led projects.	FCSM							
Objective 4 – Ongoing sustainability and viability	4.1	Review the use of the SFHA Affordability Tool and sector best practice in assessing rent affordability for tenants	HSM							
Objective 4 – Ongoing sustainability and viability	4.2	Re-procure various services to ensure VfM including exploration of opportunities to procure collaboratively with others including; **Our private finance requirement to meet our future needs.**	FCSM							
Objective 4 – Ongoing sustainability and viability	4.3	Re-procure various services to ensure VfM including exploration of opportunities to procure collaboratively with others including; **Our Internal Audit function**	FCSM							
Objective 4 – Ongoing sustainability and viability	4.4	Complete the transfer of all asset management data to the SDM Planned Maintenance module to allow implementation of improved functionality for Review of LCC and Rent Consultation/Business Plan/Budget objectives 2019-20	AM							

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Objective 4 – Ongoing sustainability and viability	4.5	Plan and prepare for the extension of Freedom of Information (FOI) to RSLs with effect from November 2019 and put in place procedures to comply with Environmental Information (Scotland) Regulations (EIRs) 2004.	FCSM/SMT		X	X				
Objective 4 – Ongoing sustainability and viability	4.6	In this year of the plan we will review or develop new strategies and plans to stretch, support and assist us in moving forward including: **Equality, Diversity and Human Rights**	CEO/GWG		X	X				
Objective 4 – Ongoing sustainability and viability	4.7	In this year of the plan we will review or develop new strategies and plans to stretch, support and assist us in moving forward including: **Value for Money**	FCSM/SMT				X			
Objective 4 – Ongoing sustainability and viability	4.8	Development of our new 3-5 Year Strategic Plan in consultation with tenants and other stakeholders by April 2020	CEO/GWG/EA					X		
Objective 4 – Ongoing sustainability and viability	4.9	Carrying out an Options Appraisal on the future of Venachar our Subsidiary	CEO/GWG/EA		X	X				
Objective 4 – Ongoing sustainability and viability	4.10	Development and improvement of our approach to Board Appraisals and reviews of Board effectiveness	CEO/GWG/EA		X	X				
Objective 4 – Ongoing sustainability and viability	4.11	Production of an annual Board Learning and Development Plan and individual Learning and Development Plans for Board members to identify the skills and competencies needed to ensure that everyone can reach their full potential	CEO/GWG/EA			X				
Objective 4 – Ongoing sustainability and viability	4.12	Recruitment of new Board members to fill identified skills gaps	CEO							
Objective 4 – Ongoing sustainability and viability	4.13	Development of our Board Succession Plan	CEO/GWG/EA							
Objective 4 – Ongoing sustainability and viability	4.14	Improvement of our Board Induction framework and putting in place a new comprehensive Induction Pack	CEO/GWG/EA							
Objective 4 – Ongoing sustainability and viability	4.15	Adopt the new SFHA Model Rules as soon as this is practical for us to do so	CEO			X				
Objective 4 – Ongoing sustainability and viability	4.16	Development of a new robust framework for the management of risk including; Risk Identification, Mitigation, Management and Reporting, and develop a new Risk Register, Risk Management Policy & Strategy	GWG/A&R Committee			X				
Objective 5 - RSHA Group to be an employer of choice	5.1	Review the Structure of the organisation to ensure that it is fit for purpose and can resource the objectives and priorities going forward.	CEO		X					
Objective 5 - RSHA Group to be an employer of choice	5.2	Develop our Senior Management Team to provide effective leadership and management across the organisation.	CEO/SMT/EA				X			Currently on hold pending review of strucutre. Has potential to slip into 2020/21.
Objective 5 - RSHA Group to be an employer of choice	5.3	Review our team values and how we are with each other when we come to work. Our values will be ones that we all share. We want our people to enjoy coming to work for us and will encourage a sense of fun!	SMT		X					
Objective 5 - RSHA Group to be an employer of choice	5.4	Foster a coaching culture to encourage and motivate our team to give of their best to successfully deliver our objectives and a culture that puts the customer at the heart of everything we do.	CEO/SMT/EA				X			Links to SMT development programme. Currently on hold pending review of strucutre. Has potential to slip into 2020/21.
Objective 5 - RSHA Group to be an employer of choice	5.5	Return to our new modern office accommodation.	SMT/RSHA			X				
Objective 5 - RSHA Group to be an employer of choice	5.6	Recruit a Modern Apprentice	FCSM		X					
Objective 5 - RSHA Group to be an employer of choice	5.7	Set up Staff Working Group to prioritise and action areas for improvement from IIP Online Engagement Survey.	SMT			X				

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Objective 5 - RSHA Group to be an employer of choice	5.8	Promote a happy, healthy and engaged team with a focus on Healthy Working Lives and a work life balance in 2019/20. Achieve Healthy Working Lives Bronze accreditation status by the end of the current financial year.	SMT							

Resource Key:

CEO: Chief Executive Officer
FCSM: Finance and Corporate Services Manager
HSM: Housing Services Manager
AM: Asset Manager
SMT: Senior Management Team
RSHA- Full staff team
GWG - Governance Working Group
CEP&SWG - Custmer Engagement
Participation and Scrutiny Working Group

A&R- Audit & Risk Committee
EA: External Assistance/Advice