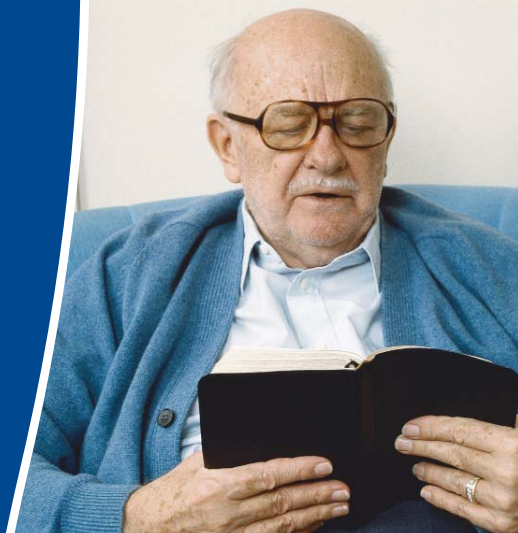




Corporate Strategy

2008 - 2013



Trust Housing Association Ltd Corporate Strategy 2008-2013

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Section 1

Strategic Elements



Section One – Strategic Elements

Structure

We adopted a revised Corporate Strategy in 2008 based on detailed discussions held with our staff, senior management and Board. Below you will find listed the values that we feel encompass how we work as an organisation and how we aim to be. You will also find our mission for the future. In addition, listed below are our key goals. These provide a framework for all future action of the Association.

Following on from this you will find our Chief Executive's Annual Position Statement along with his priorities for this year of the strategy.

All of the above, our values, mission, goals and Annual Position Statement, are strategic in focus and will provide you with an overview of what we are about, where we are at and what we plan to achieve. The remainder of the Corporate Strategy is made up of our Team Plans. These translate strategy into action through specific departmental objectives.

Our Values

- Caring
- Service Excellence
- Quality
- Value for Money
- Professional

Our Mission

To provide quality homes and services that promote independent living

Our Key Goals

1. Customers First
2. Provider of Choice
3. Prepared for Change, Ready for Opportunities
4. Employer of Choice
5. Effective Communication, Leadership and Direction

Section 2

Annual Position Statement



2

Annual Position
Statement

Section Two – Annual Position Statement

1. Office of the Chief Executive

1.1 Annual Position Statement 2009-10

Introduction and Purpose

This is the first annual review of our Corporate Strategy 2008-13.

The Annual Position Statement provides a bridge between the strategic elements - set out in the previous section (our Values, Mission Statement and Key Goals) - and the operational section that follows. This statement, along with the priorities for year two, is designed to give the reader a flavour of the main issues and challenges facing us as an organisation and how we propose to deal with and overcome these.

Retrospective on 2008/09

Year one of the Strategy was a challenging year for us, partly by design due to the challenges we set ourselves and partly due to circumstances beyond our control. We designed our Corporate Strategy in an ambitious way in order to challenge ourselves, however, there have been other unplanned and unforeseen factors that have come into play over the course of the year, not least the 'credit crunch' and resultant financial uncertainties.

Whilst this issue has dominated the political landscape, as well as our televisions and newspapers, it hasn't, at the time of writing, yet had a major operational impact on us as an organisation. However, the issues highlight more than ever the need for us to ensure that we are efficient, that we know what our costs are and that we are prepared for change. None of this is new to us but, due to the unique economic situation which now exists, it is vital that we continue to pursue these objectives so that we can learn from, and adapt to deal with unplanned events.

Despite the global financial issues we have achieved much in the past year. These achievements are a tribute to our staff who work tirelessly to provide quality services in line with our values.

Just some of the things achieved in 2008/09, many of which featured in our Year 1 Priorities include:

- The Award of Committed to Excellence status from Quality Scotland
- Completion of our Governance review together with recruitment of new Board members
- The development of a training programme for staff and Board members
- Holding both a Staff and Tenants' Conference
- Developing an increased understanding and awareness of business functions
- Improving our budgeting processes
- Continuing with our Stock Condition Survey

- Finalising our departmental reviews
- Assessing new development potential
- Promoting tenant participation and increased number of RTOs
- Introducing an enhanced complaints service
- Developing new services – such as housing with care
- Moving to our new Glasgow office
- Helping establish JINCF – Joint Information Negotiating and Consultation Forum
- Continuing to gain benefits for our customers through our Benefits Advice Service

Operating Environment

We operate within an ever changing and always challenging environment. There are both internal and external challenges that we must face and subsequent changes that we must make in order to remain competitive, efficient and effective. Some of these challenges are economic, others are political, but all must be identified and addressed for the long-term health and benefit of the Association.

Other challenges that present themselves can be unplanned and the last year has thrown up such challenges in terms of the services we deliver. Our efforts at better identifying and understanding our costs highlighted the need to make some major strategic choices which included the decision to withdraw from the Care Home sector and close or transfer delivery to another provider at our existing three Care Homes.

Our improved financial analysis also confirmed a need to address the ever increasing budgetary pressures around Housing Support. In general terms, the current economic climate serves to make funding extremely tight across all public funded bodies. Our main funders and stakeholders in Housing Support are Local Authorities, all of whom are experiencing their own budgetary pressures.

As a consequence, our priorities for Year 2 (2009/10) must address this fundamental and vital area of our business, one in which maximising our income is paramount. Dealing with such issues places strain on all parts of the organisation and such occurrences teach us that we must be ready, able and equipped to deal with the unexpected.

The internal challenges we face are testing enough but the story doesn't end there. We operate within a complex external environment with powerful political and economic factors coming into play on a regular basis. We are not a public body but, due to the nature of our funding streams and the customers we serve we are directly affected by Government policy. A major challenge for the year ahead includes Government proposals to alter the way in which houses are built by Housing Associations in the future, with plans to appoint 'lead developers' to carry out the house building function on behalf of others.

We are also faced with challenges related to the level of regulatory scrutiny that we are subject to. We are regulated, registered with or scrutinised by all of the following; The Scottish Housing Regulator, The Care Commission, The Scottish Public Services Ombudsman, The Office of the Scottish Charity Regulator, The Office of the Information Commissioner, The Financial Services Authority as well as local authorities that

commission us to carry out work on their behalf. We are happy to expose our services to regular review, but given the complexity of our business this takes up significant time and resource.

Learning & Adaptability

Year one has demonstrated to us the importance of always being ready to learn and adapt accordingly. We need to be ready to meet the challenges we set ourselves whilst being flexible enough to deal with the unplanned and the unexpected.

Customer Focus and Involvement

Our customers remain our key focus. They are the core of all that we do. We will continue to strive to improve services, become more efficient and provide them with value for money across all areas of our business.

1.2 Year Two Priorities

Listed below are a number of priorities for year two of the Corporate Strategy. This is not intended to be an exhaustive list of actions for the year but rather an indication of the main challenges and opportunities as viewed by the Chief Executive.

1. We will attempt to deal with the funding and financial issues we face by addressing the following areas:
 - Income maximisation
 - Identification and appropriate reduction of overheads
 - Service Charges – in depth review of services, charges and processes, including pooling
 - Care Home closures/transfers
 - Pensions sustainability
 - Addressing Housing Support funding shortfalls
2. We will continue to develop and enhance our homes and services so that we deliver the most effective and appropriate product and services to our customers. To this end we will be looking at service design, service provision and opportunities for remodelling.
3. Enhancing quality and striving to continuously improve our performance is key and will be a major focus of 2009/10. We want to put in place processes and practices which encourage both learning and adaptability. We will focus on:
 - Moving from performance reporting to a programme of performance management and improvement
 - Performing self-assessment activity of various kinds to identify areas for improvement
 - We will also introduce a new system for document management which will allow us to become more streamlined and efficient

4. We are always open to new opportunities that will help the Association to secure a healthy future. We will:
 - Continue to develop new and innovative services through our subsidiary Trust Enterprise Ltd
 - Focus on the benefits that we can receive through effective partnership working
 - Look to realise the benefits of well directed and planned marketing and PR activity
5. Our people remain our strongest and most important asset. We will seek to make the most of this asset by further developing in the following areas:
 - Provide ongoing staff training and development
 - Introduce an effective staff appraisal scheme

Section 3

Team Plans



3

Team Plans

Section Three – Team Plans

Explanatory Note

Section Three of the Corporate Strategy contains the Team Plans. There are 11 individual teams spread across 4 Departments (or Directorates). For each of these 11 teams you will find listed a number of team objectives and a team action plan.

The team objectives translate the key goals of the organisation into action on the ground. The objectives themselves are broken down within the team action plans into actions that will be carried out by the respective teams.

For each objective you will see the key goals into which it links as well as the actions that flow from it.

Objective - 1 Key Goals:

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
2	3	4	5	6	7	8

The diagram above demonstrates the format of the team action plans. Each individual element is numbered and an explanation of each of these can be found below:

- 1 Name of the objective followed by the key goals into which it links
- 2 A unique reference for the individual action
- 3 A brief description of the action
- 4 The benefits and outcomes that we expect to achieve
- 5 Each action has been risk assessed and provided with a colour based on a traffic light system of Red, Amber and Green (Red = high risk, Amber = medium risk and Green = low risk).

6 A guide to which year of the plan the action will be commenced or completed

7 How we will measure progress towards the completion of the action. In other words, how we will know that we have achieved what we set out to

8 Lists any dependencies, internal or external, that may impact on the achievement of the action. This helps us to be realistic about time, resource and what can be achieved

The boxes with a white background indicate those tasks that have been completed in the previous year and have been left in place to provide an audit trail.

2. Corporate Services Departmental Plan

2.1 Human Resources Team Objectives

- HR01 Pay, benefits and reward
- HR02 Meet current and future legal requirements
- HR03 Training, learning & development
- HR04 Review and develop policy and procedures relating to attendance management
- HR05 Develop the HR employee information system to provide key staffing and employment related information.
- HR06 Develop employment policies and procedures
- HR07 Promote diversity and equality in employment
- HR08 Progress feasibility of establishing an internal temporary staff bureau
- HR09 Strengthen employee communication, consultation and negotiation
- HR10 Explore and develop quality assessment and performance assessment tools through EFQM/Quality Scotland

2.2 Corporate Services Team Objectives

- CO01 Deliver high quality front office support to all customers and departments
- CO02 Seek ways to reduce costs and increase efficiency in central support purchases.
- CO03 Review and manage the administration of the corporate procedures and returns
- CO04 Health promotion and health awareness among employees
- CO05 Public relations and press communication

2.3 Health & Safety Objectives

- HE01 Health & safety general and fire risk assessments
- HE02 Health & safety induction training
- HE03 Health & safety stress audits and risk assessment
- HE04 Review Health & Safety Manual
- HE05 Fire safety awareness training and fire emergency plans

2.4 Human Resources Team Action Plan

Objective HR01 – Pay, benefits and reward

Key Goals: 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR01.1	Report, action plan and deliver the findings of the Insight pay benchmarking exercise	Establishing our pay and conditions of service "position" in the appropriate employment marketplace and identify pay and benefits challenges and priorities	A	Board approval early Year 1; and implement years 1-3	Recommendations from report approved by the Board and findings implemented	Finance
HR01.2	Support the Remuneration Working Group in reviewing pay and benefits reward packages	Clearer understanding of pay and benefits strategy and employment costs. Mechanism to review existing pay and conditions	A	Start year 1 and continuing years 1-3	Establish Working group and regular review of pay and conditions	Chief Executive Finance Remuneration Working Group
HR01.3	Negotiate and implement the 2009/2010 pay award	Agreement of pay award	A	Year 2	Pay award agreed and approved	Finance
HR01.4	Agree structure and basis of future pay negotiations	Longer term planning and clearer understanding	A	Ended year 1	Pay negotiation structure agreed with Working Group, Board and JINCF	Finance Remuneration Working Group JINCF
HR01.5	Investigate and propose flexible arrangements to pay, and conditions of service that are affordable to the Association and attractive to employees and applicants	Attraction of flexible approaches to pay and benefits that aims at an affordable and attractive total reward package	A	Start year 1 and continuing years 1-3	Flexible total reward package budgeted and implemented	Finance Remuneration Working Group JINCF

Objective HR02 – Meet current and future legal requirements

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR02.1	Review position of overnight cover and related tied accommodation issues	Ongoing compliance with working time, minimum wage and other related legislation	A	Year 2	Future arrangements agreed with SMT and Board	Housing

Objective HR03 – Training, Learning & development

Key Goals: 1. Customers First, 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR03.1	Continued delivery of SVQ programme at level 3 and 4 for all branch managers, coordinators and equivalents	Meet future SSSC registration requirements. Development and retention of staff	G	Years 1-5	All staff qualified or working towards qualification by 2012	n/a
HR03.2	Rollout of SVQ level 2 to other development based posts	Meet future SSSC registration requirements. Development and retention of staff	G	Years 1-5	All staff qualified or working towards qualification within the SSSC deadline	n/a
HR03.3	Revise and introduce Training & Development Policy	Clear understanding of training priorities, commitment and intent and accessibility to all staff	G	Year 2	Revised Policy operational	n/a
HR03.4	Review and revamp the appraisal and 1:1 processes	Re-vamped schemes to support corporate strategy and work planning processes and the delivery of departmental/ individual plans	G	Year 2	Revised processes operational	n/a
HR03.5	Establish and roll-out a training calendar that forward plans training & development opportunities and events	Assist forward planning and budget monitoring. Training and development linked to organisational needs	G	Year 1 and ongoing	Calendar published and rolled out	n/a
HR03.6	Deliver training to the Board in line with the outcomes of the training needs analysis exercise	Training and development to assist Board Members fulfil their role	G	Year 1 and ongoing	Agreed programme delivered	Board
HR03.7	Develop induction processes to ensure a consistently delivered and recorded induction programme	Meet SSSC standards and requirements. All staff receive a consistent induction	G	Develop Year and deliver year 2 and ongoing	Revised induction programme delivered	Housing
HR03.8	Introduce individual training & development records	Comply with best practice, IIP and SSSC etc. standards	G	Years 1, 2 and ongoing	All staff receive an annual training record of achievement	n/a

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR03.9	Revise and deliver a training and development programme for all people managers	Ensuring clearer understanding by line/people managers. Development of positive processes of management and support	G	Years 1-3	Programme established and delivered	n/a
HR03.10	Revise and deliver a leadership development programme for senior managers	Developing leadership skills	G	Years 1-3	Programme established and delivered	SMT

Objective HR04 – Review and develop policy and procedures relating to attendance management

Key Goal: 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR04.1	Introduce revised policy and procedures on attendance management	Increase awareness and consistently manage staff attendance	A	Years 1-2	Revised policy and procedures operational	n/a
HR04.2	Support new procedures through delivery of training to line managers	Increase awareness and consistently manage staff attendance	A	Years 1-2	Training delivered to all managers	n/a
HR04.3	Develop the HR Information system to support and inform the new policy and procedures and produce management reports	Improved and regular information on attendance	G	Years 1-2	Regular and routine reporting to SMT and Board	n/a
HR04.4	Develop and implement health & safety stress management audits and risk assessments	Increased awareness of issue of stress management. Compliance with HSE best practice	G	Years 1-2	Audits and risk assessments fully process in place	n/a

Objective HR05 – Develop the HR employee information system to provide key staffing and employment related information that supports and informs the Board, SMT and managers and identifies possible areas for efficiency improvement

Key Goals: 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR05.1	Develop and deliver regular reporting on absence at different organisational levels	Regular information to identify any key issues and possible areas of efficiency	G	Years 1-2	Regular and routine reporting to SMT and Board	n/a
HR05.2	Develop and deliver regular reporting on staff turnover	Identification of trends to inform possible action to reduce turnover	G	Years 1-2	Regular and routine reporting to SMT and Board	n/a
HR05.3	Develop the system for recording and reporting reasons for people leaving employment	Gathering and reporting of key information, trends, etc	G	Years 1-2	Regular and routine reporting to SMT and Board	n/a
HR05.4	Develop the HR system to simplify the provision of information for annual statutory returns (Care Commission, APSR, etc.)	Simpler provision of required information	G	Years 1-2	Processes for gathering, reporting and inputting information simplified	n/a
HR05.5	Develop information to inform recruitment and selection key performance information including return rate per vacancy, diversity monitoring etc	Performance information informs recruitment decisions and better use of finite resources	G	Years 1-2	KPIs reported to Board and SMT	n/a

Objective HR06 – Develop employment policies and procedures that ensure individuals and managers have a clear understanding of all employment related policy

Key Goals: 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR06 .1	Ensure employment policies are up to date (as per policy development programme) and readily accessible	Clear guidance for staff and managers. Ensure good practice and compliance with legislation	G	Ongoing	Policies and procedures revised as per policy revision schedule	n/a
HR06.2	Revamp and distribute the Employee Handbook	Clear guidance for staff and managers	G	Year 2	Revised Handbook issued to all staff	n/a

Objective HR07 – Promote diversity and equality in employment to attract and retain a diverse workforce

Key Goal: 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR07.1	Delivery of equality and diversity training as part of our training programme for staff and the Board	Clear understanding and promotion of a diversity culture	G	Years 2-3	Equality & diversity training built into training programme	n/a
HR07.2	Present an annual equal opportunity and diversity recruitment and applicant profile report to the Board and SMT	Clearer understanding of performance	G	Year 1 and ongoing/ annual	Annual report produced	n/a
HR07.3	Establish best practice in employment that ensures no group suffers direct or indirect discrimination and build this into policy and practice on all employment matters	Impact assessment when required for all new and revised employment policies and procedures. Increased awareness of diversity issues	G	Ongoing	Impact Assessments carried out as required	n/a

Objective HR08 – Progress feasibility of establishing an internal temporary staff bureau either with or without partners from other RSLs

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR08.1	Participate in joint discussion with Bield and Hanover Housing Associations about the feasibility and cost benefits of establishing a bank staffing bureau for the three Associations	Access to available temporary staffing resources. More effective use of management time	G	Years 1-2	Joint discussions progressed to a conclusion and outcome	Finance
HR08.2	Running parallel to HR08.1, explore the feasibility and cost benefits of establishing a bank staffing bureau for Trust only	Access to available temporary staffing resources. More effective use of management time	G	Years 1-2	Feasibility study completed and decisions taken	Finance
HR08.3	Report to SMT on the feasibility and preferred option in regard to establishing a temporary staffing bureau	SMT buy-in and approval of the recommendation	G	Years 1-2	Feasibility study completed and decisions taken	Finance

Objective HR09 – Continue to strengthen employee communication, consultation and negotiation through the JINCF and other communication methods

Key Goals: 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR09.1	Continue to develop and strengthen the relationship with JINCF Employee Representatives	Employee communication, information and buy-in to key decisions. Greater employee involvement	A	Year 1 and ongoing	Regular and positive meetings of JINCF take place	n/a
HR09.2	Produce the regular edition of the "Trust Matters" newsletter	Employees are better informed, particularly those based in developments	G	Years 1-5	"Trust Matters" produced minimum of 3 times a year	n/a

Objective HR10 – Explore and develop quality assessment and performance assessment tools through EFQM/Quality Scotland, liP etc.

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HR10.1	Continue to develop the relationship with Quality Scotland and participate in exploration of an appropriate means for business process measurement and quality assessment	Introduction of an appropriate system of quality assessment and performance measurement across a range of business activities	A	Years 1, 2, 3	Appropriate performance measurement/management systems introduced	All SMT and Strategy & Performance Manager
HR10.2	Review and make recommendations to SMT in regard to liP	liP recognition	G	Year 2	All departments agree with way forward for liP	All departments

2.5 Corporate Services Team Action Plan

Objective CO01 – Deliver high quality front of office, reception and telephone response services, and headquarters support to all customers and departments

Key Goals: 1. Customers First, 2. Provider of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
CO01.1	Maintain and continually seek to improve the response to callers to the office to ensure our commitment under the Association's Customer Care Standards are met or exceeded	Provision of high quality responses to callers at the first point of contact and enhanced reputation for the Association	G	Ongoing	Regular positive feedback and meeting Customer Care commitments	n/a
CO01.2	Ensure all systems of incoming and outgoing postage and email run efficiently	Lower postage costs and efficient distribution of mail	G	Ended year 1	Costs controlled and efficient distribution. Positive feedback	n/a
CO01.3	Improve call management capacity through the introduction of a new and improved switchboard system	Improved call handling and system management	G	Year 1-2	New switchboard installed. Positive feedback	IT
CO01.4	Ensure all headquarters front of office and meeting facilities continue to be maintained to a high standard and ensure arrangements for bookings hospitality, etc. are in place and operate effectively	Excellent first impression by all visitors and high quality support to meetings, events, etc	G	Ended year 1	Positive feedback	n/a
CO01.5	Manage and monitor the "Blick" system to record and report on the flexitime of all members of office staff	Flexitime system is managed, monitored and administered efficiently and in line with Flexitime Policy	G	Ended year 1	System works efficiently	n/a
CO01.6	Ensure the head office working environment is clean and tidy, including managing/regular monitoring the cleaning service and IT cleaning	All staff and visitors enjoy a clean, tidy and safe working environment	G	Ongoing	Environment visibly clean. Positive feedback	n/a

Objective CO02 – Continue to seek ways to reduce costs and increase efficiency in central support purchases and activities and contribute to procurement management

Key Goals: 1. Customers First, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
CO02.1	Continue to seek opportunities to manage and reduce costs of central support activities, contracts and purchases through competitive supplies and purchasing and use of procurement clubs where appropriate	Maintaining good value for money and reducing costs	A	Years 1-5 (and ongoing)	Demonstrable efficiency and value for money achieved	n/a
CO02.2	Where appropriate, meet all obligations under the Association's Procurement Policy	Compliance with procurement related legislation, directives and Policy	A	Years 1-5 (and ongoing)	Full compliance	Finance
CO02.3	Contribute to the development of procurement management procedures and arrangements	Application of best practice in procurement management and compliance with policy and legislation	A	Years 1-3 (and ongoing)	Full compliance	Finance

Objective CO03 – Review and manage the administration of the corporate procedures and returns

Key Goals: 1. Customers First, 2. Provider of Choice, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
CO03.1	Review the operation of the corporate complaints procedure and improve systems (where possible by using IT) to ensure complaints are logged and passed on within required timescales	Improved systems to ensure complaints are dealt with within the required timescale	A	Ongoing	KPI reports demonstrate that 100% of complaints are logged and passed on within the required timescale	n/a
CO03.2	Produce key performance statistics for the Board, Sub Committees and SMT on corporate complaints	Performance reporting of operations of the complaints procedure	A	Year 1 and ongoing	KPIs regularly and routinely produced	n/a
CO03.3	Manage and maintain the system for annual declarations of interest for Board Members and staff	All declarations of interest are up to date and managed appropriately in compliance with regulatory requirements	A	Ongoing annually	Full compliance with Regulator's requirements	n/a
CO03.4	Ensure input of statutory and regulatory annual statistical returns required by the Scottish Housing Regulator (APSR) and Care Commission (CC annual return)	All data gathered by departments is input accurately and within required timescales	A	Ongoing annually	All statistical input delivered on time	n/a

Objective CO04 – Investigate and propose and encourage health promotion and health awareness activities among employees

Key Goal: 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
CO04.1	Investigate and report to SMT on the possible introduction of positive health promotion and health awareness activities among all staff	Pro-active contribution to the health and well-being of our staff, which in turn could increase attendance levels	G	Years 1-2 (and ongoing)	Recommendations to SMT. Possible external recognition	n/a
CO04.2	Ensure all night shift workers have the opportunity to provide an annual night worker health assessment questionnaire. Ensure any health issues arising are addressed	Welfare of night shift workers and compliance with health & safety best practice and working time legislation	G	Ongoing annually	Annual assessments carried out	n/a
CO04.3	Ensure all staff using a display screen are regularly assessed for the safe use of display screen equipment (DSE) through a health & safety assessment questionnaire and regular VDU sight test. Ensure any health and safety issues arising are addressed	Welfare of display screen equipment users and compliance with health & safety best practice and legislation	G	Ongoing	DSE assessments and VDU tests carried out within approved timescales	n/a

Objective CO05 – Contribute to public relations activities aimed at raising the profile of the organisation through pro-active press and communications releases

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
CO05.1	Manage the throughput of press releases on the Association's activities to the PR company (Ross Wilson)	Increased exposure. Positive press. Raised awareness and profile	G	Year 1 and ongoing	Monitoring demonstrates a higher profile and regularity in press and other releases	Ross Wilson PR
CO05.2	Monitor the activities of the PR Company and monitor the regularity of our press releases	Regular features about the Association in a wide range of media	G	Year 1 and ongoing	Monitoring demonstrates a higher profile and regularity in press and other releases	Ross Wilson PR

2.6 Health & Safety Action Plan

Objective HE01 – Health & Safety General and Fire Risk Assessments

Key Goals: 1. Customers First, 2. Provider of Choice, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HE01.1	Ensure all health & safety general risk assessments are current and up to date for all office and development locations	Assessment of safe places of work and environments and corrective actions identified	A	Ongoing	All health & safety risk assessments are current and regularly revised	Housing Property
HE01.2	Ensure annually the delivery of an agreed programme of fire risk assessments (both internal and external)	Assessment of safe places of work and environments and corrective actions identified	A	Ongoing	Programme agreed each year and delivered	Housing Property
HE01.3	Monitor corrective measures arising from general and fire risk assessments to ensure required actions are implemented	Action points are addressed and resolved to ensure safe working environments	A	Years 1-5	Monitoring reports demonstrate corrective actions are carried out timeously	Housing Property
HE01.4	Ensure regular reporting of accidents, risk assessments and other health & safety management reports	Provision of clear, informative, up to date and good quality information	G	Years 1-5	Regular KPI and other reports to SMT and Board	n/a
HE01.5	Deliver health & safety risk assessment refresher training to all assessors no less than every 3 years	All assessors retain skills and competence to produce thorough and good quality risk assessments that follow best practice	G	Ongoing	All assessors receive regular training on risk assessments	Housing Property
HE01.6	Introduce and manage systems to ensure that particular risks relating to lone workers are addressed and minimised as far as possible	Potential risks and safety concerns associated with lone working are identified and addressed	G	Year 2	Systems introduced and used	Housing
HE01.7	Maintain lone worker risk assessments to identify and address areas of potential risk and safety	Potential risks and safety concerns associated with lone working are identified and addressed	G	Year 2	Risk assessment completed and rolled out	n/a

Objective HE02 – Health & Safety Induction training

Key Goals: 1. Customers First, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HE02.1	Develop health & safety induction that ensures people receive induction training relevant to their role	All new employees and those changing roles receive an appropriate level of health & safety training at the induction stage	A	Years 1, 2	Health & Safety induction in place and delivered	HR
HE02.2	Ensure induction and other health & safety training is recorded and feeds into the central training record	Record of health & safety training recorded and up to date	G	Ongoing	Training is recorded on central record	HR

Objective HE03 – Health & safety Stress Management audits and risk assessment (link to HR04.4)

Key Goal: 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HE03.1	Develop and implement health & safety stress management audits and risk assessments	Increased awareness of issue of stress management. Compliance with HSE best practice	G	Years 1, 2	Risk assessments and audits in place	Health & Safety

Objective HE04 – Review the Health & Safety Manual

Key Goals: 1. Customers First, 2. Provider of Choice, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HE04.1	Fundamentally review the content and layout of the health & safety manual to ensure it is up to date and clear to all users	Consistent information on all health & safety matters in one source document held at every site	A	Year 2	Information contained in the manual reviewed and updated	n/a
HE04.2	Approval of the revised manual by SMT	Consistent information on all health & safety matters in one source document held at every site	A	Year 2	SMT approval	n/a
HE04.3	Printing and distribution of the revised manual	Up to date Manual held at every location	A	Year 2	Manual distributed	n/a
HE04.4	Version control and mechanisms in place to ensure each manual is regularly updated	Regularly updated manual	A	Year 1 and ongoing	Manual maintained and up to date	n/a

Objective HE05 – Fire Safety awareness training and fire emergency plans

Key Goals: 1. Customers First, 2. Provider of Choice, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HE05.1	Develop a process and material that ensures all staff receive fire safety awareness training appropriate to their role	Increased fire safety awareness among staff. Compliance with fire safety legislation	A	Years 1-2 (and ongoing)	Training appropriate to needs in place and delivered	n/a
HE05.2	Develop with Housing Services a Fire Safety Emergency Plan template that can be adapted for use at each location	Document setting out the fire safety management arrangements held at each location. Compliance with fire safety legislation and best practice	A	Ended year 1	Template in place and rolled out	Housing

3. Customer Services Departmental Plan

3.1 Housing Services Team Objectives

- HS01. To continue with the review of Policies and Procedures.
- HS02. To deliver Performance Improvement.
- HS03. To develop the Catering Service.
- HS04. To promote Tenant Participation.
- HS05. To develop the Benefits Advice Service
- HS06. To review the Allocation Process.
- HS07. To deliver a high quality of service and information to service users.
- HS08. To meet key legislative requirements

3.2 Supported Housing Team Objectives

- SH01. To withdraw from the direct provision of residential care services
- SH02. Negotiate revisions to contract or service models for housing support services in deficit at 31 March 2009
- SH03. To deliver new and review existing Policies and Procedures
- SH04. To deliver Regulatory and Contract Compliance
- SH05. To promote Service User Participation in Housing Support and Care at Home Services
- SH06. To deliver Performance Improvement

3.3 Isle of Arran Homes Team Objectives

- IH01. To assist in the development and provision of a range of new affordable housing on Arran.
- IH02. To maximise income and improve efficiency within Isle of Arran Homes
- IH03. To provide services to all by involving tenants and their communities in decisions that affects them.
- IH04. To value our staff.
- IH05. To promote and deliver Arran Care and Repair service.
- IH06. Delivery of a planned, cyclical and reactive maintenance programme.
- IH07. To deliver performance improvement

3.4 Housing Services Team Action Plan

Objective HS01 – To continue with the review of Policies and Procedures

Key Goals: 1. Customers First, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS01.1	Finalise and implement revised voids policy and procedures	Clear guidance for staff. Ensure minimum void periods. Ensure good practice is followed	R	Completed Year One	Revised Policy and Procedure finalised and implemented	Property Committee
HS01.2	Review Development Visit Policy & Procedure	Clear guidance for staff. Ensure appropriate support for development based staff. Ensure good use of time	G	Completed Year One	Revised Policy and Procedure reviewed	Property Finance Committee
HS01.3	Review and implement Housing & Management of Sex Offenders Policy & Procedure	Clear guidance for staff. Ensure good practice and legislative requirements are followed	A	November 2009	Revised Policy and Procedure reviewed and implemented	Tenants Committee
HS01.4	Review and implement Eviction Policy & Procedure	Clear guidance for staff. Ensure good practice and legislative requirements are followed	G	November 2009	Revised Policy and Procedure reviewed and implemented	Finance Committee
HS01.5	Review and implement Abandonment Policy & Procedure	Clear guidance for staff. Ensure good practice and legislative requirements are followed	G	November 2009	Revised Policy and Procedure reviewed and implemented	Committee
HS01.6	Review and implement Racial Harassment in Housing Policy & Procedure	Clear guidance for staff. Ensure good practice and legislative requirements are followed	G	August 2009	Revised Policy and Procedure reviewed and implemented	Committee Equal Opps
HS01.7	Review and implement "Use of Master Key" Procedure	Clear guidance for staff. Tenants will know when key will be used	A	May 2009	Revised Policy and Procedure reviewed and implemented	Tenants
HS01.8	Develop and implement Nutritional Policy & Procedure for Day Centres and Housing with Care developments	Clear guidance for staff. Ensure good practice is followed. Ensure nutritional meals are served to tenants	A	June 2009	Revised Policy and Procedure reviewed and implemented	Committee Tenants
HS01.9	Finalise and Implement revised Catering Policy and Procedure	Clear guidance for staff. Ensure good practice and legislative requirements are followed. Improved service for tenants	A	Completed Year One	Revised Policy and Procedure finalised and implemented	Committee Tenants

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS01.10	Complete a Policy Implementation Plan for each new and reviewed Policy and deliver staff training where identified as required	Confirm understanding for staff. Improved service for tenants. Ensure Policies and procedures are being implemented	G	Each time a Policy is developed or reviewed	Plan will have been completed each time a Policy is developed or reviewed and training provided where identified as required	Human Resources Corporate Services
HS01.11	Be available to assist with Rent & Service Charge Policy & Procedure review	Clarity, consistency and transparency in our charges	R	When required	Assistance requested from Finance will have been provided if required	Finance IT Rent Team
HS01.12	Review and implement Electrical Scooters & Wheelchairs Policy & procedure	Clear guidance for staff and tenants. Ensure good practice and legislative requirements are followed	G	February 2010	Procedure reviewed and implemented	Tenants Property Committee
HS01.13	Review and implement Decorations & Disturbances Allowances Policy & procedure	Clear guidance for staff and tenants. Ensure good practice and legislative requirements are followed	G	February 2010	Revised Policy and Procedure reviewed and implemented	Property Tenants Committee

Objective HS02 – To deliver Performance Improvement

Key Goals: 1. Customers First, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS02.1	Benchmark the “days to let” performance indicator with a minimum of 3 other Associations to identify if there are areas where procedure could be altered to improve performance	Performance against peers will have been identified	R	March 2010	Performance will have been benchmarked against a minimum of 3 other Associations and procedure amended if required	Property Finance
HS02.2	Monitor departmental budget for 09/10 to ensure spend is within budget and review for 2010/11 to ensure an appropriate budget is set	Ensure spend is within budget. Ensure income is spent effectively during 09/10 and ensure an appropriate budget is set for 2010/11	A	Monthly	Spend during 09/10 will be within budget and an appropriate budget will have been set for 2010/11	Finance
HS02.3	Develop and implement Service Level Agreements with Hanover Telecare for the provision of the alarm service	Service provided will be clear for tenants and staff	A	December 2009	SLA's in place with Hanover Telecare for all developments linked to Telecare	Hanover Telecare

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS02.4	Develop and implement Service Level Agreements with MECS for the provision of the alarm service	Service to be provided will be clear for tenants and staff	A	March 2010	SLA in place with MECS for all developments linked to MECS	MECS
HS02.5	Develop and implement Service Level Agreements with Dumfries & Galloway Carecall for the provision of the alarm service	Service to be provided will be clear for tenants and staff	A	March 2010	SLA in place with Carecall for all developments linked to Carecall	Carecall
HS02.6	Review and set all Key Performance Indicators relating to housing services	Ensure we are performing at maximum potential. Ensure good practice is followed. Ensure appropriate KPI's are in place	A	Reviewed and set by April 2010	All KPI's relating to housing services will have been reviewed and set	Property
HS02.7	Review the provision of the Local Representative service in amenity developments by sending out a satisfaction survey to amenity tenants and reviewing the cost and benefits of this service to the Association	The need for this service will be reviewed	G	09/10	A satisfaction survey will have been sent out to amenity tenants and the cost and benefits of this service to the Association will have been reviewed	Amenity Tenants Property SMT
HS02.8	Review the arrangement in place with TC Young for the provision of legal services in relation to cost and level of service provided and compare with other providers	Cost and service levels will be agreed between both parties	G	December 2009	The arrangement in place with TC Young for the provision of legal services will have been reviewed in relation to cost and level of service provided and compared with other providers	TC Young
HS02.9	Review service provision at Lochinver, including housing support funding position, in conjunction with the council following resignation of Coordinator and implement any changes agreed	Service provision, including housing support funding position, will have been reviewed	R	09/10	Service provision at Lochinver, including housing support funding position, will have been reviewed and any changes agreed implemented	Tenants Highland Council SMT

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS02.10	Review service provision at Lewis Street, Stornoway , including housing support funding position, in conjunction with the council following resignation of Coordinator and implement any changes agreed	Service provision, including housing support funding position, will have been reviewed	R	09/10	Service provision at Lewis Street, including housing support funding position, will have been reviewed and any changes	Tenants Western Isles Council SMT
HS02.11	Review service provision at Netherlee, including housing support funding position, in conjunction with the council following resignation of Coordinator and implement any changes agreed	Service provision, including housing support funding position, will have been reviewed	R	09/10	Service provision at Netherlee, including housing support funding position, will have been reviewed and any changes agreed implemented	Tenants East Renfrewshire Council SMT
HS02.12	Review service provision at Carmunnock, including housing support funding position, in conjunction with the council following resignation of Coordinator and implement any changes agreed	Service provision, including housing support funding position, will have been reviewed	R	09/10	Service provision at Carmunnock, including housing support funding position, will have been reviewed and any changes agreed implemented	Tenants Glasgow City Council SMT
HS02.13	Review service provision at Killin, including housing support funding position, in conjunction with the council and implement any changes agreed	Service provision will have been reviewed and housing support deficit considered	R	09/10	Service provided will have been reviewed and decisions made implemented	Tenants Stirling Council SMT
HS02.14	Review arrangements, including financial, with Medico for the use of Trusts premises in Argyll & Bute to determine if they are appropriate and implement any changes required	Arrangement will be reviewed to determine if appropriate	G	09/10	Arrangements, including charges, will have been reviewed to determine if they are appropriate and any changes required implemented	Medico Finance
HS02.15	Review service provision at Forfar, including housing support funding position, in conjunction with the council and implement any changes agreed	Service provision will have been reviewed and housing support deficit considered	R	09/10	Service provided will have been reviewed and decisions made implemented	Tenants Angus Council SMT

Objective HS03 – To develop the Catering Service

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS03.1	Review pilot of providing food to sheltered tenants at High Blantyre in relation to cost, satisfaction and impact on very sheltered tenancies	The pilot will have been reviewed in relation to cost, satisfaction and impact on very sheltered tenancies and will allow informed decisions to be made about rolling this out to other developments	G	June 2009	The pilot of providing food to sheltered tenants at High Blantyre in relation to cost, satisfaction and impact on very sheltered tenancies will have been reviewed	Tenants
HS03.2	Assist in the management of conversion projects identified through the development group where food is to be provided	Conversions will be carried out in the most efficient way. Ensure good value for money. Increase efficiency ensuring good value quality meals are provided to tenants	R	When projects are identified	Assistance will have been provided in the management of conversion projects identified through the development group where food is to be provided	Property Finance Human Resources
HS03.3	Monitor the Catering Consultancy arrangements in place with Hanover and Viewpoint Housing Associations by holding a meeting with each Association to obtain feedback on the service provided	Sharing of good practice. Income generation	G	August 2009	Meeting will have been held with Hanover and Viewpoint Housing Associations individually to monitor the Catering Consultancy arrangements in place to obtain feedback on the service provided	Hanover Viewpoint Finance
HS03.4	Review ongoing management of staff involved in food provision	Maximise efficiency Determine appropriate supervision arrangements	G	Completed Year One	Management arrangements of staff involved in food provision will have been reviewed	Human Resources
HS03.5	Develop and implement a cleaning schedule for each development	Clear guidance for staff Improved cleaning service for tenants	A	December 09	Cleaning schedule for each development will have been developed and implemented	Paragon

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS03.6	Enter into contract, following a tender process, for the provision of food in developments	Ensure good value for money	A	April 2010	Contract in place, following tender process, for food provision	Corporate Services Finance
HS03.7	Enter into contract, following a tender process, for the provision of cleaning products and services in developments	Ensure good value for money	A	April 2010	Contract in place, following tender process, for cleaning products and services provision	Corporate Services Finance
HS03.8	Catering Manager to carry out 3 development visits per annum to developments that provide food and complete a development visit report	Ensure procedures are being followed	G	3 times a year	3 development visits per annum to be carried out by Catering Manager to developments that provide food and a development visit report completed	NA

Objective HS04 – To promote Tenant Participation

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS04.1	Provide support to tenant groups who express an interest in becoming an RTO	Meet good practice and legislative requirements	G	As requested	Support provided to developments wishing to form an RTO	Tenants All departments TPO
HS04.2	Implement action plan for revised TP Strategy	Maximise opportunities for consultation. Meet good practice and legislative requirements	G	As per action plan	Progress actions as per plan	Tenants All departments TPO
HS04.3	Hold Tenants Conference and measure satisfaction	Maximise opportunity to consult with tenants and hear their views	G	May 2009	Conference will be held and satisfaction levels will be measured	Tenants All departments TPO
HS04.4	Deliver staff training to promote awareness of tenant participation	Meet good practice and legislative requirements	G	March 2010	Training will have been delivered	All departments TPO
HS04.5	Conduct option appraisal on approaches to consulting with general needs and amenity tenants	Maximise opportunity to consult with tenants and hear their views	G	December 2009	Option appraisal will have been conducted on approaches to consulting with general needs and amenity tenants	Tenants TPO
HS04.6	Develop Tenant Participation Policy	Clear guidance for staff. Ensure good practice and legislative requirements are followed. Maximise consultation opportunities for tenants	G	Ended Year One	NA	All Departments Tenants TPO

Objective HS05 – To develop the Benefits Advice Service

Key Goals: 1. Customers First, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS05.1	Increase awareness of benefits amongst tenants by including a benefits article in every tenants newsletter	Maximise Awareness of benefits	G	3 times per annum – March, July & November	Regular newsletter item	Corporate Services
HS05.2	Maximise benefits take up	Maximise tenants income and minimise arrears	G	Ongoing	Take up of benefits will increase	Rent Team
HS05.3	Implement peer review system for benefits case work	Ensure quality of advice given is acceptable	G	June 2009	Peer review system for benefits case work will have been implemented	Hanover Bield
HS05.4	Update “Easy Guide to Benefits”	Information in the Easy Guide will be up to date	G	February 2010	“Easy Guide to Benefits” publication will have been updated	Hanover Bield
HS05.5	Update Benefits Manual for staff	Information in the manual will be up to date	G	February 2010	Manual will have been updated	Hanover Bield

Objective HS06 – To review the Allocation Process

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS06.1	Review and implement Allocations Policy and procedures	Clear guidance for staff. Ensure good practice and legislative requirements are followed. Maximise income and minimise voids	A	July 2010	Revised Policy & Procedure will have been reviewed and implemented	Property Committee Tenants Applicants Bield & Hanover
HS06.2	Finalise landlord and public site of the SHOP common housing register	Increase applicant options to apply for housing. Computerised allocations system. Increase supply of applicants. Increase awareness of Trust	A	March 2010	Landlord and public site will be finalised	IT Scout Solutions Bield Hanover
HS06.3	Implement and evaluate Choice Based Lettings (CBL) for Trusts stock in Edinburgh	Increase options to apply for housing. Increase supply of applicants. Reduce void loss. Increase awareness of Trust	A	Completed Year One	Stock in Edinburgh will be allocated through CBL	Edinburgh Council New Tenants Applicants
HS06.4	Progress Mortgage to Rent referrals in line with procedure	Contribution to reducing homelessness. Marginally increase stock	A	When referrals are received	Mortgage to Rent referrals will have been progressed in line with procedure	Property Finance Scottish Housing Regulator

Objective HS07 – To deliver a high quality of service and information to service users

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS07.1	Measure satisfaction across a range of services by sending out a questionnaire to tenants in all forms of supported housing	Provide info on levels of satisfaction which will enable us to address low levels of satisfaction	G	Annually	Satisfaction will have been measured across a range of services by sending out a questionnaire to tenants in all forms of supported housing	Strategy & Performance Manager Corporate Services TPO Tenants Applicants
HS07.2	Investigate availability and cost of photo boards for developments	Tenants and their visitors will know who staff are and what their role is	G	December 2009	Information will be gathered on the availability and cost of photo boards for developments which will be fed into the 2010/11 budget if a decision is made to provide	Tenants TPO Corporate Services
HS07.3	Finalise contract and Trust catalogue for the provision of hard and soft furnishings in developments	Value for money Consistent standard in developments. More efficient approach. Improve tenant satisfaction	G	May 2009	Contract and Trust catalogue for the provision of hard and soft furnishings in developments will be finalised	Corporate Services Finance Property Furnished Homes
HS07.4	Roll out tenant focussed interviews on the housing support service across two branches during the year	Satisfaction levels will be measured and an action plan put in place to improve satisfaction	G	March 2010	Interviews will be rolled out across 2 more branches	Strategy & Performance Manager
HS07.5	Investigate availability and cost of notice boards for developments	Ensure tenants are kept fully informed	G	09/10	Information will be gathered on the availability and cost of notice boards for developments which will be fed into the 2010/11 budget if a decision is made to provide	Corporate Services Tenants
HS07.6	Service Managers to carry out development visits as per schedule and complete a development visit report	Ensure procedures are being followed	G	As per schedule	Service Managers will have carried out development visits as per schedule and have completed a development visit report	NA

Objective HS08 – To meet key legislative requirements

Key Goals: 1. Customers First, 3. Prepared for Change, Ready for Opportunities, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS08.1	Review provision of overnight cover in developments by consulting with tenants and staff and implementing decisions made by the Board on recommendations	Ensure compliance with Working Time Directive and National Minimum Wage legislation. Attract a wider pool of applicants for vacancies	A	December 2009	The provision of overnight cover in developments will have been reviewed by consulting with tenants and staff and implementing decisions made by the Board on recommendations	Human Resources Committee SMT Tenants Staff
HS08.2	Review provision of inactivity monitoring service in developments by consulting with tenants and staff and implementing decisions made by the Board on recommendations	Provision will have been reviewed	G	December 2009	The provision of the inactivity monitoring service in developments will have been reviewed by consulting with tenants and staff and implementing decisions made by the Board on recommendations	Committee SMT Tenants Staff
HS08.3	Review provision of tied accommodation by consulting with tenants and staff and implementing decisions made by the Board on recommendations	Provision will have been reviewed	G	December 2009	The provision of tied accommodation will have been reviewed by consulting with tenants and staff and implementing decisions made by the Board on recommendations	Human Resources Committee SMT Tenants Staff
HS08.4	Complete housing sections of APSR in line with the demands of the Scottish Housing Regulator	Meet legislative requirement. Make peer comparisons	A	By June 2009	Housing sections of the APSR complete in line with the demands of the Scottish Housing Regulator	Scottish Housing Regulator
HS08.5	Finalise and implement an additional two section 5 Protocols and nomination arrangements with councils	Contribution to reducing homelessness. Meet good practice and legislative requirements	A	March 2009	An additional two section 5 Protocols and nomination arrangements with councils will have been finalised and implemented	Councils
HS08.6	Submit Care Commission returns within timescale set by the Care Commission	Meet legislative requirement. Receive confirmation of standard of service provided to tenants. Make peer comparisons	A	Feb 2010	Care Commission returns will have been submitted within the timescale set by the Care Commission	Care Commission Human Resources Corporate Services

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
HS08.7	Carry out Risk Assessments in developments according to schedule	Meet legislative requirements. Ensure risk to tenants, staff and visitors is assessed and minimised	A	As per schedule	Risk Assessments in developments will have been carried out according to schedule	Health & Safety Property
HS08.8	Implement internal & external audit recommendations as per action plan	Reduce risk to the Association. Ensure best practice is followed	A	As per action plan	Implement internal & external audit recommendations will have been carried out as per action plan	Audit Committee

3.5 Supported Housing Team Plan

Objective SH01 – To withdraw from the direct provision of residential care services

Key Goals: 3. Prepared for Change, Ready for Opportunities 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
SH01.1	Through an Action Plan, deliver closure and/or sale of Buchanan House within timescales agreed by the Board	End revenue losses	G	Year 1, by 31/03/09	Service closed or sold by 31/03/2009	External purchaser. Scottish Government Scottish Housing Regulator Property & Development Finance
SH01.2	Through an Action Plan, deliver closure and/or sale of Kilncraigs House	End revenue losses	A	Year 2, by 31/03/2010	Service closed or transferred by 31/03/2010	Scottish Government Scottish Housing Regulator Property & Development Finance
SH01.3	Through an Action Plan, deliver transfer of undertaking to alternative provider of residential care services at Lochar Lodge, Pollok	End revenue losses	A	Year 2, by 31/07/2009	Service transferred by end July 2009	Glasgow City Council Bield Housing Association Financial Services Property Services HR

Objective SH02 – Negotiate revisions to contract or service models for housing support services in deficit at 31 March 2009

Key Goals: 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
SH02.1	Identify by Council area, all housing support services operating at a deficit at 31/03/09	Reduce/remove recurring revenue deficits	R	Year 2 (by 31/07/09)	Accurate 2008/09 outturn figures will be available and priorities identified	Financial Services, Councils
SH02.2	Complete options appraisals for services in top three Council areas by deficit	Reduce/remove recurring revenue deficits	R	Year 2 (by 31/08/09)	Option appraisals will have been completed for services in "top three" Council areas	Financial Services, HR, Councils
SH02.3	Cease delivery or deliver revised services operating at breakeven in top three Council areas by deficit	Reduce/remove recurring revenue deficits	R	Year 2 (by 31/03/10)	There will be no projected deficits in 2010/11 on housing support services in the "top three" Council areas	Financial Services, HR, Councils

Objective SH03 – To deliver new and review existing Policies and Procedures

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
SH03.1	Produce new policies on <ul style="list-style-type: none"> Management of Service User Finances 	Improve Care Commission self assessment grading. Clear policy position for staff/external bodies. Meet contract requirements	G	2 (by July '09)	New policies and procedures will have been approved and operational by 31/03/2010	Housing, Service Users, Committee
SH03.2	Review all policies and procedures; <ul style="list-style-type: none"> Challenging Behaviour Restraint in Support Services, and Protecting Vulnerable People from Harm (currently Adult Protection from Abuse) 	Continuous improvement of practice Include current legislation & good practice	G	2 (by September '09)	All policies and procedures requiring review will have been approved by the Board by 31/03/2010	Housing, Service Users, Committee

Objective SH04 – To deliver Regulatory and Contract Compliance

Key Goals: 1. Customers First, 2. Provider of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
SH04.1	All Care Commission annual self assessment returns to include service user input	Regulatory compliance	G	2	Regulatory compliance in this area will have been achieved	Housing, Service Users
SH04.2	Have obtained information from at least three other organisations on their Quality Assurance Systems for housing support and care at home services	Will provide information to develop a draft QAS, allowing it to be piloted within Trust	G	2	Sufficient suitable information on operational QAS systems will have been gathered to allow development of a pilot QAS within Trust	Housing HR External Organisations
SH04.3	Implement a pilot Quality Assurance System in one Branch	Test the suitability of proposed Quality Assurance System in advance of full implementation	G	2	A pilot Quality Assurance will have been piloted and outcomes assessed	Housing

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
SH04.4	Implement a Quality Assurance System covering all housing support and care at home services	Contributes to regulatory compliance; contributes to continuous improvement; contributes to improved tenant satisfaction	G	3	A full Quality Assurance System will be in place for all housing support and care at home services	Housing
SH04.5	Inform staff on new/revised contract requirements	Contract compliance; improved staff awareness	G	2-5	Appropriate staff will have been advised of contract compliance requirements within one month of new/revised contract being implemented	Housing HR

Objective SH05 – To promote Service User Participation in Housing Support and Care at Home Services

Key Goals: 1. Customers First, 2. Provider of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
SH05.1	Establish service user role in quality assurance system of Housing Support and Care services	We learn from service user experience of our services	G	3 and ongoing	Tenants will be involved in assessing and measuring quality of housing support and care at home services	Housing Property Policy Officer Service Users
SH05.2	Prepare and implement service user surveys on 10%/annum of housing support and 100%/annum care at home services	Inclusion of service user feedback to continuously improve services Inclusion of service user feedback to improve our Care Commission grading	G	2 and ongoing	First Survey results analysed and reported to SMT October '09	Housing Policy Officer TPO Service Users Corporate Services - Support

Objective SH06 – To deliver Performance Improvement

Key Goals: 1. Customers First, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
SH06.1	Monitor departmental budget for 09/10 to ensure spend is within budget and review for 2010/11 to ensure an appropriate budget is set	Ensure spend is within budget. Ensure income is spent effectively during 09/10 and ensure an appropriate budget is set for 2010/11	A	Monthly	Spend during 09/10 will be within budget and an appropriate budget will have been set for 2010/11	Finance

3.6 Isle of Arran Homes Team Action Plan

Objective IH01 – To Assist in the Development & Provision of a Range of New Affordable Housing on Arran

Key Goal: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IH01.1	Undertake a regular assessment of housing need on Arran	To address housing need	G	Completed in Year 1. Ongoing in Year 2	Comprehensive analysis through data base. Annual review carried out	Property & Development. North Ayrshire Council
IH01.2	Seek new housing sites to meet the type of housing development required	Meets the needs of applicants and others requiring housing	A	Completed in Year 1. Ongoing in Year 2	Regular reports to Sub Committee. Reported on in Work Plan	P & D NAC
IH01.3	To work in partnership with North Ayrshire Council & Scottish Government to progress new housing development opportunities	Established partnerships. Meeting common aims	A	Completed in Year 1. Ongoing in Year 2	Regular reports to Sub Committee. Information recorded in SHIP. Reported on in Work plan	P & D NAC Scottish Government
IH01.4	To ensure new development proposals are included within the Strategic Housing Investment Plan (SHIP) submission	Long term housing plan identified. Financial investment required is clearly identified	A	Completed in Year 1. Ongoing in Year 2	Regular reports to Sub Committee Inclusion within the SHIP	P & D NAC
IH01.5	Where practical all new housing developments to be designed to "Housing For Varying Needs" standards	Creation of "lifetime homes". Suitable for a range of applicants needs	G	Completed in Year 1. Ongoing in Year 2	Regular reports to Sub Committee. Monitored through development team briefings	P & D
IH01.6	To monitor and report on progress in site acquisitions to IOAH Committee bi-monthly	Committee members are kept well informed. Opportunity to question staff	G	Completed in Year 1. Ongoing in Year 2	Regular reports to Sub Committee monitoring progress. Detailed progress in Work plan	n/a

Objective IH02 – To Maximise Income and Improve Efficiency Within Isle of Arran Homes

Key Goal: 1. Customers First

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IH02.1	Work to ensure that current and former tenant arrears do not exceed agreed target	Increases the rental income to the Association. Introduces good housing management practices	G	Completed in Year 1. Ongoing in Year 2	Achievement of KPI target. Regular report to Sub Committee	Finance IT
IH02.2	Void losses not to exceed agreed target	Restricts loss of income to the Association. Ensures best practice	G	Completed in Year 1. Ongoing in Year 2	Achievement of KPI target. Regular report to Sub Committee	Finance IT
IH02.3	Agreed percentage target of all voids to be let within 2 weeks	Waiting lists are reduced. Increased tenant satisfaction	G	Completed in Year 1. Ongoing in Year 2	Achievement of KPI target. Regular report to Sub Committee	NAC
IH02.4	Enable and support tenants to take up their entitlement to all Benefits	Providing a high level of quality services to tenants. Quicker turnaround in the processing of claims. Assists in maximising any rental income due to the Association	A	Completed in Year 1. Ongoing in Year 2	Monitored through individual staff Work plans. Regular bi-monthly liaison meetings with NAC HB staff	NAC
IH02.5	Arrange and attend bi-monthly meetings with NAC Housing Benefit staff in order to promote good working relationships staff and other appropriate agencies.	Individual cases can be dealt with quickly. Back dating requests can be considered. Early notice of appeals can be referred	A	Completed in Year 1. Ongoing in Year 2	Monitored through individual staff Work plans. Regular bi-monthly liaison meetings with NAC HB staff. Regular report to Sub Committee	NAC
IH02.6	Reconcile expenditure within financial reports prepared by Finance. Liaise and take corrective action with the responsible Finance Officer on any ad hoc variances	An early warning system on any financial irregularities is established. Corrective action can be taken timeously. Introduces an element of best practice	G	Completed in Year 1. Ongoing in Year 2	Liaison with Finance Officer. Reports to Sub Committee on progress	Budget Finance IT
IH02.7	Bi-monthly reports submitted to IOAH Committee on Key Performance Indicators	Provides a clear indication of management performance in key areas of work. Easily understood report format using descriptive graphs	G	Completed in Year 1 and ongoing	Achievement of pre set KPI targets. Regular bi-monthly reports submitted to Sub Committee	Finance IT Admin Support

Objective IH03 – To Provide Services to All by Involving Tenants and Their Communities in Decisions that Affect Them

Key Goal: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IH03.1	To hold 3 tenants meetings during the year to gauge support to establish a tenant's group and to organise a Tenant's Event	Better Communication. Partnership working with tenants. We become a good listening organisation putting tenants first	A	Ongoing	3 Meetings to be held in the year, formal minutes taken and reports submitted to Sub committee. A tenants group established. Tenants' event arranged	Housing
IH03.2	Consult tenants on issues that directly affect them i.e. proposed housing policy changes; annual rent increase and service charge increases	Provide choice. Obtain an appraisal on what we intend to do. Creates best practice in working together. Maximise opportunities to obtain tenants view	A	Completed in Year 1. Ongoing in Year 2	Feedback received from consultation incorporated in review. Awareness amongst staff and tenants will increase	Supported Housing Housing Property Finance
IH03.3	Provide information on Arran issues through regular newsletters articles produced for tenants every 4 months	Regular communication with tenants informing them on what we are doing	G	Completed in Year 1. Ongoing in Year 2	Bi-monthly update to Sub Committee. Contribute to informed articles in Newsletters. Tenants informed on Arran issues through newsletter articles	Housing
IH03.5	Review and Publish IOAH Tenant's Handbook every 2 years	Benefit to tenants. Quality information and understanding regarding their tenancy	G	Completed in Year 1. Ongoing for review & completion in Year 3	Through individual staff work plans. Report on progress to Sub Committee. Publication of new Tenant's Handbook. Tenant satisfaction survey	Housing

Objective IH04 – To Value Our Staff

Key Goal: 3. Prepared for Change Ready for Opportunities, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IH04.1	Hold 1:1 meetings with all staff 6 weekly intervals	Frank exchange of views. Knowledge of staff performance and achievements. Allows opportunity to praise performance. Offers a regular means of appraisal	G	Completed in Year 1. Ongoing in Year 2	1:1 meetings held with all staff every 6 weeks	n/a
IH04.2	To communicate with and support staff to ensure they are kept informed of Trust progress against the Corporate Strategy and Departmental Objectives at quarterly team meetings and 1:1's	Regular communication with whole staff team on issues affecting Isle of Arran Homes. Exchange of views and ideas. Staff kept well informed	A	Completed in Year 1. Ongoing in Year 2	Feedback from staff at 1:1's. Agenda prepared and minutes taken	n/a
IH04.3	Identify staff development needs and opportunities through 1:1's to ensure staff personal development plans are completed to optimise skill base	Legislative changes addressed. Best practice sought. Increased support and training for staff will enable them to be better at their job. Leads to providing better customer services on a quality led basis	G	Ongoing	Regular liaison maintained with Training Officer. Discussions held with staff at 1:1's	Human Resources

Objective IH05 – To Promote and Deliver Arran Care and Repair Service

Key Goal: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IH05.1	To continue to seek funding of at least £100,000 per annum for the project through NAC Steering Group	Assisting home owners to stay put rather than moving on to other special needs accommodation	A	Completed in Year 1. Ongoing in Year 2	Monitor monthly expenditure against budget. Preparation of Annual Business Plan for Steering Group	NAC NHS Ayrshire & Arran
IH05.2	To process grant application requests from home owners over 60 years of age, within the capital grant expenditure limits set for the year	Allows home owners to live independently, comfortably and safely in their own home. To address legislative changes. Providing customer service on a quality lead basis	A	Completed in Year 1. Ongoing in Year 2	Monitor expenditure on individual grant projects. Regular progress report to IOAH Sub Committee & NAC Steering Group. Client satisfaction surveys	Budget Finance IT NAC OT Contractors
IH05.3	To seek annual minimum funding of at least £5000 from NAC steering Group and process individual grant applications from elderly home owners for repairs up to a maximum of £100	Assists owners with small day to day essential repairs up to £100 labour costs. Provides quality lead service to elderly home owners	A	Completed in Year 1. Ongoing in Year 2	Monitor monthly expenditure against budget. Potential to assist 50 clients per annum. Customer surveys	NAC OT Contractors

Objective IH06 – To Deliver a Planned, Cyclical and Reactive Maintenance Programme

Key Goal: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IH06.1	To ensure we complete the projects planned and budgeted for the year, to attain the Scottish Housing Quality Standards in respect of the Arran housing stock	Adheres to present Scottish Government directive in providing warm, comfortable well designed homes	A	Completed in Year 1. Ongoing in Year 2	Monitor monthly expenditure against budget. Post inspections. Customer surveys	Property
IH06.2	To carry out an annual inspection of all housing developments & prepare an annual programme and draft financial maintenance budget in respect of planned, cyclical and reactive maintenance	Provides for a well maintained housing stock. Allows for adequate finance to be planned into meeting investment proposals. Planned investment can reduce future reactive maintenance, and lead to housing being sustainable. Provides a snapshot of the stock condition	G	Completed in Year 1. Ongoing in Year 2	Tenant feedback. Regular annual inspection of housing stock Informs the maintenance programme. Tenant surveys. Property letting improved	Property Budget
IH06.3	To plan, prepare and deliver a yearly external paintwork programme over a 5 year period	Provides for a well maintained stock externally and reduces the need for general repairs. Cost efficiency introduced	G	Completed in Year 1. Ongoing in Year 2	Programme approved by Trust Board. Monitor monthly expenditure against budget. Tenant surveys. Progress reported to Sub Committee	Property
IH06.4	To monitor all repairs and maintenance expenditure against budget, take corrective action and report thereon	Good budgetary control. Early corrective action can be taken where necessary. Ensures best practice	G	Completed in Year 1. Ongoing in Year 2	Regular Finance reports submitted to Sub Committee/Board	Property Budget Finance
IH06.5	To evaluate new housing support requirements on behalf of disabled tenants, and where necessary arrange to carry out the required physical adaptations to existing properties	Enhanced quality of life to tenants with support needs. Allow tenants to remain in their home without the need to move on to other housing	A	Completed in year 1. Ongoing in Year 2 (depending on funding)	Included within Association's investment strategy and SDFP return to Scottish Government. Regular report to Sub Committee	P & D NAC C S Occupational Therapist

Objective IH07 – To deliver Performance Improvement

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IH07.1	Review our void processes collectively and individually and identify areas for change. Investigate options to reduce void periods	Maximise income. Clear void process - with improved relets timescale. Improve performance against peers	A	Completed in Year 1. Ongoing in Year 2	KPI indicators in place and progress reported regularly to Sub Committee. Properties turned around quicker for reletting	Housing Property
IH07.2	Monitor office expenditure against budget	Ensure spend is within budget. Ensure income is spent effectively	G	Completed in Year 1. Ongoing in Year 2	Monthly expenditure reports received from Finance	Budget
IH07.3	Implement Service Level Agreements with North Ayrshire Council in delivery of Section 5 Homelessness Referrals and housing allocation nominations	Service to be provided will be clear for tenants and staff. Contributes to reducing homelessness	G	Completed in Year 1. Ongoing in Year 2	50% nomination rights to all vacancies. Statutory requirement to assist NAC with Homeless cases	Housing NAC
IH07.4	Monitor Housing Key Performance Indicators against agreed targets	Ensure we are performing at maximum potential. Ensure good practice is followed. Ensure appropriate PI's are in place	G	Completed in Year 1. Ongoing in Year 2	Reported on regularly to Sub Committee. Clearly agreed targets set for each area of performance	Housing Property Finance IT
IH07.5	Review Housing Allocation Policy and Procedures	Ensure compliance with legislation. Best Practice in housing management is utilised. Change for the better. Clear guidance for staff	G	Completed in Year 1. Ongoing in Year 2	To collect feedback from customers and other users. Revised policy & procedure operational	Housing
IHS07.6	To review how we deliver our sheltered housing services to match the reduction in Supporting People funding	Cost effective way of managing the service. Supporting people services continue to provide value for money	A	Completed in Year 1. Ongoing in Year 2	Procedures agreed with Team. Use feedback from users and others involved in the service. Care Commission inspection	Housing Supported Housing
IH07.7	To monitor our service delivery against agreed Customer Care Standards	Introduces the concept of Best Value. Provides quality customer service. Ensures we are performing at maximum potential	G	Ongoing	Customer surveys. Feedback from staff and end users. Regular discussion with Tenants Group	All Departments

4. Financial Services Departmental Plan

4.1 Financial Services Team Objectives

- FS01 Development of Customer Focus and Resilience
- FS02 Improved Financial Planning,
- FS03 Improved Financial Reporting
- FS04 Effective Control and Reporting Systems
- FS05 Evaluate Project Proposals and Ensure Payback on Capital Expenditure
- FS06 Pricing Strategy
- FS07 Develop Environmental and Market Awareness
- FS08 Develop the Financial Control Framework
- FS09 Review and Increase the use of Technology
- FS10 Review Compliance and Risk Management

4.2 Rent Team Objectives

- RT01. Improve Customer Service and Efficiency

4.3 Information Technology Team Objectives

- IT01. Optimise Utilisation of IT Systems
- IT02. Maintain and Develop the IT infrastructure

4.4 Financial Services Team Action Plan

Objective FS01 – Development of Customer Focus and Resilience (Finance, Rent and IT teams)

Key Goals: 1. Customers First, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS01.1	Identify development needs and opportunities through regular 1:1 meetings	Increased support for staff and increased training will benefit both personal development and the strength and resilience of the department	A	By end of year 3	Deliver 1-to-1's on timescale to capture development needs	HR, Staff Resources
FS01.2	Hold 1-to-1's and team meetings at agreed intervals to ensure staff are kept informed of Trust progress against the Strategy and Departmental Objectives	Provides Trust with a more knowledgeable and motivated workforce	G	Over the five year period of the plan	1-to-1's and team meetings held at agreed intervals	Staff Resources
FS01.3	Link all staff tasks to strategic objectives through 1-to-1 workplans - ensure that appropriate links are made to corporate strategy	Increased staff awareness of role within wider structure will enable a more focussed approach to service delivery	G	Over the five year period of the plan	Workplan tasks are all linked to the corporate strategy	Staff Resources
FS01.4	Finalise departmental training plan to deliver training to optimise skills mix and staff utilisation	Increased staff awareness of role within wider structure will enable a more focussed approach to service delivery	G	Over the five year period of the plan	Finalise and implement training plan	Staff Resources

Objective FS02 – Improved Financial Planning

Key Goals: 1. Customers First, 3. Prepared for Change Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS02.1	Conduct option appraisal to further develop the Revenue Budget Model to a full 5 year rolling financial plan	The Budget Model will be easier to produce and amend, offering better transparency and will have clearer links to the corporate strategy. A 5 year capital plan will link to the revenue budget and support longer term development initiatives	R	Ongoing	Option appraisal complete	Staff Resources systems/ technology
FS02.2	Issue budgets approved by the Board to all Budget Holders annually and within timescale	Budget Holders will have clear guidance and understanding on their budget	R	Annually	Timescales met	Available technology
FS02.3	Monitor and assist Budget Holders with monthly management accounts to keep within spending limits	Increased comprehension and an awareness of budgetary impacts. Also flags up any potential problems at an early date	R	Monthly On-going	Actuals come back within budget	Competences of Budget Holders
FS02.4	Present the monthly management accounts to Strategy Sub Committee	The Sub Committee will receive clear and concise information	R	By end of year one	Accounts presented and agreed	Staff Resources Staff and Board Member training
FS02.5	Present to Strategy Sub Committee the revenue targets	Allows Budget Holders to have a clear focus – links to corporate delivery objectives	R	By end of year one, then on-going	The targets are presented and accepted by Sub Committee	Budget Holders
FS02.6	Conduct option appraisal to develop a 5 year capital planning framework by Sept 2009	Enhanced and improved financial planning and resource allocation	R	September 09	Option appraisal complete	

Objective FS03 – Improved Financial Reporting

Key Goal: 1. Customers First, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS03.1	Seek views from SMT budget holders on how to improve style and format of budget reports	Reports will become more succinct and user-friendly for the reader	A	By end of year two	Views sought from SMT budget holders and suggested improvements adopted	Training issues
FS03.2	Ensure that reports are highly targeted and responsive to the busy needs of the recipients	Reports easier to understand and monitor	A	By end of year two	Feedback will be sought from Budget Holders	Implementing new technology and training on technical report writing
FS03.3	Draft and adopt a communication plan that identifies priorities for targeted external communication	Enhanced effectiveness Better communication	A	By end of year two	Communication plan adopted	Staff Resources
FS03.4	Allow all Budget Holders direct access to the Finance System to view and print reports	Budget Holders will have up-to-date information without the need to ask Finance for reports	G	By end of year two	Access allowed for all budget holders	Budget Holders being proactive
FS03.5	Be available to support Budget Holders and Board Members on issues relating to financial reporting when required	Greater understanding of said groups, better decision making	G	By end of year two	Support provided as required	Training requirement from HR

Objective FS04 – Effective Control and Reporting Systems

Key Goal: 1. Customers First, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS04.1	Review KPIs for performance management based on feedback from relevant Sub Committees	Increased efficiency, accountability and transparency	R	By end of year two	Feedback sought from Sub Committees and KPIs reviewed	Sub Committee approval
FS04.2	Monitor the internal and external audit action plans on a bi-monthly basis to ensure individual internal and external audit recommendations are actioned	Incorporates best practice and minimises risk	R	Ongoing	Bi-monthly monitoring carried out at SMT meetings	Approval given at Audit Committees
FS04.3	Prepare and implement an internal control document for ensuring month end controls are operating within agreed timescales	Reduces risk of key tasks not being completed timeously	R	By middle of year two	Internal control document implemented	Staff resources
FS04.4	Finance Dept to prepare an audit visit plan to check development finances, petty cash and OneCard checks	Increases accountability, reduces risk. Will lead to best practices being implemented	R	By middle of year two	Audit visit plan prepared	Staff resources
FS04.5	Monitor compliance with internal control timescales (post FS04.3)	Identification of system/process blockages	A	Start end of year two	Monthly monitoring by Financial Controller	

Objective FS05 – Evaluate Project Proposals and Ensure Payback on Capital Expenditure

Key Goal: 3. Prepared for Change, Ready for Opportunities, 1. Customers First

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS05.1	Evaluate all Capital Project proposals through an option appraisal system	Projects will be evaluated on a costing model; Budget Holders will be offered clear guidance on the financial evaluation of projects	R	By middle of year two	Option appraisal completed for all Capital Project proposals	Information and consultation from SMT
FS05.2	Review monthly accounts to focus on identifying efficiencies and reducing costs wherever possible	Finance will work more closely with relevant departments in the identification of efficiencies	R	Monthly	Monthly reviews conducted	Staff resources within Finance and Budget Holder agreement
FS05.3	Review within one month of initial approach the tax implications of any Strategic Projects before implementation	Risk of Revenue and Customs control visit reduced	R	Ended Year One	Clean control checks from HMRC	Expertise on VAT issues
FS05.4	Implement a cost/benefit analysis process to assess any new Strategic Projects	Ensure that future cash flows can be identified and measured	R	Ongoing	CBA process implemented	Information and consultation from SMT
FS05.5	Ensure Payback or Cost Efficiency will result from Capital Expenditure	To ensure expenditure is reasonable, both in amount and the most cost efficient method of delivery	R	Ended Year One	Costing papers will be prepared for review	Additional time requirements
FS05.6	Review the monthly procedure for calculating depreciation and asset recording to streamline the process	To streamline the process for staff	R	By the end of Year 2	Review completed	Staff Resources
FS05.7	Draft and implement a procedure for monitoring and controlling the inventory	Better understanding of asset base	R	By the end of Year 2	Procedure implemented	Staff Resources both at HO and developments
FS05.8	Evaluate implications of Stock condition survey and Development database output to ensure these are reflected in Financial Planning	Will provide significant support to the delivery of long term aims and objectives	R	By the end of Year 2	30 year outline financial plan will be produced, with investment prioritised	Property Services

Objective FS06 – Pricing Strategy

Key Goal: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS06.1	Review Rent and Service charge policies and procedures within agreed timescale	Clarity consistency and transparency in our charges	R	By end of year 2	Policies and procedures reviewed within timescale	Staff and IT resources across all departments
FS06.2	After implementation of review actions, Rental and landlord services charges to increase by no more than inflation (RPI) – unless for specific purposes	Makes Trust more competitive in the market, allows greater certainty for tenants	R	Ended Year One	Can be referenced to Board minutes	Cash-flow, agreement from Budget Holders
FS06.3	Optimise our prices for all products consistent with the delivery of market share targets (to be confirmed annually), positioning them as high value, flexible and innovative	Maintain market position. Provide quality services	R	Ended Year One	Number of new and existing contracts will be monitored	Access to budgets are becoming more restrictive
FS06.4	Retain flexibility in relation to pricing to allow effective reaction in tender/contract negotiation	Projects will be considered on a marginal costing basis, where a positive contribution to central costs may suffice	R	Ended Year One	Success rate for obtaining new contracts	Opportunity to tender for new contracts
FS06.5	Implement a costing and pricing model	Improved clarity for Budget Holders	R	By end of Year 2	Model implemented	Staff training
FS06.6	Continue the programme of identifying operating and overheads costs.	To continually seek efficiencies to pass to customers	R	Ongoing	Efficiency gains highlighted through budget model	All budget holders
FS06.7	(Replacing FS06.3 and FS06.4) Staff made available to assist with contract negotiations as required	Income maximisation through effective pricing and negotiation	A	Annually	Available to assist as required	Staff Resource & Appropriate requirement

Objective FS07 – Developing Environmental and Market Awareness

Key Goal: 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS07.1	Annually review economic indicators and assess their implications for Trust over the 5 year planning period	Trust will be stronger and better informed	A	Annually	Annual review completed	Expertise
FS07.2	Assist Property and Development to review HAG regime and implications for Trust over the 5 year planning period if required	Investment decisions will be based on sound understanding of the funds available	R	By end of Year 2	Assistance provided as required	Scottish Government
FS07.3	Conduct annual review of Asset base and borrowing potential	Investment decisions will be based on sound understanding of the funds available	R	By end of Year 2	Annual review completed	Lenders
FS07.4	Review demographics and demand – and other factors reflected in development database	Will assist prioritisation of investment	R	Ended Year One	Reports to SMT and Board	Other depts

Objective FS08 – Develop the Financial Control Framework

Key Goal: 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS08.1	Complete review of policies and procedures within the Financial Control Framework within stated timescales	Improved clarity and direction, promotion of best practice	R	By end of year 2	Policies and Procedures reviewed in line with timescale	Time to implement and agreement from SMT
FS08.2	Establish and implement user guides for use by Finance staff	Builds resilience - Allows adequate cover to be provided during periods of sick and annual leave	R	By end of year 2	User guides implemented	Time to implement and buy-in from key staff
FS08.3	Improve linkage of policies to procedures	Avoids conflict of direction	R	Ended Year One	Any new procedures will highlight the key policy	Time to implement and buy-in from key staff
FS08.4	Improve communication to ensure that all relevant staff know of the policies and procedures	Provides clear direction to appropriate parties	R	Ended Year One	Relevant staff follow policies and procedures	Time to implement and buy-in from key staff

Objective FS09 – Review and Increase the use of Technology

Key Goal: 1. Customers First, 3. Prepared for Change, Ready for Opportunities

Links: FS01-08

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS09.1	Complete implementation of Open Financials system	Improved system performance, more user friendly, improved reporting function	A	By end of year 2	System fully implemented	All other departments
FS08.2	Utilise Bankline, direct input for salaries, bank rec to streamline paper-based practices	To streamline paper-based practices	A	By end of year 2	Systems will be utilised	Funding resource and time of implementation

Objective FS10 – Review Compliance and Risk Management

Key Goal: 1. Customers First, 2. Provider of Choice, 4. Employer of Choice

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
FS10.1	Review Data Protection policy and procedure within timescale	Confirm compliance with statutory requirements. Clarity and transparency for staff and Board Members	A	By end of year 2	Policy and procedure reviewed within timescale	Staff resources
FS10.2	Review Risk Management approach	Clarity and transparency for staff and Board Members, potential to improve insurance premiums	G	Ended Year One	Reports to Board	Staff resources

4.5 Rent Team Action Plan

Objective RT01 – Improve Customer Service and Efficiency

Key Goal: 1. Customer First

Links: FS06

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
RT01.1	Carry out a review of usage of the IBS system to identify opportunities to enhance usage	Improved Customer Service, faster processing	A	By end of year 2	Review carried out	Staff and IT resources, across departments
RT01.2	Be available to input to Review of Service Charge policies and procedures(FS06.01) if required	Clarity consistency and transparency in our charges	R	By end of Year 2	Will be available to contribute if required	Staff and IT resources, across departments

4.6 Information Technology Team Action Plan

Objective IT01 – Optimise Utilisation of IT Systems

Key Goal: 3. Prepared for Change ready for Opportunities, 1. Customers First

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IT01.1	Complete Development of Development Database	Valuable tool to aid decision making	R	By end of year 1 then ongoing	Database implemented – reports to Board	Staff and IT resources, maintaining data integrity
IT01.2	IT offers input to the Review of Rent and Service Charges (FS06.1)	Clarity consistency and transparency in our charges	R	By end of year 1	Board reports	Staff and IT resources, across departments
IT01.3	IT offers input and support in the implementation of further IBS modules which are specific to user departments' requirements	Improved efficiency and consistency through consolidation of data in IBS and the elimination of peripheral systems	A	By end of year 2 then ongoing	Modules fully implemented and utilised	Staff and IT resources, across departments
IT01.4	IT provides hosting environment for new Financial Management system and integration to Housing Management and Document Management system	Improved effectiveness and efficiency	A	By end of year 1	Applications and interfaces live on the network	Staff and IT resources, across departments
IT01.5	IT offers input to the implementation of new Financial Management system	Improved effectiveness and efficiency	R	By end of year 1	System goes live	Staff and IT resources, across departments
IT01.6	IT offers input and project management to the implementation of Document Management System	Improved effectiveness and efficiency, reduced document storage requirements	A	By end of year 2 then ongoing	System goes live	Staff and IT resources, all departments
IT01.7	IT provides technical input to the provision and the development of reports and data extraction techniques and processes across IT applications	Improved effectiveness and efficiency, will help promote 'ownership' of data	G	By end of year 2 and ongoing	New reports and enquiry facilities available and being utilised	Staff and IT Resources, Training

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IT01.8	IT implements an Intranet portal as a general communication resource for Trust and also as a user departmental communication resource	Improved communication and improved access to information – leading to improved efficiency	G	By end of year 1	Application is hosted on the network	Staff and IT resources across departments
IT01.9	IT offers input and project management to other departments to develop their areas of the Intranet portal	Improved communication and improved access to information – leading to improved efficiency	G	By end of year 2 and ongoing	Portal used as a central means of communicating general information for all staff	Staff and IT resources across departments
IT01.10	IT provides hosting environment for Clearview performance management application	Improved communication and improved access to information – leading to improved efficiency	A	By end of year 1	Host environment in place with application installed and configured	Staff and IT resources across departments and software supplier
IT01.11	IT offers input to the implementation of the public SHOP application	Improved effectiveness and efficiency	A	By end of year 2	Application available to the general public	Staff and IT resources across departments and software supplier

Objective IT02 – Maintain and Develop the IT infrastructure

Key Goal: 5. Effective Communication, Leadership and Direction, 3. Prepared for Change ready for Opportunities, 1. Customers First

Links: FS06

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IT02.1	Roll out connection of all Developments to the Corporate Network	Improved efficiency and communication	A	By end of year 1	All developments will be connected	All other departments
IT02.2	Ongoing development of the network infrastructure	Resilience, operating and cost efficiency	R	Ongoing	Average annual network uptime of 99% achieved	Staff and IT resources
IT02.3	IT provides hosting environment for Disaster Recovery network	Resilience, operating and cost efficiency, sound risk management	R	By end of year 1	Disaster Recovery network LIVE	Staff and IT resources

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
IT02.4	T provides project management for the replacement of the existing Glasgow office system to enable a future move to IP telephony and hosted voice for all Trust offices and developments	Resilience, operating and cost efficiency	R	End of year 1	System LIVE	Staff and IT resources
IT02.5	IT implements Association wide hosted voice system for telephone calls	Operating and cost efficiency	A	End of year 2	System implemented and in daily use by all users	Staff and IT resources
IT02.6	IT implements IP telephony for home workers	Operating and cost efficiency	G	End of year 2	System implemented and in use by all home workers	Staff and IT resources
IT02.7	IT implements ADSL network connections running on existing main development telephone lines	Operating and cost efficiency	A	End of year 3	Line re-configuration completed	Staff and IT resources
IT02.8	IT implements Association wide IP telephony	Operating and cost efficiency	G	End of year 4	IP telephony in place across the whole of the Association	Staff and IT resources
IT02.9	IT implements move of wide area network connections to MPLS technology	Resilience, operating and cost efficiency	R	End of year 3	Existing inter-office leased line connections replaced by MPLS circuits	Staff and IT resources
IT02.10	IT implements a virtual network hosting environments for our LIVE network	Resilience, operating and cost efficiency	R	End of year 3	All LIVE servers running on a virtual host environment	Staff and IT resources
IT02.11	IT implements real time synchronisation of Disaster recovery using virtual network SAN to SAN updating over MPLS circuits	Resilience, operating and cost efficiency, sound risk management	R	End of year 3	Real time mirroring of LIVE to Disaster Recovery network takes place	Staff and IT resources
IT02.12	IT extends wide area to 6 additional home workers	Resilience, operating and cost efficiency	G	End of year 2	User connections in place and being utilised	Staff and IT resources

5. Property & Development Departmental Plan

5.1 Property Team Objectives

- PR01. Policy & Procedure
- PR02. Managing Performance Improvement
- PR03. Reviewing Team Structure, Roles & Responsibilities
- PR04. Training & Development
- PR05. Asset Management
- PR06. Process Management

5.2 Development Team Objectives

- DE01. Policy & Procedure
- DE02. Managing Performance Improvement
- DE03. Partnership Working
- DE04. Maximise Grant Funding
- DE05. Isle of Arran Homes

5.3 Property Team Action Plan

Objective PR01 – Policy and Procedure

Key Goals: 1. Customers First, 2. Provider of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
PR01.1	Continue review and update all Policies in line with best practice and audit	Clear staff awareness and guidance to comply with regulatory requirement	A	31 March 2010	Policies approved by Board	Team, SMT, Focus Groups, Board
PR01.2	Continue review and update all Procedures, in account of audit and revised working practices	Staff understanding and clarity on roles and method of operating within their job functions	A	31 March 2010	Procedures agreed with Team and implemented	SMT and all Teams

Objective PR02 – Managing Performance Improvement

Key Goals: 1. Customers First, 2. Provider of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
PR02.1	Monitor Property Services performance against agreed Performance Targets, and report to Operations Sub-Committee	Improved service delivery to our customers and meeting timescales	A	31 March 2010	Achievement of KPI targets	All Teams, SMT, Sub-committee, Board
PR02.2	Achieve minimum 10% Post Inspections on Reactive Repairs	Regulatory compliance and improved quality of service	G	31 March 2010	Ensure target % is completed	Property Team, Housing Team, SMT and Sub-committee
PR02.3	Consult with our customers to establish customer satisfaction, across all of our services	Feedback on improvements to service delivery from customers	A	31 December 2010	Gathering customer feedback by alternative formats	Property Team, IT
PR02.4	Monitor Property Expenditure against Budget and report on progress	Improved financial control and monitoring of project expenditure	R	31 March 2010	Reporting to SMT and Board / Sub-committees on progress	All Teams, SMT, Sub-committee, Board

Objective PR03 – Reviewing Team Structure, Roles and Responsibilities

Key Goals: 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
PR03.1	Create centralised Voids team on a phased basis, dealing with all developments by 30th June 2009	Improved service delivery and financial control	A	30th June 2009	Achievement of KPI targets, improved customer satisfaction, VFM	All Teams, SMT, Sub-committee, Board
PR03.2	Clarify the roles and responsibilities within the Asset Management and Facilities Management Functions, and transfer existing workloads to the respective functions	Clear understanding of which part of the team completes what function	G	31st December 2009	Transfer of work within the team and clear understanding of who does what	Property Team, Housing Team, SMT
PR03.3	Communicate changes in Team Working via the Newsletter, Staff Briefing, Web-site, and Information Leaflets at key milestones	Raised awareness of team changes and ease of contacting the right person by all customers	G	31st December 2009	Contribute to newsletter / forums, website design etc	All Teams, SMT

Objective PR04 – Training and Development

Key Goals: 1. Customers First, 4. Employer of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
PR04.1	Complete Knowledge Skills Assessment of Team	Identify learning / knowledge strengths and weaknesses	G	30th June 2009	Create matrix for discussion with HR Team to next stage	Property Team, HR Team
PR04.2	Identify training / continuous development needs and prepare Team Training Plan	Staff development for the benefit of improving customer service	G	30th June 2009	Create team training plan and identify training within individual objectives	Property Team, HR Team
PR04.3	Attend Property Forums, Joint Working Groups and appropriate seminars / conferences to raise both organisational profile and awareness on innovative service delivery.	Raised awareness of best practice and innovative solutions – staff development and motivation and raising profile of organisation	G	31 March 2010	Improve regulatory awareness and best practice processes	Property Team, HR Team
PR04.4	Contribute to national consultation documents and agendas for change	Opportunity to influence change – raising organisation profile	G	31 March 2010	Responses to National debates where relevant	Property Team, CEO Team, SMT

Objective PR05 – Asset Management

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
PR05.1	Collating stock condition data on our stock, and instructing a further phase of stock condition information covering property and mechanical / electrical services	Improved stock information to enable informed decision making	R	31st December 2009	Compilation of an accurate stock data-base	Property / IT Teams
PR05.2	Contributing towards the building of the Development Data base Template	Creating a tool to allow option appraisals to be considered	R	31st March 2010	Updating attributes within the Development Data base templates	All Teams, SMT and Board
PR05.3	Developing an Asset Management Strategy to identify priorities for investment and re-modelling, in conjunction with other teams	Assisting in creating a vision for the future asset strategy of Trust	R	31st March 2010	Asset Management Strategy created and presented to Board	All Teams, SMT and Board, Focus Groups
PR05.4	Delivering the Planned, Cyclical and Reactive maintenance programmes	Protecting the asset value of our stock and achieving tenant satisfaction, improved lettings, compliance with SHQS	A	31st March 2010	Reporting on progress to SMT, Sub-committee, Board	All Teams, SMT, Sub-committee, Board, Focus Groups
PR05.5	Set up Facilities Services term contracts for Gas Heating and Servicing and Water Hygiene	Clarification of team roles, service improvement and legal compliance monitoring	A	30th September 2009	Term contracts established for key services	All Teams, SMT, Sub-committee, Board, Focus Groups
PR05.6	Review and rationalise Lift Servicing contractors currently used.	Improved control and specialism of service delivery	A	31st March 2010	Reduced contractors and standardised service provision	All Teams, SMT, Sub-committee, Board, Focus Groups
PR05.7	Review and rationalise Reactive Maintenance of Services contractors, seeking consistent service level agreements.	Improved process control, further development of joint procurement initiatives, and potential efficiencies benefits	A	31st March 2010	Standardised and more specific service, with fewer contractors	All Teams, SMT, Sub-committee, Board, Focus Groups
PR05.8	Investigate the use of Operating Leases in the provision of a potential CCTV roll-out across developments	Delivering improved service provision on a more strategic scale subject to possible alternative funding source	A	31st December 2009	Options available regarding Leasing	All Teams, SMT, Sub-committee, Board, Focus Groups
PR05.9	Establish regular Reporting Framework with Key Service Contractors to identify and monitor agreed KPI's	Improved monitoring and delivery of key services	A	31st December 2009	Regular KPI reporting and monitoring	All Teams, SMT, Sub-committee, Board, Focus Groups

Objective PR06 – Process Management

Key Goals: 1. Customers First, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
PR06.1	Review how we communicate to our customers, internally and externally, and ensure that meetings are effective and add value	More effective meetings	A	31st December 2009	Fewer meetings, but more informed and adding value	All Teams, SMT
PR06.2	Encourage joint working both with internal Teams and external organisations such as Hanover and Bield Housing Associations	Compliance with Firm Foundations, improved Procurement Opportunities and awareness raising and synergies between teams	A	31st March 2010	Procurement rationalisation opportunities and improved VFM	All Teams, SMT, Sub committee, Board
PR06.3	Review our processes individually and collectively with other teams, specifically within the Voids process and identify areas for change	Clear Void process – improved re-let times and understanding of timescales within the Teams	A	30th June 2009	Properties turned around quicker and available for re-let, adopting a consistent approach	Property Team, Housing Team
PR06.4	Identify the best model for delivering our Reactive Repairs Service	Improved customer service, control and value for money	A	31st March 2010	Rationalised contractors, introduction of SoR	All Teams, SMT, Sub committee, Board

5.4 Development Team Action Plan

Objective DE01 – Policy and Procedure

Key Goals: 1. Customers First, 2. Provider of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
DE01.1	Continue review and update all Policies in line with best practice and audit	Clear staff awareness and guidance to comply with regulatory requirement	A	31st March 2010	Policies approved by Board	Team, SMT, Focus Groups, Board
DE01.2	Continue review and update all Procedures, in account of audit and revised working practices.	Staff understanding and clarity on roles and method of operating within their job functions	A	31st March 2010	Procedures agreed with Team and implemented	SMT and all Teams

Objective DE02 – Managing Performance Improvement

Key Goals: 1. Customers First, 2. Provider of Choice, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
DE02.1	Monitor all Development funding income and expenditure and report on progress to SMT, Operational Sub-Committee and Communities Scotland	Ensuring projects are completed within budget and timescale, whilst keeping funders informed	A	31st March 2010	Achievement of KPI targets	All Teams, SMT, Sub-committee, Board
DE02.2	Engage with our end users via customer satisfaction surveys to evaluate the quality of our new-build product	Regulatory compliance and improved quality of product	A	31st March 2010	Completion of satisfaction survey to new properties	Dev Team, Housing Team, SMT and Sub-committee
DE02.3	Contribute to the changing development process and identify opportunities for Trust in respect of Investment Reform	Seek out opportunities for growth and raising the profile of the organisation	A	31st March 2010	Increased business opportunities, reported to Sub committee / Board	Dev Team, SMT, Sub committee, Board
DE02.4	Develop design brief and consider innovation in the future design of facility that we provide, in terms of space, sustainability and technology	Clear design brief which is both innovative and future proofed	A	31st March 2010	Completed design brief to SMT, Sub committee, Board	All Teams, SMT, Sub-committee, Board

Objective DE03 – Partnership Working

Key Goals: 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
DE03.1	Identify new and suitable partners to achieve business growth, through site acquisition and new build, delivering 25 New-build units	Business growth	A	31st March 2010	Increased business opportunities, and completion of 25 new units	All Teams, SMT, Sub-committee, Board
DE03.2	Working with internal teams, deliver the re-modelling strategy for the organisation and contribute to the asset management master-planning process, including 4 re-modelling schemes to developments, and contribution to Care Homes service re-structuring	Co-ordinated approach to asset management, protecting assets and creating a future vision	A	31st March 2010	Remodelling and Options Appraisals to developments identified	All Teams, SMT, Sub-committee, Board
DE03.3	Research alternative partners, funding streams and activities for potential development of the organisations Wider Role activities – Identify 2 new partners	Improving the quality of our tenants environment and creating attractive, sustainable tenancies	A	31st March 2010	Reduced void turnover – growth in lettings	All Teams, SMT, Sub committee, Board

Objective DE04 – Maximise Grant Funding

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
DE04.1	Submit SDFP / SHIP submissions to Local Authorities / Scottish Government taking account of Investment Reform and Lead Developer options	Accessing Development Funding for business growth	A	31st December 2009	Submission of SDFP and reporting to Board	All Teams, SMT, Sub-committee, Board
DE04.2	Generate maximum income and expenditure through HAG Funding of Stage 3 Medical Adaptations, across specific Local Authority areas	Delivering tenants needs in respect of adapting homes to suit their personal needs	A	31st December 2009	Maximising funding to reduce waiting lists	All Teams, SMT, Sub-committee, Board

Objective DE05 – Isle of Arran Homes

Key Goals: 1. Customers First, 2. Provider of Choice, 3. Prepared for Change, Ready for Opportunities, 5. Effective Communication, Leadership and Direction

Action Ref	Action Description	Anticipated Benefits	Risk Assessment	Timescale (Year 1-5)	Measuring Progress	Dependencies
DE05.1	Provide lead development services to Isle of Arran Homes, taking account of Investment Reform proposals, and Lead Developer objective for Arran	Business growth, provision of needed affordable housing	A	31 March 2010	Submission of SDFP / SHIP and reporting to Board, Isle of Arran Homes Committee	All Teams, SMT, Sub-committee, Board
DE05.2	Seek new-build development opportunities to increase the number of affordable homes on Arran, working in partnership where possible with the existing Community and other bodies such as HIFAR	Business opportunities, raising profile and awareness of Isle of Arran Homes in respect of potential partners	A	31 March 2010	Increased opportunities for development	All Teams, SMT, Sub-committee, Board

Section 4

5-Year Finance Strategy



4

5-Year Finance
Strategy

Section Four – 5-Year Finance Strategy

1. Introduction

Trust Housing Association is committed to putting our customers at the heart of everything we do – in short putting customers first.

This commitment is enshrined in our organisation's Values and Key Goals. We aim to provide the best possible experience to every customer who accesses our services or comes into contact with Trust, be they an applicant for housing, a tenant or resident, a service user or a business partner.

To be successful in our commitments we need to ensure that we have a modern efficient and effective approach and that we are equipped to deliver our objectives.

A modern efficient and effective finance function is essential to support this approach and our aim is to become a beacon of best practice in Housing Association Finance.

Accurate Financial Information is critical in supporting appropriate business decisions and a key aspect of the Financial Strategy is to enable the production of relevant information.

The Finance Strategy seeks to identify and address the financial issues and priorities for the Board of Trust Housing Association over the next 5 years, on the basis of a 5 year rolling plan, updated annually. This second 5 year plan builds on the general framework and parameters established last year and will be further developed, refined and enhanced each year.

The Finance Strategy is an inherent part of the Corporate Strategy and is underpinned by the Financial Services Departmental Objectives and Action Plan.

2. The aims of the Financial Strategy

The Financial Strategy aims to underpin and drive improvement in all aspects of financial activity across the organisation to support and promote continuous improvement in the services we provide to our tenants and service users, Board Members and Management.

In addition, the Strategy sets out the key priorities for the Finance function and the way in which this contributes to our organisation's primary aim of providing quality housing and related services to our customers.

Delivering the priorities identified in this document relies on the co-operation of each department of the Association and the themes and priorities contained in the Finance Strategy will be reflected in each Departmental Plan.

Our financial management makes the difference to how well we perform as an organisation. The Finance Strategy aims to provide the structure within which we continue to develop the financial framework to address the various challenges for Trust over the course of the next five years and beyond.

The Strategy seeks to ensure customer focus, best financial practice and performance management are all paramount within the culture and practices of our organisation.



3. Our values and vision for the Finance function

Our priority as a Finance function is to provide a service that:

- Adds value and makes an effective contribution to the achievement of the organisation's Key Goals and objectives by providing effective leadership and support on financial issues and accurate and timeous financial information;
- Adds value to the Association's operating costs and financial viability;
- Plans and utilises the finite financial resource in the most effective and appropriate way to support the Association's priorities;
- Makes financial information readily available to enable and inform more effective financial planning and management;
- Plans with all departments the financial resource required to meet future service needs;
- Maintains a flexible, cooperative and collaborative approach with all other departments.
- Is customer focussed, resilient and continuously improves

4. Financial management information system

An essential element of the successful delivery of the Finance Strategy is having a robust, efficient and flexible Financial management information system. The system is fundamental to our ability to provide business critical financial and key performance information. We are implementing OPENFinancials with effect from 1st April 2009 and expect to see efficiency gains and quality improvement flowing from this.

The system will continue to be developed over the course of the Strategy to provide access to a comprehensive range of financial information to support, inform and enable managers and Board Members in the performance of their role.

5. Outcomes, activities and measures

The high level priorities set out in the Finance Strategy form the basis of the Association's financial activity in the period 2009 - 2014. This Strategy sets out the outcomes by which the whole Association measures its progress and successes in achieving its financial priorities over this period.

Some of the outcomes are simply the introduction or improvement of existing financial policies, procedures, practice and activities. Others are based upon improvements demonstrated by comparative key performance data gathered over a period of time, for which base-line data needs to be established and reported.

Much of the activity required to meet the overall aims of the Financial Strategy for the organisation as a whole stem from activities undertaken within the Financial Services Department and the specific detailed objectives, actions, benefits and measures applying to the Financial Services department are detailed in the Financial Services Departmental Plan.

6. Key Themes of the Finance Strategy

Building on our existing Finance policies, procedures and practice, and in anticipation of the expected priorities and challenges over the course of the next five years, this Finance Strategy is structured around four key themes:

1. Developing a customer focussed approach and resilience within the finance function through continuous learning and development of our staff, encouragement of innovation, and a performance management culture that meets the demands and aspirations of our services, tenants and other customers;
2. Continuing the process of fully integrating financial planning and budgeting with strategic and operational planning;
3. Continuing the process of modernisation of the Finance Function, utilising available technologies to improve efficiency and effectiveness, improving financial reporting, controls and reporting systems
4. Developing environmental and market awareness and evaluating options to ensure Trust's continued development and success.

Following is a brief summary of the themes and the links to the Financial Services Departmental Plan Financial Services Team objectives that support delivery of these themes.

7. Theme 1: Customer focussed approach and resilience.....

The Association has a sound focus on customer service with our tenants and service users and we need to maintain and build on this positive baseline. The Financial Services Department needs to build resilience to support this corporate position and to recognise and develop a better customer focus with our internal customers, e.g. Senior Management and Board Members.

Financial Services Departmental Plan: Financial Services Team Objectives

FS01 Development of Customer Focus and Resilience

8. Theme 2: Integration of Financial Planning and Budgeting with Strategic and Operational Planning.....

It is essential that strategic and operational planning is fully integrated with financial planning and budgeting in order to support cohesive and informed decision making and business development. Part of this process has seen the creation of a rolling 5 year revenue budget. This is attached as **Appendix 1**.

Financial Services Departmental Plan: Financial Services Team Objectives

FS02 Improved Financial Planning

FS03 Improved Financial reporting

9. Theme 3: Modernisation of the Finance Function.....

A modern efficient and effective finance function is vital to enable Financial Services to contribute to the development of the association and the attainment of our aims and objectives.

Financial Services Departmental Plan: Financial Services Team Objectives

FS04 Effective control and reporting systems

FS08 Develop the Financial control framework

FS09 Review and increase the use of technology

10. Theme 4: Developing environmental and market awareness and evaluating options.....

It is critical that we are aware of and understand the implications for Trust of environmental and market factors such as the global economy, government policy, competition, demography and demand, investment requirements/options and our financial viability.

Financial Services Departmental Plan: Financial Services Team Objectives

FS05 Evaluate project proposals and ensure payback on capital expenditure

FS06 Pricing Strategy

FS07 Developing Environmental and Market Awareness

11. Appendix 1

Indicative 5 Year Budget

	Approved Budget 2008/09	Approved Budget 2009/10	Indicative Budget 2010/11	Indicative Budget 2011/12	Indicative Budget 2012/13	Indicative Budget 2013/14
Turnover						
Basic Rent Income	6,042	6,756	7,130	7,415	7,712	8,109
Basic Rent Voids	(152)	(163)	(173)	(180)	(187)	(197)
Service Charge Income	6,409	6,900	6,926	7,102	7,277	7,458
Service Charge Voids	(147)	(168)	(172)	(177)	(181)	(186)
Care Income	1,221	952	952	952	952	952
Development Services	89	94	96	98	100	102
Other Income	77	81	83	85	87	90
3rd Party Support Income	0	74	76	77	79	80
Care at Home Income	0	94	96	98	100	102
Supporting People Income	2,771	2,644	2,643	2,645	2,643	2,643
	16,670	17,264	17,657	18,115	18,582	19,153
Operating Costs						
Property Expenditure	2,782	3,292	3,639	3,645	3,652	3,658
Landlord Services Expenditure	5,190	5,490	5,396	5,394	5,459	5,536
Care Expenditure	1,317	1,039	857	854	851	848
Employee & Administration	4,506	4,717	4,816	4,963	5,104	5,249
Housing Support Expenditure	2,404	2,543	2,500	2,499	2,529	2,565
3rd Party Support Expenditure	0	74	76	77	79	80
Care at Home Expenditure	0	94	96	98	100	102
Other Expenditure	44	45	45	48	47	48
	16,243	17,294	17,425	17,578	17,821	18,086
Operating surplus/(deficit)	427	(30)	232	537	761	1067
Profit on sale of fixed assets	200	31	0	0	0	0
Interest receivable and other income	60	60	60	60	60	60
Interest payable and other charges	(463)	(563)	(664)	(764)	(863)	(964)
Surplus	224	(502)	(372)	(167)	(42)	163
Transfer (to)/from Planned Maintenance Reserve	0	577	466	335	247	74
Surplus/(deficit) after Transfer to/from Reserves	224	75	94	168	205	237

**Financial viability and security is critical
to our continued success...**

**...“Trust Finance” Financial Strategy
2009 to 2014**

Section 5

5-Year Human Resources Strategy



5

5-Year Human
Resources Strategy

Section Five – 5-Year Human Resources Strategy

1. Introduction

Trust Housing Association is committed to putting our customers at the heart of everything we do – in short putting customers first.

This commitment is enshrined in our organisation's Values and Key Goals. We aim to provide the best possible experience to every customer who accesses our services or comes into contact with Trust, be they an applicant for housing, a tenant or resident, a service user or a business partner.

To be successful we need to recruit and retain the very best talent available to us in the employment market across all disciplines. We need to ensure that our staff receive appropriate reward and recognition. We need to guarantee that our people are supported and prepared for the challenges and demands of the future and skilled and equipped to deliver our objectives through an effective programme of training and development. We also need to ensure our Board, Senior Management Team and other managers have the leadership skills and expertise to deliver our Corporate Strategy.

2. The aims of this Human Resources (HR) Strategy

This HR Strategy aims to underpin and drive improvement in all aspects of employment and people management across the organisation, and to support and promote continuous improvement in the services we provide to our customers.

In addition, the Strategy sets out the key priorities for the Human Resources function and the way in which each department manages, supports and develops their people to achieve our organisation's primary aim of providing quality housing and services to our customers.

The Strategy seeks to identify and address the issues and priorities for the Board of Trust Housing Association as an employer over the next 5 years, and as such, it is a document that affects the functions of all departments and services, not just the Human Resources Service.

Delivering the priorities identified in this document is a shared responsibility of each department of the Association and the themes and priorities contained in the HR Strategy will be reflected in each Departmental Plan.

Our people determine to how well we perform as an organisation. This HR Strategy aims to provide the structure within which we continue to develop the talents of our workforce, ensuring staff are well supported, engaged and motivated to take forward the various challenges for Trust over the course of the next five years and beyond.

The Strategy seeks to ensure customer focus, learning and development, leadership, good practice in employment, diversity and equality, communication and performance management are all paramount within the culture and practices of our organisation.



3. An Employer of Choice

The HR Strategy aims to deliver one of our Key Goals; to be an employer of choice. We will do this by ensuring high standards in recruitment and selection, training and development, leadership, diversity, health and well-being, employee conditions and benefits and retention of our employees, thereby enabling the delivery of high quality operational services.

In practical terms, we will work in ways that enable people to:

- be supported and developed to deliver, succeed and achieve;
- be clear about their role and responsibilities in contributing to achieving our organisational goals and priorities;
- be recognised for their contribution and achievement;
- be encouraged to be innovative, creative and motivated to achieve service improvement and development;
- be treated fairly, consistently and with dignity and respect;
- work in an environment that recognises and values the diversity of our workforce;
- have the mechanisms to be listened to, consulted and engaged;
- learn and develop through the delivery of an effective training programme that delivers comprehensive staff development;

- regard Trust as an employer that balances excellent terms and conditions with affordability and the financial parameters and constraints' placed upon us;
- enjoy a safe and healthy work environment which promotes good health;
- access the opportunities for a work/life balance.

4. Our vision for the HR function

Our priority as an HR function is to provide a service that:

- Adds value and makes an effective contribution to the achievement of the organisation's Key Goals and objectives by providing effective leadership and support on people management issues and practice;
- Adds value to the Association's operating costs and financial health;
- Plans and utilises the finite HR resource in the most effective and appropriate way to support the Association's priorities;
- Provides the training and tools to enable and support managers at all levels in the organisation to carry out their own HR activities and responsibilities;
- Makes management information readily available on all aspects of employment to enable and inform more effective people management;
- Plans with all departments the workforce resource and skills required to meet future service needs;
- Maintains a flexible, cooperative and collaborative approach with all other departments.

5. Employee management information system

An essential element of the successful delivery of the HR Strategy is the development of the Software for People employee information system. The system will form the core of a wider range of employee and key performance information across a whole range of HR activities.

The system will be developed over the course of the Strategy to provide access to a comprehensive range of employee and employment related information to support, inform and help managers perform their role.

6. Outcomes, activities and measures

The high level priorities set out in the HR Strategy form the basis of the Association's employment, people management and HR activity in the period 2008 - 2013. The Strategy sets out the outcomes which we will use to measure progress in achieving our people management and employment priorities over this period.

Some of the outcomes are simply the introduction or improvement of existing HR policies, procedures, practice and activities. Others are based upon improvements demonstrated by comparative key performance data gathered over a period of time, for which base-line data needs to be established and reported.

7. Key Themes of the HR Strategy

Building on our existing HR policies, procedures and practice, and in anticipation of the expected priorities and challenges over the course of the plan, this HR Strategy is structured around five key themes:

1. Attracting high calibre staff and developing flexible recruitment policies which aim to match an appropriate staff mix to changing service needs;
2. Retaining and supporting staff through our positive and progressive employment policies and practice;
3. Continuous learning and development of our staff, encouragement of innovation, and a performance management culture that meets the demands and aspirations of our services, tenants and other customers;
4. Beyond Health & Safety: promote and maintain safe working practices and environments and foster and encourage the health, welfare and well-being of all our staff;
5. Promote equality of opportunity in employment and value the diversity of our workforce.

8. Theme 1: Attracting high calibre staff.....

To achieve our aims Trust must attract, retain and develop the very best talent available to us across all our employment fields.

We face both varied and unique labour market issues across the length and breadth of Scotland. As a result we must ensure our advertising and recruitment practices are as effective as possible and help us develop and market our reputation and brand as a good employer.

We will seek to gain and retain a competitive edge in our sector by offering an attractive financial and non-financial reward package that takes full account of our finite funding position.

We will develop the Board's Key Goal as an "Employer of Choice" by becoming recognised for the positive working environments in all our locations; our competitive and flexible terms and conditions of employment; and our commitment to learning and development to support and achieve our successes.

Objectives

Continue to attract high calibre people in all staff groups through our reputation as a good employer and recruit people through safe, robust and fair processes.

Outcomes, activities and measures

- Increased application rate per vacancy.
- Applicant and employee survey data indicating a positive employer image.
- External inspection and quality assessments are positive.
- Positive employer image demonstrated in recruitment adverts marketing media.
- Publicise the benefits of working with and within Trust.
- Continue to provide and develop further a range of benefits (e.g. flexible working, pension provision, benefits booklet, childcare vouchers, season ticket loans, good annual leave, work-life balance).

Improve the efficiency and effectiveness of our recruitment processes.

- Reduction in like-for-like advertising spend.
- Reduction in average recruitment cycle time from date of advert to offer of contract.
- Positive applicant/candidate feedback from survey data.
- High conversion rate – offer to appointment.
- Low re-advertisement rate.
- Automate the process wherever possible through the HR IT system.

Improve the cost, efficiency and management of our bank and stand-in staff arrangements

- Explore positively and report on the feasibility of establishing a self-sufficient internal bank staff agency, possibly (but not necessarily) through joint working with other RSL partners.

9. Theme 2: Retaining and supporting staff through our positive and progressive employment policies and practice.....

We will seek to enhance the motivation and job satisfaction of all our employees. We want to retain valued and high performing staff by providing a stimulating and supportive working environment; providing competitive and flexible terms and conditions that are competitive in our employment market place; and by encouraging and supporting learning and development for all employees.

We will allocate resources to ensure that staff are offered opportunities to secure Scottish Vocational Qualifications (SVQs) and other qualifications to enable them to perform and develop in their role and satisfy the registration requirements of the Scottish Social Services Council (SSSC) and any other body.

We will allocate our employee resources to ensure that staff workloads appropriately reflect the Association's current and future priorities and targets and ensure that workloads are kept under review through regular workplan meetings.

We will seek to maintain a positive working culture based on openness, accountability, dignity, fairness and mutual respect in the workplace. We will seek to provide and manage a working environment that promotes a work-life balance that takes account of the requirements and efficiency of our services and the needs of our employees outside the workplace.

Objectives

Aim to ensure an affordable, but competitive range of "total reward packages" to all staff that are affordable to the Association and attractive and flexible to the individual circumstance of our staff.

Outcomes, activities and measures

- Offer a range of benefits available to all staff as part of their total reward package.
- Explore the possibility of a range of flexible and voluntary reward and benefits packages of equal value for similar posts that attract and retain staff.
- Exit interview questionnaires demonstrate a positive response to the reward package available.
- Employee turnover below other similar registered social landlords and other care and support providers through the APSR, other statistical returns and wider benchmarking exercises.
- Application rates and applicant survey results demonstrate that our package is regarded as attractive.
- Produce an annual report on the effectiveness of recruitment and retention initiatives and packages.

Objectives

Carry out market testing and benchmarking to determine whether Trust's salaries and total remuneration package remains competitive in the appropriate comparative marketplace.

Outcomes, activities and measures

- Benchmarking and comparative studies to demonstrate that Trust's salary levels either remain competitive in the equivalent sector or identify remuneration "gaps" with our competitors.
- Investigation and discussion with the Remuneration and Employment Working Group throughout the period of the Strategy.

At an appropriate time to be determined by the Board and Senior Management Team, consider grading mechanisms to determine and establish grading and salary levels.

- Investigation and consideration of our grading structures, pay scales, internal comparisons and differentials by the Board, Remuneration Working Group and Senior Management Team.

Ensure all staff are fully engaged, committed, supported and involved in positive employee relations.

- Positive staff feedback through regular meetings, JINCF feedback (employee representative forum), and employee feedback surveys.
- APSR and similar statistical returns demonstrate employee turnover below other similar registered social landlords.
- Positive Feedback through EFQM, liP and other quality assessment processes.
- Employee satisfaction demonstrated through a reducing and low level of staff grievances.
- Joint discussion within the JINCF recognised by staff as meaningful and positive.
- Regular production of "Trust Matters" staff newsletter and improved engagement with staff through other internal communication media (e.g. website, intranet).

Objectives

Foster a positive working culture where dignity and respect are paramount in the workplace.

Outcomes, activities and measures

- Review and introduce policies and procedures on dignity and respect in the workplace and whistleblowing.
- Monitor and review the effectiveness of revised policies and procedures.
- All staff are aware of their rights and responsibilities in respect of dignity in the workplace.

Effective induction for all new staff that encourages and fosters a positive attitude towards learning and development from the outset of their employment with Trust.

- All new staff follow a consistent and effective induction process.
- All staff in “new roles” follow an effective induction process for their new role.
- All development-based staff understand our commitment to their professional learning and development through participating in the SVQ programme.
- Low turnover of newly appointed staff and those appointed to new positions within Trust.

Establish a comprehensive range of employment policies and procedures that ensure individuals and managers have a clear understanding of the parameters of their conduct and authority.

- Policy review ongoing and up to date.
- Comprehensive set of employment policies and procedures readily accessible to managers.
- Revised Employee Handbook issued to all staff.

Continually revisit policies to take account of new UK and European legislation, case law, experience and best practice.

- Ongoing programme of revision to ensure continued legal compliance and application of best practice.
- In particular, monitor and where necessary review the position in regard to overnight and on-call duty in light of the Working Time Regulations and related case law.

10. Theme 3: Continuous learning and development of our staff, encouragement of innovation, and a performance management culture that meets the demands and aspirations of our services, tenants and other customers.....

We will foster and encourage learning, development and support to enhance our employees' performance in delivering our organisation's key goals, departmental objectives and individual workplan targets and deliver an effective programme of staff training and development.

We will engage staff at all levels to encourage a culture of continuous improvement in the services we deliver to our tenants and service users.

We will provide and support training and development opportunities that ensure our employees are skilled and competent to fulfil their role to the best of their ability and that allow our staff to maximise their potential.

We will meet the statutory requirement upon us for staff who manage and deliver care and support services to be registered with the Scottish Social Services Council (SSSC) by 2012 and holding or working towards achievement of the necessary qualifications (including SVQs and the Registered Managers Award) to enable their registration.

We will promote and encourage effective management and leadership values and practice for all staff who have a line management responsibility through the delivery of a comprehensive and effective range of training and development opportunities to support and enhance their knowledge, skills and behaviours as managers of other people.

In addition, senior managers will be offered a range of leadership and management development opportunities appropriate to their role to ensure they have the strategic focus and required technical skills to continue to deliver improvement and efficiency in our services and organisation.

Objectives

Ensure all staff have the necessary skills, experience, training and competence to enable them to deliver excellent services to our tenants and other customers.

Outcomes, activities and measures

- Provision of an effective staff training plan providing a comprehensive programme of learning and development for all staff.
- All staff review their learning and development needs with their manager as part of regular workplan and annual review processes.
- Development opportunities are provided within the training programme to support the transition to new roles and the delivery of new services.
- SVQs delivered at the required level to enable staff to register with the SSSC.

Objectives

Ensure mechanisms are in place to minimise the risk to our services of employee turnover through succession planning, employee development and future employee resource planning.

Outcomes, activities and measures

- Employee resourcing forward plans identify and anticipate potential significant skills and experience gaps as a result of employee turnover.
- Risk assessment builds in forward and contingency planning to anticipate potential shortfalls.
- Development opportunities aid and support succession planning.

Ensure staff at all levels understand their contribution to achieving the Association's priorities; have clear performance objectives; and are properly developed, resourced and supported to deliver these objectives.

- Performance management cycle and culture embedded in the departmental planning, regular workplan meetings and the annual review processes.
- Fair and consistent procedures operate to deal quickly, consistently, sensitively and fairly with issues of under performance.

Ensure all staff with people management responsibility are competent in the skills of supporting the development and management of their staff.

- Development, design and delivery of a management development programme for all people with managerial or supervisory responsibilities.
- Monitor consistency and compliance; promote continuous improvement in people management skills, knowledge and practice.

Leadership development

- Develop and deliver an effective leadership programme for senior managers offering a comprehensive range of leadership training and learning opportunities that develop the skills, knowledge, behaviours and capability of managers.
- Ensure senior managers have the necessary technical knowledge, behaviour and skills to develop and achieve improvement in the delivery of services throughout our organisation.

11. Theme 4: Beyond “Health & Safety”: promote and maintain safe working practices and environments and foster and encourage the health, welfare and well-being of all our staff...

The Association recognises and accepts its responsibilities as an employer for ensuring, so far as is reasonably practicable, the health and safety of all our employees whilst at work and that of any other person who may be affected by the Association’s actions, work activities or provision and delivery of services.

The Association is fully committed to:

- providing a healthy and safe working environment for all employees and to others involved in or affected by our work activities;
- taking all reasonably practical steps to provide and maintain safe systems of work;
- providing adequate control of health and safety risks arising from our work activities;
- providing adequate information, instruction, supervision and training;
- consulting with our employees on matters affecting their health and safety.

We are fully committed to continuous improvement of our health and safety management systems through regular assessment and review of our organisational arrangements and working practices on an ongoing basis.

However, our “Beyond Health & Safety” theme goes beyond our simple (though important) obligations under health & safety legislation and seeks to actively encourage and promote the well-being of our staff and in doing so foster a positive attendance and health culture among our staff.

There is no doubt management and control of sickness absence rates will have an impact upon the control of our costs as an organisation. Equally we aim to ensure that our staff have the confidence that if they do fall ill, there are support arrangements in place during their absence to assist them back to work.

In addition, the theme raises the possibility of exploring other health related initiatives such as health promotions, raising awareness of health and well-being initiatives, health surveillance and possibly contributory health care insurance schemes.

Objectives

Ensure an understanding of and a commitment to each individual's responsibility for safe working environments and practices.

Outcomes, activities and measures

- All new staff receive a health & safety induction relevant to their role.
- Health & Safety embedded into people management development programmes.
- High standards confirmed by external audits and inspections by statutory and other authorities.
- Arrangements developed and introduced to improve the safety of lone and potentially vulnerable workers.

Ensure monitoring arrangements for workplace safety.

- 100% of workplace incidents and accidents are reported within 48 hours.
- 100% of RIDDOR reportable accidents are reported to the Health & Safety Executive within the statutory timescale.
- Regular management reports of accident trends and preventative actions.

Effective management of health & safety risks.

- All workplace locations have a current risk assessment.
- Annual increase in the number of work locations with an independent fire risk assessment in place.
- Low incidence of major injury accidents and work related ill-health.

Consider exploring other health initiatives such as health promotions, raising awareness of health and well-being initiatives, health surveillance and possibly contributory health care insurance schemes.

- Investigation and reporting on various health promotion and awareness raising and health intervention initiatives.

Objectives

Improve the systems in place for monitoring, reporting and managing attendance.

Outcomes, activities and measures

- Introduction of a revised policy and procedures on attendance management.
- Attendance management training for all managers.
- Regular performance reporting to Senior Management Team and Board through improved use of the IT system.

Implement arrangements, support and interventions for the active management of stress in the workplace.

- Compliance with Health & Safety Stress Management guidelines.
- Implement stress management audits and risk assessments.
- Policy and procedures in place to mitigate the effects of work-related stress.

12. Theme 5: Promote equality of opportunity in employment and value the diversity of our workforce.....

We strive to be an organisation which values the diversity of our staff and aim to take steps to ensure we have a staff group that is broadly representative of the population of Scotland.

Our policy reinforces our commitment to employment policies and practices that seek to eliminate the impact of discrimination in all its forms to ensure equality of opportunity for each individual we employ and for anyone who applies for a position with Trust.

In supporting the recruitment and retention of a diverse workforce we will ensure equal access to employment with Trust by the whole employment market and will take measures to ensure we do not actively or inadvertently exclude groups by our practice.

We will ensure that equal opportunity is fully realised and experienced by our employees including equal access to training, development and promotion opportunities.

We will seek to eliminate the impact of discrimination in employment through our policy and practice and, where required, we will carry out equality impact assessments on both reviewed and new employment policies to ensure no group(s) or individual is disadvantaged.

Objectives

Our aim is to attract and retain a diverse workforce and embed equality of opportunity and diversity into all employment activities. We will address potential issues relating to the range of diversity themes including age, disability, race and gender equality in employment.

Outcomes, activities and measures

- Provide access to equal opportunity and diversity training as part of our training programmes for staff and the Board.
- Present an annual recruitment equal opportunity and diversity profile report to the Board on activities and performance.
- Equality impact assess employment policies and procedures to ensure they do not adversely affect any individual or group(s).

Our people are the key to our continued success.....

**.....“Trust Through People”
Human Resources Strategy 2008 to 2013.**

Appendix – Risk Management

Each of the actions within our strategy document has been risk-assessed and allocated a risk level accordingly (red=high, amber=medium, green=low). Below you will see a summary of the main high-level risks facing Trust, these have been grouped under 'risk areas' and are addressed individually through the constituent Team Plans.

Risk Area	Risk	Risk Level
Strategic	Market Pressures	Red
Strategic	Demand Analysis	Red
Strategic	Dealing with 22 Local Authorities	Red
Strategic	Contracts	Red
Strategic	Service Reviews	Red
Strategic	Service Delivery & Management	Red
Strategic	Planning	Red
Strategic	Remodelling	Red
Operational	Demand/Difficult to Let	Red
Operational	Performance Management	Red
Operational	IT Systems & Infrastructure	Red
Financial	Income Generation	Red
Financial	Overheads	Red
Financial	Related Overheads	Red
Financial	Funding	Red
Financial	Funding Sources	Red
Financial	Capital raising	Red
Financial	Financial Planning	Red
Assets	Adaptability of Stock	Red



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