

Section 6: Objectives and Priorities 2022/2023/2024 - Strategic Objectives Plan and Operational Priorities (Updated June 2023)

The Association has developed a strategic objectives plan which identifies the 7 strategic objections for the three years 2022/2023/2024. To sit alongside the Strategic Objectives there is a Strategic Delivery Plan (SDP) detailing the strategic objectives; the priorities within these; the outcomes sought; the key actions to achieve these; and the performance measurement method with targets for the three years.

The SDP has annual targets which are measured and reported on a quarterly basis to the Association's Committee of Management. The SDP for 2022 / 2023 / 2024 is the first attempt at formally determining and recording strategic objectives and delivery in this format. The system will be reviewed and amended as required moving forward during the period of the current plan and beyond.

Additionally we have a variety of operational priorities. Our operational objectives cover the current year and the period two years ahead. While operational priorities are managed by staff rather than Committee, quarterly updates on outcomes are provided to Committee through updates to the Committee portal outwith formal committee meeting reporting. Any concerns regarding operational achievements is actively reported.

Operational priorities are split into quarterly targets of Q1 April – June, Q2 July – Sept, Q3 Oct – Dec, Q4 Jan – Mar. Many of the operational priorities are annual priorities that will apply to each of the three years. As such, they are not repeated under subsequent years and instead subsequent years only detail additional priorities. Where the priority is marked # this indicates that it is specific for this year only.

Strategic Delivery Plan: 2022 / 2023 / 2024

Outcomes Sought – what do we want to achieve through having this Priority.

Key Actions – what actions do we need to take to achieve our outcomes. There can be several Key Actions for each Outcome sought.

Performance Indicators Measurement – how will we know if we have achieved; what will we be able to measure to demonstrate this. There will be several Performance Indicators to measure our success.

Strategic Objective 1: To help our tenants live in an affordable and sustainable way

Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Annual Targets			
					Base line March 2022	22/23	23/24	24/25
1	Work with our tenants to understand what “affordable” and “sustainable” means to them.	Homes are affordable.	Work with customer forum and wider tenant base to define “affordable” and “sustainable” in Pineview context. Draft action plan – report and publicise Consult with residents via consultation register.	% tenants agree homes are affordable.	89.3%	>90%	>90%	>90%
2	Develop our response to ESSH2/Climate and Carbon reduction requirements.	Properties more energy efficient and cost effective, without wasting energy or making property rents unaffordable to customers.	Investigate technologies and their cost effectiveness and their suitability. Action Plan	Review target in light of 2022 government review				
3	Review our approach to estates management.	Tenants feel pride in the local area.	Review estate caretaking service level agreement. Staff out inspecting areas more frequently. Increase tenant involvement in estate management Further develop working relationships and special initiatives with other agencies	% tenants satisfied with our management of the neighbourhood. % inspections completed No of residents involved in estate management initiatives No of initiatives and agencies involved	92.89% 50% 5 4	>90% 100% 10 8	>94% 100% 15 10	>95% 100% 20 12

			Increase opportunities for regular resident feedback					
			Develop and review estate based operational targets	Number of estate management action plans in place	0	25	25	25
4	Maximise our tenancy support.	Our tenants have access to additional support.	Explore, source and promote events, initiatives and funding opportunities.	No of tenants accessing additional support	10	100	150	200
			Increase personal contact with tenants to understand needs	% of tenancies sustained.	85.71%	>90%	>90%	>90%
			Question in Customer Survey re support needs					
			Continue existing support including CAB	CAB Appointments & additional income generated	69%	>75%	>85%	>90%
5	Continue to benchmark our costs and rents.		Benchmark through existing membership of SHN and SFHA, Drumcog partners and use of Scottish Average figures.	Reports produced for Committee and publicised to customers as applicable	Annual	Annual	Annual	Annual

Strategic Objective 2: To deliver on the promises we make to our tenants

Priorities	Outcomes Sought	Key Actions	Performance Indicators Measurement	Annual Targets				
				Base line March 2022	22/23	23/24	24/25	
1	Deliver on our commitments as set out in regulatory and statutory requirements; our transfer promises; and our participation action plan(s).	<p>Full regulatory and statutory compliance</p> <p>Delivery of all transfer commitments as per schedule</p> <p>Delivery of participation action plans</p>	<p>Demonstrate delivery of commitments</p> <p>Adherence to schedule and reporting to Committee and customers</p> <p>Regular audits of key risk areas such as health & safety and KPIs</p>	<p>Low regulatory engagement</p> <p>Publish outcomes of transfer promises and action plans</p>	Low	Low	Low	Low
				6 mthly reports	6 mthly reports	6 mthly reports	6 mthly reports	
2	Establish a new outcome evaluation tool.	Identify simple and effective monitoring system	<p>Set up simple but effective and auditable monitoring systems.</p> <p>Skill up team to effectively use systems.</p> <p>Set up reporting timeframes.</p>	New outcome evaluation tool approved and implemented	-	Report to CoM with recommendation	Cfwd from 2023	TBC
3	Explore a participatory approach to dispersing our wider action fund.	Spend our wider action funding in line with customer priorities	Explore opportunities for joint initiatives and co-funding with local partner agencies	No of initiatives with partner agencies	4	8	10	12
4	Continue to benchmark our service outcomes.		Continue benchmarking through existing membership of SHN and SFHA, with Drumcog partners and use of Scottish Average figures.	Reports produced for Committee and publicised to customers as applicable	Annual	Annual	Annual	Annual

Strategic Objective 3: To develop our response to climate change

Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Annual Targets			
					Base line March 2022	22/23	23/24	24/25
1	Explore the sustainable provision of energy to our homes.	Ensure our properties are energy efficient and cost effective, without wasting energy or making property rents unaffordable to customers.	Investigate technologies and their cost effectiveness and their suitability. Action Plan considering the 2022 government review	Implement EESSH 2 action plan	N/A	Produce action plan – pending govt review	Cfwd from 2023	TBC
2	Introduce a green office strategy.	Our business has reduced its carbon footprint.	Review office energy consumption and identify where reductions can be made. Green Office strategy/action plan Review van type when due to be replaced	Implement Green Office action plan	N/A	Produce action plan	Cfwd from 2023	TBC
3	Review our estate management policy.	Estate Management policy prioritises climate change issues	Review and update policy and produce action plan if required	Policy reviewed and approved	Current Policy in place	Policy Review	Prepare for April 24 review	Prepare for April 24 review
4	Maximise the use of community benefit clauses	Reference to climate change included in tender documents as appropriate	Include community benefit clauses which are tailored to reflect climate change	% of eligible contracts with community benefit clauses which are tailored to reflect climate change	-	25%	25%	25%

5	Support partners environmental projects.	Support and increased involvement in partners environmental projects	Continue to identify funding and support opportunities	Report and publish outcomes of joint working	3	5	7	8
---	--	--	--	--	---	---	---	---

Strategic Objective 4: To engage effectively with our tenants and the wider community.

Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Annual Targets			
					Base line March 2022	22/23	23/24	24/25
1	Update our engagement strategy.	Engagement strategy updated	Review existing strategy Consult with Customer Forum, Customer Consultation Register and wider customer base	Updated Engagement Strategy approved and published	2019 Strategy	Update strategy	Prepare for review due April 2024	Review April 24
2	Seek opportunities to widen our engagement and reach.	Increase engagement by maximising opportunities for participation in the local community	Research and publicise opportunities in the area	No of opportunities for participation publicised	4	8	10	12
3	Explore options for enhanced self-service.	Increased range of digital service available	Awareness raising with customers. Investigate SDM housing software system for customer access and self-serve. Implementation and promotion of digital feedback systems.	No of services customers can self-serve on.	6	6	6 Held pending IT review Implement for complaints & then consider for allocations	6 Held pending IT review
4	Clarify our responsibilities with improved signposting.	Identify and clarify our responsibilities for customers and those of other agencies and partners	Publicise and encourage uptake of services provided by other agencies	Information collated and published to customers	N/A	Publish Estate plans for each area	Annual	Annual

Strategic Objective 5: To explore opportunities for partnership and wider action.

Priorities	Outcomes Sought	Key Actions	Performance Indicators Measurement	Annual Targets				
				Base line March 2022	22/23	23/24	24/25	
1	Review our current activities, resources and partnerships.	Identify duplication and gaps, to provide more effective and efficient services.	Map out all current. Identify gaps. Identify options for filling gaps.	Progress on removing duplication. Progress on filling gaps.	-	Complete exercise	C/Fwd from 2023	
2	Enhance our inhouse skills and resources.	Staff team equipped and inspired to work in wider community	Identify training and development opportunities	Staff involvement in local and partner initiatives	-	Identify & develop staff members	N/A	N/A
3	Explore the potential for quick-win projects.	Implement quick win project	Identify and progress quick win project	Quick win projects implemented	-	Identify suitable projects & action	Identify suitable projects & action	Identify suitable projects & action
4	Consider the need for a Wider Action Plan	Draft Wider Action policy / plan	Incorporate into core work. Spread responsibility throughout Housing Services team.	Develop policy / plan	-	Achieved Incorporated with Donation Policy April 2022.	Report spend against budget.	Report spend against budget.

Strategic Objective 6: To support our people to succeed.

Priorities	Outcomes Sought	Key Actions	Performance Indicators Measurement	Annual Targets				
				Base line March 2022	22/23	23/24	24/25	
1	Review the skills and resources required to fill any gaps.	Our people have the skills and support to carry out their role effectively.	Identify any skills and experience gaps for existing team members. Determine programme to develop skills for team members.	% tenant satisfaction with staff team. % staff satisfaction with learning and development opportunities. IIP accreditation grading.	2019 TSS 1 to 1 / SDPR Meeting Gold	2022 TSS 1 to 1 / SDPR Interim Assessment	Implement CX system Measure and report satisfaction Retain award	CX system Measure and report satisfaction Retain award
2	Embed new staffing structure.	Staff structure imbedded	Roles and responsibilities clarified Ongoing guidance and mentoring	TSS//KPI & priorities outcomes	Staff structure in place	Review performance & outcomes achieved	Review performance & outcomes achieved	Review performance & outcomes achieved
3	Continue to invest in learning and development.	Highly skilled and motivated team leading to improved performance and increased customer satisfaction	Promote learning and development opportunities Professional qualifications Professional fees paid Regular review of training plans Maintain available budget	Individual & team training plans in place. Staff undertaking professional qualifications IIP accreditation grading.	Annual & individual training plans Gold	Develop annual training plans & reporting. Learning not optional. Interim	Report against plans Retain award	Report against plans Retain award

4	Strengthen our approach to succession planning.	Revised structure to provide learning and development opportunities for staff & committee	Individual, practical learning plans in place Mentoring	Suitable internal candidates for any vacancies Develop succession policy		Put individual learning plans in place. Develop Policy.	Measure promotion opportunities / success	Measure promotion opportunities / success
5	Update and embed our Behaviours Framework.	Our people fully reflect our values.	Embed in One to One and SDPR process Challenging poor behaviour and leading by example Work with the Leadership Factory	Behaviour Framework demonstrated through One to one and SDPR outcomes		Develop 1 to 1 forms further. Leadership factory work	Review & further develop if required	

Strategic Objective 7: To ensure the ongoing financial viability and sustainability of the organisation.

Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Annual Targets			
					Base line March 2022	22/23	23/24	24/25
1	Pursue Value for Money across all business areas.	Embed VFM approach throughout organisation.	Review VFM statement with customers. Adherence to financial procedures Benchmarking costs with peers.	% of tenants who feel that their rent represents good value for money.	89.3%	>90%	>90% Review VFM statement with forum.	>90%
2	Demonstrate rent affordability.	Rents affordability demonstrated	Benchmarking through existing membership of SHN and SFHA, with Drumcog partners and use of Scottish Average figures. Use of SFHA affordability tool.	Reports produced for Committee and publicised to customers as applicable	Annual	Annual	Annual	Annual
3	Effectively manage costs and maximise efficiency.	Costs within agreed budgets	Increase awareness of VFM statement within the staff team Adherence to finance regs and invoices processing procedures Develop systems re monthly monitoring	Satisfactory Budget Reports	Qtrly Report	Qtrly Report	Qtrly Report	Qtrly Report
4	Continue to demonstrate effective governance and assurance.	Full regulatory and statutory compliance	Annual Assurance Statement ARC Internal/External Audit Committee Reporting	Low regulatory engagement and high performance Clean Management Letter	Low Annual	Low Annual	Low Annual	Low Annual

Operational Priorities (Updated June 2023)

GOVERNANCE

Governance – Area of Work:	Priorities & Objectives April 2023 – March 2024:	Strategic Objective	#	Target Completion - Quarter: 1 = Apr - Jun, 2 = Jul – Sep 3 = Oct - Dec, 4 = Jan - Mar
Business Planning	Implement Business Plan framework and reporting timeline	7		1, 2, 3, 4 Business Plan report at each Management Committee meeting.
Performance Management	Quarterly reports on - performance indicators - strategic delivery plan	7		1 (Aug CoM) 2 (Nov CoM) 3 (Feb CoM) 4 (May CoM)
Committee Development	Drumcog Joint Training	6		1, 2, 3, 4
Committee Development	Committee diversity mix- keep reviewed	2; 7		1, 2, 3, 4
Performance Management	Quarterly reporting against ToE promises.	2; 4		1 (Aug CoM) 2 (Nov CoM) 3 (Feb CoM) 4 (May CoM)
Risk Management	Quarterly review of Risk Register	2;7		1 (Aug CoM) 2 (Nov CoM) 3 (Feb CoM) 4 (May CoM)
Performance Management	Internal Audit – ARC/ESSH Review	2; 7		1 (May)
Regulatory and Statutory Returns	SHR ARC & ESSH Return	2; 7		1 (31/05)
Regulatory and Statutory Returns	SHR Five Year Financial Projections	2; 7		1 (31/05)
Regulatory and Statutory Returns	Property Factor Register Update	2; 7		1 (30/06)

Governance – Area of Work:	Priorities & Objectives April 2023 – March 2024:	Strategic Objective	#	Target Completion - Quarter: 1 = Apr - Jun, 2 = Jul – Sep 3 = Oct - Dec, 4 = Jan - Mar
Regulatory and Statutory Returns	SHR Loan Portfolio Return	2; 7		1 (30/06)
Rules Compliance	AGM – on time and quorate	2; 4; 7		2 - July
Performance Management	Internal Audit – 2 nd visit	2; 6; 7		2 (Aug)
Non-Regulatory and Statutory Returns	SHAPS Annual Financial Assessment	7		2 (30/08)
Regulatory and Statutory Returns	SHR Annual Financial Statements Return	2; 7		2 (30/09)
Business Planning	Review life cycle costings	1; 3; 5; 7		2 & 3
Performance Management/Statutory Requirement	Annual ARC Report	2; 4; 7		3 (31/10)
Regulatory and Statutory Returns	FCA Annual Return	2; 7		3 (31/10)
Performance Management	Internal Audit – 3 rd visit	2; 6; 7		3 (Dec)
Regulatory and Statutory Returns	OSCR Annual Return	2; 7		3 (31/12)
External Audit	Audit Tender for 2024/25 (3 + 2) Tender Closing Interviews Outcome	2; 7	#	3 (Dec 2023) 4 (Feb 2024) 4 (Feb 2024) 4 (Mar 2024)
Committee Development	Annual Committee Appraisal: Collective Assessment Individual review meetings Feedback Report	2; 6; 7		4 (Jan CoM) 4 (Feb) 1 - 24/25 (Apr CoM)
Performance Management	Internal Audit – annual report and plan to CoM	2; 6; 7		4 (Jan CoM)

Governance – Area of Work:	Priorities & Objectives April 2023 – March 2024:	Strategic Objective	#	Target Completion - Quarter: 1 = Apr - Jun, 2 = Jul – Sep 3 = Oct - Dec, 4 = Jan - Mar
Performance Management	Annual DPO report	2; 7		4 (Feb CoM)

Governance – Area of Work:	Priorities & Objectives April 2024 – March 2025:	Strategic Objective		Target Completion - Quarter: 1 = Apr - Jun, 2 = Jul – Sep 3 = Oct - Dec, 4 = Jan - Mar
Committee Development	Annual Committee Appraisal Contract – consider extension for 24/25 & 25/26. Retender Q1 2026/27 if extended.	2; 6; 7		1
Performance Management	Internal Audit Tender for 2025/26 (3 + 2) Tender Closing Interviews Outcome	2; 5; 7	#	2 (Aug 2024) 3 (Sep 2024) 4 (Oct 2024) 4 (Nov 2024)
Insurance	Contract – consider option to extend for further 2 years for 2025/26 and 2026/27	2; 7	#	3
Regulatory and Statutory Returns	Property Factors Re-registration (3 yearly)	2; 7	#	3 Oct (expires 02/12)

Governance – Area of Work:	Priorities & Objectives April 2025 – March 2026:	Strategic Objective		Target Completion - Quarter: 1 = Apr - Jun, 2 = Jul – Sep 3 = Oct - Dec, 4 = Jan - Mar
Service Review	FMD Services Contract review	5; 7	#	2 (Aug CoM)

FINANCE AND CORPORATE SERVICES

Finance & Corporate Services – Area of Work:	Priorities & Objectives April 2023 – March 2024:	Strategic Objective	#	Target Completion - Quarter: 1 = Apr - Jun, 2 = Jul – Sep 3 = Oct - Dec, 4 = Jan - Mar
Customer Communication	Produce & issue quarterly newsletters	4		1 - Jun 2 - Sep 3 - Dec 4 - Mar
Customer Communication	Quarterly website reporting of performance	4		1 Aug 2 Nov 3 Feb 4 May
Performance Management	Quarterly report of SPSO complaints	2; 7		1 (Aug CoM) 2 (Nov CoM) 3 (Feb CoM) 4 (May CoM)
Share Register	Quarterly reconciliation and reporting	2;4;7		1 (Aug CoM) 2 (Nov CoM) 3 (Feb CoM) 4 (May CoM)
Financial Management	Quarterly Management Accounts, including ratios	2;7		1 (Aug CoM) 2 (Nov CoM) 3 (Feb CoM) 4 (May CoM)
Financial Management	Quarterly Treasury Management Report	2;7		1 (Aug CoM) 2 (Nov CoM) 3 (Feb CoM) 4 (May CoM)
Financial Management	Covenant (CB) – approved management accounts to lender within 60 days of quarter end	2;7		1, 2, 3, 4
ICT systems	Cyber Essentials Accreditation - Annual	2;7		1 & 2
Green Office Strategy	Devise and implement action plan	1;2;3	#	1

Financial Management	Covenant (CB) – Rental schedule of security within 30 days of year end	2;7		1 (30/04)
Financial Management	Covenant (CB) – annual budgets within 30 days of year start	2;7		1 (30/04)
Financial Management	Annual External Audit	7		1
Staff Development	Issue Revised FCSA Job Descriptions	6	#	1
Financial Management	Annual Financial Statements approved	2;7		1
Service Review	ICT Managed Service Tender (3 + 2)	1;3;4;6;7	#	1 & 2
Customer Participation	Arrange resident annual summer event.	2;4		1 / 2
Office Standards	Review & reissue to all.	6		2
Staff Training	Review of staff training requirements and plan programme. (Every 2 years)	6		2
Health and Safety	ACS Health and Safety Audit	5; 6; 7		2 (Aug/Sep)
Service Review	DPO Service Review (for Feb 23)	2; 5; 7	#	2 (Sep)
Financial Management	Covenant (CB & NW) – Audited annual accounts within 180 days of year end	2;7		2 (30/09)
Financial Management	Covenant (CB) – copy of FYFP submitted to SHR	2;7		2 (30/09)
Financial Planning	First draft budget to committee	2;7		3 (Nov)
Financial Planning	Review signatories	2;7		3
Performance Management	Issue Annual SHR Tenants Report	2; 4; 7		3 (30/10)
Insurance	Annual review process commences for 01/04	2;7		3 (Oct)

Financial Planning	Final budget to Committee	2;7		4 (Jan)
Staff Wellbeing	HWL - Develop action plan/programme of events	6		4
GDPR/FOI	Committee Refresher Training with DPO	2;6		4 (Feb)
Organisational Development	Investors in People accreditation re-assessment	5; 6; 7	#	4 (Mar)

Finance & Corporate Services – Area of Work:	Priorities & Objectives – April 2024 – March 2025:	Strategic Objective	#	Target Completion - Quarter: 1 = Apr - Jun, 2 = Jul – Sep 3 = Oct - Dec, 4 = Jan - Mar
GDPR/FOI	Staff Training – 18/24 months	2;6		3
Performance Management	360° appraisal of Director and HSM	6		3

Finance & Corporate Services – Area of Work:	Priorities & Objectives – April 2025 – March 2026:	Strategic Objective	#	Target Completion - Quarter: 1 = Apr - Jun, 2 = Jul – Sep 3 = Oct - Dec, 4 = Jan - Mar
Financial Management	Pension auto enrolment anniversary (01/08/2025)	2;6;7	#	2
Health and Safety	ACS Health and Safety Audit	5; 6; 7		2 (Aug/Sep)
Organisational Development	Investors in People accreditation 18 month interim review	5; 6; 7	#	2 (Sep)
GDPR/FOI	Review of Impact Assessments/Publication Guide	2;7	#	3

HOUSING SERVICES

Housing Services – Area of Work:	Priorities & Objectives April 2023 – March 2024:	2023 Strategic Objective	Target Completion: 1 = April – June, 2 = July– Sept 3 = Oct – Dec, 4 = Jan - March
9 Pineview Court	<p>Ensure that H &S Schedule of Drills is up to date at all times to demonstrate full compliance with HMO licence requirements.</p> <p>Ensure minimum quarterly liaison meetings held</p>	1;7	<p>1 (April CoM) 3 (Nov CoM)</p> <p>1 (June 2023) 2 (September 2023) 3 (December 2023) 4 (March 2024)</p>
Cyclical Maintenance	<p>Ensure all cyclical works are implemented within required timescales / legislative requirements and variations / concerns reported to CoM in HS Reports</p> <p>(Legionella checks / risk assessments; roof anchors; detectors; gas safety; EICR; grounds maintenance)</p>	2;4;7	<p>1 (April, May & June CoM) 2 (Aug & Sept CoM) 3 (Nov CoM) 4 (Jan & Feb CoM)</p>
Planned Maintenance	<p>Implement within timescales, specification and budget. Variations / concerns reported to CoM in HS Reports</p> <p>(Complete: kitchens & boilers contract Bathrooms contract Fans replacement contract)</p> <p>Publicise 3-year investment plan to relevant areas & update CoM</p>	2;4;7	<p>1 (April, May & June CoM) 2 (Aug & Sept CoM) 3 (Nov CoM) 4 (Jan & Feb CoM)</p> <p>Aug 2023 Nov 2023 Dec 2023</p> <p>2 (Sept CoM)</p>

Housing Services – Area of Work:	Priorities & Objectives April 2023 – March 2024:	2023 Strategic Objective	Target Completion: 1 = April – June, 2 = July– Sept 3 = Oct – Dec, 4 = Jan - March
Customer Participation / Communication	<p>Increase numbers and diversity of Customer Forum members –</p> <p>Quarterly feature in PHA Newsletter</p> <p>Publicise the Customer forum at D70 event</p> <p>Open evening to promote the Customer Forum</p> <p>Range of different speakers invited to Forum meetings to generate interest in attending</p>	4	<p>1 (June 2023)</p> <p>2 (Sept 2023)</p> <p>3 (Dec 2023)</p> <p>4 (March 2024)</p> <p>2 (July 2023)</p> <p>2 (September 2023)</p> <p>2 (Aug & Sept 2023 Meetings)</p> <p>3 (Oct & Nov Meetings)</p> <p>4 (Feb & March 2024 Meetings)</p>
Customer Satisfaction / Participation	<p>Promote & encourage a wide range of customer contact methods / feedback opportunities across all HS service provision –</p> <p>Update TSS Action Plan, publicise & report</p> <p>Extend CX Feedback to complaints & allocations</p> <p>Information leaflet produced and issued to owners & sharing owners</p>	2;4	<p>2 (Publicise July 2023. Report Aug CoM)</p> <p>2 (Sept 2023)</p> <p>2 (Sept 2023)</p>
Estate Management	<p>100% estate inspections carried out</p> <p>Implement special initiatives with other agencies (target = 6)</p>	1, 4; 5	<p>1 - 4</p> <p>2,3,4</p>

Housing Services – Area of Work:	Priorities & Objectives April 2023 – March 2024:	2023 Strategic Objective	Target Completion: 1 = April – June, 2 = July– Sept 3 = Oct – Dec, 4 = Jan - March
	<p>Involve residents in estate management initiatives / inspections (target = 5)</p> <p>Update and issue Estate Management Action Plans</p> <p>Improve tenants’ understanding of their obligations. Report on progress & outcomes to CoM</p>		<p>2,3,4</p> <p>2 (Sept 2023)</p> <p>2 (Action Plan July 2023, implemented Aug 2023. Report on progress & outcomes Sept CoM)</p>
Wider Action / Community Participation	<p>Continue with annual projects Implement community regeneration fund commitment + updates on projects & spend in HS Reports) –</p> <p>Implement plan of projects (target = include 8 joint initiatives / co-funding with local partner agencies)</p> <p>Review partnerships to avoid duplication and identify gaps</p>	2;4;5	<p>2,3,4 (Implement projects from July 2023 – March 2024)</p> <p>2 (complete review by Sept 2023)</p>
Welfare Reforms	Review / update the Welfare Reforms Action Plan and report to CoM	1;4;5;7	<p>2 (Aug CoM)</p> <p>4 (Feb CoM)</p>
Annual Rent Increase	Review and undertake consultation Report to CoM for rent increase	1;2;4;7	<p>3/4 – Consultation</p> <p>3 – draft budget (Nov CoM)</p> <p>4 – final budget (Jan CoM)</p>
EESHS 2 / Climate & carbon reduction requirements	Action Plan / Strategy update to CoM	1;3;4;5;7	<p>1 (May CoM)</p> <p>2 (Aug CoM)</p> <p>3 (Nov CoM)</p> <p>4 (Feb CoM)</p>

Housing Services – Area of Work:	Priorities & Objectives April 2023 – March 2024:	2023 Strategic Objective		Target Completion: 1 = April – June, 2 = July– Sept 3 = Oct – Dec, 4 = Jan - March
Stock Management	2 yearly property inspections – implement programme	2;7		2 (from Aug 2023)
Stock Management	Annual stock condition survey update	2;7		2 (Sept CoM)
Stock Management	Update to CoM re Fire Risk Assessments & Action Plan	2;7		3 (Nov CoM)
Planned Maintenance	Procure contracts for the following year	2;4;7		3

Housing Services – Area of Work:	Priorities & Objectives April 2024 – March 2025:	2024 Strategic Objective		Target Completion: 1 = April – June, 2 = July– Sept, 3 = Oct – Dec, 4 = Jan - March
9 Pineview Court	Preparation for licence renewal	1;7		2, 3
	Successful licence renewal		#	4 (Jan 2025)