

Appendix 1 | SMART Planning 2019/2020



The IMP is the principle document for the Cassiltoun Group. It sets directions for housing, regeneration and wider action planning. The primary mechanism for implementation will be 'SMART' plans developed by each Senior Manager.

The Board of Management and Sub-Committee structure will review the actions in the SMART plans and ensure that actions are implemented in the most cost-efficient manner.

As well as the plans included in this document the Association develops and updates other specific operational plans during each financial year.

SMART planning gives each manager the focus that they need to ensure that we deliver our main objectives. Each SMART Plan is closely linked to delivery of the Strategic and Operational Objectives set within the Internal Management Plan.

This section contains the following SMART Plans:

- Chief Executive
- Director of Operations
- Director of Finance
- Corporate Services Manager
- Housing Manager and Property Manager

The purpose of this plan is to provide a monitoring framework for managers to ensure that their individual performance and priorities support the Strategic & Operational Objectives of Cassiltoun Housing Association as outlined within the IMP/ Business Plan 2019 to 2022.



Name: Clair Malpas
 Designation: Chief Executive
 Period: 2019 - 2020

| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED | Notes to help completion |
|---|--|---|--|---|---|---|
| 1 | <p>Strategic/ Operational/ Risk</p> <p>Review and oversee update and delivery of IMP/BP</p> <p>Specifically – SWOT, Risk Register, SMART plans, Calendar of Priorities & Governance Timetable</p> | <p>Strategic & Operations Objectives are set by the staff. & Board in March 2019</p> <p>Risk register reviewed and SMART objectives set in April 2019.</p> <p>IMP reviewed, updated and published annually (and more frequently if required). (April)</p> <p>Regular monitoring and review reports to the Group Boards and sub committees.</p> <p>The Associations performance externally assessed (e.g. ARC return).</p> | <p>IMP review & update and monitoring is part of the planning framework embedded at CHA.</p> | <p>The organization requires a sound IMP/BP and Asset Management Plan to operate effectively and effectively.</p> <p>It sets clear objectives for the Board and for staff and focusses our activities operational on business critical areas of the operation.</p> | <p>The Business Plan will be signed off and approved by the Boards in April 2019.</p> <p>Ongoing monitoring through reports to the Board and timetable of reviews of critical areas.</p> <p>Final review of achievements in March/April 2020.</p> | <p>SMT Meeting Agenda`s monitor progress. The board receives monthly progress reports. 5 Year Asset Man plan requires to be updated in 2018 (Dir of Opps, Property Manager and Laura Edwards)</p> |
| 2 | <p>Strategic/ Operational/ Risk</p> <p>Support CSM with ongoing business growth of Stables Nursery</p> | <p>Sales/revenue targets for 2019/20 have been agreed by the subsidiary board Of Cassiltoun Stables Nursery.</p> <p>Nursery registered for 55 FTE spaces – aim for 19/20 to have 45 FTE children registered (on average)</p> | <p>Plans are achievable based on previous year`s growth and prudent future growth forecasts.</p> | <p>The continued business success of Stables Nursery is vital for both staff and parents of the children that attend.</p> <p>The Nursery provides income to the Association (through loan and interest repayments and management fee) and income to Cassiltoun Trust (through rent). Helps Cassiltoun to meet internal regeneration priorities (employment/training/education/health) and fits with Scottish Government agenda.</p> | <p>Operational performance will be monitored through to 31 March 2020.</p> | <p>The Nursery is repaying its £100k loan.</p> <p>2018/19 staff and Board set their Vision and Mission and had their first planning/ team building day.</p> |



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| 3 | Operational Oversee the creation of Cassiltoun Environmental and support HM (P) with the business planning process | New shadow Board to be created Business Plan to be agreed with financial forecasts Business to be registered appropriate bodies to be informed (SHR CHA lenders). Business to be operational. | Feasibility study provided assurance that the business is viable and also meets charitable aims. Further research completed with regards to business model and operational details Advice sought from TC Young with regard to all legal matters. | Cassiltoun Group seeks to achieve value for money for our customers. This is by improving services, delivering wider outcomes (as per our Regeneration aims) and controlling costs. Setting up CES will assist the Group achieve these aims | Shadow Board to be created by April 2019 Business to be registered by summer 2019 Staff to be recruited September 2019 Business Operational October 2019 | Timescales are challenging & will be reliant on speed of approval from external bodies |
| 4 | Operational/Risk To ensure that the Association continues to manage Universal Credit rollout and impact of increased levels of poverty. | This objective is measured by operational performance results. | The Association has a highly effective Advice team (now in place until March 2021) who have worked well with and due to re-organisation, have now become part of - the operations team. Staff provide services flexibly responding to tenants needs. External review of service completed as part of the end of the Lottery bid (final report due May 2019) which may assist for future funding bid. | Tenant's ability to manage their Universal Credit and the DWP's internal payment processes have a significant impact on Cassiltoun. The Association has no control over the timetable for further Universal Credit migration & UC is subject to ongoing changes so the organisation will use this period where cases are increasing incrementally to stress test our internal processes (test and learn). | Performance monitored through operational results (ongoing and March 2020) | |
| 5 | Strategic /Operational Deliver Regeneration Outcomes & increased tenant engagement | Regeneration objectives are detailed in the annual regeneration plan for 2019/20 | We have the financial resources & key partnerships in place for 2019/20 to deliver all our objectives. New staffing will support the ongoing activity. CEO will continue to support this area. | Cassiltoun Group has an excellent reputation for its regeneration programmes. We consistently meet the expectations of our funders and partners and assist local and national government meet their priorities. | We remain focused on delivering our projects throughout the financial year to March 2020. | Our future plan will depend on external funding provision & internal priorities. Castlemilk Park remains challenging in terms of longer term capital funding for improvements and funding for ongoing maintenance programmes. |



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| 6 | <p>Strategic/Operational/Risk</p> <p>To lead the Association's new build housing programme until completion.</p> | <p>Development programme measured through the following:</p> <p>General progress for sites still in planning stages</p> <p>Site starts/site completion:</p> <p>To Budget</p> | <p>Barlia 3 already onsite</p> <p>Plans already advanced for Castlemilk Drive and council are supportive</p> <p>Feasibility Completed for Nursery site & council supportive. Costs still need to be confirmed</p> <p>This is a more complex site and progress likely to be slow to deal with issues as they arise</p> <p>Our plans are realistic and based on a prudent approach to risk which have taken several years to develop as part of a well thought out strategy</p> | <p>Helps to meet Scottish Government and Glasgow City council aims and objectives. Increasing Cassiltoun stock base also improves long term business plan.</p> | <p>Measures though reports to the Board and Regeneration Sub committees.</p> <p>Barlia 3 – site completion Q3</p> <p>Castlemilk Drive – site start Q3</p> <p>Nursery Site – further Site Investigations to be completed 19/20</p> | <p>The Association has appointed Laura Edwards as our development manager to oversee the day to day development process by coordinating with the design team and other key stakeholders.</p> |
| 7 | <p>Strategic/Operational/Risk</p> <p>Ensure that the Association complies with the Regulatory Standards of Governance and Financial Management and ensure that the Board is confident to complete the new Assurance Statement in October 2019.</p> | <p>The Association underwent an external review against the Regulatory Standards</p> <p>The outcome provided assurance of high levels of compliance with a few minor areas to be addressed in 19/20 and reported to the Board.</p> | <p>The culture of CHA has to ensure that the Board are provided with Assurance and that the standards are embedded in our reports, decision making and approach to risk.</p> <p>Ensuring that awareness is improved will help to achieve the standards. Areas for improvement are achievable within relevant timescales.</p> | <p>It's imperative that the Association complies with the Regulatory Standards.</p> | <p>Assurance statement to be signed in October 2019.</p> <p>Maintaining compliance and best practice is an ongoing high level priority for the board and SMT at Cassiltoun HA.</p> | |
| 8 | <p>Operational</p> <p>Ensure that the Group is prepared for the extension of FOI to Housing Associations in November 2019</p> | <p>New policy/processes need to be in place before the Regulations come into effect</p> | <p>SMT members have attended information sessions to get further information and SFHA/GWSF will produce guidance.</p> <p>CSM will oversee this process.</p> | <p>We are required to comply with these new Regulations.</p> | <p>Policy and Procedure to be signed off by the Board by October 19.</p> | |

The purpose of this plan is to provide a monitoring framework for managers to ensure that their individual performance and priorities support the Strategic & Operational Objectives of Cassiltoun Housing Association as outlined within the IMP/ Business Plan 2019 to 2022.



Name: Fiona McGowan
Designation: Director of Operations
Period: 2019- 2020

| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED | Notes to help completion |
|----------|--|--|---|--|--|--|
| 1 | Strategic & Operational To maintain performance across the KPI's set out in the Internal Management Plan and Operations Service Plan and prepare ARC return to Scottish Housing Regulator. | Lead service delivery and ensure that policies are reviewed when required. Procedures in place to monitor and audit performance against all KPI's with quarterly reporting to the Operations Sub, the Focus Group, annually to the Scottish Housing Regulator and published in the quarterly newsletters, annual report card where benchmarking information is provided. | Yes – Resources in place, experienced staff in post and strong track record of continuous performance delivery. | Critical to performance and future success of the organisation. Maintaining delivery of high quality housing service in cost efficient way. | Meet all KPI's by end March 2020. Prepare information for ARC to SHR by end May 2020. Tenants Report Card to be published by end of September 2019. Quarterly and year end reporting to Operations Sub Committee, Staff, and tenants via Newsletter. | Ensure that policies and procedures are adhered. New staff trained to Cassiltoun Standard. |
| 2 | Operational To complete the necessary energy efficiency works to comply with EESSH requirements before 2020 deadline. | Yes – Plan and budget in place to assess compliance with 2020 Standard and reported quarterly to Operations Sub Committee and ARC to SHR. JMP will carry out robust cloning exercise and once completed programme will be put in place and implemented to ensure that we meet the Standard by 2020. | Staffing and resources in place to ensure cloning and follow-up work can be progressed. Once completed any projected fails will be assessed and brought up to standard within the investment budget. Some properties may still fail due to tenants not allowing work to be carried out. SHR accepts this. | EESSH will contribute towards the carbon emissions reduction targets set by the Climate Change (Scotland) Act 2009. The Scottish Housing Regulator (SHR) will monitor and report on social landlords' compliance with the EESSH. | Yes: working to plan cloning should be complete Q2 2019/20 and reported to Q3 Operations Sub. Work will be completed by 2020 deadline. | Work closely with Technical Assistant to ensure all relevant EESSH information is recorded in a reportable format. |



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|---|---|--|---|---|--|---|
| 3 | Operational To ensure that we deliver the objectives set in the Asset Management Plan and effectively deliver our 2019/20 major repair improvement plans including completing the necessary work to ensure that we are compliant with new fire and smoke detector regulations by 2021 | 2019/20 programme is due on site June 19 with pre-start meetings already held. Regular progress meetings are held and recorded with progress reported quarterly to Operations Sub and regularly to SMT and Operations Team Meetings. Figures for the smoke detector installations will be collated on completion and reported to operations Sub as to how many properties are completed and compliant. | Yes – Budget in place, contractors appointed and have capacity and staffing resources in place. | Critical to the business and our strategic objectives to ensure we maintain the quality and investment in our housing stock. Smoke Detectors form part of the amendment to the Housing (Scotland) Act 1987 in light of Grenfell and comes into force in February 2021 when all stock must be compliant. | Quarterly reporting to Operations Sub Committee Contracts with the exception of smoke detectors will be complete by March 2020. Smoke Detectors February 2021. | Ensure Housing Managers have the skills and support to ensure delivery. |
| 4 | Operational Support the Association's Development programme including implementing new void standard and drafting and implementing letting plan for Barlia 3. | Reports to Board of Management and Regeneration Board. | Resources in place including highly experienced Development Consultant and in-house CoW. Consider best practice and learn from the experiences of other RSL's | Business critical to ensure new build properties are completed on time, within budget and to specification and that; they are allocated on time and within policy and procedure. | Barlia 3 due off site between September and December 2019 in a phased handover. Letting plan to draft to be passed for approval May 2019, allocations visits completed and new tenants identified by June/July 2019. | Network and learn from peers' experience. |
| 5 | Operational Review the process of tenant rent consultation. | Monitoring reports to Board of Management. | Yes – Clear planning framework to be put in place with consultation carried out through the year as well as Annual consultation. | Ensure our rents remain affordable and benchmark in line with our peers. SHR expectations and recommendations to ensure landlords consult effectively with tenants. Ensure rents are set at level to enable continuous investment, services and wider role. | Consultation process to be completed by mid to end January 2020. Review/report of process by end of Quarter 2. | Looks at various methods of consultation not only written ensure staff are fully briefed, participative and understand process. |



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| 6 | Operational Complete Tenant Satisfaction survey by beginning of Q3. | Report from consultants to present to Board of Management. Feedback from tenants with concerns raised and respond. | Yes – resources in place and procurement of consultant completed and timescales confirmed. | Ensure the services of the Association are of a high standard and achieving customer satisfaction as well as value for money. Information collected for reporting on the ARC to the SHR. | Survey to be carried out in Quarter 2 of financial year and will be reported within Quarter 3. Respond to any concerns by end of Quarter 4. | Ensure staff team briefed and understand process. Ensure most recent and up to date information is passed to consultant. |
| 7 | Operational Deliver outstanding GDPR actions. | Monitoring reports to Board of Management. | Yes: resources in place, actions to be taken understood, training completed and forms available. | Vital to the Organisation to ensure compliance with GDPR 2018 to protect tenant and staff interest and the Organisation as a whole. | Outstanding actions to be completed by end Q2. | Ensure staff and contractors understand obligations. |
| 8 | Operational Support the CEO and HM(P) to set up and deliver new Social Enterprise. | Reports and Business Plan to Board of Management and Shadow Board. | Yes: Resources in place, due diligence carried out. Shadow Board has been set up and Business Plan completed. | To provide VFM for the Association, to improve services to our customers and to improve the physical environment. | Monthly Shadow Board Meetings, staff to be in place September 2019 to begin trading October 2019. | Recruitment of experienced staff who are customer focused is a necessity. |
| 9 | Operational Continue to maintain the effectiveness of our Reactive, Cyclical and Environmental contacts. | Monthly performance meetings with contractors. Performance and tenant satisfaction reported quarterly to Operations Sub Committee. Annual reporting of performance and tenant satisfaction in the ARC. Information provided quarterly to tenants in the newsletter and annually with benchmarking in the Tenants' Report Card. | Yes: Contracts, resources and budgets in place. Well-established regular monitoring and reports provided. All reactive and cyclical contractors have a long standing working relationship with the Association and tenant satisfaction remains high. | Critical to performance and future success of the Organisation. Maintaining delivery of high quality reactive and cyclical repairs and environmental services in cost efficient way. | Monthly performance meetings. Quarterly Operations Sub Committee meetings receive performance and satisfaction reports. Quarterly newsletter dissemination to customers. Annual Return on the Charter May 19 Tenant's Report Card September/October 19. | Continually review effectiveness of contracts and ensure that new staff are aware of the Cassiltoun Standard and what is expected from our contractors. |



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| 10 | Operational Procure reactive maintenance contract for the period 2020-2025 | Project Plan in place which will be reported and updated quarterly to Operations Sub Committee. | Yes: Adequate time has been set to ensure contract in place for 1/04/2020 Project Plan and staffing resources in place with Development Consultant and QS in place to assist with the procurement. Well established reporting methods in place. | Critical to VFM, performance and future success of the Organisation to ensure ongoing delivery of high quality reactive repairs service, which delivers high levels of tenant satisfaction. | Project Plan in place to ensure contract in place to have contract awarded 30/01/2020 to be in place for 01/04/2020. | |
| 11 | Operational/ Risk Support the HM(S) and ATC in managing the organised approach to Universal Credit managed migration. | Quarterly reporting to Operations Sub-committee and reports to Board of Management. | Yes – experienced staff in place. Support HM(S) in her role in leading the teams. Work alongside external partners, GCC Financial Services and DWP Partnership meetings already taken place and building strong working relationships | To assist our customers with benefit advice, financial advice and well-being ensuring tenancy sustainment and building communities | Universal Credit full service with Scottish Choices implemented. Support the HM(S) in her new role of overseeing and supporting the Advice Team and Housing Management Team with ongoing managed migration of UC due for completion 2023. | Ensure all staff trained and information passed to team to read and digest. |
| 12 | Strategic/ Operational Support the Corporate Services Manager in preparation for Assurance Statement and Regulatory Standards | The group structure and governance arrangements must be delivered and achieved within the agreed rules, constitution framework, timetable, legislation, best practice, IMP and SHR Guidance and Regulatory Standards. Assurance Statement to be prepared between April – Oct 2019. | Yes: Experienced staff in place, training been carried out. Clear planning framework agreed by the Board and implemented by the SMT. Action plan from Self-Assessment to be implemented to ensure compliance. | Vital that the Cassiltoun Group has a good governance framework and complies with the SHR and best practice. | Ongoing – regularly monitoring of compliance and reported to Board of Management. | |

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Name: Gamal Haddou
 Designation: Director of Finance
 Period: 2019 - 2020

| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED | Notes to help completion |
|---|---|--|---|--|--|--------------------------|
| 1 | Operational Monitor performance of each business to ensure they are meeting targets and lender requirements. Dealing with welfare reform and ease of collecting rent. | Monthly revenue, capital and cashflow management accounting to maintain and compare actual and forecast results against targets and budgets. KPI are monitored by SMT and Board. | BP headings to be measured with the monthly management accounts. Continue with prompt reporting and integrating the new business into this. | Compliance with covenants is an important activity | To review the year's performance against the BP within 4 months of this financial year starting. | |
| 2 | Strategic Update to the business plans with 2018/19 outcomes, HA revised Castlemilk Dr costs and new 20 yr forecasts for Trust and Nursery. | | This version will continue with the BRIXX model as the starting point and with known significant changes. | Shows if our financial direction is on track and maintaining financial strength. | Trust and Nursery to be prepared for October 2019. HA to be done around July 19. | |
| 3 | Operational Maintain the prompt performance reporting across key areas: rent arrears and void loss; repairs, budget and administrative cost control. | Monthly financial performance monitoring and reporting. ARC statistical returns. Annual budget, 5-yearly and 30-yearly rolling financial forecasting. | Current software allows trend reporting and exporting of historic data to compare current performance with previous periods. | Allows for early corrective action and to avoid adverse surprises. | Monitor monthly and annually to deliver ongoing operational and financial targets. | |
| 4 | Operational Replace desktop machines across the business. | Yes. | £25k budget in place. | Computers becoming slower and risk of virus attack increases. | To be done around Sept 2019 before Windows 7 is no longer supported. | |
| 5 | Risk / Strategic Liaise with the internal auditors over this years areas of IT, development and factoring. | Measured by reports produced. | Plan has been agreed with Wylie & Bisset. | Per strategic risk management and meeting SHR requirements. | IT review penciled in to start 3/6/19. | |



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| 6 | Operational Environmental services subsidiary bank account opened and Sage software prepared. | Yes. | Software requires a days visit or remote by TSG to create the coding. | Essential for operating a new company. | Bank account requires lender approval, co reg number and new board. | |
| 7 | Operational Progressing the grant claims for development and maximising income | Measured via the amount of income achieved and unit grant value. | Working with Development Consultant and using the HARP system. | To ensure viability and cashflow. | Oct 19 and into the following fin year for C'milk Dr | |
| 8 | Strategic Monitoring development program and forecasts of spend. Contribute to strategic discussions and devising solutions. | Project plan has milestone stages. | Requires input from GCC, Crudens and architect to progress and further knowledge of the site condition. | To work with the Dev Consultant and ensure activity is integrated into the overall business. | Annual timeframe to assess progress | |
| 9 | Operational CAF loan facility drawn down at appropriate points for Vfm. | Cashflow report predicts when. | | To ensure viability and cashflow. | Cashflow report predicts when – currently August 19. | |

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Name: Paula Brownlie
Designation: Corporate Services Manager
Period: 2019 - 2020

| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED | Notes to help completion |
|----------|---|--|---|--|---|---|
| 1 | Strategic To support Cassiltoun Stables Nursery to deliver its aims and objectives including Board's annual appraisals and development needs. | Ensure recruitment & HR processes are in place. Support Nursery Manager develop Cassiltoun Stables Nursery Values, Mission Statement and Values. Regularly review performance by SMT and Board.. | Yes. Resources and working to business plan. | Fits with economic and regeneration of Castlemilk. Strategic objective of the Association is to support its Social Enterprise business. This is a critical part of the Association's strategic direction. | Viable business plan in place to March 2020. This is supported by a 20 year Business Plan for further development. | SSMT monitoring progress and reviewing risks. Line management of the nursery to ensure that policies and procedures are adhered and that good governance is followed. |
| 2 | Operational Risk Register To support and line manage Cassiltoun Stables Nursery (Subsidiary) | Oversee financial performance of the nursery and assist with any funding returns/ monitoring Develop a strategic planning framework that supports the business as it grows and matures. Develop a set of values that will be embraced by Board and staff . | Dependent on funding opportunities. | Project fits with Cassiltoun's aims and that of the Scottish Government to create an enterprise culture. Long term expansion will assist with financial performance of the nursery. Strategic planning will support the development of the Nursery and assist the staff team.. | Ongoing – continued strong business performance. Increase FTEs and aim to expand the nursery to capture Scottish Govt's 2020 vision. | Strategic and operational objectives approved by the Board of Management |
| 3 | Strategic To support Cassiltoun Trust to deliver its aims and objectives including training and development needs and annual appraisals | By ensuring that the strategic and operational objectives are supported and that the governance of the Trust complies with Regulatory Standards, Memo of Association etc. Carrying out annual board appraisals and implementing Training Plans for all Board Members. | Yes. Achievable because of the governance framework and effective planning framework. | The Trust supports strategic aims and objectives of the Association and the regeneration of Castlemilk. | Trust's governance timetable is ongoing. Objectives and risks are reviewed annually. | Flexible approach to supporting the diversity of the Trust's work. |



| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED | Notes to help completion |
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| 4 | Strategic To oversee the effective governance of the Cassiltoun Group to comply with the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management & delivery of Assurance Statement | The group structure and governance arrangements must be delivered and achieved within the agreed rules, constitution framework, timetable, legislation, best practice, IMP and SHR Guidance and Regulatory Standards. I Assurance Statement to be prepared between April – Oct 2019. | Yes. Clear planning framework agreed by the Board and implemented by the SMT. Action plan from Self Assessment to be implemented to ensure compliance. | Vital that the Cassiltoun Group has a good governance framework and complies with the SHR and best practice. | Ongoing – regularly monitoring of compliance. | Network with other HAs and read guidance to ensure we are implementing and adhering to good governance practices. |
| 5 | Operational To ensure the Association sustains IIP Platinum Standard and a rolling programme is agreed | To sustain IIP Platinum Standard. | Yes. Work with SMT & staff to implement development areas. | Annual review programme. | Ongoing | Liaise with SMT and the IIP Consultant re timeframe and review process. |
| 6 | Operational Board Appraisals and Training and Development Programme | Appraisals to be carried out annually. Training plans in place and continually reviewed. | Yes, working with Board Members to develop and implement their training plans. | Yes, vital to the effective management of the organisation and to comply with SHR Regulatory Standardstions. | Commence in May 2019 | Work closely with the Cassiltoun Group's Boards and develop individual Board members training plans as well as group board training plans. |
| | Succession planning | Succession planning with the Board | Yes. Meet with board members re succession planning | Yes. Vital to the effective running of the Association and complying with the Regulatory Standards. | | |
| 7 | Strategic/Operational To support CEO with recruitment of new Board Members across the Group | Currently have 12 Board Members. Our aim is to recruit new members to a maximum of 15 in accordance with the Association's Rules Cassiltoun Trust currently has 8 members. Our aim is to recruit further board members. Cassiltoun Stables Nursery needs to recruit another parent board member by the summer 2019. | Dependent on interest and uptake of new recruits. To date CHA have always managed to recruit. Risk involved if we don't recruit. CHA Board must always have a membership of more than 7 as per the Association's Rules. | Ongoing. Need to comply with SHR Regulatory Standards as well as the Association's Rules in conjunction with Board Membership. | Ongoing | CDO is engaging with tenants and service users and outlining the benefits of joining the Board of Management. She is working with the youth of the community to lay the foundation for them becoming potential leaders. |



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| 8 | Operational Sustain HWL Gold Award | To sustain the achievement of the HWL Gold Award | Yes, work with the HWL adviser along with the HWL Working Group of CHA. | Yes. As an Employer we have a H&S obligation to look after the health and well being of all staff. | Quarter 1-4 | Equality & Diversity is the main core criteria of this year's submission. We need to work with the local community as well as the staff team. |
| 9 | Strategic Implementation of Staff Training | After the completion of staff appraisals, draw up an annual staff training programme. | Yes. Work with SMT and Managers to ensure this work is completed. | Yes. Vital to the strategic objectives of the Association. Staff must be skilled and knowledgeable to carry out their duties | Quarter 1-4 | Ensure VFM is demonstrated by procuring the right training & ensure staff complete a training evaluation form after training completion |
| 10 | Strategic SE4 | Support the Association with the feasibility study and advise on any HR/staffing issues. | Yes. Feasibility study carried out. | New social enterprise supports the Group. | Quarter 1-4 | |
| 11 | Risk Prepare for the implementation of FOI in November 2019 | Organise for all staff and board to be trained on the new legislation. Prepare the necessary documentation to ensure compliance with the legislation. | Yes. Training for both Board and staff has been arranged. | Yes. The Association has plans in place to ensure compliance with the new legislation. | Quarter 1 - 2. Ensure compliance by 1 Nov 2019 | |
| 12 | Strategic Taking the lead on identifying funding for staff training and additional staff resources | Support CEO and SMT in seeking funding/training for staff. Network with other agencies to ascertain funding routes. | Funding for staff and new resources to delivers the Association's operational and strategic objectives. | Ongoing | Q1-4 | |
| 13 | Strategic Ascertaining the Terms of Reference for a Tenant Scrutiny Panel | Comply with the SHR's Regulatory Standards to ensure that the Association is reaching out to tenants & allowing them to have a say. Prepare necessary remit and procedures for the Panel. | Yes. Network with other RSLs to ascertain their practices. | Ongoing | Q1-4 | |

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Name: John Williams
Designation: Housing Manager – Property
Period: 2019 - 2020

| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED |
|----------|---|---|---|--|---|
| 1 | Strategic To maintain and improve performance across the KPI's set out in the Internal Management Plan, Operational Service Plan. | Lead the Technical Team to ensure we meet the operational KPIs and report these to the board, regulator and tenants scrutiny panel. | Yes – Resources in place, experienced staff in post and strong track record of continuous performance delivery. | Internally, previous performance information is readily available and is measured/compared throughout the reporting year. | MThe performance information has to be complete by March 2020. |
| | Operational Manage the delivery of an effective, efficient and responsive housing, repairs and neighbourhood management service. | Lead monthly performance meetings with contractors covering all areas of performance. | Yes – effective reporting and monthly meetings are well established. | This links back to core services provided by the Association. | Meeting are held on a monthly basis with all key contractors. Performance is measured at each of these. |
| | Operational Ensure repair service delivers high levels of customer satisfaction, value for money and quality control. | Lead the review of satisfaction surveys and measure against KPIs and benchmarking information and report to the board. | Yes – systems are in place to collect satisfaction information and is benchmarked against previous years. | Yes – the provision of quality based repairs services is a priority for the Association. | Weekly repair monitoring as well as monthly performance meetings with contractors and reports to Board and Regulator. |
| | Operational Effectively monitor and scrutinize spend of “renewables budget” within City Contracts. | Evidenced based authorisation of spend. This is reported to the Sub Committee | The budget based on previous years spend is unrealistic and requires re-adjusted or a review of chargeable items within the contract. | This links back to the Association Value for Money and provision of quality customer service. | The spend is monitored on a monthly basis and reported to the board. |
| | Operational Manage the delivery of Cyclical maintenance ensuring high levels of customer satisfaction, value for money and quality control. | Conduct tenant satisfaction surveys as well as quality control inspections. Regular measurement of KPI's and benchmarking | Contractors have been appointed on 70/30 on quality with all having track records in providing high quality services. | Contracts make clear the standards and quality expected with get out clauses should there be significant performance failings | Gas service is on a 10 month cycle with weekly monitoring undertaken. The gutter program commences in June and is complete mid-August. |
| | Operational To work with DoO and Laura Edwards on necessary energy efficiency works to EESSH requirements before 2020 | Regular reports to Operations Sub Committee and ARC return to SHR. | Yes – Ensure information received is digested and distributed to the team and any input of data is accurate. | EESSH will contribute towards the carbon emissions reduction targets set by the Climate Change (Scotland) Act 2009. The Scottish Housing Regulator (SHR) will monitor and report on social landlords' compliance with the EESSH. | Stock condition survey already completed and ongoing EPC's carried out at void stage and after investment work. Complete by March 2020. |

Name: John Williams

Designation: Housing Manager – Property (Operations Team) | Period: 2019 - 2020



| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED |
|---|--|--|---|---|---|
| 2 | Strategic Be lead Officer with the creation of Cassiltoun Environmental Services | Regular reports to shadow board on progress with the creation of the new company. | The feasibility study and cost analysis have confirmed this as a viable business opportunity. | Yes – this links back to the Association's intention to create a better environment for residents to live while generating, employment, training and economic activities within the area. | Create a business plan by April 2019 and review with the shadow board |
| 3 | Strategic To maintain the highest of standards and compliance with the health and safety control manual | The H&S Committee has a governance timetable which covers all matter of health and safety. The robust control manual sets clear guide lines for both employer and employee | Staff awareness and training sessions and conducted throughout reporting year. Clear and concise summary booklet is given to all employees which makes clear responsibilities. | The Association has a track record of good health and safety compliance and has a clear culture from board of management right through the staff team. | Reporting framework in place throughout reporting year and is in sync with Board of Management reporting. Complete by March 2020. |
| | Strategic To develop the highest of standards and compliance with the Landlord Control Manual | The Association has signed up to the Landlord Control Manual to assist with bolstering its Health and Safety compliance, this gives clear guidance and sets clear the responsibilities for the Landlord. | A committee is being developed to work through the manual and to identify any weakness with the Association has with Health and Safety compliance. | The Association has a suite of Policies and control measure for H&S compliance. | Support the DoO throughout 2019/2020 with the development of the committee. |
| 4 | Strategic Create and implement an Environmental Action plan detailing plans to improve the local environment for residents to live | Use the feedback data from tenant's survey (2016), tenants groups and local agencies to shape priorities for the local environment. | The Scottish Governments national litter campaign which will be delivered at local level through this plan. Key stake holders are involved and the Association has its own resources to input into improving the overall environment. | The Association has to work with local residents to change the culture of dropping litter, we also have to work with the sector to ensure adequate infrastructure (recycling) is readily available. | Complete the action plan by the end of the 1st Quarter in 2019/2020 and then develop the plan further before 31/03/2020 |

The purpose of this plan is to provide a monitoring framework for managers to ensure that their individual performance and priorities support the Strategic & Operational Objectives of Cassiltoun Housing Association as outlined within the IMP and Business Plan 2019-2022.



Name: Clare McLean
Designation: Housing Manager – Services
Period: 2019 - 2020

| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED | Notes to help completion |
|----------|--|---|--|---|--|--|
| 1 | Strategic / Operational To maintain performance across the KPI's set out in the Internal Management Plan and Operations Service Plan and prepare ARC return to Scottish Housing Regulator. | Lead the Housing Management and Welfare Advice Team to ensure we meet performance in all KPI's and report this performance to the Board, Scottish Housing Regulator, Tenant's Scrutiny Panel and Tenants. | Yes – Resources in place, experienced staff in post and strong track record of continuous performance delivery. | Critical to performance and future success of the organisation. Maintaining delivery of high quality housing service in cost efficient way. | Meet all KPI's by end March 2020. Prepare information for ARC to SHR by end May 2020. Quarterly and year end reporting to Operations Sub Committee, Staff, and tenants via Newsletter. | Ensure that policies and procedures are adhered. New staff trained to Cassiltoun Standard. |
| 2 | Operational Support Tenants Charter Focus Group and Estate Action Group. | Lead in the delivery of Focus Group meetings and oversee Estate Action Group meetings held every 6 to 8 weeks. | Yes – Established groups already in place and working closely with external service providers | Empower tenants to contribute and make recommendations of our services for the benefit and wellbeing of the tenant, residents and local environment/ community. SHR compliant standards for landlords to be responsive to tenants' voice. | Groups supported and effective by March 2020. | Work with Communities coordinator in recruiting new members. |
| 3 | Strategic / Operational Support DoO and Housing Manager Property to ensure compliance with 2020 Standard is completed. . | Regular reports to Operations Sub Committee and ARC return to SHR. | Yes – Ensure information received is digested and distributed to the team and any input of data is accurate. | EESSH will contribute towards the carbon emissions reduction targets set by the Climate Change (Scotland) Act 2009. The Scottish Housing Regulator (SHR) will monitor and report on social landlords' compliance with the EESSH. | Stock condition survey already completed and ongoing EPC's carried out at void stage and after investment work. Complete by March 2020 | Flexible approach to supporting the DoO and HM in delivering. |
| 4 | Operational Support DoO to review the process of tenant rent consultation. | Monitoring reports to Board of Management. | Yes – Clear planning framework to be put in place with consultation carried out through the year as well as Annual consultation. | Ensure our rents remain affordable and benchmark in line with our peers. SHR expectations and recommendations to ensure landlords consult effectively with tenants. Ensure rents are set at level to enable continuous investment, services and wider role. | Consultation process to be completed by mid to end January 2020. Review/report of process by end of Quarter 2. | Looks at various methods of consultation not only written. |

Name: Clare McLean

Designation: Housing Manager – Services | Period: 2019 - 2020



| | SPECIFIC | MEASURABLE | ACHIEVABLE | RELEVANT | TIME BASED | Notes to help completion |
|---|--|--|--|--|--|---|
| 5 | Operational Support DoO in completion of Tenant Satisfaction survey. | Report from consultants to present to Board of Management. Feedback from tenants with concerns raised and respond. | Yes – procurement of consultant already completed and timescales confirmed. | Ensure the services of the Association are of a high standard and achieving customer satisfaction as well as value for money. Information collected for reporting on the ARC to the SHR. | Survey to be carried out in Quarter 2 of financial year and will be reported within Quarter 3. Respond to any concerns by end of Quarter 4. | Ensure most recent and up to date information is passed to consultant. |
| 6 | Operational/ Risk Managing the organised approach to Universal Credit managed migration | Quarterly reporting to Operations Sub-committee and reports to Board of Management. | Yes – experienced staff in place. Support Senior Housing Officer and Advice Team coordinator in their roles in leading the teams. Work alongside external partners, GCC Financial Services | To assist our customers with benefit advice, financial advice and well-being ensuring tenancy sustainment and building communities. | Universal Credit full service with Scottish Choices implemented. Oversee and support the Advice Team and Housing Management Team with ongoing managed migration of UC due for completion 2023. | Ensure all staff trained and information passed to team to read and digest. |
| 7 | Operational Support DoO and HM Property and COW in progress of Associations development plans Barlia 3 including drawing up a letting plan for implementation. | Reports to Board of Management and Regeneration Board. | Resources in place. Look at best practice and experiences of other RSLs. | Business critical to ensure new build properties are allocated on time and within policy and procedure. | Contact made with other RSLs to visit sites in April/May 2019. Draft Letting Plan to be passed to DoO May 2019. Barlia 3 ready to allocate by June onwards. | |
| 8 | Operational Manage contract for provision of WRO services to Craigdale | Service start date 01/04/19 with Service Level Agreement to be signed off. . | Yes – 2 staff members now in place to provide services. | Generates income and offsets costs to provide Welfare Rights Service. | Contract for Service Level Agreement to be reviewed beginning of Quarter 4. | |