

# Group Corporate Strategic Plan 2020 – 2025



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## Section 1 Context

- 1.1 This Group Corporate Strategic Plan clearly shows our vision, aims and strategic direction. It outlines our key focus areas for the medium term period of 2020 until 2025. The plan is an essential part of our Planning and Performance Management Framework and directs our service delivery and improvement. The plan incorporates the Scottish Social Housing Charter which sets the standards and outcomes that we require to achieve when carrying out our housing activities.
- 1.2 We recognise the need for a robust planning and a Performance Management Framework which links our strategic objectives, operational objectives and team and individual performance targets. This plan has been developed with the involvement of our governing body and senior management team. It prepares for our future and helps us to manage change, continuously improve and meet the challenges of the internal and external business environment.
- 1.3 This plan is updated every February and reviewed every six months. It is a tool to set out our strategic objectives and our S.M.A.R.T. (specific, measurable, achievable, realistic and timely) operational targets.
- 1.4 The plan was further reviewed during May 2020 as a result of Coronavirus (COVID-19) to assess our previously stated objectives, commitments and risk with a view to ensuring continued business sustainability.
- 1.5 Further detailed information is available within our 30-year Business Plan which covers risk, environmental analysis, asset management and housing stock plans, financial forecasts and scenario planning.

## Section 2 Our Mission statement / Our purpose

To improve, develop and manage quality affordable homes across Argyll and Bute by working in partnership

## Section 3 Our Vision / Our way ahead

*“As a landlord of choice, to work with partners to deliver and strengthen sustainable and mixed communities throughout Argyll and Bute”*

## Section 4 Our Values / Our standards of behaviour

<b>Excellence</b>	<i>We develop good practice standards and strive for continuous improvement, innovation and agility, and efficiency</i>
<b>Diversity and inclusion</b>	<i>We treat service users and employees with respect by implementing our equality policies throughout our services which are accessible to all</i>
<b>Environmental sustainability</b>	We are committed to achieving environmental sustainability
<b>Community sustainability</b>	We aim to achieve a strong recognition, identification and representation across all Argyll and Bute communities
<b>Determination</b>	<i>We are committed in achieving our objectives</i>
<b>Ethical</b>	<i>We uphold professional standards of conduct throughout organisational practice</i>
<b>Openness and accountability</b>	<i>We share and publicise information and monitor our performance against professional standards</i>
<b>Reliability</b>	<i>We have established policies and procedures to ensure consistent service delivery</i>

**Teamwork**

*We work collectively to promote professional services across Argyll and Bute*

**Resourceful**

*We aim to have the ability to find quick and clever ways to overcome difficulties*

## **Section 5 Implementing Argyll Community Housing Association`s objectives**

5.1 In order to achieve our mission, we have eight Key Organisational Objectives:

Putting our Tenants and our Communities First by:

- **Achieving the Scottish Government housing standards and addressing housing need in Argyll and Bute, through development and upgrading;**
- **Providing quality customer care, communication and equality across all our services;**
- **Developing the financial strength and capacity to meet current and future objectives;**
- **Delivering progressive and sustainable business performance and service delivery;**
- **Addressing challenges in relation to climate change;**
- **Improving strategic relationships and partnerships;**
- **Improvement of Scottish Social Housing Charter indicators;**
- **Delivering the Group`s objectives through a resourced trained and developed staff team;**

5.2 In each of these eight objectives we aim to be “*innovative*” and strive to provide excellent services and performance. To help us achieve these objectives, we have established a number of specific priorities.

## Section 6 Implementing Argyll Homes for All’s objectives

6.1 In order to achieve our mission, AHFA have five Key Organisational Objectives:

Putting our Tenants and our Communities First by:

- **Deliver a first class repairs and maintenance service;**
- **Strengthen the Association by offering controlled costs and providing a financial contribution via profits, including alternative revenue streams;**
- **Build up financial reserves to strengthen the long term security of AHFA;**
- **Provide future security for ACHA’s repairs and maintenance work programmes, by developing AHFA’s staff base;**
- **To deliver small capital works for ACHA;**

## Section 7 Our Governance

### 7.1 Governance:

- 7.1.1 Our Group Board of Management will assess our compliance progress against the Scottish Social Housing Charter, Regulatory Standards and constitutional requirements annually to support the Annual Assurance Statement submission to the Scottish Housing Regulator.
- 7.1.2 Each Board of Management and Area Committee member will be provided with an Induction training session and a two-year rolling programme of training.
- 7.1.3 Each Governing Body member will undertake an annual evaluation of their knowledge and skills, which will be led by their Chair.
- 7.1.4 During our strategic planning process on 26<sup>th</sup> and 27<sup>th</sup> February 2020, the Board of Management, and the Senior Management Team reviewed key considerations within the external environment and considered medium term objectives, strategic risks, strategic objective setting, completed a S.W.O.T (Strengths, weaknesses, opportunities and threats) analysis and carried out a P.E.S. T (Political, Economic, Social and Technical) evaluation, which has assisted in the development of this plan.
- 7.1.5 On 30<sup>th</sup> April 2020 the Board of Management unanimously agreed to suspend Area Committee Meetings until October 2020 as a result of the Coronavirus (COVID-19) pandemic.

### 7.2 The Board of Management regularly consider:

- 7.2.1 How good our services are? (Service outcomes)
- 7.2.2 How well our services are being managed for improvement? (Strategic focus, service planning and performance management)
- 7.2.3 What current services could be reduced, removed or amended?
- 7.2.4 What new services should be considered moving forward?

## Section 8 Regulation and Inspection

- 8.1 We comply with the Scottish Housing Regulators published Engagement Plan by providing the necessary annual returns pertaining to financial performance, service performance and performance against the Scottish Social Housing Charter. In addition, we submit requested data such as annual accounts, Board of Management minutes and minutes of the Audit Committee meetings.

## Section 9 Financial Sustainability Review

- 9.1 We have a Risk Management Strategy, which informs our approach to managing risk associated with current risk and future unknowns. In addition, we have a Treasury Management Policy, External Audit and Internal Audit involvement which assists in the undertaking of financial sustainability reviews.
- 9.2 This activity is co-ordinated by our Director of Finance and IT. It involves a regular review of our current financial position which is projected in our 30-year Business Plan. This review will give “early warning” of any significant variation from the Business Plan and enable the Group to take early corrective action.

## Section 10 Performance Indicator Validation

- 10.1 We have established a wide range of performance indicators (including those required in relation to the Scottish Social Housing Charter) and have put in place a performance management framework to report on these.
- 10.2 In addition, we regularly review our performance indicators with others within our “peer group” as well as local and national comparators. This allows us to benchmark our performance and assists us in highlighting additional areas for review or improvement.
- 10.3 Our Internal Auditors independently validate the information on performance reporting provided by the staff teams. This is undertaken on a random sampling basis. The results of this exercise will be reported in the first instance to our Senior Management Team followed by our Audit Committee.



- 10.4 We complete an Annual Return on the Charter (ARC) which reports on our performance against the Scottish Social Housing Charter outcomes and standards. In addition, we submit an Annual Assurance Statement to the Scottish Housing Regulator.
- 10.5 During 2019/20 an internal audit review was undertaken on ARC Compliance and validation by TIAA which proposed recommendations to process which have been implemented.

## Section 11 Key Influences on ACHA and Further Analysis

- 11.1 Our internal and external environment has a significant impact on our work and these factors need to be taken into account when determining the future direction. The key points which have influenced our Group Corporate Strategic Plan are set out within our 30-year Business Planning document.

## Section 12 Planning and Performance Management Framework

- 12.1 We are continually improving a planning and performance management framework with the following elements;

### **30 year Business Plan**

We have developed a 30 year model which sets out the anticipated income and expenditure accounts, cash flows and balance sheets for the next 30 years. The 30 year Business Plan document also covers risks, environmental analysis, asset management and housing stock plans, financial forecasts and scenario planning.

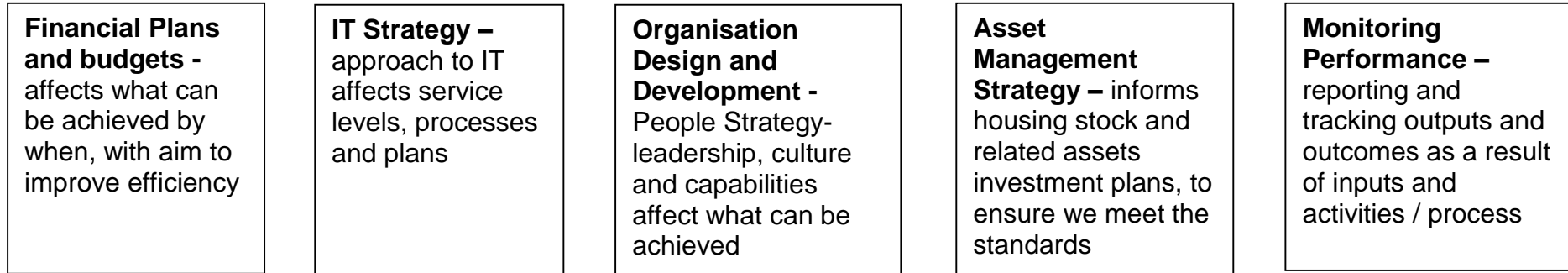


### **Group Corporate / Strategic Plan**

This document is based on vision, aims and strategic priorities for the next 5 years, agreed through planning objectives, and is an essential document for reference and review. Corporate goal - unique ref no – this provides a reference for linking our Group Corporate Strategic Plans, Departmental Operational Plans and Employee Appraisals.



## Section 12.2 Strategy (includes):



## Section 12.3 Service planning

**Departmental Operational Plans require to provide control with SMART objectives (specific, measurable, achievable, realistic and timely)** – covering core annual pre-determined tasks, one off projects for business critical tasks, improvement tasks, and other tasks that are less essential/less priority.

Ref No and Key objective	Outcome required	SMART action	Responsibility (name)	Start Date	End Date	Budget	Source of outcome Local or Regulatory reference	Risk reference OR1 = operational risk 1, SR3 = strategic risk 3	Status Red, Amber or Green

**Risk reference**

## **Section 12.4 Managing and developing personal performance**

**12.4.1 Employee Personal Appraisal Plans** are completed with each member of staff in May of each year. The documentation sets out the objectives, required learning and development to support their achievement in fulfilling the strategic aims.

## **Section 12.5 Developing and reviewing plans**

The Business Plan and the Corporate / Strategic Plan are developed by the Board of Management and the Senior Management Team as part of a comprehensive planning and consultation process. This has the following elements;

**12.5.1 Group Strategic Planning Workshops** - These are held annually, taking the form of a one /or two-day workshop, and are open to all members in the group governance structure. They are used as an opportunity to reflect on political, legislative, economic, regulatory and social issues and to revise our plans and corporate strategy accordingly.

**12.5.2 Reviews of performance** - Our Senior Management Team review performance on a six weekly basis, as does the Board of Management. Issues arising from these reviews are fed into the strategic planning process.

### **12.5.3 Customer and stakeholder feedback**

Our Board of Management receive regular feedback about the views of our customers of the service as well as other stakeholders. This is used to develop our strategy. In 2020 we held our third Tenants and Members Conference and the feedback received is reviewed and incorporated into the strategic planning process.

### **12.5.4 Regulation and inspection**

Our Board of Management will also consider the results of regulation, inspection, internal audits, external audits and other external accreditation in developing their strategic plans.

## Section 13 Timetable for 2020

	<b>Develop</b>	<b>Approved</b>	<b>Reviewed</b>
<b>ACHA 30-year Business Plan and 5-year Corporate Strategic Plan</b>	<b>February / March 2020</b>	<b>March - May 2020</b>	<b>October 2020</b>
<b>Strategy</b>	<b>February 2020</b>	<b>April / May 2020</b>	<b>February and October 2020</b>
<b>Budgets</b>	<b>January / February 2020</b>	<b>February / March 2020</b>	<b>Monthly</b>
<b>Risk mapping</b>	<b>February 2020</b>	<b>April / May 2020</b>	<b>Quarterly</b>
<b>Departmental Operational Plans</b>	<b>June 2020</b>	<b>June 2020</b>	<b>Quarterly by each department</b>
<b>Staff Appraisals</b>	<b>October 2020</b>	<b>October 2020</b>	<b>May 2021</b>

## Section 14 Key Strategic Objectives 2020 – 2025

Putting our Tenants and our Communities First by:

Strategic Key Objective	Measure	Target / Action	Owner	Scottish Social Housing Charter
1. Achieving the Scottish Government housing standards and addressing housing need in Argyll and Bute through development and upgrading	Develop a minimum of 200 homes prior to March 2021	Deliver a funded development programme for 2017 – 2021 (COVID-19 dependent – review in October 2020)	Director of Investment and Regeneration	1. Equalities 4. Quality of housing 7,8,9. Housing options 10. Access to social housing 11. Tenancy sustainment 12. Homeless people 13. Value for money 14,15. Rents and service charges 16. Gypsy/Travellers
	Homes for life	Continuous review of Design Brief from April 2020 onwards	Director of Investment and Regeneration	
	Build homes to reduce cost to tenants	Look at developing further Passivhaus or highly energy efficient housing options (COVID-19 dependent – review in October 2020)	Director of Investment and Regeneration	
	Improve current compliance with SHQS in multi-tenure blocks	Continue to engage with Owners to improve on current compliance within multi-tenure blocks (COVID-19 dependent – review in October 2020)	Director of Investment and Regeneration	
	Annually report on progress and complete actions of the	Continue to update the Asset Management Strategy taking into account emerging needs	Director of Investment and Regeneration	

	Asset Management Strategy by 31 <sup>st</sup> March 2021  Comply with Fire Safety Regulation	Comply with new Scottish Government Fire Regulations by February 2021. Interim progress report will be presented to the Board of Management for 28 <sup>th</sup> May 2020 meeting.		
<b>Strategic Key Objective</b>	<b>Measure</b>	<b>Target / Action</b>	<b>Owner</b>	<b>Scottish Social Housing Charter</b>
1. Achieving the Scottish Government housing standards and addressing housing need in Argyll and Bute through development and upgrading	More meaningful targeting of estate management action plans, extending the scope of external works	Development plan to upgrade estates by March 2024. Our aim is to involve owners more in improving estates. Report on planning and priorities will be presented to the Board of Management. (COVID-19 dependent – review in October 2020)	Director of Housing and Neighbourhood Services / Director of Investment and Regeneration	1. Equalities 2. Communication 3. Participation 4. Quality of housing 6. Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes 11. Tenancy sustainment 16. Gypsy/Traveller

1. Achieving the Scottish Government housing standards and addressing housing need in Argyll and Bute through development and upgrading	Continue to lobby for funding from the Scottish Government to meet tenant`s aspirations	Continue to lobby on behalf of Gypsy/Travellers to exceed the minimum site standards and to explore alternative housing options	Chief Executive	1. Equalities 2. Communication 3. Participation 16. Gypsy/Traveller
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Strategic Key Objective	Measure	Target / Action	Owner	Scottish Social Housing Charter
2. Providing quality customer care, communication and equality across all our services	Six weekly performance indicator review by the Senior Management Team and quarterly by the Board of Management  Tenant Satisfaction Survey and Action Plan development and implementation	Improve the relevant charter indicators that relate to service delivery performance standards to at least meet the average Scottish benchmark. A number of Charter indicators are likely to be compromised. (COVID-19 dependent – review in October 2020)  Quarterly review	Senior Management Team  Director of Housing and Neighbourhood Services	2.Communication 3 Participation 3. Quality of housing 5. Repairs, maintenance and improvements 6. Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes 11. Tenancy Sustainment 12. Homeless people 16. Gypsies/Travellers

	<p>Review Tenant Satisfaction performance levels</p> <p>Identify resources to take forward the draft action plan to take forward the Next Steps Programme</p>	<p>Undertake Tenant Satisfaction Survey during October 2020</p> <p>Review the outcomes of the Next Step`s Programme by 30<sup>th</sup> July 2020</p>	<p>Director of Housing and Neighbourhood Services</p> <p>Director of Housing and Neighbourhood Services</p>	
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Strategic Key Objective	Measure	Target / Action	Owner	Scottish Social Housing Charter
3.Developing the financial strength and capacity to meet current and future objectives	<p>Maximise income collection (rents)</p> <p>Review funding streams for Welfare Rights Services</p>	<p>Continue to minimise current rent arrears to at least the ACHA target of 2.5%. The longer the current restriction lasts, the less likelihood there is of achieving the 2.5% margin. (COVID-19 dependent – review in October 2020)</p> <p>Report relating to sustaining the service to be presented to the Board of Management on 1<sup>st</sup> October 2020</p>	<p>Director of Housing and Neighbourhood Services</p> <p>Director of Housing and Neighbourhood Services</p>	13. Value for money 14 & 15. Rents and Service charges





Strategic Key Objective	Measure	Target / Action	Owner	Scottish Social Housing Charter
3. Developing the financial strength and capacity to meet current and future objectives	Maintain a viable business plan	Identify and consider options to close the budget gap prior to 2024	Director of Finance and IT	13. Value for money 14 & 15. Rents and service charges

Strategic Key Objective	Measure	Target / Action	Owner	Scottish Social Housing Charter
4. Delivering progressive and sustainable business performance and service delivery	Internal governance review to be completed annually to evidence the Annual Assurance Statement	Report to be submitted to the Board of Management prior to September 2020	Director of HR and Corporate Services	1. Equalities 2. Communication 3. Participation
	Continuing efforts to fill Board of Management and Area Committee vacancies by September 2020	Improve community representation within the governing body to reflect local demographics. Unable to hold public forums currently to engage, however, other communication methods available.	Chief Executive	
	Service Level Agreement (SLA) monitoring annually	Identify relevant and interested parties  Monitor Argyll for Homes (AHFA) Service Level Agreement delivered to ACHA	Chief Executive	

		including the individual contracts (COVID-19 dependent – review in October 2020).	Director of Investment and Regeneration	
4. Delivering progressive and sustainable business performance and service delivery	Service Level Agreement (SLA) monitoring annually  Implementation of new Housing Management System	Develop project team to option appraisal for a future contract prior to December 2020  Manage implementation prior to March 2023. (Looking to assess the COVID-19 implication – review in October 2020).	Director of Investment and Regeneration  Director of Finance	1. Equalities 2. Communication 3. Participation 4. Repairs, maintenance and improvements 13. Value for money

Strategic Key Objective	Measure	Target / Action	Owner	Scottish Social Housing Charter
5. Addressing challenges in relation to climate change	Fuel poverty – integration of new technology into new homes  Fuel poverty – current properties	Continue to review and implement alternative energy technologies. (COVID-19 dependent – review in October 2020).  Continue to provide advice to tenants. We aim to improve the energy efficiency of 1,000 homes by 2020/21. Scottish Government Warm Homes	Director of Investment and Regeneration  Director of Investment and Regeneration	1. Equalities 4. Quality of housing 13. Value for money

		Funding obtained and programmed. (COVID-19 dependent – review in October 2020).  Investigate further grant opportunities.	Director of Investment and Regeneration	
<b>Strategic Key Objective</b>	<b>Measure</b>	<b>Target / Action</b>	<b>Owner</b>	<b>Scottish Social Housing Charter</b>
5. Addressing challenges in relation to climate change	Aim to adopt Scottish Government Strategy in relation to energy efficiency  Comply with EESSH by 31 <sup>st</sup> December 2020 (COVID-19 dependent – review in October 2020).  Comply with EESSH 2	Stock condition survey now completed  Deliver SHQS and EESSH endeavouring to remove exemptions and abeyances where possible . Extension may be provided by Scottish Government.  Deliver EESSH 2 to meet Scottish Government targets by 2032	Director of Investment and Regeneration  Director of Investment and Regeneration  Director of Investment and Regeneration	4. Quality of housing

<b>Strategic Key Objective</b>	<b>Measure</b>	<b>Target / Action</b>	<b>Owner</b>	<b>Scottish Social Housing Charter</b>
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6. Improving strategic relationships and partnerships	Establish required engagement with Health Boards	Meeting to be held prior to June 2020 and outcome communicated to the Board of Management thereafter	Chief Executive	1. Communication 2. Participation 4. Quality of housing
	Opportunity to work with other registered social landlords	Contact to be made and outcome reported back to the Board of management prior to October 2020	Chief Executive	

Strategic Key Objective	Measure	Target / Action	Owner	Scottish Social Housing Charter
7. Improvement of Scottish Social Housing Charter indicators	Monitoring KPI performance on agreed timeframes to meet, at least the Scottish national average by March 2021	Improve performance against the Scottish Social Housing Charter annually	Chief Executive	4. Quality of housing 5. Repairs, maintenance and improvement 6. Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes 7,8,9. Housing options 10. Access to social housing 11. Tenancy sustainment 12. Homeless people 13. Value for money 14,15. Rents and service charges 16. Gypsy/Travellers
	Continuously improve satisfaction levels to at least the Scottish national average by March 2021	Improve performance against the Scottish Social Housing Charter annually (COVID-19 dependent – review in October 2020).	Chief Executive	

Strategic Key Objective	Measure	Target / Action	Owner	Scottish Social Housing Charter
8. Delivering the Group`s objectives through a resourced, trained and developed staff team	Revisiting the Youth Strategy	To review and redevelop the Youth Strategy involving young people prior to March 2021	Director of HR and Corporate Services	1. Equalities 2. Communication 13. Value for Money
	Implement People Strategy	Action plan to be presented to the Board of Management by December 2020	Director of HR and Corporate Services	
	Complete Employee Engagement Survey	Further survey due by December 2021	Director of HR and Corporate Services	
	Develop a Group Apprenticeship Strategy	Draft Strategy to be presented to the Board of Management and AHFA Board of Director`s prior to December 2020	Director of HR and Corporate Services	

**Section 15 Departmental Operational Plan Format**

**15.1 It is recommended that we use the Internal operational plans format below, when translating the strategic objectives into departmental operational plans, for a more robust process in line with some of the recommendations from the Scottish Housing Regulator.**

Suggested departmental operational template:

Reference No Key Objective	Outcome required	(SMART) Action Items/Dept Goals to achieve outcome	Responsibility (name)	Start Date	End Date	Budget implications	Source of outcome Local or Regulatory reference	Risk reference OR = operational risk, SR = strategic risk	Status Red, Amber or Green