

## Strategic Objectives Delivery Plan: 2024 (Part of 3 Year Plan for 2022 / 2023 / 2024) – Outcomes to 31/03/2025

**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.

Strategic Objective 1: To help our tenants live in an affordable and sustainable way					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
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%	96.8% TSS 2022	96.8% TSS 2022	>90%	96.8% TSS 2022	96.8% TSS 2022	96.8% TSS 2022	96.8% TSS 2022
Comments for outcome to 31/03/2025: We continue to monitor reasons for tenancy ends and no tenants have cited affordability as a reason for termination during the year to date. We continue to work with new tenants, ensuring that Settling In Visits take place within timescale and rent accounts are tightly managed during the early stages of the tenancy to give tenants the best chance of sustaining their tenancy with us. Tenancy sustainment at year end 94.44% - with 34 of the 36 tenants who signed up between April 2023 and March 2024 still in their tenancies at 31 <sup>st</sup> March 2025.												
2	Develop our response to EESSH2/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.	N/A	Pending Government review	Pending Government review	All Properties to meet government guidance	Pending outcome of government review	Pending outcome of government review	Pending outcome of government review	Pending outcome of government review
Comments for outcome to 31/03/2025:												
3	Review our approach to estates management.	Tenants feel pride in the local area.	Review estate caretaking service level agreement.	% tenants satisfied with our management of the neighbourhood	92.89%	94.7% (TSS 2022)	94.7% (TSS 2022)	>95%	94.7% (TSS 2022)	94.7% (TSS 2022)	94.7% (TSS 2022)	94.7% (TSS 2022)
			Staff out inspecting areas more frequently.	% inspections completed	50%	66%	100%	100%	75%	100%	100%	100%
			Increase tenant involvement in estate management.	No of residents involved in estate management initiatives.	5	5	16	20	12	14	18	20
			Further develop working relationships and special initiatives with other agencies	No of initiatives and agencies involved.	4	6	10	12	3	5	6	8
			Increase opportunities for regular resident feedback.	Number of estate management action plans in place	0	25	25	25	25	25	25	25
Comments for outcome to 31/03/2025: The Housing Services Team are now inspecting all areas in line with our timelines, and additional on-site training has been carried out with the housing team to ensure that estate and block inspections are of a high quality and the record keeping is clear so that records can be easily accessed. The number of tenant involvement is increasing and will continue to do so. Joint initiatives with other agencies remain below target and a meeting has been held with Glasgow City Council’s Neighbourhood Liaison Coordinator to plan future initiatives.												

Strategic Objective 1: To help our tenants live in an affordable and sustainable way					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
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	267	519	200	66	121	177	231
			Increase personal contact with tenants to understand needs	% of tenancies sustained.	85.71%	85%	86.96%	>90%	94.44%	94.44%	94.44%	94.44%
			Question in Customer Survey re support needs	Number of tenants identified as needing tenancy support		29.6%	N/A	N/A	N/A	N/A	N/A	N/A
			Continue existing support including CAB	CAB Appointments & additional income generated.	69%	65.1%	65.1%	>90%	71% £46,515	72% £102,292	79% £186,985	78% £300,598
Comments for outcome to 31/03/2025: Take up of CAB appointments has increased steadily over the year, with 78% of the appointments available being taken up during the year. The year-end total is 231 appointments kept out of 297– a total of 78%. This is an improvement on the take up in the previous year which was 61%. Tenancy sustainment remains at 94.44%, with 34 of the 36 tenants signed up between April 2023 and March 2024 still maintaining their tenancies.												
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	Completed as part of the annual budget and rent setting process.	Completed as part of the annual budget and rent setting process.	Annual	Completed as part of the annual budget and rent setting process	Completed as part of the annual budget and rent setting process	Completed as part of the annual budget and rent setting process	Completed at part of the annual budget and rent setting process
Comments for outcome to 31/03/2025: Completed January 2025 as part of the budget and rent setting process. CoM agreed budget and rent increase at January meeting – benchmarking information provided to CoM and to residents as part of the rent increase consultation.												

Strategic Objective 2: To deliver on the promises we make to our tenants					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
1	Deliver on our commitments as set out in regulatory and statutory requirements; our transfer promises; and our participation action plan(s).	Full regulatory and statutory compliance	Demonstrate delivery of commitments	Low regulatory engagement	Low	Low	Low	Low	Low	Low	Low	Low
		Delivery of all transfer commitments as per schedule	Adherence to schedule and reporting to Committee and customers	Publish outcomes of transfer promises and action plans	6 mthly reports	3 monthly reports	3 monthly reports	6 mthly reports	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports
		Delivery of participation action plans	Regular audits of key risk areas such as health & safety and KPIs	All properties to be fully compliant with current regulations.	Quarterly KPIs	99.88%.	99.88%.	100%	89.12%	99.12%	100%	100%
Comments for outcome to 31/03/2025: All roof anchor testing completed. 100% of properties have EICRs and Gas Safety certificates at 31/03/2025. Updates on tenant safety compliance included in monthly HS Reports.												
2	Establish a new outcome evaluation tool.	Identify simple and effective monitoring system	Set up simple but effective and auditable monitoring systems.	New outcome evaluation tool approved and implemented	-	Not progressed	Not progressed	Simple system from 01/04/24	Not progressed	System finalised August 2024	Complete	Complete
			Skill up team to effectively use systems.	Outcome evaluation tool requires to be identified and approved first		As above	As above	Simple system from 01/04/24	Not progressed	Complete	Complete	Complete
			Set up reporting timeframes.	Outcome evaluation tool requires to be identified and approved first		As above	As above	Simple system from 01/04/24	Not progressed	Complete	Complete	Complete
Comments for outcome to 31/03/2025: Simple evaluation tool implemented and in use.												
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	6	7 2023/24 programme completed.	12	3	5	5	5
Comments for outcome to 31/03/2025: Wider action spending through constructive partnerships with G15 Youth Project (3 initiatives), with Poverty Education Programme and with Fortune Works. All spending of wider action funding agreed by Customer Forum who are keen to keep funding and initiatives local, therefore lesser volume of partners but full budget of £10k distributed within the year.												
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	Published Oct 2022	Published Oct 2023	Annual Reporting Oct	Report due October 2024	Published Oct 2024	Published Oct 2024	Published Oct 2024
Comments for outcome to 31/03/2025:												

Strategic Objective 3: To develop our response to climate change					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
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.	Implement EESSH 2 action plan.	N/A	Pending government review	Pending government review	Produce action plan	Pending outcome of government review	Pending outcome of government review	Pending outcome of government review	Pending outcome of government review
			Action Plan considering the 2022 government review	Implement EESSH 2 action plan.	N/A	Pending government review	Pending government review	Produce action plan	Pending outcome of government review	Pending outcome of government review	Pending outcome of government review	Pending outcome of government review
Comments for outcome to 31/03/2025:												
2	Introduce a green office strategy.	Our business has reduced its carbon footprint.	Review office energy consumption and identify where reductions can be made.	Implement Green Office action plan	N/A	Not achieved – moved to 23/24 Q1.	Baseline for 2023/2024 identified, “switch off” awareness raising, system for ongoing monitoring in place. Action plan identified.	Implement action plan 2024/25.	Plan implemented from April 2024	Plan implemented from April 2024	Plan implemented from April 2024	Plan implemented from April 2024
			Green Office strategy/action plan	Implement Green Office action plan	N/A	Not achieved – moved to 23/24 Q1.	Strategy to be complete with action plan in place from May 2024	Implement action plan 2024/25.	Strategy completed and Action Plan issued to all staff	Strategy completed and Action Plan issued to all staff	Strategy completed and Action Plan issued to all staff	Strategy completed and Action Plan issued to all staff
			Review van type when due to be replaced.	Most economical / fit for purpose vehicle (Electric or Hybrid) Review for 2024-2025 budget	N/A	Not required at this time	No requirement	Consider as required 2024/25	To be considered in Q2	To be considered QTR3	To be considered Q4	Currently under consideration
Comments for outcome to 31/03/2025: Q4 – FCS to review office energy strategy and further develop action plan for 2025/2026. ECT vehicle – budgeted for 2025/2026, HSM/SFCSO to liaise with ECT to identify suitable vehicle.												
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	Prepare for review due April 2024	Reviewed at April CoM	Implement April 24 review	Revised policy in place and in use	Revised policy in place and in use	Revised policy in place and in use	Revised policy in place and in use
Comments for outcome to 31/03/2025:												
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		75%	N/A in year	25%	100%	100%	100%	100%
Comments for outcome to 31/03/2025: All applicable contracts have community benefit clauses in place and implementation discussions ongoing.												

Strategic Objective 3: To develop our response to climate change					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
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	3	5	8	0	0	0	0
Comments for outcome to 31/03/2025: Support to Northmuir Gardens and Growchapel as before. Awaiting outcome of SHNZS to determine action plan as detailed previously. Not likely until after 2024/25.												

Strategic Objective 4: To engage effectively with our tenants and wider community					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
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	Prepare for review due April 2024	Review commenced to be completed in April 2024	Implement April 24 review	Updated strategy in place and in use	Updated strategy in place and in use	Updated strategy in place and in use	Updated strategy in place and in use
Comments for outcome to 31/03/2025:												
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	4	9	12	3	5	10	13
Comments for outcome to 31/03/2025: Just below target: Publicised in Q1 – Drumchapel Cycle Hub, Drumchapel Gymnastics Summer Camp and St Laurence Church Redecoration Fund Publicised in Q2 – Drumchapel Re-connect Event., Drumchapel Swimming Pool Publicised in Q3 – Drumchapel Food Bank, Scottish Welfare Fund, Glasgow Helps, Police Scotland, Woman’s Aid Publicised in Q4 – Family Play Sessions. Pets at Home free “My Pet Pals” sessions, Drumchapel Pantry Hub												
3	Explore options for enhanced self-service.	Increased range of digital service available	Awareness raising with customers.	No. of services customers can self-serve.	6	6	6 Held at previous pending IT review of services required	Increase following IT review	IT review completed – consultation with Customer Forum	IT review completed – consultation with Customer Forum	IT review completed – consultation with Customer Forum	IT review completed – consultation with Customer Forum
			Investigate SDM housing software system for customer access and self-serve.	No. of services customers can self-serve.	6	6	6 Held at previous pending IT review of services required	Increase following IT review	IT review completed – consultation with Customer Forum re additional services	IT review completed – consultation with Customer Forum re additional services	IT review completed – consultation with Customer Forum	IT review completed – consultation with Customer Forum



Strategic Objective 4: To engage effectively with our tenants and wider community					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
			Implementation and promotion of digital feedback systems.	CX Feedback for Repairs Satisfaction implemented		Implemented for repairs	CX feedback implemented for complaints	Increase services covered by CX Feedback system.	CX feedback in place for anti-social behaviour satisfaction	CX feedback in place for anti-social behaviour satisfaction	CX Feedback in place for anti-social behaviour satisfaction	CX Feedback in place for anti-social behaviour satisfaction
Comments for outcome to 31/03/2025:												
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	Published Annual Estate plans for each area	Published and delivered estate plans to all residents Sept 2023	Publish Annual Estate plans for each area	Updated Estate Management Plans to be distributed in September 2024	Updated Estate Management Plans distributed in September 2024	Updated Estate Management Plans distributed in September 2024	Updated Estate Mgt Plans distributed in Sept 2024
Comments for outcome to 31/03/2025: Estate Management Plans distributed September 2024. Further updates on tenant responsibilities in relation to Frozen Pipes, Contents Insurance, Damp and Mould, Bulk items, correct use of bin stores and fly tipping provided in Winter Newsletter. Spring Newsletter – updates on tenant responsibilities in relation to termination of tenancies, updating household details and electrical safety tests												

Strategic Objective 5: To explore opportunities for partnership and wider action					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
1	Review our current activities, resources and partnerships.	Identify duplication and gaps, to provide more effective and efficient services.	Map out all current partnerships.  Identify gaps.  Identify options for filling gaps.	Progress on removing duplication.  Progress on filling gaps.	-	Not yet progressed	Report completed during Q3	Complete exercise	Options for filling gaps to be identified during Q2	Item carried over to Nov 2024 Customer Forum for consideration of potential Partners	Partially complete. Customer Forum to consider further at the February 2025 meeting	Currently seeking partners to work with who can provide these services
Comments for outcome to 31/03/2025: Customer Forum identified two areas they would like us to explore and find local partners or social enterprises to work with – gardening service for those unable to take care of their gardens and a decorating service to assist tenants with decoration. Currently seeking partners to work with to provide these services												
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	-	Achieved Included within Donation Policy April 2022.	Programme completed.	Continue	Ongoing	Ongoing	Ongoing	Ongoing
Comments for outcome to 31/03/2025: Responsibility has been shared between different team members to widen skills knowledge within the team.												
3	Explore the potential for quick-win projects.	Implement quick win project	Identify and progress quick win project	Quick win projects implemented	-	Completed.	Completed for 2023/24	Identify suitable projects & action	N/A – full programme being implemented	N/A – full programme being implemented	N/A – full programme being implemented	N/A – full programme being implemented
Comments for outcome to 31/03/2025:												
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 Included within Donation Policy April 2022.	Updates in monthly HS reports – spend at end Q4 is £9,877.00	Report spend against budget (£10k)	Update in HS reports during Q1	Regular updates provided in Housing Services Reports	Regular updates provided in Housing Services Reports	Regular updates provided in Housing Services Reports
Comments for outcome to 31/03/2025: £10k budget fully spent during 2024/2025												

Strategic Objective 6: To support our people to succeed					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
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.	% tenant satisfaction with staff team.	2019 TSS	98%	98% TSS 2022  CX Feedback extended & operational	Fully implement CX Feedback	98% TSS 2022  CX Feedback extended to ASB and fully implemented.	98% TSS 2022  CX Feedback extended to ASB.	98% TSS 2022  CX Feedback extended to ASB	98% TSS 2022  CX Feedback extended to ASB
			Determine programme to develop skills for team members.	% staff satisfaction with learning and development opportunities.	1 to 1 / SDPR Meeting	Satisfaction not measured	IIP Outcome Report utilised for satisfaction. Working Group in place	Continue to measure and report satisfaction	Working Group meetings in place and actions being taken forward.	Working Group meetings in place and actions being taken forward.	Working Group meetings in place and actions being taken forward	Working Group meetings in place and actions being taken forward
			Determine programme to develop skills for team members.	IIP accreditation grading.	Gold	Complete – very positive interim report.	Gold award retained.	Retain award	IIP working group taking forward actions to retain award.	IIP working group taking forward actions to retain award.	IIP working group taking forward actions to retain award	IIP working group taking forward actions to retain award
Comments for outcome to 31/03/2025:												
2	Embed new staffing structure.	Staff structure imbedded	Roles and responsibilities clarified Ongoing guidance and mentoring	TSS/KPI & priorities outcomes	Staff structure in place	Staff structure in place and outcomes partially achieved.	Continued reporting on PI outcomes	Review performance & outcomes achieved	Performance reviewed monthly and reported to CoM quarterly	Performance reviewed monthly and reported to CoM quarterly	Performanc e reviewed monthly and reported to CoM quarterly	Performanc e reviewed monthly and reported to CoM quarterly
Comments for outcome to 31/03/2025: Performance reported to CoM quarterly with commentary highlighting any performance below target and actions being taken to improve or rectify.												
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.	Annual & individual training plans	Develop annual training plans & reporting. Learning is not optional.	Achieved.	Report against plans	Updated Training plans in place following February 2024 SDPRs	Training plans updated following August 2024 SDPRs	Training plans updated following Aug 2024 SDPRs	Training Plans updated following Feb 2025 SDPRs
				IIP accreditation grading.	Gold award	2023/24 Assessment	Gold award retained.	Retain award	Working Group in place taking actions forward to retain award.	Working Group in place taking actions forward to retain award.	Working Group in place taking actions forward to retain award	Working Group in place taking actions forward to retain award
Comments for outcome to 31/03/2025: Training plans currently being reviewed and updated following February 2025 SDPR meetings as part of the 6-monthly SDPR process. Two staff members successfully undertaking postgraduate housing diploma course at Stirling University. Apprenticeship opportunities for existing staff being explored.												



Strategic Objective 6: To support our people to succeed					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
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		Not yet complete	Achieved	Complete 2023 target and report against plans	Achieved	Achieved	Achieved	Achieved
				Develop succession policy.		Approved by CoM 23/02/23.	N/A	N/A	N/A	N/A	N/A	N/A
Comments for outcome to 31/03/2025:												
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.		New One to One form introduced successfully	Complete - Embedded in processes	N/A	N/A	N/A	N/A	N/A
Comments for outcome to 31/03/2025:												

Strategic Objective 7: To ensure the ongoing financial viability and sustainability of the organisation					Base	Outcome	Outcome	Target	Outcome	Outcome	Outcome	Outcome
Priorities		Outcomes Sought	Key Actions	Performance Indicators Measurement	Mar 2022	31/03/2023	31/03/24	2024/25	30/06/24	30/09/24	31/12/24	31/03/25
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.	Review VFM	Existing VFM statement	Completed at Feb 2023 Forum.	Reviewed by Forum Feb 2024  Compliance continued  Quarterly reports	Annual review of VFM statement with forum  Continue compliance  Benchmark through management accounts.	Reviewed by Forum Feb 2024  Compliance continued  Quarterly reports	Reviewed by Customer forum Feb 2024  Compliance continued  Quarterly reports	Reviewed by Customer Forum Feb 2024  Compliance continued  Quarterly reports	Reviewed by Customer Forum Feb 2025  Compliance continues  Quarterly reports
				% of tenants who feel that their rent represents good value for money.	89.3%	94.13% (TSS 2022)	94.13% (TSS 2022)	>90%	94.13% TSS 2022	94.13% TSS 2022	94.13% TSS 2022	94.13% TSS 2022
Comments for outcome to 31/03/2025: Annual review of VFM statement by the Customer Forum completed at its February meeting – Forum members agreed the statement for the coming year -next due February 2026.												
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 report published Oct 2022	Annual report published Oct 2023	Annual report	Annual report due to be published Oct 2024	Annual Report published Oct 2024	Annual Rent report published Oct 2024	Annual Rent report published Oct 2024
Comments for outcome to 31/03/2025:												
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	Performance to 31/12/22 reported to CoM Feb 2023	Qtrly Report  Continued compliance  Monthly monitoring by staff	Qtrly Report  Continue compliance.  Monthly monitoring by staff	Quarterly report  Continued compliance  Monthly monitoring by staff	Quarterly report  Continued compliance  Monthly monitoring by staff	Quarterly report  Continued compliance  Monthly monitoring by staff	Quarterly report  Continued compliance  Monthly monitoring by staff
Comments for outcome to 31/03/2025:												
4	Continue to demonstrate effective governance and assurance.	Full regulatory and statutory compliance	Annual Assurance Statement (AAS)	Low regulatory engagement	Low	Low	Low	Low	Low	Compliant	Compliant	Compliant
			ARC	High performance	Medium	On course	Landlord report issued Oct 2023	High	Regulator to publish outcomes August 2024	2023/2024 Outcomes published	2023/2024 Outcomes published	2023/2024 Outcomes published
			Internal/External Audit Committee Reporting	Clean Management Letter	Achieved	On course	Achieved	Achieve for year end	Achieved	Achieved	Achieved	2023/2024 Achieved
Comments for outcome to 31/03/2025: Management Letter for 2024/2025 -audit review pending												