

**Yorkhill Housing Association Ltd****Agenda Item 7**

**Report to:** Management Committee 15<sup>th</sup> April 2021

**Prepared by:** Marion Menabney, Chief Executive

**Subject:** 2020-23 Strategic Plan – Planning and Progress Update

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**Introduction**

The purpose of this report is to keep members informed of progress with the development and update of the Association's Strategic Plan objectives agreed in November 2019. These objectives were incorporated into a Strategic Plan covering 2020-23, but due to the Covid-19 pandemic, progress on objectives was not formally monitored or reported during 2020.

This report will highlight progress on the 2019 objectives, comparing year end outcomes at 2020 and 2021.

**Strategic Planning Inputs**

As with the Business Plan, the Strategic Plan is not a single stand-alone document; rather a summary of a combination of various inputs which reflect the Association's strategic direction and key operational targets. These include:

- Short, medium and long term financial forecasts
- Strategic goals across all business activities
- Effective performance review processes
- Updated asset management strategies
- Regular policy reviews and updates
- Robust customer engagement strategies
- Appropriate governance and staffing structures
- Relevant training and development systems
- Compliance with all Regulatory Standards
- Ongoing risk management assessments
- Optimum use of information technology where possible
- Periodic environmental scanning

### **Organisational Objectives**

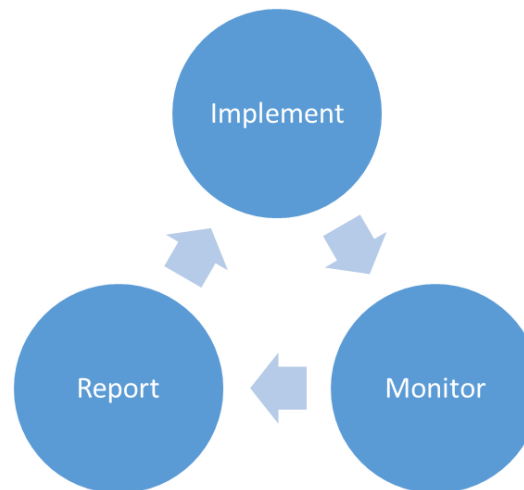
Yorkhill Housing Association's key objectives are:

- Local control and accountability
- Provision of affordable social housing based on need
- Effective responsive local service provision for tenants and owners
- Viability and value for money
- Equality of service

These objectives underpin all activities undertaken by the Association

### **Planning Process and Cycle**

The planning cycle spans strategic and operational levels.



Strategic objectives are set and monitored by Management Committee, following an annual review of the organisation's purpose and goals. The last review was held in November 2019 over two days, with staff contributing to discussions.

No annual review took place in 2020 due to the pandemic restrictions.

Once strategic objectives have been set, the Chief Executive meets with the section managers to discuss how these objectives will be achieved alongside regulatory requirements and performance plans.

Each section will produce an operational plan to align with strategic objectives for the short term (1 year), and medium term (3 years and beyond). Where appropriate, ARC outcomes will also be used to set performance targets. These plans will normally be monitored through regular SMT meetings.

The Chief Executive normally reports to Management Committee on progress with strategic objectives. However, during 2020 the primary strategic objective was to adopt appropriate Covid management measures to ensure the safety of staff and tenants while meeting the Association's legal and regulatory obligations and providing essential services to residents. This focus was reflected in the reports presented to Committee during this period. Very little reference, if any, was made to the specific objectives agreed by Committee in 2019.

There were 23 objectives in total. They comprise a combination of recurring and specific goals, some of which had to be suspended during the pandemic and others where progress continued and the objective was achieved.

The table below records progress on each objective, and where appropriate, a recommendation is included to either suspend or remove the objective.

Discussion time is limited at a meeting where there is a significant volume of other business to be considered.

Now that staff and committee members are accustomed to virtual meetings, it is proposed that a strategic weekend is planned for later in the year to allow sufficient time to consider strategic priorities for 2021-24.

<b>Objective</b>	<b>Position at 31<sup>st</sup> March 2020</b>	<b>Status</b>	<b>Position at 31<sup>st</sup> March 2021</b>	<b>Status</b>
<p><b>1. Compliance with Regulatory Standards and legislation</b>  <i>To achieve YHA corporate objective of legal and regulatory compliance, to provide Assurance Statement to SHR; to achieve compliance with FoI</i></p>	<p><i>Standard objective and ongoing.</i></p> <p><i>For 2020's Plan, new specific compliance targets will relate to revised Model Rules and Complaints Handling Procedures</i></p>	Achieved and ongoing	<p><i>The Association has continued to meet all regulatory and legal requirements throughout the pandemic. Reports on specific topics have been submitted to Committee as and when required: ARC, EESH, Assurance, AGM, Annual Returns, Accounts etc</i></p>	Achieved and ongoing
<p><b>2. Develop recruitment programme for new committee members</b>  <i>To fulfil legal and constitutional obligations; to increase local involvement in decision making; to ensure ongoing governance stability</i></p>	<p><i>Three new members in 2019</i></p> <p><i>Recruitment strategy will be extended to resident discussion groups through 2020</i></p>	Achieved	<p><i>During 2020 all active recruitment and customer engagement strategies were suspended due to the pandemic.</i></p>	<i>Objective suspended</i>
<p><b>3. Review Governance structure</b>  <i>To ensure roles, remits and activities meet organisational and regulatory requirements; To achieve business objectives; to ensure compliance with relevant standards</i></p>	<p><i>Sub-committee structure and schedule of meetings reviewed during 2019</i></p>	Achieved	<p><i>No changes to the governance structure were considered during 2020. Remote meetings were held based on the 2019 framework comprising the main governing body and three sub-committees.</i></p>	Subject to Committee approval, objective will be removed from 2021-24 Plan
<p><b>4. Appoint Internal Audit Services</b>  <i>To comply with Regulatory Standards; to ensure accuracy in system and policy implementations</i></p>	<p><i>Three year audit programme in place.</i></p>	Achieved	<p><i>2021-22 is the third and final year of the current programme. Committee will require to consider whether to tender for a new programme to cover 2022-2025, or to extend the existing contract.</i></p>	Achieved and ongoing

<p><b>5. To extend and improve customer engagement procedures and methodologies</b>  <i>To ensure policies and services reflect customer needs; to enable stakeholder participation in decision making</i></p>	<p><i>Focus groups currently being established from resident survey participants</i></p>	<p>Ongoing</p>	<p><i>During 2020 all active recruitment and customer engagement strategies were suspended due to the pandemic.</i></p>	<p>Objective suspended</p>
<p><b>6. Undertake Comprehensive Residents' Survey</b>  <i>To assess compliance with customer needs and aspirations; to assist service and policy development;</i></p>	<p><i>Survey responses currently being considered; report on issues arising will be presented to MC with action plan proposals</i></p>	<p>Partly Achieved</p>	<p><i>Survey complete but no progress on strategies informed by responses, due to Covid.</i></p>	<p>Objective suspended</p>
<p><b>7. Participate in Healthy Working Lives Programme promoted by Scottish Government and NHS</b>  <i>To improve staff welfare and well-being; to reduce absenteeism</i></p>	<p><i>Working towards accreditation; progress reports presented to Governance and Finance sub-committee</i></p>	<p>Ongoing</p>	<p><i>Activities and measures relating to the programme have been suspended during the pandemic</i></p>	<p>Objective suspended</p>
<p><b>8. Review and update Investment Programme</b>  <i>To ensure achievements of YHA objectives; to maintain accuracy of financial planning; to assist resource planning</i></p>	<p><i>Ongoing objective. Programme review reflected in budget and financial plans. Component lifespans and proposed programme specifications regularly considered by Property Services sub- committee</i></p>	<p>Achieved</p>	<p><i>Investment programme updated following review of component lifespans; budgets adjusted to accommodate suspension of internal works during pandemic</i></p>	<p><i>Achieved and ongoing</i></p>

<p><b>9. Review common services</b>  <i>To improve demonstration of value; to ensure cost effectiveness of service; to enhance common service provision where possible for tenants and owners</i></p>	<p><i>Will be included in 2020 Plan; survey responses and group discussions will inform planning process</i></p>	<p>Not achieved</p>	<p><i>No formal strategies emerging from survey responses due to pandemic; owners have been consulted on potential bulk service provision</i></p>	<p>Ongoing</p>
<p><b>10. Review ongoing participation in Glasgow Common Housing Register and review Allocations Policy</b>  <i>To ensure compliance to align policy objectives with Glasgow's Housing Strategy</i></p>	<p><i>No progress or update on CHR during 2019. Allocations policy will be a topic for discussion with resident groups during 2020</i></p>	<p>Not achieved</p>	<p><i>This objective has not been relevant during 2020-21.</i></p>	<p><i>Committee members are asked to consider the removal of this objective until the CHR is re-instated by GCC</i></p>
<p><b>11. Review internal processes in relation to Equalities and develop an Equality and Diversity Strategy</b>  <i>To demonstrate compliance with Equalities legislation; to remove potential for unlawful discrimination</i></p>	<p><i>Ongoing. Equalities and Diversity Strategy completed during 2019. Equality Impact Statements will form part of all future policy reviews</i></p>	<p>Achieved</p>	<p><i>Ongoing – following completion of policy review across all business areas, EIA exercise now planned for 2021</i></p>	<p>Ongoing</p>
<p><b>12. Review policy and practices in relation to Freedom of Information obligations</b>  <i>To achieve compliance with F o I legislation</i></p>	<p><i>Policy approved and implemented; Publication Scheme adopted; internal procedures in place; dedicated DPO in place</i></p>	<p>Achieved</p>	<p><i>Internal procedures now in place and Fol requests processed and reported quarterly to Committee.</i></p>	<p><i>Objective can be removed and incorporated into general compliance objective</i></p>

<p><b>13. Complete stonework and window major works at 1291 -1317 Argyle Street</b>  <i>To ensure properties are safe, maintained to high quality standards and meet SHQS and EESH requirements</i></p>	<p><i>Initial meetings with owners held; discussions ongoing with consultants; drone imaging survey arranged for February</i></p>	<p>Ongoing</p>	<p><i>Pandemic caused delay in progressing work; owners' meetings held, scheduled for 2021-22. Still awaiting further reports from GCC</i></p>	<p>Ongoing</p>
<p><b>14. Progress stonework and window project at 1189 – 1263 Argyle Street</b>  <i>To ensure properties are safe, maintained to high quality standards and meet SHQS and EESH requirements.</i></p>	<p><i>Continuing difficulties with planning restrictions have prevented progress</i></p>	<p>Not Achieved</p>	<p><i>No progress</i></p>	<p>Not Achieved</p>
<p><b>15. Develop Asset Management Strategy</b>  <i>To ensure an open transparent structure for maintenance and management of all properties and resources</i></p>	<p><i>Draft AMS prepared for consideration by Property Services sub-committee</i></p>	<p>Ongoing</p>	<p><i>No progress. SMT to consider inclusion of live links before presenting final draft to Property Services Sub.</i></p>	<p>Ongoing</p>
<p><b>16. Equalise former GHA property rent levels</b>  <i>To achieve standard rent setting methodology over all properties as per policy</i></p>	<p><i>Report to be submitted to Governance and Finance sub-committee to review financial implications of options for rationalisation.</i></p>	<p>Ongoing</p>	<p><i>2019-20 figures will require to be updated to show current gaps between YHA and GHA point values. All properties will be included in rationalisation options.</i></p>	<p>Ongoing</p>

<p><b>17. Review current IT systems</b>  <i>To ensure systems are fit for purpose; to align information and record keeping with appropriate return and reporting requirements</i></p>	<p><i>Consultants' tender process recently completed. Report to be presented to Management Committee</i></p>	<p>Ongoing</p>	<p>Ongoing, almost achieved. Tender complete, system identified and implementation stage commencing April 2021.</p>	<p>Ongoing</p>
<p><b>18. Review KPIs for all sections</b>  <i>To seek continuous improvement across all business performance activities</i></p>	<p><i>Not yet fully complete. Will be included within programmes for all section planning days.</i></p>	<p>Ongoing</p>	<p>Paused during pandemic.</p>	<p>Objective suspended</p>
<p><b>19. Develop Affordability Strategy</b>  <i>To ensure compliance with organisational objectives; to demonstrate value and commitment to client group</i></p>	<p><i>Partially complete; to be discussed with residents' groups during 2020</i></p>	<p>Ongoing</p>	<p><i>During 2020 all customer engagement strategies were suspended due to the pandemic.</i></p>	<p>Objective suspended</p>
<p><b>20. Review and update Policy Review Schedule</b>  <i>To ensure policy is relevant, compliant and fit for purpose; to meet legal and regulatory requirements; to inform practice</i></p>	<p><i>Ongoing compliance checks; policy review schedule to be issued to MC for 2020/21</i></p>	<p>Ongoing</p>	<p>Policy schedules for each business area have been reviewed and updated where required. Hard copy policy suites</p>	<p>Achieved</p>
<p><b>21. Develop Value Strategy</b>  <i>To demonstrate viability and financial control; to inform customers; to ensure good practice; to improve performance</i></p>	<p><i>Value indicators developed across most service activities. To be continued through 2020</i></p>	<p>Ongoing</p>	<p><i>Progress delayed during pandemic. Further discussion by SMT required to implement and monitor indicators alongside Charter outcomes.</i></p>	<p>Ongoing</p>



<b>22. Investigate potential development opportunities</b> <i>To increase provision of accommodation or services; to add value to existing services; to generate additional income.</i>	<i>Limited staff resources restrict time available for proactive research; cost effectiveness test required to assess feasibility of extending existing services</i>	Not Achieved	<i>No further discussions or progress during pandemic</i>	Not Achieved
<b>23. To review and improve Complaints Handling Procedures</b> <i>To improve service provision; to promote a genuine customer focused service</i>	<i>Objective put on hold pending issue of revised Model CHP from SPSO Issue date 4<sup>th</sup> February 2020</i>	Not Achieved	<i>New CHP as per SPSO Model now in place</i>	<i>Achieved (objective now removed)</i>

**31<sup>st</sup> March 2020**

Objectives Achieved or Ongoing    18    (78%)  
 Objectives Not Achieved            5    (22%)

**31<sup>st</sup> March 2021**

Objectives Achieved or Ongoing    12  
 Objectives Not Achieved            2  
 Objectives Suspended                6  
 Objectives Removed                  3

Committee members are asked to consider and approve the contents of this report.

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