



	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
Board & Governance						
1	Objective: Maintain a diverse, strong and knowledgeable Board.					
1	Action: Annual Review of Board Skills.					
	30/06/22	Chair CE	Deliver The Governance Training Plan to address:  Training requirements identified in individual Member's Annual Appraisals.  Reviewing Board Members' Contributions to Abertay's Governance - Report by Linda Ewart April 2021.	August 2022 Quarter 1		
2	Action: Board Member Annual Performance Review (Annual Appraisal).					
	31/08/22	Chair CE	Ensure Board Members have an Annual Appraisal in order to ensure compliance with the Association's Rules: Rule 37.6.	August 2022 Quarter 1		
3	Action: Board Member Recruitment.					
	Ongoing	Chair CE	Maintain Board Membership at 12 Members.	August 2022 Quarter 1		
4	Action: Board Member Training and Conference Programme.					
	Ongoing	Chair CE	Identify training and conference events, such as SFHA and SHARE, and consult Members on attendance.	August 2022 Quarter 1		
2	Objective: Ensure effective governance arrangements remain in place.					
5	Action: Ensure the principles of good governance remain fully embedded.					
	31/10/22 & Ongoing	Chair CE	Annual Assurance Statement Evidence and Action Plan Framework.  2022 Annual Assurance Statement to be submitted to the SHR by 31 October 2022.	August 2022 Quarter 1		
Risk Management						
3	Objective: Ensure suitable and sufficient Risk Management principles remain in place.					
6	Action: Ensure efficient and effective risk management which identifies, monitors, manages and has control mechanisms and mitigation strategies in place to manage risks, in order to enable the Association to deliver its strategic and operational objectives.					
	Ongoing	CE CSD	Risk Management Framework consists of: Risk Management Policy Risk Management Tables Risk Assurance Register  Risk Management Policy approved by Management Committee on 26 May 2021.  Risk Management Tables will be presented to Board quarterly.  Risk Assurance Register will be presented to Audit, Finance and Risk Management Committee quarterly.	August 2022 Quarter 1		
Financial Management						
4	Objective: Ensure efficient and effective Internal Controls are in place.					
7	Action: Maintain an efficient and effective system of internal controls, supported by an active programme of Internal Audit.					
	Ongoing	CE CSD	Internal Audit programme carried out as planned and all agreed Management Actions achieved within timescales.  Risk Assurance Register.  2022/23 Internal Audit Programme.	August 2022 Quarter 1		
5	Objective: Ensure we effectively plan and budget the Association's strategic and operational objectives.					
8	Action: Robust business planning, budgeting and budgetary control processes are in place.					
	Ongoing	CSD	Business Plan: Internal Management Plan.  30 Year Financial Plan and 2022/23 Annual Budget.  Management Accounts (Quarterly).	August 2022 Quarter 1		
6	Objective: Ensure our Financial Accounting meets statutory requirements.					
9	Action: Ensure our Financial Statements are of a high standard.					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	31/08/22	CSD	<p>The Financial Statements for the year ended 31 March 2022 and the Management Letter are not qualified and clean respectively.</p> <p><u>Previous Years</u> The Financial Statements for the years ended 31 March 2021, 31 March 2020 and 31 March 2019 and the Management Letter are not qualified and clean respectively.</p>	<u>August 2022 Quarter 1</u>		
<b>Internal Audit</b>						
7	<b>Objective: Internal Audit Plan.</b>					
10	<b>Action: Provide Internal Audit with the information and support they need to enable them to carry out robust internal audits.</b>					
	31/03/23	CE CSD	<p>2022/23 Internal Audit Programme:</p> <p>Void Management (June '22) Budgetary Control (June '22) Retirement Housing (August '22) Development (September '22) Procurement (November '22) Equality &amp; Diversity (January '23) Follow-up (February '23)</p>	<u>August 2022 Quarter 1</u>		
<b>Scottish Housing Regulator (SHR)</b>						
8	<b>Objective: Compliance with SHR's Regulatory Framework - Annual Assurance Statement.</b>					
11	<b>Action: Ensure we continue to meet all requirements of the SHR's Regulatory Framework.</b>					
	31/10/22	CE CSD	<p>Annual Assurance Statement 2022 to be submitted to the SHR by 31 October 2022.</p> <p>The Board are able to confirm compliance with SHR's Regulatory Framework by way of the Annual Assurance Statement.</p> <p>Annual Assurance Statement Evidence and Action Plan Framework.</p> <p><u>Submission of Previous Years</u> 2021 AAS deadline 31 October 2021 - submitted 28 October 2021.</p> <p>2020 AAS Covid-19 extended deadline 30 November 2020 - submitted 26 November 2020.</p> <p>2019 AAS deadline 31 October 2019 - submitted 30 October 2019.</p>	<u>August 2022 Quarter 1</u>		
9	<b>Objective: Annual Return on the Charter (ARC).</b>					
12	<b>Action: Ensure we continue to meet all requirements of the SHR's guidance on the Social Housing Charter and submit the ARC in accordance with the timescale.</b>					
	31/05/22	CSD	Annual Return on the Charter to be submitted to the SHR by 31 May 2022.	<u>August 2022 Quarter 1</u>		
10	<b>Objective: Equalities Data Collection and Monitoring.</b>					
13	<b>Action: Collect and monitor equalities data.</b>					
	Ongoing	TI&EG CSO	<p>Equalities data collection and monitoring in respect of:</p> <p>Board Members (CSO) Staff (CSO) Tenants (TI&amp;EG)</p>	<u>August 2022 Quarter 1</u>		
11	<b>Objective: Five Year Financial Projections.</b>					
14	<b>Action: Ensure we submit the Five Year Financial Projections to the SHR in accordance with the timescale.</b>					
	31/05/22	CSD	Five Year Financial Projections to be submitted to the SHR by 31 May 2022.	<u>August 2022 Quarter 1</u>		
12	<b>Objective: Loan Portfolio Return.</b>					
15	<b>Action: Ensure we submit the Loan Portfolio Return to the SHR in accordance with the timescale.</b>					
	30/06/22	CSD	Loan Portfolio Return to be submitted to the SHR by 30 June 2022.	<u>August 2022 Quarter 1</u>		
<b>Lenders: Covenant Compliance Reports.</b>						
13	<b>Objective: RBS Covenant Compliance.</b>					
16	<b>Action: Ensure we submit the Covenant Compliance Report to RBS in accordance with the timescale.</b>					
	Ongoing	CSD	The RBS Covenant Compliance Report has to be submitted to RBS within two months of the end of the pertinent Quarter.	<u>August 2022 Quarter 1</u>		
14	<b>Objective: CAF Bank Covenant Compliance.</b>					
17	<b>Action: Ensure we submit the Covenant Compliance Report to CAF Bank in accordance with the timescale.</b>					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	CSD	The CAF Bank Covenant Compliance Report has to be submitted to CAF Bank within forty five days of the end of the pertinent Quarter.	<u>August 2022 Quarter 1</u>		
	<b>General Data Protection Requirements (GDPR) &amp; Freedom of Information Legislation.</b>					
15	<b>Objective: Continued compliance with GDPR &amp; Freedom of Information Legislation.</b>					
18	<b>Action: Maintain the structures and procedures to ensure compliance with GDPR.</b>					
	Ongoing	CSD	Ensure continued compliance with the GDPR.	<u>August 2022 Quarter 1</u>		
	<b>Action: Ensure compliance with Freedom of Information Legislation.</b>					
	Ongoing	CSD	Ensure continued compliance with Freedom of Information Legislation.	<u>August 2022 Quarter 1</u>		
	<b>Policy Reviews.</b>					
16	<b>Objective: Policies to be reviewed and approved by Board or relevant Sub-Committee in a timely manner.</b>					
20	<b>Action: Ensure the review of Policies is implemented in accordance with the Policy Review Timetable.</b>					
	Ongoing	MT	Report on the number of Policies reviewed in each quarter.	<u>August 2022 Quarter 1</u>		
	<b>Human Resources</b>					
17	<b>Objective: Maintain a motivated and skilled staff team.</b>					
21	<b>Action: Achieve Healthy Working Lives Gold Award</b>					
	31/03/23	CSD	On 8 April 2020 the Association achieved Healthy Working Lives Silver Award.  Employee Welfare Group leads initiatives aimed at improving Abertay as a place to work. Staff participate and benefit from initiatives taken forward.	<u>August 2022 Quarter 1</u>		
	<b>Objective: Review Contracts of Employment.</b>					
22	<b>Action: Carry out a review of the Association's Contracts of Employment to ensure that they reflect up-to-date employment law.</b>					
	30/09/22	CE CSD CSO	The Association's solicitors will be involved in the Review.	<u>August 2022 Quarter 1</u>		
	<b>Objective: Review the Staff Handbook.</b>					
23	<b>Action: Carry out a review of the Association's Staff Handbook.</b>					
	31/03/23	CE CSD CSO	The Association's solicitors will be involved in the Review.	<u>August 2022 Quarter 1</u>		
	<b>Objective: Review the Recruitment Process.</b>					
24	<b>Action: Carry out a review of the Recruitment Process.</b>					
	30/09/22	CE CSD CSO	The Association's solicitors will be involved in the Review.	<u>August 2022 Quarter 1</u>		
	<b>Information Technology</b>					
21	<b>Objective: Ensure our IT is effective in supporting the Association's strategic and operational objectives.</b>					
25	<b>Action: Our ICT systems continue to function well with minimal disruption / downtime.</b>					
	Ongoing	CSD F&ITO	Minimal interruption to services through ICT breakdowns or inefficiencies.  In October 2020 the Internal Audit on IT received Full Assurance.	<u>August 2022 Quarter 1</u>		
	<b>Objective: Cyber Essentials Certificate of Assurance Accreditation Status.</b>					
26	<b>Action: To retain Cyber Essentials Certificate of Assurance Accreditation Status.</b>					
	31/03/23	CSD F&ITO	Ensure the Association retains its Cyber Essentials Certificate of Assurance Accreditation Status.  Cyber Essentials Accreditation was retained in January 2021 and January 2022.	<u>August 2022 Quarter 1</u>		
	<b>Objective: Board Members' Folder on the Association's IT Network.</b>					
27	<b>Action: Create a Folder on the Association's IT Network to assist Board Members in their governing body role.</b>					
	31/03/23	CSD F&ITO	Introduce a Board Members' Folder on the Association's IT Network to support Board Members in their governing body member roles.	<u>August 2022 Quarter 1</u>		
	<b>Health &amp; Safety</b>					
24	<b>Objective: Ensure effective Health and Safety management processes are in place.</b>					
28	<b>Action: Health and Safety Steering Group Meetings to monitor the Health and Safety related matters.</b>					
	Ongoing	H&SSG	Health and Safety Steering Group (H&SSG) to meet quarterly.	<u>August 2022 Quarter 1</u>		
29	<b>Action: Health and Safety Report to be presented to Board quarterly.</b>					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	CE MM	Report to incorporate:  Asbestos Electrical Gas Legionella Lifts	<u>August 2022 Quarter 1</u>		
30	<b>Action: Fire Safety and Prevention Report to presented to Board six-monthly</b>					
	Ongoing	CE MM	The report will encompass all fire safety and prevention work, specifically focusing on Dryburgh Gardens (the Association's four high rise buildings).	<u>August 2022 Quarter 1</u>		
31	<b>Action: Fire Risk Assessments.</b>					
	31/12/22	CE MM	Fire Risk Assessments will be carried out on all pertinent schemes throughout July/August 2022.  All recommendations to be completed by 31 December 2022.  The schemes are: Dryburgh Gardens (4 high rise buildings) Arthurstone Terrace Cheviot Crescent Dunholm Mews Grampian Gardens Pitairlie Road Finavon Street	<u>August 2022 Quarter 1</u>		
32	<b>Action: Fire Safety and Prevention Inspections - Quarterly.</b>					
	Ongoing	CE MM	The schemes are:  Dryburgh Gardens (4 high rise buildings) Arthurstone Terrace Cheviot Crescent Dunholm Mews Grampian Gardens Pitairlie Road Finavon Street	<u>August 2022 Quarter 1</u>		
<b>Procurement</b>						
25	<b>Objective: Ensure our procurement is in line with the Legislation, Regulations and best practice.</b>					
33	<b>Action: Ensure procurement principles and practices are fully and consistently applied.</b>					
	Ongoing	CE CSD	Maintain the principles and practices which resulted in Internal Audit reporting Full Assurance on Procurement.  An Internal Audit on Procurement will take place in November 2022.  In June 2020 the Internal Audit on Procurement received Full Assurance.	<u>August 2022 Quarter 1</u>		
26	<b>Objective: Procure the Information Technology Support Contract.</b>					
34	<b>Action: Carry out Regulated Procurement Exercise and appoint a contractor to provide the IT support.</b>					
	30/05/22	CSD	Regulated Procurement Exercise started with a view to contract awarded by 30 May 2022.	<u>August 2022 Quarter 1</u>		
27	<b>Objective: Procure the Gas Servicing Contract.</b>					
35	<b>Action: Carry out a Regulated Procurement Exercise and award the Gas Servicing Contract.</b>					
	28/02/23	MM PO	Carry out a Regulated Procurement Exercise and award the Gas Servicing Contract.	<u>August 2022 Quarter 1</u>		
28	<b>Objective: Procure the Rewiring Contract.</b>					
36	<b>Action: Carry out a Regulated Procurement Exercise and award the Rewiring Contract.</b>					
	22/07/22	AM PO	Carry out a Regulated Procurement Exercise and award the Rewiring Contract.	<u>August 2022 Quarter 1</u>		
29	<b>Objective: Procure the External Works Contract.</b>					
37	<b>Action: Carry out a Regulated Procurement Exercise and award the External Works Contract.</b>					
	31/05/22	AM PO	Carry out a Regulated Procurement Exercise and award the External Works Contract.	<u>August 2022 Quarter 1</u>		
30	<b>Objective: Procure the Lift Maintenance Contract.</b>					
38	<b>Action: Carry out a Procurement Exercise to appoint Lift Maintenance Contractor.</b>					
	31/03/23	MM PO	Carry out Procurement Exercise and appoint Lift Maintenance Contractor.	<u>August 2022 Quarter 1</u>		
<b>Corporate Image and Public Relations</b>						
31	<b>Objective: Improve the Association's corporate image and public profile.</b>					
39	<b>Action: Build links with local schools.</b>					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	TI&EG	Joint activities set up with at least one school.	<u>August 2022 Quarter 1</u>		
32	<b>Objective: Celebrate and promote the Association's 25th Anniversary - 27 October 2022.</b>					
40	<b>Action: Celebrate and promote the 25 years since the Association was created and accepted the transfer of the housing stock from Scottish Homes.</b>					
	31/10/22	MT TI&EG	The celebration to involve tenants.	<u>August 2022 Quarter 1</u>		
<b>Tenant Involvement and Empowerment Strategy</b>						
33	<b>Objective: Tenant Satisfaction Survey - Full Satisfaction Survey</b>					
41	<b>Action: Carry out Tenant Satisfaction Survey to enable planning of future services and to meet SHR requirements.</b>					
	31/03/23	TI&EG	Survey achieves high response rates with positive feedback from tenants.	<u>August 2022 Quarter 1</u>		
34	<b>Objective: Tenant Satisfaction Survey - Covid-19 Survey</b>					
42	<b>Action: Report on outcome of the Tenant Satisfaction Survey related to the provision of services during the pandemic.</b>					
	31/08/22	TI&EG	Present a Report to Board in August 2022.	<u>August 2022 Quarter 1</u>		
35	<b>Objective: Communication: to communicate effectively with our residents on matters of mutual interest.</b>					
43	<b>Action: Publish the Annual Report, incorporating tenant's report.</b>					
	31/10/22	TI&EG	Annual report provides all info on the ARC which the SHR requires.  The 2021/22 Annual Report will be published by 31 October 2022.	<u>August 2022 Quarter 1</u>		
44	<b>Action: Issue Tenant Newsletter (twice annually).</b>					
	31/08/22& 31/12/22	TI&EG	Spring/Summer Newsletter will be published in August 2022.  Autumn/Winter Newsletter will be published in December 2022.	<u>August 2022 Quarter 1</u>		
36	<b>Objective: To involve residents in our decision making on matters which affect them.</b>					
45	<b>Action: Maintain a Register of Interested Residents with a view to consulting them on service delivery matters.</b>					
	Ongoing	TI&EG	Promote and add to Register.  The Internal Audit on Tenant Participation and Engagement, which received Reasonable Assurance, identified six recommendations which we will address. The Register of Interested Residents is one of the areas identified.	<u>August 2022 Quarter 1</u>		
37	<b>Objective: Tenants' Portal - 'My Home'.</b>					
46	<b>Action: Proactively promote the use of 'My Home'.</b>					
	31/03/23	MT	Following the successful introduction of the Tenants' Portal, 'My Home', on 1 October 2021, ensure the Portal is proactively promoted in order to maximise its capabilities and use by the tenants.	<u>August 2022 Quarter 1</u>		
<b>Owners Satisfaction Survey</b>						
38	<b>Objective: Owners Satisfaction Survey.</b>					
47	<b>Action: Carry out Owners Satisfaction Survey to enable planning of future services and to meet SHR requirements.</b>					
	31/03/23	TI&EG	Survey achieves high response rates with positive feedback from owners.	<u>August 2022 Quarter 1</u>		
<b>Income Management</b>						
39	<b>Objective: Efficient and effective arrears monitoring to maximise rental income and reduce former tenant arrears.</b>					
48	<b>Action: Ensure robust procedures are adhered to.</b>					
	Ongoing	CE CSO HM ITL	Refer to the Operational Performance Report: Key Performance Indicators.  Income Report to be presented to AF&RMC quarterly.  Rent Arrears Report to be presented to Board quarterly.	<u>August 2022 Quarter 1</u>		
<b>Voids Property Management (Relets).</b>						
40	<b>Objective: Operate an efficient and effective voids management service.</b>					
49	<b>Action: Ensure void properties are re-let within established performance targets.</b>					



	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	HM MM	Void turnaround times within target.  The Internal Audit on Void Management carried out in August 2019 gave Full Assurance.	<u>August 2022 Quarter 1</u>		
<b>Housing Officers</b>						
41	<b>Objective: Housing Officers Review.</b>					
50	<b>Action: Carry out a review of the role Housing Officers undertake.</b>					
	31/12/22	CE HM SHO CSO	The Review to include a benchmarking exercise with other RSLs.	<u>August 2022 Quarter 1</u>		
<b>Retirement Housing</b>						
42	<b>Objective: Ensure Retirement Housing continues to provide safe and popular accommodation, with high levels of tenant satisfaction.</b>					
51	<b>Action: Continue to deliver a high quality retirement housing service, within budget.</b>					
	Ongoing	HM SHO	Tenant feedback survey in 2019 indicates high levels of satisfaction. Staffing and other costs are maintained within budget.	<u>August 2022 Quarter 1</u>		
43	<b>Objective: Review the service provided to the Retirement Housing.</b>					
52	<b>Action: Carry out a comprehensive review of the services provided to the Retirement Housing</b>					
	31/03/23	TI&EG	Carry out a comprehensive review of the services provided to the Retirement Housing, ensuring value for money is fundamental to the Review.	<u>August 2022 Quarter 1</u>		
<b>Estate Management</b>						
44	<b>Objective: Estate Management - ensure our estates and neighbourhoods are well maintained.</b>					
53	<b>Action: Continue Estate Walkabout programme, seeking ways to increase resident participation.</b>					
	Ongoing	HM MM	Regular inspections continue to take place and any identified issues are actioned accordingly.	<u>August 2022 Quarter 1</u>		
<b>Supported Housing Inspections</b>						
45	<b>Objective: Meetings with the Care Providers - Quarterly.</b>					
54	<b>Action: Quarterly Meetings with the Care Providers to ensure that any issues are identified and addressed accordingly.</b>					
	Ongoing	HM SHO	The schemes are:  Arthurstone Terrace Cheviot Crescent Dunholm Mews Grampian Gardens Pitairlie Road Finavon Street	<u>August 2022 Quarter 1</u>		
<b>Tenant Support</b>						
46	<b>Objective: Support and assist tenants with the adverse financial impact of COVID-19 and inflation.</b>					
55	<b>Action: Ensure we support and assist tenants with their rental payments as effectively as possible.</b>					
	Ongoing	Income Dept	Continue to engage with tenants with a view to supporting and assisting them, as far as reasonably practicable, with their rent payments.	<u>August 2022 Quarter 1</u>		
47	<b>Objective: Support and assist tenants with the adverse impact of Welfare Reform and inflation.</b>					
56	<b>Action: Ensure we support and assist tenants with their rental payments as effectively as possible.</b>					
	Ongoing	Income Dept	Continue to engage with tenants with a view to supporting and assisting them, as far as reasonably practicable, with their rent payments.	<u>August 2022 Quarter 1</u>		
48	<b>Objective: Provide practical support to tenants to help them become "digitally included".</b>					
57	<b>Action: Set up "Digital Clubs" for our older residents and support for UC claimants managing claims on-line.</b>					
	Ongoing	TSO TIO	The funding the Association received for an officer to solely concentrate on this particular objective was withdrawn.  The Tenancy Sustainment Officer and the Tenant Involvement Officer assist tenants in any way that they can, however this has to be balanced with their primary objectives: sustaining tenancies and tenant involvement respectively.	<u>August 2022 Quarter 1</u>		
49	<b>Objective: Fuel Poverty - provide cost effective services which help tenants minimise their fuel costs.</b>					
58	<b>Action: Provide energy efficiency advice services to residents.</b>					
	Ongoing	TSO	Targets achieved for outcomes and tenants supported.	<u>August 2022 Quarter 1</u>		
<b>Wider Community Activities</b>						
50	<b>Objective: Encourage community activities likely to benefit residents in our neighbourhood.</b>					
59	<b>Action: Work closely with One Parent Families Scotland (OPFS) to ensure the Families House delivers value to the local community.</b>					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	HM	Ensure the services of OPFS continues to be a benefit to the community in Fintry.	<u>August 2022 Quarter 1</u>		
	<b>Maintenance: Reactive Repairs</b>					
51	<b>Objective: Reactive Repairs - Provide a high quality and cost effective reactive repairs service.</b>					
60	<b>Action: Deliver the Reactive Repairs service within budget while meeting the set performance targets.</b>					
	Ongoing	MM	Performance targets met and costs contained within budget.  Refer to the Operational Performance Report: Key Performance Indicators.	<u>August 2022 Quarter 1</u>		
	<b>Maintenance: Medical Adaptations</b>					
52	<b>Objective: Ensure tenants' needs for Medical Adaptations are met and funding for this is maximised.</b>					
61	<b>Action: Continue to monitor funding rules and availability for carrying out medical adaptations.</b>					
	Ongoing	MM	All adaptations continue to be fully funded by the Scottish Government.	<u>August 2022 Quarter 1</u>		
	<b>Asset Management</b>					
53	<b>Objective: Ensure we have accurate and good quality information on our housing stock to support the Asset Management Strategy.</b>					
62	<b>Action: Continue the programme of stock condition surveys, to ensure at least 20% of stock is surveyed in the year, including properties reporting no recent repairs.</b>					
	Ongoing	AM	370 full surveys completed, including "high risk" properties.	<u>August 2022 Quarter 1</u>		
54	<b>Objective: Ensure our programme of planned work for the year is delivered as planned and on budget.</b>					
63	<b>Action: Deliver the approved Planned Maintenance Programme for the year.</b>					
	31/03/23	AM	All work planned is completed within the agreed budget.	<u>August 2022 Quarter 1</u>		
55	<b>Objective: Ensure all properties meet the Energy Efficiency Standard for Social Housing (EESH).</b>					
64	<b>Action: All reasonable work to achieve EESH is completed.</b>					
	Ongoing	AM	Good EPC data (including cloning) confirms that all stock either meets EESH, or all reasonable measures to improve energy efficiency have been carried out.  Refer to the Operational Performance Report: Key Performance Indicators.	<u>August 2022 Quarter 1</u>		
	<b>Development</b>					
56	<b>Objective: Mossgiel Development.</b>					
65	<b>Action: Appoint Development Consultant to Project Manage the Development.</b>					
	31/08/21	CE	Appointment of a Development Consultant as Project Manager to oversee the development to completion.	<u>August 2022 Quarter 1</u> Development Consultant Graham Harper appointed as Project Manager: Management Committee Report 21/07/19.	😊	Complete
66	<b>Action: Appoint External Project Management Team</b>					
	30/09/22	CE AM PO	Regulated Procurement Exercises completed and contract awarded in respect of:  Architect Engineer Employer's Agent	<u>August 2022 Quarter 1</u>		
67	<b>Action: Appoint Principal Contractor</b>					
	31/09/22	CE AM PO	Regulated Procurement Exercise completed and contract awarded.	<u>August 2022 Quarter 1</u>		
68	<b>Action: Development Completion</b>					
	31/03/24	CE AM DC	Development to be completed by 31 March 2024.	<u>August 2022 Quarter 1</u>		
57	<b>Objective: Development Opportunities - Clepington Road.</b>					
69	<b>Action: Provide Board with a Report on Clepington Road.</b>					
	31/08/22	CE AM DC	Provide Board with an initial Report on Clepington Road.	<u>August 2022 Quarter 1</u>		
58	<b>Objective: Development Opportunities.</b>					
70	<b>Action: Identify and actively pursue development opportunities.</b>					
	Ongoing	Board CE	Decisions by Board on development opportunities.	<u>August 2022 Quarter 1</u>		
	<b>Value for Money</b>					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
59	Objective: Value for Money Reporting.					
71	Action: Present Board with a Value for Money Report.					
	31/08/22	CSD FM	Annual VfM Report to Board.	<u>August 2022 Quarter 1</u>		
	Rents and Service Charges					
60	Objective: External Review of Rents and Service Charges.					
72	Action: Appoint a Consultant to carry out a comprehensive review of rents and service charges.					
	31/03/23	CE CSD	Appoint a Consultant to carry out an External Review of the rents and service charges.	<u>August 2022 Quarter 1</u>		

CE = Chief Executive, CSD = Corporate Services Director,  
AM = Asset Manager, FM = Finance Manager, HM = Housing Manager, MM = Maintenance Manager  
SHO = Senior Housing Officer, CSTL = Customer Services Team Leader, ITL = Income Team Leader, TIO = Tenant Involvement Officer, TSO = Tenancy Sustainment Officer, PO = Project Officer, CSO = Corporate Services Officer  
MT = Management Team  
DC = Development Consultant  
TI&EG = Tenant Involvement and Empowerment Group  
H&SSG = Health and Safety Steering Group