



	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.					
	31/03/26	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 September 2024.		😊	
2	Action: Board Member Annual Performance Review (Annual Appraisal).					
	31/08/25	Chair CE	Ensure Board Members have an Annual Appraisal in order to ensure compliance with the Association's Rules: Rule 37.6.		😊	
3	Action: Board Member Recruitment.					
	Ongoing	Chair CE	Maintain Board Membership at 10 Members.		😊	
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.		😊	
2	Objective: Ensure effective governance arrangements remain in place.					
5	Action: Ensure the principles of good governance remain fully embedded.					
	31/10/25 & Ongoing	Chair CE	Annual Assurance Statement Evidence and Action Plan Framework. 2025 Annual Assurance Statement to be submitted to the SHR by 31 October 2025.		😊	
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 the Board in August 2024. In accordance with the Board's decision at the Board Meeting on 25 May 2022 the full Risk Management Tables will be presented in August each year and the top 10 Serious and Significant Risks at all other Quarterly Board Meetings.		😊	
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	Risk Assurance Register to be presented to AF&RMC Quarterly.		😊	
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 2025/26 Annual Budget. Management Accounts (Quarterly).		😊	
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
	31/08/25	CSD FM	<p>The Financial Statements for the year ended 31 March 2025 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 2024, 31 March 2023, 31 March 2022, 31 March 2021, 31 March 2020 and 31 March 2019 and the Management Letters are not qualified and clean respectively.</p>		😊	
Internal Audit						
7	Objective: Internal Audit Plan.					
10	Action: Provide Internal Audit with the information and support they need to enable them to carry out robust internal audits.					
	31/03/26	CE CSD	<p>2025/26 Internal Audit Programme:</p> <ol style="list-style-type: none"> 1. Treasury Management (June '25) 2. Factoring (July '25) 3. Gas Safety (December '25) 4. Tenant Engagement (January '26) 5. Follow Up (January '26) 6. HR Personnel (February '26) 		😊	
Scottish Housing Regulator (SHR)						
8	Objective: Compliance with SHR's Regulatory Framework - Annual Assurance Statement.					
11	Action: Ensure we continue to meet all requirements of the SHR's Regulatory Framework.					
	31/10/25	CE CSD	<p>Compliance with the new Regulatory Framework - 1 April 2024. Annual Assurance Statement 2025 to be submitted to the SHR by 31 October 2025.</p> <p>The Board are able to confirm compliance with SHR's Regulatory Framework by way of the Annual Assurance Statement - Annual Assurance Statement Evidence and Action Plan Framework.</p> <p><u>Submission of Previous Year</u> 2024 AAS deadline 31 October 2024 - submitted 24 October 2024.</p>		😊	
9	Objective: Annual Return on the Charter (ARC).					
12	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.					
	31/05/25	CSD	Annual Return on the Charter to be submitted to the SHR by 31 May 2025.		😊	
10	Objective: Five Year Financial Projections.					
13	Action: Ensure we submit the Five Year Financial Projections to the SHR in accordance with the timescale.					
	31/05/25	CSD	Five Year Financial Projections to be submitted to the SHR by 31 May 2025.		😊	
11	Objective: Loan Portfolio Return.					
14	Action: Ensure we submit the Loan Portfolio Return to the SHR in accordance with the timescale.					
	30/06/25	CSD	Loan Portfolio Return to be submitted to the SHR by 30 June 2025.		😊	
12	Objective: Audited Financial Statements Return.					
15	Action: Ensure we submit the Audited Financial Statements Return to the SHR in accordance with the timescale.					
	30/09/25	CSD	Audited Financial Statements Return to be submitted to the SHR by 30 September 2025.		😊	
Other Regulatory Annual Returns						
13	Objective: Financial Conduct Authority (FCA).					
16	Action: Ensure we submit the FCA Annual Return in accordance with the timescale.					
	30/09/25	CSD	Annual Return to be submitted to the FCA by 30 September 2025.		😊	
14	Objective: Office of the Scottish Charity Regulator (OSCR).					
17	Action: Ensure we submit the OSCR Annual Return in accordance with the timescale.					
	31/12/25	CSD	Annual Return to be submitted to the OSCR by 31 December 2025.		😊	
Lenders: Covenant Compliance Reports.						

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
15	Objective: RBS Covenant Compliance.					
18	Action: Ensure we submit the Covenant Compliance Report to RBS in accordance with the timescale.					
	Ongoing	CSD	The RBS Covenant Compliance Report has to be submitted to RBS within two months of the end of the pertinent Quarter.		😊	
16	Objective: CAF Bank Covenant Compliance.					
19	Action: Ensure we submit the Covenant Compliance Report to CAF Bank in accordance with the timescale.					
	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.		😊	
General Data Protection Requirements (GDPR) & Freedom of Information Legislation.						
17	Objective: Continued compliance with GDPR & Freedom of Information Legislation.					
20	Action: Maintain the structures and procedures to ensure compliance with GDPR.					
	Ongoing	CSD	Ensure continued compliance with the GDPR.		😊	
21	Action: Ensure compliance with Freedom of Information Legislation.					
	Ongoing	CSD	Ensure continued compliance with Freedom of Information Legislation.		😊	
Policy Reviews.						
18	Objective: Policies to be reviewed and approved by Board or relevant Sub-Committee in a timely manner.					
22	Action: Ensure the review of Policies is implemented in accordance with the Policy Review Timetable.					
	31/03/26	MT	Report on the number of Policies reviewed in each quarter. <u>Carried Over from IMP 2024/25</u> This Objective and Action has been carried over to the IMP 2025/26.		😊	
Human Resources						
19	Objective: Maintain a motivated and skilled staff team.					
23	Action: Employee Wellbeing Group to meet Quarterly.					
	Ongoing	CE CSD CSO	Employee Wellbeing & Events Group leads initiatives aimed at improving Abertay as a place to work. Staff participate and benefit from initiatives taken forward.		😊	
20	Objective: Review the Staff Handbook.					
24	Action: Carry out a review of the Association's Staff Handbook.					
	30/09/24	CE CSD CSO	The Association's solicitors will be involved in the Review. <u>Carried Over from IMP 2024/25</u> This Objective and Action has been carried over to the IMP 2025/26.		😊	
Information Technology						
21	Objective: Ensure our IT is effective in supporting the Association's strategic and operational objectives.					
25	Action: Our ICT systems continue to function well with minimal disruption / downtime.					
	Ongoing	CSD F&ITO	Minimal interruption to services through ICT breakdowns or inefficiencies. In October 2020 the Internal Audit on IT received Full Assurance.		😊	
22	Objective: Cyber Essentials Certificate of Assurance Accreditation Status.					
26	Action: To retain Cyber Essentials Certificate of Assurance Accreditation Status.					
	31/03/26	CSD F&ITO	Ensure the Association retains its Cyber Essentials Certificate of Assurance Accreditation Status. Cyber Essentials Accreditation was retained in January 2021, January 2022, February 2023, March 2024 and February 2025.		😊	
23	Objective: IT Security Groups.					
27	Action: Review IT Security Groups.					
	31/03/26	CSD F&ITO	Carry out a review of the IT Security Groups. <u>Carried Over from IMP 2024/25</u> This Objective and Action has been carried over to the IMP 2025/26.		😊	
24	Objective: SDM Review.					
28	Action: Carry out a comprehensive cross-departmental review of SDM, the Association's Housing Database.					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	31/03/26	MT	A comprehensive review will ensure that SDM is being used to its full potential and the Association is receiving value for money. <u>Carried Over from IMP 2024/25</u> This Objective and Action has been carried over to the IMP 2025/26.		😊	
Health & Safety						
25	Objective: Ensure effective Health and Safety management processes are in place.					
29	Action: Health and Safety Steering Group Meetings to monitor the Health and Safety related matters.					
	Ongoing	H&SSG	Health and Safety Steering Group (H&SSG) to meet six-monthly.		😊	
30	Action: Health and Safety Report to be presented to Board quarterly.					
	Ongoing	CE PSM	Report to incorporate: Asbestos Electrical Gas Legionella Lifts		😊	
31	Action: Fire Safety and Prevention Report to presented to Board six-monthly.					
	Ongoing	CE PSM	The report will encompass all fire safety and prevention work, specifically focusing on Dryburgh Gardens (the Association's four high rise buildings).		😊	
32	Action: Fire Risk Assessments.					
	31/12/25	CE PSM	Fire Risk Assessments will be carried out on all pertinent schemes throughout July/August 2025. All recommendations to be completed by 31 December 2025.		😊	
33	Action: Fire Safety and Prevention Inspections - Quarterly.					
	Ongoing	CE PSM	The schemes are: Dryburgh Gardens (4 high rise buildings) Arthurstone Terrace Cheviot Crescent Dunholm Mews Grampian Gardens Pitairlie Road Finavon Street		😊	
Procurement						
26	Objective: Ensure our procurement is in line with the Legislation, Regulations and best practice.					
34	Action: Ensure procurement principles and practices are fully and consistently applied.					
	Ongoing	CE CSD	Maintain the principles and practices which resulted in Internal Audit reporting Full Assurance on Procurement. In November 2022 the Internal Audit on Procurement received Full Assurance. In June 2020 the Internal Audit on Procurement received Full Assurance.		😊	
27	Objective: Procurement Improvement Programme.					
35	Action: Implement a Procurement Improvement Programme in order to meet Scottish Government Requirements.					
	Ongoing	CE CSD	Implement a Procurement Improvement Programme in order to be compliant with Scottish Government Requirements in respect of grant. <u>Carried Over from IMP 2024/25</u> This Objective and Action has been carried over to the IMP 2025/26.		😊	
28	Objective: Procure the Rewiring Contract.					
36	Action: Carry out a Regulated Procurement Exercise and award the Rewiring Contract.					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	31/03/26	PSM PO	Carry out a Regulated Procurement Exercise and award the Rewiring Contract. Carried Over from IMP 2024/25 This Objective and Action has been carried over to the IMP 2025/26.		😊	
29	Objective: Procure Phones Contract					
37	Action: Carry Procurement Exercise and award Phones Contract.					
	31/03/26	CSD F&ITO CSM	Carry Procurement Exercise and award Phones Contract. Review to include Staff Consultation.		😊	
30	Objective: Procure Close Cleaning Contract					
38	Action: Carry Procurement Exercise and award Close Cleaning Contract.					
	31/03/26	PSM PO HSM CSM	Carry Procurement Exercise and award Close Cleaning Contract.		😊	
	Corporate Image and Public Relations					
31	Objective: Improve the Association's corporate image and public profile.					
39	Action: Build links with local schools.					
	Ongoing	TI&EG	Joint activities set up with at least one school.		😊	
40	Action: Promote the Association's Objectives and activities throughout the business community.					
	Ongoing	TI&EG	Actively promote the Association's Objectives and activities throughout the business community.		😊	
	Tenant Involvement and Empowerment Strategy					
32	Objective: Tenant Involvement and Empowerment Strategy Group Meetings.					
41	Action: Continue with the Tenant Involvement and Empowerment Strategy Group Meetings.					
	31/03/26	TI&EG	The Tenant Involvement and Empowerment Strategy Group has made excellent progress and the monthly meetings will continue throughout 2025/26.		😊	
33	Objective: Communication: to communicate effectively with our residents on matters of mutual interest.					
42	Action: Publish the Annual Report, incorporating tenant's report.					
	31/10/25	CSO TI&EG	Annual report provides all info on the ARC which the SHR requires. The 2024/25 Annual Report will be published by 31 October 2025.		😊	
43	Action: Issue Tenant Newsletter (twice annually).					
	31/08/25& 31/12/25	CSO TI&EG	Spring/Summer Newsletter will be published in June-August 2025. Autumn/Winter Newsletter will be published in December 2025.		😊	
34	Objective: To involve residents in our decision making on matters which affect them.					
44	Action: Maintain a Register of Interested Residents with a view to consulting them on service delivery matters.					
	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.		😊	
35	Objective: Tenants' Portal - 'My Home'.					
45	Action: Proactively promote the use of 'My Home'.					
	31/03/26	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 and the repairs tool is implemented. The Tenant Involvement and Empowerment Strategy Group will continue to monitor the use of the Repairs Module throughout 2025/26.		😊	

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Equality and Diversity Strategy					
36	Objective: Equality and Diversity Strategy Group Meetings.					
46	Action: Continue with the Equality and Diversity Strategy Group Meetings.					
	13/08/25	TI&EG	<p>The Equality and Diversity Strategy Group (E&DSG) will meet monthly throughout 2025/26.</p> <p>The primary objective of the E&DSG is to address the Equality and Diversity Internal Audit Recommendations by the next AF&RMC Meeting: 13 August 2025.</p>		😊	
	Income Management					
37	Objective: Efficient and effective arrears monitoring to maximise rental income and reduce former tenant arrears.					
47	Action: Ensure robust procedures are adhered to.					
	Ongoing	CE CSD HSM ITL	<p>Refer to the Operational Performance Report: Key Performance Indicators.</p> <p>Income Report to be presented to AF&RMC quarterly.</p> <p>Rent Arrears Report to be presented to Board quarterly.</p>		😊	
	Void Property Management - Relets					
38	Objective: Operate an efficient and effective void property management service.					
48	Action: Ensure void properties are re-let within established performance targets.					
	Ongoing	HSM PSM	<p>Void turnaround times and void rental loss are within target.</p> <p>The Internal Audit on Allocations carried out in April 2024 gave Substantial Assurance.</p> <p>The Internal Audit on Void Management carried out in August 2019 gave Full Assurance.</p>		😊	
	Void Property Management - Budget					
39	Objective: Operate an efficient and effective void property management service.					
49	Action: Ensure void costs are within established performance targets.					
	Ongoing	CE PSM HSM	<p>Void costs are within target.</p> <p>The Internal Audit on Void Management carried out in August 2019 gave Full Assurance.</p>		😊	
	Retirement Housing					
40	Objective: Ensure Retirement Housing continues to provide safe and popular accommodation, with high levels of tenant satisfaction.					
50	Action: Continue to deliver a high quality retirement housing service, within budget.					
	Ongoing	CE HSM CSTL	<p>Tenant feedback survey in 2023 indicates high levels of satisfaction. Staffing and other costs are maintained within budget.</p>		😊	
41	Objective: Comprehensive Review of Retirement Housing.					
51	Action: Carry out a comprehensive review of Retirement Housing.					
	31/03/26	CE HSM CSM	<p>The Review to include Meetings with the tenants at the Retirement Housing Complexes.</p>		😊	
	Estate Management					
42	Objective: Estate Management - ensure our estates and neighbourhoods are well maintained.					
52	Action: Continue Estate Walkabout programme, seeking ways to increase resident participation.					
	Ongoing	HSM PSM	<p>Regular inspections continue to take place and any identified issues are actioned accordingly.</p>		😊	
43	Objective: Ensure our closes are well cleaned.					
53	Action: Carry out a comprehensive Review of Close Cleaning and the Close Cleaning Contract.					
	Ongoing	CE HSM PSM	<p>Regular inspections continue to take place and any identified issues are actioned accordingly.</p> <p><u>Carried Over from IMP 2024/25</u> This Objective and Action has been carried over to the IMP 2025/26.</p>		😊	
	Supported Housing Inspections					
44	Objective: Meetings with the Care Providers - Quarterly.					
54	Action: Quarterly Meetings with the Care Providers to ensure that any issues are identified and addressed accordingly.					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	HSM	The schemes are: Arthurstone Terrace Cheviot Crescent Dunholm Mews Grampian Gardens Pitairlie Road Finavon Street		😊	
Tenant Support						
45	Objective: Ensure the adverse impact of Welfare Reform on the tenants is minimised.					
55	Action: Ensure we support tenants with their rental payments as effectively as possible.					
	Ongoing	Income Dept	Continue to engage with tenants with a view to assisting them.		😊	
46	Objective: Fuel Poverty - provide cost effective services which help tenants minimise their fuel costs.					
56	Action: Provide energy efficiency advice services to residents.					
	Ongoing	TSO	Targets achieved for outcomes and tenants supported.		😊	
Wider Community Activities						
47	Objective: Encourage community activities likely to benefit residents in our neighbourhood.					
57	Action: Work closely with One Parent Families Scotland (OPFS) to ensure the Families House delivers value to the local community.					
	Ongoing	HSM	Ensure the services of OPFS continues to be a benefit to the community in Fintry.		😊	
48	Objective: Support wider community initiatives which conform with and embrace our Mission Statement.					
58	Action: Support local businesses and local charities that support our communities.					
	Ongoing	HSM	Assist businesses and charities whose aims reflect our Mission Statement: 'Abertay aims to enhance the quality of life in our communities.'		😊	
Maintenance: Reactive Repairs						
49	Objective: Reactive Repairs - Provide a high quality and cost effective reactive repairs service.					
59	Action: Deliver the Reactive Repairs service within budget while meeting the set performance targets.					
	Ongoing	PSM	Performance targets met and costs contained within budget. Refer to the Operational Performance Report: Key Performance Indicators.		😊	
Maintenance: Medical Adaptations						
50	Objective: Ensure tenants' needs for Medical Adaptations are met and funding for this is maximised.					
60	Action: Continue to monitor funding rules and availability for carrying out medical adaptations.					
	Ongoing	PSM	All adaptations continue to be fully funded by the Scottish Government.		😊	
Asset Management						
51	Objective: Ensure we have accurate and good quality information on our housing stock to support the Asset Management Strategy.					
61	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.					
	Ongoing	CE	360 full surveys completed, including "high risk" properties.		😊	
52	Objective: Ensure our programme of planned work for the year is delivered as planned and on budget.					
62	Action: Deliver the approved Planned Maintenance Programme for the year.					
	31/03/26	CE PSM	All work planned is completed within the agreed budget.		😊	
53	Objective: Ensure all properties meet the Energy Efficiency Standard for Social Housing (ESSH).					
63	Action: All reasonable work to achieve ESSH is completed.					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	CE	Good EPC data (including cloning) confirms that all stock either meets EESSH, or all reasonable measures to improve energy efficiency have been carried out. Refer to the Operational Performance Report: Key Performance Indicators.		😊	
	Development					
54	Objective: Oak Gardens Development.					
64	Action: Completion of the Oak Gardens Development.					
	31/08/25	CE	Oak Gardens completion by 31 August 2025.		😊	
	Objective: Angus Street Development.					
65	Action: Complete Angus Street Development in 2026/27.					
	Ongoing	CE	Continue to provide AM&DC and Board with Reports on Angus Street.		😊	
	Objective: Clepington Road Development.					
66	Action: Complete Clepington Road Development in 2026/27.					
	Ongoing	CE	Continue to provide AM&DC and Board with Reports on Clepington Road.		😊	
	Objective: Mossgiel Development.					
67	Action: Preparation for the Mossgiel Development.					
	Ongoing	CE	Board decision in 2025/26.		😊	
	Objective: Development Opportunities.					
68	Action: Identify and actively pursue development opportunities.					
	Ongoing	Board CE	Decisions by Board on development opportunities.		😊	
	Acquisitions and Disposals					
59	Objective: Acquire and Dispose of Properties.					
69	Action: Acquire and Dispose of properties in accordance with the Acquisitions and Disposals Policy.					
	Ongoing	CE CSD	Acquisitions and Disposals Report to Board. Proactively pursue acquisitions and disposals which assist us in ensuring we deliver our strategic and operational objectives. Total Acquisitions in 2023/24 - 14 Total Disposals in 2023/24 - 0 Total Acquisitions in 2024/25 - 16 Total Disposals in 2024/25 - 2		😊	
	Value for Money					
60	Objective: Value for Money Reporting.					
70	Action: Present Board with a Value for Money Report.					
	31/08/25	CSD FM	Annual VfM Report to Board on 27 August 2025.		😊	
	Owners Satisfaction Survey					
61	Objective: Owners Satisfaction Survey - Comprehensive Satisfaction Survey.					
71	Action: Carry out an Owners Satisfaction Survey.					
	31/03/26	TI&EG	Survey to achieve high response rates with positive feedback and high satisfaction levels from tenants.		😊	
	Rent and Service Charges					
62	Objective: Review of Rents and Service Charges.					
72	Action: Appoint a Consultant to carry out a comprehensive review of rents and service charges.					
	31/03/25	CE CSD	Appoint a Consultant to carry out a comprehensive review of rents and service charges with a view to presenting the Board with a report in 2025/26. <u>Carried Over from IMP 2024/25</u> This Objective and Action has been carried over to the IMP 2025/26. To be discussed with the Board throughout 2025/26.		😊	
	Stock Valuation					
63	Objective: Stock Valuation Exercise.					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
73	Action: Carry out a Stock Valuation Exercise for Lenders.					
	30/06/25	CE CSD	Stock Valuation to be carried out by 30 June 2025.		😊	
	RBS Loans					
64	Objective: Replacement of Facility C and D Loans					
74	Action: Prepare for the replacement of Facility C and D Loans.					
	31/03/26	CE CSD FM	Repayment Due: Facility C - 8 September 2026 Facility D - 8 March 2028		😊	

CE = Chief Executive, CSD = Corporate Services Director,
 CSM = Customer Services Manager, FM = Finance Manager, HSM = Housing Services Manager, PSM = Property Services Manager
 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