



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.					
31/03/27	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 2025. Priority 5, Financial Management, will be delivered at a Board Away Day in 2026/27. The Financial Management will focus on the matters specific to the Association.	August 2026 Q1		Ongoing
2 Action: Board Member Annual Performance Review (Annual Appraisal).					
31/08/26	Chair CE	Ensure Board Members have an Annual Appraisal in order to ensure compliance with the Association's Rules: Rule 37.6.	August 2026 Q1		Ongoing
3 Action: Board Member Recruitment.					
Ongoing	Chair CE	Maintain Board Membership at 10 Members.	August 2026 Q1		Ongoing
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 2026 Q1		Ongoing
2 Objective: Ensure effective governance arrangements remain in place.					
5 Action: Ensure the principles of good governance remain fully embedded.					
31/10/26 & Ongoing	Chair CE	Annual Assurance Statement Evidence and Action Plan Framework. 2026 Annual Assurance Statement to be submitted to the SHR by 31 October 2026.	August 2026 Q1		Ongoing
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.	August 2026 Q1		Ongoing
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.	August 2026 Q1		Ongoing
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.					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	CSD	Business Plan: Internal Management Plan. 30 Year Financial Plan and 2026/27 Annual Budget. Management Accounts (Quarterly).	<u>August 2026 Q1</u>	😊	Ongoing
6 Objective: Ensure our Financial Accounting meets statutory requirements.						
9 Action: Ensure our Financial Statements are of a high standard.						
	31/08/26	CSD FM	The Financial Statements for the year ended 31 March 2026 and the Management Letter are not qualified and clean respectively. <u>Previous Years</u> The Financial Statements for the years ended 31 March 2025, 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.	<u>August 2026 Q1</u>	😊	Ongoing
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.						
	31/03/27	CE CSD	2025/26 Internal Audit Programme: 1. Void Management (May '26) 2. Rent Setting (August '26) 3. Mould and Damp Management (September '26) 4. Electrical Safety (November '26) 5. Follow Up (January '27)	<u>August 2026 Q1</u>	😊	Ongoing
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.						
	31/10/26	CE CSD	Compliance with the new Regulatory Framework - 1 April 2024. Annual Assurance Statement 2026 to be submitted to the SHR by 31 October 2026. 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. <u>Submission of Previous Year</u> 2025 AAS deadline 31 October 2025 - submitted 22 October 2025.	<u>August 2026 Q1</u>	😊	Ongoing
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.						
	31/05/26	CSD	Annual Return on the Charter to be submitted to the SHR by 31 May 2026.	<u>August 2026 Q1</u>	😊	Ongoing
10 Objective: Five Year Financial Projections.						
13 Action: Ensure we submit the Five Year Financial Projections to the SHR in accordance with the timescale.						
	31/05/26	CSD	Five Year Financial Projections to be submitted to the SHR by 31 May 2026.	<u>August 2026 Q1</u>	😊	Ongoing
11 Objective: Loan Portfolio Return.						
14 Action: Ensure we submit the Loan Portfolio Return to the SHR in accordance with the timescale.						
	30/06/26	CSD	Loan Portfolio Return to be submitted to the SHR by 30 June 2026.	<u>August 2026 Q1</u>	😊	Ongoing
12 Objective: Audited Financial Statements Return.						
15 Action: Ensure we submit the Audited Financial Statements Return to the SHR in accordance with the timescale.						
	30/09/26	CSD	Audited Financial Statements Return to be submitted to the SHR by 30 September 2026.	<u>August 2026 Q1</u>	😊	Ongoing

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
Other Regulatory Annual Returns						
13 Objective: Financial Conduct Authority (FCA).						
16 Action: Ensure we submit the FCA Annual Return in accordance with the timescale.						
	30/09/26	CSD	Annual Return to be submitted to the FCA by 30 September 2026.	August 2026 Q1	😊	Ongoing
14 Objective: Office of the Scottish Charity Regulator (OSCR).						
17 Action: Ensure we submit the OSCR Annual Return in accordance with the timescale.						
	31/12/26	CSD	Annual Return to be submitted to the OSCR by 31 December 2026.	August 2026 Q1	😊	Ongoing
Lenders: Covenant Compliance Reports.						
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.	August 2026 Q1	😊	Ongoing
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.	August 2026 Q1	😊	Ongoing
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.	August 2026 Q1	😊	Ongoing
21 Action: Ensure compliance with Freedom of Information Legislation.						
	Ongoing	CSD	Ensure continued compliance with Freedom of Information Legislation.	August 2026 Q1	😊	Ongoing
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.						
	31/03/27	MT	The aim is to review all Policies in accordance with their periodic review timescale.	August 2026 Q1	😊	Ongoing
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.	August 2026 Q1	😊	Ongoing
20 Objective: Review the Staff Handbook.						
24 Action: Carry out a review of the Association's Staff Handbook.						
	31/03/27	CE CSD CSO	The Association's solicitors will be involved in the Review. Carried Over from IMP 2025/26 This Objective and Action has been carried over to the IMP 2026/27.	August 2026 Q1	😊	Ongoing
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	ITWG TI&ITO	The IT Working Group will oversee all IT related functions. In October 2020 the Internal Audit on IT received Full Assurance.	August 2026 Q1	😊	Ongoing
22 Objective: Cyber Essentials Certificate of Assurance Accreditation Status.						
26 Action: To retain Cyber Essentials Certificate of Assurance Accreditation Status.						

Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
31/03/27	TI&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, February 2025 and January 2026.	August 2026 Q1	😊	Ongoing
23 Objective: SDM Review.					
27 Action: Carry out a comprehensive cross-departmental review of SDM, the Association's Housing Database.					
01/06/26 & Ongoing	ITWG	Implement the decision to move from SDM to HomeMaster. Whilst the IT Working Group (ITWG) will oversee this Objective and Action the three key members of staff are: Corporate Services Director Customer Services Manager Tenant Involvement and IT Officer	August 2026 Q1	😊	Ongoing
Health & Safety					
24 Objective: Ensure effective Health and Safety management processes are in place.					
28 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.	August 2026 Q1	😊	Ongoing
29 Action: Health and Safety Report to be presented to Board quarterly.					
Ongoing	CE PSM	Report to incorporate: Asbestos Electrical Gas Legionella Lifts	August 2026 Q1	😊	Ongoing
30 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).	August 2026 Q1	😊	Ongoing
31 Action: Fire Risk Assessments.					
31/12/26	CE PSM	Fire Risk Assessments will be carried out on all pertinent schemes throughout July/August 2026. All recommendations to be completed by 31 December 2026.	August 2026 Q1	😊	Ongoing
32 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 Finavon Terrace Amond Gardens	August 2026 Q1	😊	Ongoing
Procurement					
25 Objective: Ensure our procurement is in line with the Legislation, Regulations and best practice.					
33 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.	August 2026 Q1	😊	Ongoing

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
26 Objective: Procurement Improvement Programme.						
34 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. Carried Over from IMP 2025/26 This Objective and Action has been carried over to the IMP 2026/27.	August 2026 Q1	😊	Ongoing
27 Objective: Procure the Open Space Maintenance Contract (Landscaping).						
35 Action: Carry out a Procurement Exercise and award the Open Space Maintenance Contract.						
	31/03/27	PSM PO	Carry out a Procurement Exercise and award the Open Space Maintenance Contract.	August 2026 Q1	😊	Ongoing
28 Objective: Procure Close Cleaning Contract.						
36 Action: Carry Procurement Exercise and award Close Cleaning Contract.						
	31/03/27	PSM PO HSM CSM	Carry Procurement Exercise and award Close Cleaning Contract. Carried Over from IMP 2025/26 This Objective and Action has been carried over to the IMP 2026/27.	August 2026 Q1	😊	Ongoing
29 Objective: Preparation for Procurement of the ICT Contract.						
37 Action: Preparatory work for the Procurement of the ICT Contract.						
	31/03/27	ITWG PO	The preparatory work will be carried out in the current financial year 2026/27. The Contract will be awarded in financial year 2027/28.	August 2026 Q1	😊	Ongoing
Corporate Image and Public Relations						
30 Objective: Improve the Association's corporate image and public profile.						
38 Action: Build links with local schools.						
	Ongoing	TI&EG	Joint activities set up with at least one school.	August 2026 Q1	😊	Ongoing
39 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.	August 2026 Q1	😊	Ongoing
Tenant Involvement and Empowerment Strategy						
31 Objective: Tenant Involvement and Empowerment Strategy Group Meetings.						
40 Action: Continue with the Tenant Involvement and Empowerment Strategy Group Meetings.						
	31/03/27	TI&EG	The Tenant Involvement and Empowerment Strategy Group has made excellent progress and the monthly meetings will continue throughout 2026/27.	August 2026 Q1	😊	Ongoing
32 Objective: Communication: to communicate effectively with our residents on matters of mutual interest.						
41 Action: Publish the Annual Report, incorporating tenant's report.						
	31/10/26	CSO TI&EG	Annual report provides all info on the ARC which the SHR requires. The 2025/26 Annual Report will be published by 31 October 2026.	August 2026 Q1	😊	Ongoing
42 Action: Issue Tenant Newsletter (twice annually).						
	31/08/26 & 31/12/26	CSO TI&EG	Spring/Summer Newsletter will be published in June-August 2026. Autumn/Winter Newsletter will be published in December 2026.	August 2026 Q1	😊	Ongoing
33 Objective: To involve residents in our decision making on matters which affect them.						
43 Action: Maintain a Register of Interested Residents with a view to consulting them on service delivery matters.						

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	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.	August 2026 Q1	😊	Ongoing
Equality and Diversity Strategy						
34 Objective: Equality and Diversity Strategy Group Meetings.						
44 Action: Continue with the Equality and Diversity Strategy Group Meetings.						
	Ongoing	TI&EG	The Equality and Diversity Strategy Group (E&DSG) will meet monthly throughout 2026/27.	August 2026 Q1	😊	Ongoing
Income Management						
35 Objective: Efficient and effective arrears monitoring to maximise rental income and reduce former tenant arrears.						
45 Action: Ensure robust procedures are adhered to.						
	Ongoing	CE CSD HSM 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.	August 2026 Q1	😊	Ongoing
Void Property Management - Relets						
36 Objective: Operate an efficient and effective void property management service.						
46 Action: Ensure void properties are re-let within established performance targets.						
	Ongoing	HSM PSM	Void turnaround times and void rental loss are within target. The Internal Audit on Allocations carried out in April 2024 gave Substantial Assurance. The Internal Audit on Void Management carried out in August 2019 gave Full Assurance.	August 2026 Q1	😊	Ongoing
Void Property Management - Budget						
37 Objective: Operate an efficient and effective void property management service.						
47 Action: Ensure void costs are within established performance targets.						
	Ongoing	CE PSM HSM	Void costs are within target. The Internal Audit on Void Management carried out in August 2019 gave Full Assurance.	August 2026 Q1	😊	Ongoing
Retirement Housing						
38 Objective: Ensure Retirement Housing continues to provide safe and popular accommodation, with high levels of tenant satisfaction.						
48 Action: Continue to deliver a high quality retirement housing service, within budget.						
	Ongoing	CE HSM CSM	Tenant feedback survey in 2023 indicates high levels of satisfaction. Staffing and other costs are maintained within budget.	August 2026 Q1	😊	Ongoing
39 Objective: Comprehensive Review of Retirement Housing.						
49 Action: Carry out a comprehensive review of Retirement Housing.						
	31/03/27	CE HSM CSM	The Review to include Meetings with the tenants at the Retirement Housing Complexes. <u>Carried Over from IMP 2025/26</u> This Objective and Action has been carried over to the IMP 2026/27.	August 2026 Q1	😊	Ongoing
Estate Management						
40 Objective: Estate Management - ensure our estates and neighbourhoods are well maintained.						
50 Action: Continue Estate Walkabout programme, seeking ways to increase resident participation.						
	Ongoing	HSM PSM	Regular inspections continue to take place and any identified issues are actioned accordingly.	August 2026 Q1	😊	Ongoing
41 Objective: Ensure our closes are well cleaned.						

Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
51 Action: Carry out a comprehensive Review of Close Cleaning and the Close Cleaning Contract.					
Ongoing	CE HSM PSM	Regular inspections continue to take place and any identified issues are actioned accordingly. Carried Over from IMP 2025/26 This Objective and Action has been carried over to the IMP 2026/27.	August 2026 Q1	😊	Ongoing
Supported Housing Inspections					
42 Objective: Meetings with the Care Providers - Quarterly.					
52 Action: Quarterly Meetings with the Care Providers to ensure that any issues are identified and addressed accordingly.					
Ongoing	HSM	The schemes are: Arthurstone Terrace Cheviot Crescent Dunholm Mews Grampian Gardens Pitairlie Road Finavon Street Finavon Terrace Amond Gardens	August 2026 Q1	😊	Ongoing
Tenant Support					
43 Objective: Ensure the adverse impact of Welfare Reform on the tenants is minimised.					
53 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.	August 2026 Q1	😊	Ongoing
44 Objective: Fuel Poverty - provide cost effective services which help tenants minimise their fuel costs.					
54 Action: Provide energy efficiency advice services to residents.					
Ongoing	TSO	Targets achieved for outcomes and tenants supported.	August 2026 Q1	😊	Ongoing
Wider Community Activities					
45 Objective: Encourage community activities likely to benefit residents in our neighbourhood.					
55 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.	August 2026 Q1	😊	Ongoing
46 Objective: Support wider community initiatives which conform with and embrace our Mission Statement.					
56 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.'	August 2026 Q1	😊	Ongoing
Maintenance: Reactive Repairs					
47 Objective: Reactive Repairs - Provide a high quality and cost effective reactive repairs service.					
57 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.	August 2026 Q1	😊	Ongoing
Maintenance: Medical Adaptations					
48 Objective: Ensure tenants' needs for Medical Adaptations are met and funding for this is maximised.					
58 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. With effect from 2026/27, this Objective and Action will be the subject of an annual report to AM&DC.	August 2026 Q1	😊	Ongoing
Asset Management					
49 Objective: Ensure we have accurate and good quality information on our housing stock to support the Asset Management Strategy.					
59 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.					

	Target Date	Lead Officer	Objective Measures of Success	Progress Update	Status	Action Complete
	Ongoing	CE	360 full surveys completed, including "high risk" properties.	August 2026 Q1	😊	Ongoing
50 Objective: Ensure our programme of planned work for the year is delivered as planned and on budget.						
60 Action: Deliver the approved Planned Maintenance Programme for the year.						
	31/03/27	CE PSM	All work planned is completed within the agreed budget.	August 2026 Q1	😊	Ongoing
51 Objective: Ensure all properties meet the Energy Efficiency Standard for Social Housing (ESSH).						
61 Action: All reasonable work to achieve ESSH is completed.						
	Ongoing	CE	Good EPC data (including cloning) confirms that all stock either meets ESSH, or all reasonable measures to improve energy efficiency have been carried out. Refer to the Operational Performance Report: Key Performance Indicators.	August 2026 Q1	😊	Ongoing
Development						
52 Objective: Angus Street Development.						
62 Action: Complete Angus Street Development in 2026/27.						
	Ongoing	CE	Continue to provide AM&DC and Board with Reports on Angus Street.	August 2026 Q1	😊	Ongoing
53 Objective: Clepington Road Development.						
63 Action: Complete Clepington Road Development in 2027/28						
	Ongoing	CE	Continue to provide AM&DC and Board with Reports on Clepington Road.	August 2026 Q1	😊	Ongoing
54 Objective: Mossgiel Development.						
64 Action: Preparation for the Mossgiel Development.						
	Ongoing	CE	Continue to provide AM&DC and Board with Reports on Mossgiel.	August 2026 Q1	😊	Ongoing
55 Objective: Development Opportunities.						
65 Action: Identify and actively pursue development opportunities.						
	Ongoing	Board CE	Decisions by Board on development opportunities.	August 2026 Q1	😊	Ongoing
Acquisitions and Disposals						
56 Objective: Acquire and Dispose of Properties.						
66 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 Total Acquisitions in 2025/26 - 20 Total Disposals in 2025/26 - 1	August 2026 Q1	😊	Ongoing
Value for Money						
57 Objective: Value for Money Reporting.						
67 Action: Present Board with a Value for Money Report.						
	31/08/26	CSD FM	Annual VfM Report to Board on 26 August 2026.	August 2026 Q1	😊	Ongoing
RBS Loans						
58 Objective: Replacement of Facility C and D Loans						
68 Action: Prepare for the replacement of Facility C and D Loans.						

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	01/09/26	CE CSD FM	Repayment Due: Facility C - 8 September 2026 Facility D - 8 March 2028	<u>August 2026 Q1</u>	😊	Ongoing

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, TI&ITO = Tenant Involvement & IT 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

ITWG = IT Working Group