

Strategic Objectives	Priority Action	Timescale	Priority	Lead and Supporting Director(s)					
				Chief Executive	Property & Development	Housing & Care Services	Business & Communications	Human Resources	Finance & Risk Management
<b>People</b>									
<b>Equality and diversity of opportunity</b>	Develop Equality strategy.	March 2012	1					●	
	Review existing Equalities policy, procedures and training.	March 2012	1					●	
	Become recognised as an 'Equality Champion' for at least one of the nine equality protected characteristics.	March 2012	1					●	
	Commit to Investors in Diversity.	March 2012	1					●	
	Achieve accreditation to Investors in Diversity.	March 2013	2					●	

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<b>People</b>									
<b>Business development</b>	Identify with Directors our strengths across areas of our business with a view to working in collaboration with others.	March 2012	1	●	●	●	●	●	●
	Investigate and identify development work and implement 50% of R&D plan.	March 2013	2	●	●	●	●	●	●
	Develop governance work revising Committee Members handbook, sub-Committee delegation and ensure compliance with new regulatory requirements of the SHR guidance and owner occupied code of practice.	All March 2012, except owner-occupier October 2012	2	●	●	●	●	●	●
	Carry out viability assessment for Handyman Service and develop business case if proven.	March 2012	1		●	●			●
	Pilot Handyman Service in one regional area (if business case proven and subsequently approved).	March 2013	2		●	●			
	Provide proposals for the provision of a Retirement Housing Assistant service.	March 2012	1			●		●	●
	Meet the requirements of the contract with City of Edinburgh Council for Care at Home services and obtain a surplus on this after nine months in operation.	September 2012	1			●			●
	Obtain the transfer of Managing Agent status of one owner occupied development from their existing Managing Agent to the Association.	March 2013	2		●	●			
	Obtain expert knowledge in Telecare, Communications and marketing.	June 2012	1				●		

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<b>People</b>									
<b>Business development</b>	Review and complete inaugural Leadership and Management development programme and cascade out to other levels of management across the Association.	March 2013	2					●	
	Finish inaugural three year HR strategy and improvement programme.	March 2013	2					●	
	Achieve Investors in People accreditation.	June 2012	1	●	●	●	●	●	●
	Develop a corporate volunteering framework and deliver a pilot scheme.	March 2013	2	●	●	●	●	●	●
	Develop 'e-HR' provision with a review of HR/payroll IT system.	March 2013	2				●	●	●
	Pilot of 'e-learning' within the 2012/13 Learning & Development corporate programme.	March 2013	2				●	●	●
	Complete the first version procurement strategy.	December 2011	1	●	●	●	●	●	●
<b>Staff satisfaction</b>	Produce a Corporate Workforce Development Plan and establish a method of implementation and monitoring.	March 2012	1	●	●	●	●	●	●
	Establish a method of supporting Directors with their workforce and capacity planning requirements to ensure resources meet current and forecasted business needs.	March 2013	2	●	●	●	●	●	●
	Undertake employee satisfaction surveys every two years.	March 2012	1					●	
	Continue annual commitment to Great Place to Work programme, benchmarking on previous results and reported recommendations.	March 2013	2					●	

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<b>People</b>									
<b>Enhance work practices</b>	Streamline at least one work practice to become more efficient and effective.	March 2013	2	●	●	●	●	●	●
	Develop ICT workflow to cut manual administration by development staff.	March 2013	2	●		●			
	Implement new advice and guidance for residents in relation to adaptations.	March 2013	2		●	●	●		
	Streamline adaptations administration and improve internal awareness in order that the process becomes more efficient and effective.	March 2013	2		●				●
	Complete and implement the Telecare Business Plan.	December 2011	1				●		●
	Achieve the Telecare Business Plan objectives within the first year.	March 2013	2				●		
<b>Avoidance of fuel poverty</b>	Investigate potential for/submit bid for Big Lottery Fund to support Energy Advice Officer shared with other Associations.	March 2013	2		●	●			
	Generate awareness of changes to Welfare Benefits and ensure residents receive benefits to which they are entitled. Investigate and report on methods that could be used to demonstrate the success of work carried out in this connection.	March 2012	1		●	●			

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				<b>Effective Communications</b>	Involve residents (via focus group) in procurement on a major work area.	March 2012	1		●
Provide a progressive communications and marketing strategy ensuring that both our current and potential stakeholders are made aware of the full range of services across the Association.	June 2012	1	●						
Continue effective communications with key stakeholders eg government and Ministers, and work with Graylings to agreed plan.	March 2013	2	●				●		
Provide an updated Tenant Participation Strategy to include means of building on existing methods of involving and consulting with residents.	March 2012	1				●	●		
Develop information sources for potential customers providing details of the range of services that are available from the Association.	March 2012	1				●	●		
Build a Customer Relationship Management system.	March 2012	1	●		●	●	●	●	●
Expand access to our suggestion scheme (Bright Ideas) to include our stakeholders.	March 2013	2				●	●		
Continue to develop employee engagement and effective internal communications in delivery of the HR strategy and improvement programme. Communication tools to be used include the regional conferences held every two years, HanoverNow and the Hub.	March 2013	2					●	●	

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<b>People</b>									
<b>Contribution and measurement of key services</b>	Complete SROI analysis to measure and evaluate very sheltered housing and stage three adaptations.	December 2011	1	●	●	●	●		
	Carry out a pilot project to evaluate how our services contribute to falls awareness and prevention for residents living in developments managed by the Association.	June 2012	1		●	●	●		
<b>Relationships and collaboration</b>	Examine with Bield and Trust the potential for a joint procurement exercise for the purchase of furniture and carpets on developments and report to Housing and Care Services Committee.	June 2012	1		●	●			●
	Develop initial interest in collaboration on Health & Safety as well as Learning & Development with Port of Leith Housing Association and others.	March 2012	1		●	●		●	
	Continue to explore options and implement when appropriate viable shared service/procurement initiatives with voluntary sector partners in relation to the Finance and Risk Management function.	March 2013	2						●

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<b><i>Housing</i></b>									
<b>Housing strategy (including mixed tenure solutions)</b>	Develop and implement a five year asset management plan.	March 2012	1		●	●			●
	Review and publish a development strategy offering a mixed tenure solution, where appropriate.	March 2012	1		●	●			●
<b>Repairing and maintain property</b>	Agree and implement reactive repairs term contract to East of Scotland with Bield and Trust Housing Associations.	December 2012	2		●	●			●

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<b>Support Services</b>									
<b>Health and Safety Management system</b>	Complete and make available the full working version of the Health & Safety Manual.	March 2012	1					●	
	Seek independent update of Health & Safety Improvement Programme by ACS.	June 2012	1					●	
	Seek to embed Health & Safety into everyday practice achieving system (ISO 18001) accreditation.	June 2013	2	●	●	●	●	●	●
	Undertake at least three per annum health promotions to all employees.	December 2012	2					●	
	Achieve 'bronze' award under Healthy Working Lives programme.	June 2012	1					●	
<b>Hanover Telecare</b>	Launch a complete and operational second centre that offers business continuity and capacity for growth.	March 2012	1				●		
	Pioneer, progress and implement the innovative use of technology such as Mobile Care (mCare) in Telecare.	September 2012	1			●	●		

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<b>Achieve best value</b>	Develop effective financial analysis reporting of staff costs, focusing on the cost of sickness absence, agency, relief and overtime. To focus on costs to find better and more efficient ways of working.	March 2012	1			●		●	●
	Identify 2% savings compared with inflation adjusted budget for 2012/13 across the Association.	March 2012	1	●	●	●	●	●	●
	Implement procurement strategy.	June 2012	1	●	●	●	●	●	●
<b>Financial viability</b>	Maintain break-even or surplus balance for Housing Support provision.	March 2012	2			●			●
	Annually achieve budgeted surplus or better.	March 2012	1						●
<b>Risk management strategy</b>	Annually review the Strategic Risk Management actions included in the Business Plan and report to each cycle of the Audit Committee.	March 2012	1						●
<b>Legal entity</b>	Consider whether it is appropriate to create a separate new company to undertake new business opportunities.	June 2012	2	●		●			