

BUSINESS PLAN 2019-2022



 **Ayrshirehousing**

April 2021 edition (with appendices)

Introduction

We are one of Ayrshire's leading housing associations. With a heritage of almost 30 years of community and tenant focused work, we now have a stock of over 1,500 houses. We have ambitious plans which build on our track record of award-winning developments. We will continue to back this up with a focus on high quality housing services. We are developing new ways of providing services without ever losing sight of the importance of a personal touch. Our commitment to community and tenant control remains undiminished as we meet new challenges.

Find out more about us at ayrshirehousing.org.uk.

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This is the third edition of the Business Plan first published in April 2019.

A Message from our Chair



This plan sets out our priorities to 2022. We've checked on the continued relevance of the plan as we hopefully emerge from the Covid crisis. So far, we've avoided any negative financial effects and maintained the support of our tenants despite the enforced service restrictions. I'm especially looking forward to the opening of our community hub so that we can extend the ways that we engage with our tenants and the wider community. This will

strengthen our distinctive presence as an independent organisation rooted in Ayrshire.

I'm proud to lead a Board of volunteers who are all committed to providing affordable services to the highest standards. I firmly believe that their enthusiasm coupled with that of our staff will ensure that Ayrshire Housing will continue to flourish.

Simon Leslie

.... and from our Director



I'm proud to lead the staff team at Ayrshire Housing. We've built an enviable reputation for the quality of our houses and services. We're well regarded by our tenants and the wider community, and amongst our partners and colleagues in other housing associations.

We have a committed and well qualified team who all want to do their best for our tenants and the wider communities of Ayrshire.

We're motivated by the difference we make to the lives of those who benefit from our work.

Through the hard work of my colleagues, we've ensured that Covid hasn't affected us financially so far. The Business Plan remains very much "on track". Over the coming 12 months, we'll focus on getting all our services back to normal and on engaging in new ways with our tenants and the wider public. We'll also be applying what we have learnt in terms of communication with our tenants and in working styles over the last 12 months to further strengthen the association as one people want to rent from and work for.

Jim Whiston

Our Mission

We aim to enhance the wellbeing of our tenants and the wider communities of Ayrshire through high quality housing and related services.

Our Values

Our mission is underpinned by these core values:

We listen - to everyone we work for and with.

We engage - as we actively involve our tenants, the community and our people in shaping our work.

We show respect - as we strive to provide equal and accessible services to all.

We seek challenge - to ensure best value to our tenants and wider community benefits.

These values shape the work of all Ayrshire Housing's people. They are markers for what all should expect from us.

Our Vision for Ayrshire Housing



Our enduring vision for Ayrshire Housing is to:

- Be valued by all our tenants and other service users.
- Increase the wellbeing of our communities.
- Provide more affordable housing.
- Be seen as a distinctive and effective organisation by the people of Ayrshire.

We aim to confirm our vision to all we work for and with over the three years of this Plan.

Our vision underpins the detailed objectives set for our day to day work.

Who We Work For

Our tenants and the neighbourhoods they live in

As a tenant and community run housing association, our tenants and the communities they are part of are central to what we do. We have an excellent relationship with our tenants. This is shown by high recorded satisfaction and the friendly tone of our day to day communication.

Our 2019 independent tenants' survey showed:

- 89% are happy with our services.
- 89% satisfied with our management of their neighbourhood.
- 86% thought their rent was value for money.
- 92% are satisfied with our communication and engagement.

We are committed to build on this excellent relationship for example through our popular digital HousingOnline and My Home services. We are always looking for new ways for our tenants to engage with us and influence the services they receive both individually and for their neighbourhoods.

Our neighbourhoods are not just popular with their residents but make a real contribution to the towns and villages they are part of. We want to build on this with a focus on maintaining the quality of our housing stock and public areas. We are committed to ensuring the social worth of our housing for future generations.



Those seeking new housing opportunities

We work across Ayrshire but with a particular focus on South Ayrshire. It is an area of high demand for affordable rented housing with 3,500 households on our waiting list alone. We are proud of our close working relationship with the South Ayrshire Council. We are working closely with them on a housing first approach to tackling homelessness. With our focus on integrated local solutions, we run joint online application and mutual exchange services with the Council. We also work in partnership with several charities to provide quality housing for the people they support.

Housing associations have always been about creating new solutions for those who benefit from a good quality house at a reasonable rent. To meet the obligation to those on our waiting list, we are committed to acquiring and building new houses to meet their needs. We do this on a financially sustainable basis which does not compromise the quality of service to existing tenants over the long-term.

We will also work with South Ayrshire Council and other councils to ensure that our established housing stock is managed in a way that caters for changing needs within attractive neighbourhoods.

Ayrshire's wider communities



Ayrshire Housing is rooted in Ayrshire's communities. Indeed, our very existence is due to a combination of community and tenant initiative, and political support. Our governance is based on a partnership between our tenants – all of whom are association members – and those who support us from the wider community.

Our developments over the years have made a real contribution to Ayrshire's built environment. This is reflected in numerous awards. We want to maximise the wider social worth of what we do through building relationships, so that our neighbourhoods are firmly rooted in the wider communities in which they lie. As a charity making a real impact on people's lives, we can spend over £10millions a year in the local and wider economy. We want to stretch this investment so that it has the maximum impact. We do this by building links and partnerships with those who share our commitment to voluntary activity and the public good.

Our Key Aims Over the Next Three Years

Here are our key aims in working for the benefit of our tenants and communities, and all who can benefit from our work:

- To deliver excellent service which our tenants appreciate;
- To enhance our tenants' quality of life;
- To ensure that our neighbourhoods remain desirable places;
- To build new houses to meet needs across our communities;
- To bring additional value through our projects and services;
- To be always open to new ideas.

How We Will Deliver Our Aims

- **By listening to our tenants and our communities**
The relationship with our tenants is central to who we are. We look for new ways to ensure that not only their views are taken on-board, but they also play a still greater part in influencing the quality of what we do.

As a community-based housing association, we also want to deepen our relationships with other community and voluntary organisations. In strengthening community networks, we can foster new and better ways of delivering services and creating better places to live.
- **A committed team**
Our people – our members, our volunteer Board and our staff – are central to what we are about. They guarantee a committed and friendly service to all our users. They inspire us to create better housing opportunities and to make a real impact across Ayrshire. We see our people as being at the centre of what makes us rather than just a means to an end.

- **Being innovative**
We will constantly look at new ways to enhance our services. We always do this in ways that build on our friendly engagement with our tenants and all who use or need our services. We are recognised by the quality of our houses. We will take this further with a commitment to increase the energy efficiency and liveability of our new developments and our existing stock. We will apply technology to add breadth to our services and to increase the productivity of our processes whilst ensuring user satisfaction.
- **Value for money underpinned by financial strength**
We are one of Ayrshire's major charities with assets at their social value of almost £70 million. Each year, we inject £10 million or more into the local and wider Scottish economy. We combine long-term financial strength with commitment to ensuring rents that are affordable and value for money. Our financial prudence, due to keeping operating costs at the right levels, means that we have the assets and reserves in place to maintain our stock to meet emerging aspirations and to create new housing opportunities for our communities.
- **Strong governance and management**
We are stewards of substantial assets which are the product of investment by our tenants through the rents they pay and substantial public grants. We have an obligation to ensure that our housing stock continues to be valued in the coming decades. Our Board and all our staff are focused on ensuring that the association is run with both enthusiasm and prudence. We are committed to demonstrating, both to our immediate stakeholders and the wider public, that we are well run, open in our decision making and an organisation which others wish to work in partnership with.

Guaranteeing the quality of life of our tenants underpins all our decisions. We will never take risks which would compromise this. We rigorously stress test our financial plan each year to ensure that we can withstand both known and unexpected risks and still ensure reasonable rents and well-maintained homes. In making decisions, we will never compromise the financial reserves needed to meet this commitment.



The Tasks We Have Set for Ourselves

Here we translate our aims into clear objectives. We will further our mission by delivering on these objectives in each year of the plan. The Board has agreed a detailed delivery plan to ensure that the objectives set are realised. The delivery plan cascades down to everyone in our team – whether they are a volunteer Board member or member of staff.

The objectives are grouped around four clear themes all linking back to our mission and our aims.

PROVIDING AN EXCELLENT SERVICE

We will provide a responsive service to tenants and other users that:

Surpasses tenants' expectations

We will deliver a genuine value for money service to our tenants. We will build on our already high service standards by:

- always having agreement that our rents represent value for money;
- increasing the use of our My Home online services, but never as a substitute for our friendly face to face service;
- further extending our appointment service for repairs;
- building on our much appreciated money advice service;
- helping our tenants to access additional services when needed.

Ensures fair access to housing and sustains tenancies

We will work with the councils and other agencies to widen access to housing opportunities through:

- aiming to increase our stock by up to fifty new and acquired houses a year;
- effective nomination arrangements which assist councils to fulfil their statutory responsibilities, for example for homelessness prevention;
- working with the Health and Social Care Partnerships to provide housing solutions for their clients.

Guarantees high levels of satisfaction and active engagement

All our tenants are members of Ayrshire Housing. Our aim is not just to listen but to give our tenants a real say in what we do. We will:

- listen to our independently supported tenant led scrutiny panel when they challenge us on our service standards;
- always ensure that our rents reflect the informed views of our tenants;
- support our new tenants through settling in visits and other measures.

QUALITY HOMES

We will ensure that our existing and future houses are built and maintained to the highest standards, and continue to meet the needs and aspirations of our tenants by:

Maintaining our houses to the highest standard

We will ensure that our fully funded Asset Management Plan:

- adapts to tenants' aspirations and
- meets new energy and quality standards.

Creating new homes of quality

We will build new houses:

- efficiently and to the highest standards;
- which can adapt to changing needs;
- that demonstrate innovative practice.

THRIVING COMMUNITIES

We will engage with residents in our neighbourhoods and throughout Ayrshire by:

Ensuring our neighbourhoods remain popular places

Working with our tenants, we will:

- maintain the amenity of their neighbourhoods;
- support tenant initiatives through practical support.

Empowering our communities

We will support community initiatives in our neighbourhoods and beyond through:

- the enthusiasm of our Board and staff;
- our community grants;
- making use of our community and tenant hub as a springboard for new activities.

Equality of access

We will demonstrate our commitment to human rights and equality through open engagement and through the services we provide.

Working with voluntary sector partners

Using our strength as a major local charity, we will enhance further our partnerships with the voluntary sector through:

- practical support and grants;
- developing joint projects.

A FORWARD LOOKING AND SUSTAINABLE ASSOCIATION

We believe that the association makes a distinctive contribution to Ayrshire and the lives of those we serve. To maintain this, we will:

Ensure our Board and staff are equipped to respond positively to change

We will do this by ensuring that:

- our Board is representative of our tenants and communities;
- our Board has the right breadth of experience and knowledge;
- we nurture and invest in all our people.

Always be open to feedback and new ideas

We will:

- embrace a “you said, we did” culture;
- further support independent tenant scrutiny;
- always build feedback into processes.

Ensure fairness in our work

We will:

- embed a human rights ethos in our work.

Build on our enthusiasm and skills to deliver ever better projects and services

We will innovate by:

- using technology to increase the depth of our engagement with our tenants and others;
- investing in the skills of our people;
- always evaluating what we do.

ENSURING THAT WE MEET EXPECTATIONS

All our tenants are members of Ayrshire Housing. We will invite comment each year to ensure that this plan remains relevant to their aspirations. We will also engage with the other users of our services and those we work in partnership with.

Each year, we will report on what we have achieved and our ongoing plans for each of the objectives that we have set out above. This will complement our other consultations, for example, around the annual report on our performance in meeting the Scottish Social Housing Charter and our Assurance Statement to the Scottish Housing Regulator.

Appendix 1 - How We Manage Risk

Both the business planning process and the performance management system are designed to control the association's exposure to risk.

Our financial plan is designed to provide the financial assurance that we have the financial resources to implement any mitigating actions and cope with general financial shocks.

We have identified four strategic areas of risk:

The inability to sustain planned levels of rental income

The falling incomes, in real terms, of many of our tenants could threaten our current high levels of rental collection and could also lead to higher levels of stock turnover. There is also the risk of regulatory action to control rent levels or at least rent increases in the sector.

Our controls include:

- budgeting on the basis of minimal levels of rental growth;
- rigorous arrears and void controls built into the performance management system;
- investment in money advice services;
- work with credit unions, and housing support and advice partners.

A failure to maintain our stock to the required standards

A poorly developed investment plan could result in a failure to meet statutory requirements and growing tenant aspirations.

Our controls include:

- the regular review of the comprehensive life cycle cost plan for our stock;
- ensuring that there is a sufficient risk envelope built into the overall risk management strategy to cope with greater investment requirements due to construction cost inflation or new standards.

Failure to maintain and enhance current high levels of service delivery and satisfaction

Providing excellent service is at the heart of what we do. Falling standards may result in tenant dissatisfaction and possible regulatory intervention.

Our controls include:

- key performance indicators backed by tenant feedback;
- a focus on regulatory compliance;
- regular independent tenant surveys coupled with continuous tenant feedback;
- membership of benchmarking groups;
- investment in staff training and new skills;

- extending online services.

Poor Budgetary and Cost Control

A lack of effective controls could result in wasted resources and, if not checked over the long-term, financial viability being compromised.

Our controls include:

- robust annual budgets linked to the long-term financial plan;
- demanding KPIs for rent collection and void management;
- Management Accounts to the Board each quarter;
- a focus on covenant and regulatory compliance;
- a comprehensive Procurement Strategy;
- effective project management.

Appendix 2 – Financial Health

Our 30-year financial plan is designed to ensure the management and maintenance of our stock is to the highest standards, the funding of loan obligations and enough reserves for contingencies. It is based on a conservative assumption on rental growth. For example, minimal rent increases been assumed for the next five years. Notwithstanding having 65% of loans at fixed rates, the weighted average cost of capital used in the long-term financial plan is higher than current costs and is likely to remain so even if there is a gradual rise in variable rates.

We are in the fortunate position of having built up significant cash reserves through prudent financial management by the current and previous Boards. Not least, decisions not to immediately fix interest rates on new borrowings have borne fruit with substantial increases in our cash reserves through savings on interest paid. We maintain cash reserves to provide adequate working capital in turbulent or difficult times, for example, the current coronavirus pandemic, the roll-out of Universal Credit together with possible unforeseen additional expenditures such as the enhancement of the Energy Efficiency Standard for Social Housing (“EESH 2”). They allowed us to meet housing need through new provision as improvements in the grant regime began to offer a more attractive financial package for us to re-engage in a development programme of substance. Current and past Boards have taken a very prudent stance in terms of both organisational and specific development risks. They have been selective about any potential development projects. We are therefore financially viable and will remain that way if we continue to manage the business in a prudent manner as we work our way back to full operations after the current emergency is over.

In terms of cash reserves, it is possible to demonstrate how much cash should be set aside to cover the many and various risks associated with a business such as ours. Recently risks have become apparent which have not previously been on the horizon the greatest of which is the current national emergency. We also need to consider the impact of welfare reforms and now the potential impact on our cash flows caused by tenants being furloughed or losing their jobs altogether. Our risk analysis has calculated the potential cost and probability of a comprehensive set of risk factors. Based on this, it is estimated that some £2.4millions of free reserves should be maintained to fully cope if all the financial risks were to emerge at the same time. Obviously, these risk factors did not envisage the current public health situation specifically but if we assume that the probability of the other risks occurring is relatively low then the conclusion is that we should remain financially robust within the current timeframe.

In addition, the financial plan is stress tested as part of a financial health check carried out by the Board each year. A range of scenarios and sensitivities are applied to the base financial plan for the 30 years to assess the impact of risks with which to assess long-term financial and development capacity. All the variables are compared to our base plan which includes the delivery of the current pipeline development programme.

On the basis of a strong opening cash position, it is possible to sensitise the base plan based on certain scenarios by increasing projected costs across maintenance expenditure, pension deficit costs, variable rate interest charges, void loss, bad debts and further unplanned additional expenditure in management costs. It can be demonstrated that in the unlikely event of all these events occurring then the available planned cash surpluses

added to our opening position would be able to absorb these additional costs. We can also demonstrate that the key banking covenant of interest cover would not be breached with the sensitised increases.

Scenario	Sensitivity
Management costs increase (including pension deficit contributions)	Plus 15% annually
Variable interest rates increase	Plus 50% annually
Void and Bad Debt losses increase	Plus 10% annually
Reactive repairs costs increase	Plus 20% annually
Planned maintenance costs increase	Plus 20% annually

The strong opening cash position means that the aggregate of all the above sensitivities should they occur would not exceed the base plan cash availability nor would our key banking covenants for interest rate cover be breached.

These can be shown in graphical form as follows:

Cumulative aggregate additional costs from sensitivity analysis compared to base plan cash availability



In conclusion, housing associations like Ayrshire Housing confront a wide array of risks - both internal and external. Ayrshire Housing with its strong Board, short command chain and excellent management systems is well placed to respond timeously to emerging risks. There is the further reassurance though that if negative events do occur, predicted or unpredicted, then the association’s finances are sufficiently robust to cope. Ayrshire Housing can demonstrate that it has the capacity to withstand shocks and maintain not just basic functioning but also its overall mission.

Appendix 3 – Delivery Plan for 2021-22

Each year, the Board agrees a delivery plan to meet the strategic themes and the following support functions:

- The Asset Management Plan;
- The Design Guide;
- Financial Planning, value for money and risk management;
- Governance compliance and development.

Against each of these, specific tasks to deliver each strategic theme objective and support function are grouped into clear work areas for our Board and staff team.

The delivery plan is at the core of the Director's performance agreement. Internally, the delivery plan is enlarged to include staff responsibilities and linkages between tasks. Performance against this plan is monitored each quarter by the Board. It is fully reviewed each March to ensure its continued relevance.

PROVIDING AN EXCELLENT SERVICE

We will provide a responsive service to tenants and other users that:

- surpasses tenants' expectations;
- ensures fair access to housing and sustains tenancies;
- guarantees high levels of satisfaction and active engagement.

Work area	Task	Indicator of success	When
Engagement and service assurance	Support for scrutiny panel	Active group – at least one topic a year.	March 2022
	Settling-in visits	95% of tenants satisfied with the quality of their home and our services.	March 2022
	Charter report	Active tenant engagement to ensure its relevance.	September 2022
	Increase breadth of satisfaction reporting	Quarterly reporting includes feedback from new tenants, on aids and adaptations and money advice.	March 2022
	Annual rent review	At least 25% increase on previous tenants' response rate. Board decision reflects tenants' feelings on value.	February 2022
	Three yearly independent surveys	2022 survey commissioned to build on 2019 survey.	March 2022
	My Home	20% year on year increase in users (604 users at 1 April 2021).	March 2022
	Repairs service	Emergency repairs: 97% within 4 hours. Emergency completion time: 4 hours. Other repairs: 96% completed on time. Other repairs average: within 6 days. Gas safety: 100% compliance. Satisfaction level: minimum 90%. Right first time: 90% of jobs. Appointments kept: minimum of 95% of jobs.	March 2022
	Repairs appointments	60% of all jobs.	March 2022

	Task	Indicator of success	When
Sustaining tenancies	Integrated tenancy management	Current arrears at 1.75% of gross rent. 90% of tenancies sustained for more than 12 months.	March 2022
	Aids and Adaptations	Grant fully utilised. Fully recorded on SDM.	March 2022
	Accessing housing support and other services	Signposting and service agreements in place.	March 2022
	Maximising our tenants' income and financial welfare	Number of cases. Demonstratable financial gains.	March 2022

Work area	Task	Indicator of success	When
Access to housing	Accessible application process	Feedback within 10 days of applying. 40% online.	March 2022
	Turning around lets	Average re-let time less than 16 days. Rent loss less than 0.8% of rent due.	March 2022
	Assisting the Council in meeting needs of the homeless	25% referrals in overall lets.	March 2022
	Create supported housing opportunities with South Ayrshire Health and Social Care Partnership and voluntary agencies	At least one core and cluster project delivered.	March 2022

QUALITY HOMES

We will ensure that our existing and future houses are built and maintained to the highest standards, and continue to meet the needs and aspirations of our tenants by:

- maintaining our houses to the highest standard;
- creating new homes of quality.

	Task	Indicator of success	When
Maintaining our houses to the highest standard	Ensuring compliance with SHQS	Fully funded Asset Management Plan.	June 2021
	Preparing for EESSH2	Action plan in place.	June 2021

	Task	Indicator of success	When
Creating new homes	Secure a pipeline of developments	Maintain at 50 plots a year.	March 2022
	Meeting aspirations cost effectively	In use feedback informs Design Guide. Awards secured.	March 2022
	Sustainable programme of acquisitions and completions	50 a year.	March 2022

THRIVING COMMUNITIES

We will engage with residents in our neighbourhoods and throughout Ayrshire by:

- ensuring our neighbourhoods remain popular places;
- empowering our communities;
- equality of access;
- working with the voluntary sector partners.

Work area	Task	Indicator of success	When
Excellent neighbourhoods	Maintaining the amenity of our estates	70% tenants satisfied. Tenant informed improvement scheme in place.	March 2022

Work area	Task	Indicator of success	When
Empowering our communities	Active engagement	One collaboration with communities or the Councils.	March 2022
	Supporting resident initiatives through our work	Two neighbourhood initiatives supported each year.	March 2022
	Supporting our tenants' participation in community activity	50% grants each year to organisations in which our tenants are active.	March 2022
	Community benefits through procurement	50% of framework contracts with benefits.	March 2022
	Ensure equal access to our services	Equalities action plan and engagement strategy in place.	March 2022

Work area	Task	Indicator of success	When
Inclusive communities	Capacity building	Grants allocated. Other grants levered in. Number benefiting. Usage of the hub (days).	March 2022

Work area	Task	Indicator of success	When
Partnerships with the educational and voluntary sectors	Joint projects	Thirty-five individuals supported. Usage of the hub (days).	March 2022

A FORWARD LOOKING AND SUSTAINABLE ASSOCIATION

We believe that the association makes a distinctive contribution to Ayrshire and the lives of those we serve. To maintain this, we will:

- ensure our Board and staff are equipped to respond positively to change;
- always be open to feedback and new ideas;
- ensure fairness in our work;
- build on our enthusiasm and skills to deliver ever better projects and services.

Work area	Task	Indicator of success	When
A strong and forward looking Board	To reflect breadth of our communities and tenants	Competition for places. Links to tenant and broad community engagement. Attendance at community events. Ten new community members.	September 2021
	Well attended and effective Board meetings	Minimum 75% attendance (with remote communication facility). 100% participation in Board review process.	September 2021

Work area	Task	Indicator of success	When
Equality of access	Ensure fairness in our work	Services compliant through regular auditing and benchmarking.	March 2022
	Necessary skills	Annual equalities plan for Board and staff.	October 2021

Work area	Task	Indicator of success	When
A knowledgeable and energetic staff team	Valuing our staff	Positive wellbeing results. HWL “Gold” award maintained. Four community engagements a year.	March 2022
	Increasing capacity	One training day equivalent - each Board and staff member.	March 2022

Work area	Task	Indicator of success	When
A more productive team	Technological innovation	Year on year increase in breadth of fieldwork using tablets with linkage to My Home promotion.	March 2022

Work area	Task	Indicator of success	When
Promoting our achievements	Revisiting successful projects	Enhanced recognition by partners and the sector.	March 2022
	Developing our social media presence	Number of Board and staff teams 'generating copy'.	March 2022

DELIVERY OF THE ABOVE TASKS IS UNDERPINNED BY:

The Asset Management Plan

Work area	Task	Indicator of success	By when
Plan fit for purpose	Stock surveys	20% re-survey a year.	March 2022
	Amended for EESSH2	Implementation strategy included in Plan.	June 2021
	Procurement	100% of work in contract. Contract management in place for all framework and main support contractors.	March 2022

The Design Guide

Work area	Task	Indicator of success	When
Inspiring but deliverable	Disseminate	Content fully reflected in practice.	March 2022
	Board engagement	Each project actively sponsored.	March 2022
	Incorporate project and user feedback	Each completed scheme reviewed.	March 2022
	Quality assurance	180° reviews with consultants and contractors. Scheme KPIs achieved.	March 2022

Financial Planning, Value for Money and Risk Management

Work area	Task	Indicator of success	When
A plan which underpins our ambitions	Robust plan	Guarantees delivery of services. Defines investment potential in existing stock and acquisitions. KPIs set and delivered.	March 2022
	Value for money	Management costs better sector benchmarks.	March 2022
	Annual budget	Consistent with financial plan and delivered within acceptable parameters.	March 2022

Work area	Task	Indicator of success	When
Prudent approach to risk	Stress testing the plan against a comprehensive risk assessment	Financial reserves and mitigation strategies more than sufficient. Compliant with covenants.	March 2022

Governance compliance and development

Work area	Task	Indicator of success	When
Meeting Regulatory Standards	Annual self-assessment	“Clean” assurance statement (2021).	October 2020
	Financial health check	“Clean” assurance statement (2022).	March 2022

Work area	Task	Indicator of success	When
A strong Board	Application of the Board effectiveness policy	Demonstrate appropriate skills mix and personal development by the Board and the Director.	June 2021

Work area	Task	Indicator of success	When
Equalities and diversity	Annual action plan based on revised policy	Plan implemented.	June 2021

Work area	Task	Indicator of success	When
Governance and process assurance	Internal Audit programme	Action points cleared within 12 months of each report.	March 2022

Work area	Task	Indicator of success	When
A safe working environment	Health and safety compliance	Apply EVH/ACS manuals.	March 2022
		Positive wellbeing survey response.	March 2022



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