

**Assurance Statement 2023**  
**Governance Improvement Plan**

**Progress Status Key**

<b>Overdue Not Started</b>			
<b>Partially Complete</b>			
<b>Complete</b>			
<b>Not yet due for implementation</b>			
<b>Superseded</b>			

<b>Regulatory Requirement/Standard</b>	<b>Improvement Actions</b>	<b>Person Responsible</b>	<b>Timescales</b>	<b>Progress Status</b>	<b>Commentary</b>
Assurances and Notifications	Board access to Board sharepoint site and evidence	Jennifer Cairns	December 2023		
	Consider how we effectively involve tenants in the preparation for the assurance statement	Jennifer Cairns	March 2024		
	Legionella Audit	Andrew Kubski	March 2024		
Scottish Social Housing Charter Performance	Implementation of Customer Engagement Strategy	Alistair Reid	November 2023		
	Issue survey with Charter report and ask for feedback on format	Christine Irvine	October 2023		
Tenants and Service Users Redress	Complaints update in every Westworld – you said we did	Christine Irvine	November 2023		
	Involve TAG/Scrutiny Panel in monitoring complaints	Alistair Reid	January 2024		
Equalities & Human Rights	Use of customer profiling to ensure effective communication to tenants	Christine Irvine	March 2024		
	Use equalities data to ensure we are not discriminating against any particular group of people	Robert Campbell/Equalities group	February 2024		
	Equalities & Human Rights Strategy Annual Report (to include Equalities data)	Jennifer Cairns	February 2024		
	Implementation of website accessibility actions	Christine Irvine	March 2024		
	Implementation of office disability audit actions	Jennifer Cairns	March 2024		
RSL only requirements	Board brief confirmation re SHR portal updates	Susan Speirs	October 2023		
	Add joining dates for all Board members to the website	Susan Speirs	November 2023		
Standard 1: The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users	DTP Review of Business Planning Process	Brian Gannon	November 2023		
	Strategic Options Appraisal	Brian Gannon	November 2023		
	Feedback to Tenants from tenant priorities discussions	Alistair Reid	November 2023		

	Implementation of Board Sharepoint to allow Board members access to all Board documents	Jennifer Cairns	December 2023		
	Consider process for monitoring scheme of delegation	Jennifer Cairns	March 2024		
	Map out Board & Sub-Committee Reporting/Structure	Jennifer Cairns	April 2024		
	Map out Board policies/processes to Rules	Jennifer Cairns	May 2024		
	Report Annually to Board on register of interest to confirm it has been updated	Susan Speirs	December 2023		
	Include Board training attended in Board Annual Review Report	Jennifer Cairns	June 2024		
Standard 2: The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is achievement of these priorities	Implementation of our Customer Engagement Strategy	Jennifer Cairns/Alistair Reid	November 2023		Update report will be provided to the Board in November 2023
	Development of tenant consultation planner for 2023/24 include feedback on consultation	Jennifer Cairns	October 2023		
	Inclusion of FOI reporting on Annual Data Management Report	Jennifer Cairns	January 2024		
	Review of website	Jennifer Cairns	September 2024		
	Consider how we improve reporting back to tenants how complaints influence future service delivery eg close cleaning, grounds maintenance	Alistair Reid	January 2024		
	Board Member details of Subsidiaries on website	Susan Speirs	December 2023		
	Engagement with younger tenants – develop action plan	Alistair Reid	December 2023		
	CEO quarterly online meetings – open to all tenants	Brian Gannon	As per schedule		
	Customer Engagement Strategy Annual Report to include stats in respect of number of consultation, no of tenants responded, outcomes	Alistair Reid	November 2023		
	Audit recent decisions to assess how effectively the views of tenants were incorporated	Jennifer Cairns/Alistair Reid	November 2023		Include in Customer Engagement Strategy Annual Report
	Consider how we measure effectiveness of tenant engagement activities	Jennifer Cairns/Alistair Reid	November 2023		Include in Customer Engagement Strategy Annual Report
	Include Notifiable Events Procedure in Board Member Induction	Jennifer Cairns	November 2023		
Standard 3: The RSL manages its resources to ensure its financial wellbeing while maintaining rents at a level that tenants can afford to pay Review	Full implementation of CX Financials and production of monthly accounts	Donna Paton	As per project plan		Civica Financials Project Plan is now underway. Progress will be reported to the Audit Committee on a quarterly basis
	Implementation of CX workflows and system improvements	Jennifer Cairns	September 2022		This process is underway. Further development required and is part of the CX Project Plan. Due for completion October 2023.
	Implementation of budget module	Donna Paton	November 2023		Civica Financials Project Plan is now underway. Progress will be reported to the Audit Committee on a quarterly basis

	Improvement to existing financial reporting in the form of dashboard results and graphical financial data to ease understanding and highlight key messages	Donna Paton	TBC		This will be part of the potential Power BI solution so timescales dependent on decisions made for this.
	Evidence feedback from tenant consultation in respect of financial planning	Donna Paton	November 2023		
	Tenant Satisfaction Survey – Report on Priorities question	Jennifer Cairns	October 2023		
	More detailed reporting on Financial Risk in Risk Management Reports	Jennifer Cairns	November 2023		
	Link performance reporting to financial spend	Jennifer Cairns	February 2024		
	Covenant Compliance Risk Assessment	Jennifer Cairns/Donna Paton	January 2024		
	Succession Planning (People & Culture Strategy)	Jennifer Cairns	December 2023		
Standard 4: The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.	Monitoring of completion of internal audit actions through Leadership Team	Jennifer Cairns	Quarterly – Leadership Meeting prior to A/C		
	Consider more use of outcome based Board reporting rather than just updates on progress – what is the outcome/the impact?	CMT	March 2024		
	Business Continuity Test	Jennifer Cairns	December 2023		
	Audit Committee to have access to 4 Risk System	Jennifer Cairns	November 2023		
	Consideration to be given to parent representatives on Sub Boards and being clear about their separate responsibilities	Jennifer Cairns	April 2024		
	Subsidiary Accounts to be issued to WSHA Board	Donna Paton	October 2023		
	Update Westscot Living SLA to include factoring	Donna Paton	November 2023		
	Agree performance reporting requirements for Westscot Living Board – include in Sub Report				
Standard 5: The RSL conducts its affairs with honest and integrity					

	Inclusion of Values in Board induction	Jennifer Cairns	October 2023		
	Customer Satisfaction Survey based on experience of our values.	Jennifer Cairns	May 2024		
	Establishment of Staff Consultation Group	Jennifer Cairns	Complete		
	Succession Planning to include Equalities & Human Rights considerations	Jennifer Cairns	June 2024		
	Ensure we publish list of contractors on hub for staff to be aware of who our key contractors are	Jennifer Cairns	November 2023		
	Include Staff Code of Conduct in staff induction training	Jennifer Cairns	November 2023		
	Annual Board Report on CEO Appraisal	Kelly Adams	May 2024		
	Development of Redundancy Policy	Jennifer Cairns	February 2024		
Standard 6: The governing body and senior officers have the skills and knowledge they need to be effective	Include Board training attendance update in Board Annual Review Report	Jennifer Cairns	June 2024		