

SERVICE DELIVERY STRATEGY 2020

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0141 551 8131



0141 550 2060



admin@milnbank.org.uk



www.milnbank.org.uk

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SECTION 1

INTRODUCTION & CONTEXT

a) AIM OF SERVICE DELIVERY

As a community controlled Housing Association that has been operating in a designated area of Dennistoun for over 40 years, an effective and efficient service provision to tenants, owners and other customers is paramount. As an organisation, the Association's philosophy is to ensure that as much of MHA's resources as possible is spent on delivering front line direct services to tenants, owners and other customers. Our service delivery is continually monitored and reported to the Management Committee and MHA residents. The Association believes that providing services means being far more proactive when it comes to dealing with housing management and maintenance issues. An emphasis is placed on as many staff as possible providing direct services.

Service delivery is at the heart of what we do. The Association's Mission Statement is as follows:

The purpose of Milnbank Housing Association is to meet housing and related needs within our community and provide our tenants and other customers with an excellent service.

In view of this, the Association's Service Delivery Strategy aims to:

- Clearly set out the continuous service provision that MHA aims to provide. This includes the methodology and identifying the necessary resources to deliver all services.
- Provide a mechanism for the Management Committee to monitor and evaluate the service delivery.
- Provide guidance for staff to implement an effective and efficient service delivery to residents.

b) CUSTOMER SERVICE DELIVERY

All employees are charged with providing a service to tenants, owners and other customers either directly or indirectly. It is recognised that there are key staff whose main objective is to be pro-active in delivering the more direct 'front line' aspects of service delivery (e.g. estate management, repairs and maintenance, supported accommodation, reception, community engagement, wider action and factoring services). The 'front line' services are supported by MHA 'back office' activities including HR, finance, governance, IT and compliance.

Feedback from MHA tenants continually demonstrates that there is a high level of satisfaction for the services we provide. For 2018/19, the overall satisfaction rate was 96.15% which was higher than the Scottish Average of 81.68%. This is supported by 96.75% of tenants believing that the service they receive represents good VFM against the Scottish Average of 81.68%.

c) THE SCOTTISH SOCIAL HOUSING CHARTER

The Scottish Social Housing Charter was introduced under the Housing (Scotland) Act 2010 and it aims to improve the quality and value of the services that Housing Associations provide, and supports the Scottish Government's long-term aim of creating a safer and stronger Scotland.

The Charter contains 15 outcomes, 14 of which are applicable to MHA which relate to the service provision which tenants, owners and other customers should expect from their landlord. These standards focus on the following:

- *Equalities*
- *Communication*
- *Participation*
- *Quality of Housing*
- *Repairs, Maintenance & Improvements*
- *Estate Management, Anti-Social Behaviour, Neighbour Nuisance & Tenancy Disputes*
- *Housing Options*
- *Access to Social Housing*
- *Tenancy Sustainment*
- *Value for Money*
- *Rents & Service Charges*

Tenants receive information on how rent and other money is spent, including details of any individual items of expenditure above thresholds agreed between landlords and tenants.

SECTION 2

RISK MANAGEMENT

1. **MANAGING RISK**

As part of the Association’s effective governance, a Risk Management Strategy is in place. The aim of managing risk in any business is to ensure that significant risks are known and monitored and to enable informed decisions and timely action to be taken. It also assists with forward and strategic planning and ensures that the organisational aims and objectives are achieved more successfully.

In order to successfully manage risks, MHA has developed a framework with four basic strategies that are applied to managing risks. The strategies are:

- 1) Managing financial risks
- 2) Avoiding activity giving rise to a risk
- 3) Managing risk through a structured process
- 4) Assessing a risk that cannot be avoided

2. **ASSESSING RISK**

MHA’s risk management process is aimed primarily at preventing major risks impacting on the organisation. Individual risk management assessments are carried out, using a Heat Map scoring system, in order to assess the risks associated with all activities. The outcomes are subsequently incorporated into a Risk Register which is updated annually.

3. **HEAT MAP SCORING SYSTEM**

The scoring system has categories for both Impact and Likelihood and introduces a scoring system to determine the level of possible risk. The undernoted Heat Map has been applied to the known risks associated with the range of services MHA provides.

Impact	Extreme/catastrophic 5	10	15	20	25	30
	Major 4	8	12	16	20	24
	Moderate 3	6	9	12	15	18
	Minor 2	4	6	8	10	12
	Insignificant 1	2	3	4	5	6
		1 Remote	2 Unlikely	3 Possible	4 Probable	5 Highly Probable
Likelihood						

Cuts to SA funding – Scores 30 (Extreme Impact/Probable). MHA is limited on the level of control as funding is provided by external organisations. This has been further compounded by the introduction of the Glasgow Homeless Alliance. MHA will continue to maintain a positive relationship with external organisations and strive to agree an appropriate MHA business model to continue to deliver this service.

Need an effective/fit for purpose staff structure to deliver MHA's services. Scores 20 (Major Impact/Probable). The organisational structure is updated annually following job reviews and succession planning. Staff development is a continuous process. This risk has been increased due to key staff retirements within the next 2/3 years.

Allowing property to fall into disrepair - Scores 16 (Major Impact/Possible Likelihood). This risk is controlled through analysing and implementing the findings of the Stock Condition Survey to ensure all property meets SHQS standards and by ensuring that Maintenance Inspections carried out are acted upon.

The remaining service delivery linked risks score 12 or less:

- Referral pressures from external agencies (12)
- Failure to meet Customer expectations (12)
- Void Repair Standard (12)
- Owners' expectations not met (12)
- Failure to continually monitor and evaluate our service & Processes (9)
- Slow answering calls from customers (9)
- External contractors – poor service provision (9)
- Poor provision of service from direct trades & administration team (9)
- Poor Estate Management and anti-social behavior (8)

SECTION 3

VALUE FOR MONEY & BEST VALUE

It is essential that MHA continues to develop a framework to ensure the organisation's guiding principles are adhered to and that strategic and operational objectives are achieved. MHA has adopted the Audit Scotland toolkit for developing MHA's Value for Money (VFM) and Best Value (BV). The terms VFM and BV can often be confused and it is proposed that the intended strategy is developed using the following definitions:

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Value for Money – is a utility derived from every purchase or every sum of money spent. VFM is based, not only on the minimum purchase price (economy), but also on the maximum efficiency and effectiveness of the purchase. In terms of service delivery, current VFM examples include:

- Extensive range of services delivered to tenants for the rent charges
- Extensive range of services delivered to owners for the factoring fee
- Community hall hire & range of wider action activities
- Private Window Cleaning Service
- MHA hosting services (e.g. Credit Union)
- Building insurance premium

Best Value - is the trade-off between price and performance that provides the greatest benefit under specified criteria. In terms of service delivery, current BV examples include:

- Community café
- The Welfare Fund
- CFN Out of School Care
- Private repairs available charged at MHA hourly rate
- GCC Missing Share Scheme
- 24 hours emergency line repairs & supported accommodation
- Service Level Agreements with other agencies (e.g. Police Scotland)

The above examples are explained in greater detail in Section 4 of the Strategy.

SECTION 4

SERVICE DELIVERY OUTCOMES FOR 2018/19

a) MILNBANK HA SERVICE DELIVERY

During the financial year 2018/19, MHA continued to deliver the following services:

<u>ANNUAL HOUSE VISITS</u>	The aim is to visit all the stock annually, and records demonstrate that 72% (1,194 of 1,668 tenants) were visited during the financial year.
<u>DEALING WITH ANTI-SOCIAL BEHAVIOUR ISSUES</u>	MHA, through a SLA, continues to receive the above service from Community Safety Glasgow, who provide support in resolving problems associated with anti-social behaviour in circumstances where normal housing or estate management procedures have been unable resolve (e.g. preparation of ASBOs). 25 referrals for general advice, drug issues and serious anti-social behaviour cases were made.
<u>BULK UPLIFT</u>	Although it involves financial and resource costs to MHA, this is a valuable service as it keeps the streets and backcourts free from bulk items. A total of 314 tonnes of bulk was uplifted during the financial year.
<u>BUILDINGS INSURANCE</u>	Through MHA negotiations, the owners benefit from a much reduced building insurance premium.
<u>BLUEVALE HALL</u>	The Bluevale Hall was re-launched last year and has quickly become a valuable resource to engage with local residents.
<u>CREDIT UNION</u>	MHA hosts, and assists, with the Haghill/Dennistoun Credit Union which approximately 100 MHA residents are members of.
<u>CCTV SYSTEM</u>	MHA has fixed CCTV and a re-deployable camera located throughout the area.
<u>CAFE</u>	The café is an excellent facility for providing reasonably priced food and encouraging social interaction. Regular feedback demonstrates that this is a popular service.
<u>COMMUNITY FACILITIES</u>	From 3 community halls, MHA hosts a range of services that are available for the wider community, including: gala days, various clubs and the facility to hire the community hall, which has a 100% satisfaction rate from hirers.
<u>COMMUNITY ALARM SERVICE</u>	Despite a reconfiguration of the funding, this service continued for the tenants who currently have an alarm.
<u>ESTATES SERVICE</u>	An app has been introduced to provide real time information on the location of the estates teams which is used to measure standards and provide feedback to residents. Satisfaction levels on the landscape service are largely positive.
<u>FACTORING SERVICE</u>	MPS continues to develop and they currently manage over 1,324 properties within the Dennistoun area.
<u>FURNITURE</u>	More than 54 large furniture items, to 66 residents,

<u>RECYCLING</u>	were distributed during the year to tenants to assist in sustaining their tenancy. The annual surplus generated from the above is approximately £6,500.
<u>FIRE SAFETY</u>	The action plan for the Fire Safety Strategy remains a working document for the staff continue to raise awareness of fire safety in the home and the common areas.
<u>HOUSING SERVICES TEAM</u>	The HSO's are task focused in order to on maximise the service delivery. This includes dedicated Officers visiting residents at home in order to cover a range of tenancy issues like rent, neighbour complaints, estate management concerns etc. The other half of the team focus on managing rents.
<u>HAPPY TO TRANSLATE</u>	The reception & Housing staff are trained in Happy to Translate, which enables staff to find out what language customers prefer to use and what information or services they need.
<u>HANDYMAN SERVICE</u>	The Handyman Service continues to be promoted. During the last financial year, 145 jobs were carried out under this service.
<u>HOMELESS PROVISION</u>	MHA's housing support units at Walpole and Circus Drive provide a service to assist GCC in housing homeless women.
<u>INCOME MAXIMISATION SERVICE</u>	A total of 748 referrals were made to this service during the year which generated £1,081,808 for MHA residents.
<u>SUBSIDISED NURSERY PLACES</u>	CFN make a provision for up to 3% of the annual turnover to assist local people to sustain their nursery place. Since this was introduced, 14 parents have received a subsidy
<u>POLICE SCOTLAND INITIATIVE</u>	This successful Partnership continues to deliver the key objectives of the project. Sharing information and local intelligence, along with joint house visits has helped improve the way cases are being resolved. Additional dedicated Police officers are working with staff to tackle a variety of issues, like anti-social behavior and dog fouling.
<u>POST ALLOCATION VISITS</u>	All new tenants should receive a PAV within 28 days of being allocated a tenancy.
<u>PAYMENT FACILITIES</u>	Direct Debit, on-line, debit/credit card and paying cash at the office are available to MHA residents.
<u>REPAIRS & MAINTENANCE SERVICE</u>	5,722 day to day repairs were carried out, this includes 733 out of hours repairs and having an overall satisfaction rate of 90.72%.
<u>RECEPTION SERVICE</u>	A Customer Charter is in place for visitors to the office. During the year, 70,609 incoming calls were received; this averages 5,884 per month. Incoming telephone calls are answered within 1.4 rings and passed on within 2.2 rings.
<u>RECYCLING CENTRE</u>	This excellent service is facilitated by local volunteers

	and provides an annual income of around £6,500.
<u>SCRUTINY GROUPS</u>	The Rent & Allocations Scrutiny Groups continue to provide an effective method of consulting with tenants and providing feedback to the Management Committee.
<u>STAIR CLEANING SERVICE</u>	Although not a statutory tenancy requirement, MHA provides a stair cleaning service to all the common closes in the area. The satisfaction surveys demonstrate that, on the whole, residents are satisfied with this service.
<u>SPORTS HUB</u>	A range of sports related services are provided at the Sports Hub during the summer months.
<u>SERVICE DELIVERY TEAM WORKING</u>	Due to the Service Delivery Meetings with the emerging leaders not fully achieving their remit, they no longer take place.
<u>VULNERABLE RESIDENTS</u>	MHA supporting a wide range of residents, especially those who are more vulnerable, operating from Culloden Street office, continues to be a really popular and invaluable service. Full details of this are detailed in the Vulnerable Strategy.
<u>WINDOW CLEANING SERVICE (PRIVATE)</u>	The provision of a private window service to individual flats continues to be very successful. There are currently 448 residents using this service and it has a consistently high satisfaction rate.
<u>WEBSITE</u>	The services provided by MHA will continue to be highlighted on our website. During the year it was updated to reflect GDPR requirements.

b) MONITORING SERVICE DELIVERY

THE SCOTTISH SOCIAL HOUSING CHARTER - The following table provides a summary of MHA's performance on service delivery during 2018/19. A comparison is made against the Scottish Average using the SHR Landlord Report and the SHN.

SECTION 1,2&3: EQUALITIES, COMMUNICATION & PARTICIPATION

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Overall satisfaction level of service provided	96.15%	90.1%	81.68%
Satisfaction level of keeping tenants informed about services and decisions	96.42%	91.6%	92.51%
Satisfaction level of providing tenants with opportunities to participate in decision making processes	92.92%	86.5%	86.29%

SECTION 4&5: QUALITY OF HOUSING & REPAIRS, MAINTENANCE & IMPROVEMENT

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Satisfaction level of the quality of home	91.86%	88.12%	87.03%
Response time to emergency repairs	2.6hrs average	3.6 hrs avg.	2.47hrs
Responses to non-emergency repairs	2.6days avg.	6.6 days avg.	4.79 days
Non-emergency repairs completed right first time	97.7%	92.5%	91.6%
% of housing stock meeting the SHQS	90.5%	91.4%	93.1%
Repair appointments kept	99.7%	95.6%	96.2%
Gas safety checks completed	99.93%	94.1%	93.15%

SECTION 6: ESTATE MANAGEMENT, ANTI-SOCIAL BEHAVIOUR, NEIGHBOUR NUISANCE & TENANCY DISPUTES

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Satisfaction level on the management of the neighbourhood	95.14%	87.8%	85.80%
% of anti-social behaviour cases resolved within targets	91.43%	87.9%	87.37%

SECTION 7,8,9,10&11: HOUSING OPTIONS, ACCESS TO HOUSING & TENANCY SUSTAINMENT

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Satisfaction level on the standard of homes provided to new tenants	94.66%	90.8%	87.03%
% of rent not collected due to voids	1.14%	0.9%	0.74%
Average re-let times	46.25 days	31.9 days	26.59 days

SECTION 12,13&14: VALUE FOR MONEY & RENTS/ SERVICE CHARGES

STANDARD	MHA PERFORMANCE	COMPARISON SCOTTISH AVERAGE	COMPARISON OTHER HOUSING PROVIDERS
Satisfaction levels on the factoring service provided	90.72%	67%	69.73%
Average rent charges for 2017/18			
1 apartment	£48.92	£70.22	-
2 apartment	£55.76	£76.10	
3 apartment	£64.27	£77.70	
4 apartment	£74.76	£84.44	
5 apartment	£79.39	£93.49	
Total rent collected	98.14%	99.1%	99.21%
Satisfaction levels when taking account of the service, the rent charge represent good VFM	96.75%	83.2%	81.68%

Services where MHA performance is better than the SHN average

- Average rent by apartment size
- Total of new tenancies sustained
- Number of Evictions
- Number of abandonments
- Number of anti-social complaints resolved
- Satisfaction with the neighbourhood they live in
- Overall satisfaction on the level of service provided
- Rent represents value for money
- Satisfaction with factoring service
- Reactive repairs completed right first time
- Average time to complete non-emergency repairs
- Repairs appointments kept
- Gas safety checks completed
- Satisfaction with standard of home when moving in
- Satisfaction with keeping tenants informed about services and decisions
- Satisfaction with providing tenants with opportunities to participate in decision making processes
- Satisfaction with quality of home
- Senior staff turnover
- Total staff turnover

Services where MHA performance is not as good in comparison to the SHN average

- Gross rent arrears
- Current tenant rent arrears
- Former tenant rent arrears
- Average time to re-let homes
- Money collected against current and past rent
- Void loss
- Satisfaction with repairs service
- Average time to complete emergency repairs
- Stock achieving SHQS
- Days lost through staff sickness absences

RESIDENT SATISFACTION SURVEYS – During the year, a total of 15 surveys, involving 1,234 residents were conducted. The overall satisfaction rate was 95%, across all the services surveyed.

RESIDENT CONSULTATION – During the year, a total of 461 residents were consulted on a range of topics, including: non-housing activities, rent increase, Allocations, Charter Indicators, Universal Credit Booklet, late night opening, factoring survey design and GDPR.

SERVICE DELIVERY TARGETS FOR 2018/19 –
726 objectives were set, 568 have been met = 78% achieved

<u>Breakdown of objectives per area</u>	<u>Set</u>	<u>Achieved</u>	<u>%</u>
Social Club	18	18	100%
MCE	65	62	95%
Property Management	50	47	94%
Strategic Planning	200	164	82%
Maintenance	44	34	77%
Corporate Services	209	158	76%
Housing Services	44	32	73%
Finance	96	53	55%
Total	726	568	78%
<u>Breakdown per line manager</u>	<u>Set</u>	<u>Achieved</u>	<u>%</u>
Property Manager	64	60	94%
External Consultant	13	12	92%
CE Team	29	26	90%
Directorate	188	167	89%
Maintenance Manager	70	57	81%
Data Protection Officer	31	25	81%
Housing Manager	84	66	79%
Corporate Services	68	51	75%
Supported Accom. Manager	23	15	65%
Finance Manager	127	79	62%
CFN Manager *	19	9	47%
Estates Supervisor *	10	1	10%
Total	726	568	78%

* Targets not met mainly due to not holding pre-arranged functions meetings. Work has continued in supporting the functions with lower achievement rates.

SECTION 5

STRATEGY FOR 2020

The concluding section of the report focuses on the proposed strategy for 2020 with the emphasis on continuing to provide a first class service delivery to tenants, owners and other customers. In order to achieve this, the following objectives have been detailed. The strategy concludes with a timetable of specific dates to meet the objectives.

STRATEGIC SERVICE DELIVERY

SERVICE DELIVERY ETHOS - Providing a service to our tenants, owners and other customers is one of MHA's key objectives. Following agreement, through consultation with members at the 2016 AGM, and a subsequent consultation in August 2019, MHA's updated Business Plan confirms that the Association will continue to provide services that are beyond what MHA's statutory duties as a landlord are (e.g. bulk uplift, stair cleaning), this also includes continuing to act as a 'community anchor organisation' for our non-core housing activities like community engagement activities, supporting Carbon Footprints Nursery.

MHA will continue with the philosophy of devoting as much of our people resources, at all levels, as possible on front line service delivery. MHA's staff structure is heavily focused to achieve this as, other than the 'back office' staff, more than 90% of employees deliver a front line service. This figure includes the directorate and line managers who get involved in delivering services through walking around the area, viewing void flats, visiting residents etc. This is further evidenced through MHA's Remuneration Committee monitoring the ratio between the highest and the lowest paid employees.

The forthcoming Tenants Satisfaction Survey asks the questions "Do you agree that MHA should continue to deliver non-housing activities and do you agree that these services represent value for money?"

Managers Surgeries - On assessing the attendance and quality of discussions at the annual community services meetings, it is proposed that they are no longer held as they are not fit for purpose. The proposal is to replace them by holding Managers Surgeries in each of MHA's areas throughout the year in order to provide an opportunity for residents to have direct access to the Management Team to discuss any service issues that they may have.

Annual Report- Will be used to showcase our service delivery to our tenants, owners and other customers. It will also, in terms of good governance, feature the Charter 2019/20 findings and be presented to the Management Committee.

MHA Service Delivery KPI's & Compliance - A report on MHA's service delivery and complaint targets will be presented to the Management Committee in order that performance can be monitored and reviewed.

Scottish Social Housing Charter - As a governance requirement, the Housing Services and Asset Managers will provide quarterly service delivery reports on the Charter Outcomes to the Services Committee Meetings.

Service Delivery Benchmarking - The SHN information on the above for 2019/20 will be collated and presented to the Management Committee.

Policies/Strategies – As Estate Management and Dealing with Anti-Social Complaints have key service delivery objectives, both of these policies will be monitored to ensure their effectiveness. The Fire Safety Strategy will be reviewed to ensure that it remains fit for purpose.

FRONT LINE SERVICE DELIVERY

MHA will continue to deliver the variety of services described in the previous section of the report. In terms of proposed changes, the following service reviews will be scheduled in the attached Action Plan.

Front Line Service Delivery – As first impressions of MHA are extremely important, the current warm welcome from the reception staff will be maintained. MHA will continue to provide an efficient and effective service, the volume of callers to the office, and via the telephone, will be monitored by the Management Team to ensure that sufficient resources are available. In addition, the current upgrading of the reception area will be completed by the calendar year end.

Estates Service Delivery – The estates service will continue to be monitored on an on-going basis. The on-going review of the working practices and the app will be used to help assess the service.

Voids Team – Work will continue to decrease the total time allocated to turning empty properties around whilst maintaining a high void standard.

Close Lighting Service – Following investigation into the charges imposed by GCC for maintaining the close lights, the new Asset Manager will be asked to review the VFM aspects of this with a view to considering bringing this service in-house from April 2020.

Partnership Working - MHA has SLA Agreement in place with Police Scotland and it is intended to continue to operate a similar SLA during 2020/21 at a reduced budget level of £20k including VAT for the financial year. In terms of our SLA with Community Safety Glasgow (now known as Neighbourhoods and Sustainability), despite several attempts by MHA to renegotiate the terms and conditions of the SLA to reflect the changing needs of the Association with managing our neighbourhood being rejected, it is unlikely that MHA will be continuing with this partnership.

Annual House Visits – As reported, the number of annual house visits has increased in recent years. It is planned to carry out a comprehensive Tenants Satisfaction Survey early in the new financial year and, in view of this, there is less of a requirement for every tenant to be visited annually. It should be noted that MHA will still use home visits as a means of engaging with tenants.

MHA Website - The services provided by MHA will continue to be highlighted, and kept updated, on our website. Work will continue to ensure that MHA is fully compliant with the requirements of Freedom of Information.

MHA providing a Care at Home Service – Work will continue with GCC on MHA Supported Accommodation function receiving funding, which is independent of being a member of the Glasgow Homeless Alliance Group, to deliver a Care at Home Service. The Management Committee will receive monthly updates until a decision has been made.

Allocations Scrutiny Group – In light of the completion of the Housing (Scotland) Act 2014, and to reflect MHA current practice, the Allocations Scrutiny Group will examine the requirements of the Act and how they impact on MHA.

Measuring Satisfaction Levels – It is important that MHA are aware of resident's views on the range of services that MHA provides. In order to do this service satisfaction surveys, consultation and scrutiny groups will continue. All feedback collated will be disseminated to the Management Committee and residents on a regular basis.

Community Profile – As part of the Governance Action Plan work, a community profile will be developed in support of MHA's Equality & Diversity Policy. The information gathered will assist MHA to ensure that our services are available to all residents.

SECTION 6

TIMETABLE OF OBJECTIVES

There is no KPI timetable for 2020 as the narratives described in Section 5 of the Strategy are already scheduled into a range of strategies and plans throughout the financial year.

