

Group Corporate Performance Management Policy

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Approval body	Caledonia HA Management Board; Cordale HA Committee of Management
Date of approval	September 2026
Customer engagement required	N/A
Your Voice engagement required	N/A
Equality Impact Initial Assessment	August 2026
Full Equality Impact Assessment	N/A
Data Protection Risks Assessed	N/A
Health and Safety Risks Assessed	N/A
Sustainability Impacts Assessed	N/A
Procedures Updated	November 2026
Date Procedures Last Reviewed	August 2022
Data Impacts / IT System Changes Assessed	No
Training Needs Assessed	N/A
Previous Policy Version	3.0
New Policy Version	3.1

Equality Impact ~ Initial Assessment

1. People responsible for carrying out this assessment		
Policy Owner:	Ross Carlin, ED Finance	
EQIA Assessor(s):	Barry Johnstone, ED People & Governance	
Name of Policy:	Group Corporate Performance Management Policy	
Date of last EQIA:	August 2022	
2. Purpose, aim(s) and expected outcomes (including who will benefit):		
This policy establishes the framework for planning, monitoring, reporting and improving performance across the Caledonia Group. It supports the achievement of strategic objectives, regulatory compliance, effective governance, continuous service improvement and value for money. Benefits are expected for tenants, service users, governing body members, employees and other stakeholders through improved accountability, transparency and performance outcomes.		
3. Is there a direct impact on people, or how the service is delivered?		
The policy does not directly affect access to services, eligibility criteria, customer rights or service standards. Its impact is indirect through supporting effective monitoring and continuous improvement of services delivered by the Group.		
4. Potential impact on diverse communities, customers or groups?		
No adverse impacts have been identified. The policy applies equally across all services and customer groups. The framework supports the monitoring of performance information and customer feedback, which may assist the organisation in identifying and responding to the needs of diverse communities and protected groups.		
5. Is there a Positive or Negative impact?		
Positive Impact	Groups Impacted: • Tenants and service users. • Individuals with protected characteristics under the Equality Act 2010. • Staff and governing body members.	The policy promotes evidence-based decision making, performance monitoring and continuous improvement, helping ensure services remain accessible, responsive and aligned to customer needs.

	Tenants from disadvantaged or vulnerable groups.	
6. Details of any engagement activities carried out		
The policy review has been informed by: - Existing performance management arrangements. - Regulatory requirements of the Scottish Housing Regulator. - Internal consultation with relevant managers and service leads. - Consideration of customer feedback mechanisms referenced within the performance management framework. (Customer consultation not required as the policy does not alter service provision or customer entitlements.)		
7. Overall Impact Rating		
Non-material impact		
8. Initial Assessment Findings and Recommendation		
Initial Assessment Only - yes		Full EQIA Required - no
9. Reason(s) for Recommendation		
The policy is a corporate governance and management framework which does not introduce changes to service access, customer entitlements, housing management processes, or employment practices. No evidence of actual or potential adverse impact on individuals sharing protected characteristics has been identified. The policy may contribute positively to equality outcomes through improved organisational oversight, performance reporting and consideration of customer feedback.		
Date of Initial Assessment		September 2026

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1.0 Introduction

1.1 Purpose of the Policy

1.1.1 This policy establishes the framework through which the Caledonia Group, comprising Caledonia Housing Association and its constitutional partner Cordale Housing Association, monitors, manages and improves organisational performance to ensure the successful delivery of its strategic objectives, high-quality services and value for money for tenants and other customers.

1.1.2 In the context of a Scottish Registered Social Landlord (RSL), the policy provides a structured approach to business planning, performance measurement, risk management and governance oversight, ensuring compliance with the requirements of the Scottish Housing Regulator and the Scottish Social Housing Charter.

1.1.3 It supports effective decision-making by governing bodies and management, promotes accountability at all levels of the organisation, and uses robust performance information to drive continuous improvement, regulatory assurance and positive outcomes for customers.

1.2 Scope of the Policy

1.2.1 This policy applies to all activities, services and employees across the Group and provides a consistent framework for planning, monitoring, reporting and improving performance.

1.2.2 The Group recognises that effective performance management is essential to achieving its strategic aims and business objectives.

1.2.3 The policy covers the key components of the Group's performance management arrangements, including business planning, risk management, financial performance, service delivery, governance effectiveness and individual performance management, ensuring that strategic objectives, regulatory requirements and customer expectations are met.

1.2.4 The Group understands the need to respond to the expectations of a diverse and evolving customer base, continually improving service delivery, and ensuring value for money; all within the current economic, regulatory and legal requirements.

2.0 Principles, Aims and Objectives

2.1 Policy Objectives

2.1.1 The aims of this policy are to:

- support delivery of the Group's strategic objectives through effective performance management;
- provide a framework that will support departments, teams and individuals to achieve their assigned objectives; and
- outline the components needed to manage performance in line with customer and stakeholder expectations.

2.2 Legislative and Regulatory Context

2.2.1 The primary purpose of the performance management framework is to ensure positive outcomes for customers whilst providing assurance to governing bodies that strategic objectives, regulatory requirements, Scottish Housing Charter outcomes and value for money expectations are being achieved.

2.2.2 The Group will have regard to relevant guidance and good practice issued by the Scottish Federation of Housing Associations (SFHA), the Scottish Housing Regulator and other recognised sector bodies when developing and reviewing its performance management arrangements.

2.2.3 The Scottish Housing Regulator's (SHR) Standards of Governance and Financial Management sets out a framework which includes requirements to ensure effective monitoring and performance management, notably:

- *The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's business plan to achieve its purpose and intended outcomes for its tenants and other service users. (Standard 1.1)*
- *The RSL's governance policies and arrangements set out the respective roles, responsibilities and accountabilities of governing body members and senior officers, and the governing body exercises overall responsibility and control of the strategic leadership of the RSL. (Standard 1.2)*
- *The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively. The RSL considers sufficiently the financial implications of risks to the delivery of plans. (Standard 3.3)*

3.0 Definitions

3.1 Key Terms

3.1.1 Performance management: The arrangements used to plan, monitor, manage and improve delivery of services and strategic objectives.

3.1.2 Performance measures / KPIs: Indicators used to assess progress, outcomes, service quality and value for money.

3.1.3 Benchmarking: Comparison of performance against peer organisations or published sector data to support improvement and governance decision making.

4.0 Policy Statement

4.1 Process Overview

4.1.1 The Group recognises that strong leadership and effective performance management are vital to creating a motivated high-performing workforce. Celebrating success and addressing challenges constructively supports innovation and continuous improvement.

4.1.2 The Group is committed to ensuring that performance information is relevant, reliable, timely and transparent. Performance reporting will support effective decision making, governance scrutiny, customer accountability and regulatory assurance.

4.1.3 The Group's performance management framework places service delivery at its core, supported by clear leadership and accountability. Staff are encouraged to understand how their work contributes to organisational performance.

4.1.4 All staff will be encouraged to raise performance related issues with their line manager and/or through existing management communication channels; access performance related information on the Group intranet; use performance dashboards relevant to their team or service area; and receive updates through formal meetings and other communication channels regarding changes to performance management arrangements.

5.0 Roles and Responsibilities

5.1 Implementation Responsibilities

5.1.1 Governing Bodies: Exercise overall responsibility for performance management across the Group by approving strategic objectives, monitoring delivery of business plans, scrutinising performance and risk information, holding management to

account for addressing underperformance, and securing assurance on regulatory compliance, internal controls and the quality of performance data.

5.1.2 Chief Executive: Holds statutory responsibility for service quality, governance and performance management with accountability to the Group Governing Bodies.

5.2 Monitoring and Enforcement

5.2.1 Executive Management Team, Heads of Service, Operational Managers and Team Leaders: Develop, embed and maintain performance management arrangements within their service areas, ensuring a consistent approach that meets regulatory, customer and stakeholder expectations.

5.2.2 All Staff: Contribute to performance improvement by identifying opportunities for service enhancement and taking appropriate action. Staff should understand how their work supports both local and Group-wide performance.

6.0 Procedures

6.1 Core Principles and Standards

6.1.1 Performance information forms an important source of assurance for governing bodies. Significant performance variances, emerging needs and areas of risk are subject to appropriate investigation, corrective action and governance scrutiny to provide assurance that strategic objectives and regulatory requirements continue to be met.

6.1.2 The Group performance management framework comprises the following core components:

- A comprehensive business planning process aligned with recommended practice that links workforce planning, competencies and resources to the Group's strategic vision and objectives;
- Robust financial planning to ensure appropriate resource allocation for effective service delivery;
- A proactive risk management approach that identifies and mitigates risks that could impact strategic objectives;
- Detailed performance KPI that measure, manage and report performance across key service areas;
- Performance information relating to landlord health and safety compliance;
- Contractor and supplier performance monitoring;
- Annual and ongoing assessment of governance effectiveness supported by continuous improvement plans;
- Structured performance challenge and review processes, including reporting to internal and external stakeholders; and

- Personal performance management and development arrangements that support staff contribution and organisational capacity.

6.1.3 Together these components form an integral framework that drives performance at both strategic and operational levels.

6.1.4 Performance information generated through this framework will form a key component of the evidence base supporting the Governing Bodies' annual assessment of compliance with the Regulatory Framework and approval of the Annual Assurance Statement.

6.1.5 The Group Business Plan is the central element of this framework. It sets out the shared business strategy for the Group.

6.1.6 The business strategy is developed collaboratively by the Group's governing bodies with input from customer groups and staff. Customer feedback, satisfaction measures, complaints analysis and consultation activity are used to inform performance priorities and service improvements.

6.1.7 A suite of performance measures is directly aligned with the Group's strategic objectives, providing a clear structure for indicators and targets. These measures enable effective tracking and performance against the Scottish Social Housing Charter outcomes and standards.

6.1.8 Performance monitoring and reporting follow a tiered approach, supporting a continuous improvement cycle of planning, delivery, monitoring, review, challenge, learning and improvement.

6.1.9 All reported indicators will be accurate, reliable and capable of verification. Managers responsible for performance indicators will ensure data quality through appropriate controls, validation and periodic review.

6.1.10 Operational Managers conduct monthly reviews of key performance indicators that appear in the Business Performance Scorecard. Business Performance Scorecards are also reviewed through monthly Senior Leadership Team meetings.

6.1.11 Internal audit will periodically review performance information and associated controls to provide independent assurance regarding data quality and reporting arrangements.

6.1.12 Governing Bodies will receive regular performance reports at a frequency determined through the annual governance cycle, enabling effective scrutiny of organisational performance, strategic objectives, regulatory compliance and emerging risks.

6.1.13 Where performance falls significantly below target or adverse trends emerge, responsible managers will prepare improvement plans identifying root cause, corrective actions, accountable individuals and target completion dates.

6.1.14 Significant underperformance, adverse trends or failure to achieve key objectives will be considered in conjunction with the Group Risk Management Framework.

7.0 Compliance and Enforcement

We have a standard compliance statement: *It is important that all members of staff, in carrying out their duties for the Group, do so in accordance with the Group's policy framework. Our policy framework ensures we comply with laws and regulation, while giving guidance to inform operations and decision-making. Our policies have been designed to be clear and easy to understand and are available on our website and intranet. If any member of staff is unclear as to their responsibilities under this policy, then they should refer to their line manager and / or the policy author for further guidance. A failure to comply with Group policies can have serious consequences for the Group. Should an employee become concerned about serious non-compliance with the policy, they should speak to their line manager or refer to the guidance set out in the Group Whistleblowing policy*

8.0 Review and Revision

8.1 Review Frequency

8.1.1 This policy will be reviewed every three years to ensure that the Group performance management framework remains fully effective in driving service performance and quality.

8.2 Responsibility for Updates

8.2.1 Responsibility for updating this policy rests with the relevant policy owner and responsible service lead.

9.0 Approval and Effective Date

9.1 Approval Details

9.1.1 This policy was approved by the Caledonia HA Management Board and Cordale HA Committee of Management in September 2026.

9.2 Effective Date

9.1.2 The updated policy took effect from August 2022 and was last reviewed in September 2026.