

**To:** The Management Committee

**From:** The Director

**Subject:** Business Plan 2026-31: First Draft of Sections of Plan

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## **1. Introduction and Purpose**

- 1.1 In preparation for producing our new 5 Year Business Plan 2026-31, a business planning event was held on 22<sup>nd</sup> November facilitated by our Governance Consultant and attended by Committee and the Management Team.
- 1.2 At the event the operating environment for the Sector and the local context for Rosehill was considered. Taking this into account the SWOT analysis and strategic risks were reviewed.
- 1.3 The vision, strategic objectives and core values were reviewed and refreshed. These are attached (Appendix 1) for Committee's information.
- 1.4 The purpose of this report is to:
  - Present the proposed strategic priorities that flow from the Strategic Objectives for Committee's consideration and approval. These will then be put for consultation with tenants, staff and other stakeholders;
  - Present a first draft of the Section of the Plan relating to the Operating Environment for discussion.
- 1.5 Further drafts of other parts of the Plan will be presented at the February meeting. Following any amendments proposed by Committee to the drafts (presented at the January and February meetings) and the outcome of the tenant and stakeholder consultation, the final draft of the complete Business Plan will be presented at the March meeting.
- 1.6 Following a discussion with our governance consultant in relation to the approach for the production of the new business plan, I am proposing that we develop data books that will contain the detail behind the Business Plan. The Business Plan itself, which would subsequently be published, would contain high level information to produce a more succinct Plan.

## 2. Strategic Objectives – Proposed Strategic Objectives

- 2.1 At the Business Planning event, the current seven strategic objectives were reviewed which resulted in 5 strategic objectives being identified. To assist with consulting tenants and stakeholders over the new strategic objectives the Management Team have drafted strategic priorities for each of the new objectives which will be delivered over the life of the new plan. Appendix 2 sets these out.
- 2.2 Committee is invited to discuss the proposed priorities and subject to any amendments approve them for tenant, staff and other stakeholder consultation. The consultation will run from w/b 26<sup>th</sup> January to 16<sup>th</sup> February. To encourage engagement with our tenants, a prize draw of 6 x £20 gift cards will be held. The results of the consultation will be reported at the February Committee meeting.

## 3. First Draft of BP Section – Operating Environment

- 3.1 Taking account of the discussions at the Business Planning event, the Management Team has begun drafting the section of the Plan relating to the operating environment. The draft is attached at Appendix 3. Key matters affecting the Sector have been considered. Committee is invited to discuss the first draft and decide whether further information should be included. Committee is asked to note that the Management Team may continue to make changes to the draft until the final draft is presented at the March meeting.

## 4. Draft 30 Year Projections

- 4.1 As Committee is aware the Finance & IT Manager is presenting the first draft of the 30 Year Projections at the meeting for Committee to discuss.

## 5. Risk

- 5.1 We have considered risk in relation to the development of our new Business Plan and have identified the key risks under the following risk categories.

Risk Category	Mitigating Measure
<b>Governance:</b> Approach to business planning is ineffective Business Plan is not comprehensive or robust	Business Planning Event facilitated by Governance Consultant which strengthens our planning processes as this brings independent and experienced advice and guidance to the process;

	<p>Consideration of our operating environment in a wider and local context;</p> <p>Awareness and understanding of potential or known impact of any factors and challenges identified;</p> <p>Consideration of factors/challenges and if they pose a risk to Rosehill and the delivery of our plans and objectives;</p> <p>Consideration of any risks that may arise from our planned activities;</p> <p>Review of Strategic Risks;</p> <p>Review of SWOT analysis;</p> <p>Tenant, staff and other stakeholder consultation</p>
<p><b>Legal and Regulatory:</b></p> <p>Inadequate compliance with Regulatory Requirements</p>	As above
<p><b>People:</b></p> <p>Low engagement</p> <p>Lack of support for our proposed plans and objectives;</p>	<p>Consultation with tenants, staff and other stakeholders – offering a range of ways to provide feedback;</p> <p>Committee take account of feedback before finalising plans and objectives;</p> <p>Incentives (prize draw) for tenants to engage.</p>

## 6. Delivery of our Strategic Objectives

Area	Related Strategic Objective(s)
Business Planning processes including consultation	<p>7) Achieve the highest standards in all that we do</p> <p>6) Use resources efficiently and effectively</p> <p>2) Engage effectively with tenants and service users</p>

## 7. Application of our Core Values

Area	Related Core Value(s)
Business Planning processes including consultation	<ul style="list-style-type: none"> <li>• Engaged and Responsive;</li> <li>• Accountable and Compliant;</li> <li>• Excellent and Committed</li> </ul>

## 8. Compliance and Assurance

- 8.1 By undertaking robust business planning processes and taking account of The Regulator's Business Planning Guidance we are complying with Regulatory requirements. In particular, we are meeting the following Regulatory Standards:

Compliance Source	Details
The Standards of Governance and Financial Management for RSLs	<p><b>Standard 1</b> - The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p> <p><b>Guidance 1.1</b> - 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.</p> <p><b>Standard 2</b> - 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 the sustainable achievement of these priorities.</p> <p><b>Guidance 2.4</b> - The RSL actively seeks out the needs, priorities, views, concerns and aspirations of tenants, service users and stakeholders. The governing body listens to its tenants and service users and takes account of this information in its strategies, plans and decisions.</p>

	<p><b>Standard 3</b> - The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.</p> <p><b>Guidance 3.3</b> – 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.</p> <p><b>Standard 4</b> - The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation’s purpose.</p> <p><b>Guidance 4.4</b> - The governing body identifies risks that might prevent it from achieving the RSL’s purpose and has effective strategies and systems for risk management and mitigation, internal control and audit.</p>
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## 9. Summary and Decisions Required

9.1 Following the business planning event in November, preparations are underway to develop the new 5 Year Business Plan. The Management Team has begun to draft elements of the new Plan. Section 2 of this report covers the proposed strategic priorities that flow from the five new strategic objectives which are set out in Appendix 2. These require initial approval from the Committee, following which they will be put out for consultation. Section 3 of this report covers the first draft of the operating environment, the detail of which is set out in Appendix 3. The draft is for Committee to discuss and decide whether any other information should be added. The draft operating environment may continue to be developed until the final draft is presented for Committee approval at the March meeting.

9.2 Risk has been considered at Section 5.

- 9.3 Section 6 shows how our approach to developing our new business plan contributes to the delivery of our strategic objectives.
- 9.4 Section 7 shows how our approach to developing our new business plan contributes to the application of our core values.
- 9.5 Section 8 demonstrates how we comply with regulatory requirements.
- 9.6 Committee is asked to consider this report and Appendices 2 and 3 and decide the following:
- In terms of Appendix 2 whether any other strategic priorities should be added or any amendments should be made to the proposed priorities;
  - To approve the strategic priorities, subject to any changes, to be put out for tenant, staff and stakeholder consultation.
  - To discuss the draft Operating Environment Section (Appendix 3) and decide if any further information should be added.
- 9.7 Committee is also asked to approve the proposal for the production of the Business Plan which will involve creating data books which contain the detail behind the Business Plan.