

Rosehill Strategic Objectives									
	1. Provide high quality and affordable homes	4. Be innovative and risk aware	7. Achieve the highest standards in all that we do						
	2. Engage effectively with tenants and service users	5. Build and contribute to effective partnerships							
	3. Deliver value for money	6. Use our resources efficiently and effectively							
Finance Operational Work Plan									
Item No.	Link to Strategic Objective	Key Activity/Target	Outcomes	Evidence	Target date				
1	1. Provide high quality and affordable homes.	1. Provide financial input and modelling to support maintenance and improvement of existing stock. 2. Explore and support opportunities for construction and purchase of new stock. 3. Model and support viability assessments of measures to meet the SHNZ targets whilst maintaining the long term viability of Rosehill.	1. Model potential viability of the Gowanbank development. 2. Model viability of the SHNZ costs and pilot programme. 3. Implement IRR/ investment appraisal for off the shelf purchases.	1. Go/No go model of viability for development. 2. Understanding and estimation of potential costs of SHNZ. 3. Improved scope for stock increase through refined appraisal model.	Q2, Q3, Q4 >> FY25/26				
2	6. Use our resources efficiently and effectively.	1. Drive efficiencies through procedural and workload review. 2. Enhance efficiency and responsiveness through digitisation.	See Items 26, 27, 28	1. Staff spend less time doing manual tasks. 2. Data is more readily available for decision making.	31/03/2026 & 30/09/2025				
3	5. Build and contribute to effective partnerships.	1. Introduce new budget cycle and timeline and manager scrutiny of spends through zero based budgeting. 2. Implement monthly budget reporting and budget holder meetings to provide financial insight and assistance to non-financial users.	1. Costs are adequately justified and budget slack reduced. 2. Costs are more tightly controlled and value for money drives decisions. 3. Budgets are more readily available and managers understand where each budget is on a line by line basis.	1. Budgets produced earlier 2. Budget holders take responsibility for their budgets and variances within. 3. Costs are scrutinised and reduced/ quality improved. 4. Budget holders have the information and tools regularly to manage their budget.	31/12/2025				

4	4. Be innovative and risk aware.	<p>1. Enhance TM policy to more closely link to CIPFA Code and ensure the Organisations treasury function is effective and providing the best outcomes for the associations resources.</p> <p>2. Explore and support the further development of the digital inclusion strategy 3.support and review feasibility of community projects.</p> <p>4. implement new management reporting cycles to provide near live data to better inform decision making and proactiveness.</p>	<p>1. Treasury management policy is in sync with CIPFA code. 2. Review, in line with TM policy, the banking and investment pool and offering to ensure the treasury management function is effective and utilises the resources of the association. 3. increased reporting (monthly from quarterly) in line with Item 3 to allow management information to be near live and readily available.</p>	<p>1. Bridging policy is in line with CIPFA code.</p> <p>2. Investment and risk offerings are enhanced to utilise the assets of the association.</p> <p>3. Board agree to measures. 4. Increased returns from assets held and greater contribution achieved toward running and reserves.</p>	31/12/2025						
5	3. Deliver value for money.	<p>1. Review supplier list and running costs to achieve the best value for money whilst maintaining or improving quality in service delivery and efficiency.</p> <p>2. Explore the current procedures and digital tools for relevance, efficiency, and value for money.</p> <p>3. Develop finance function to be a trusted advisor and provide scrutiny and support in budgetting, cost control, and performance management and reporting</p>	<p>1. Review supplier list and analyse service provision spend. Collaborate with budget holders to understand spend, need, and value for money. 2. In line with items 26, 27, 28. Procedures reviewed for inefficiency and need and the use of new technology to reduce manual labour time and improve finance service offering through value added tasks in analysis and "business partner". 3. Through efficiency from procedural review, develop finance function to provide more insight and analysis and supporting real time information and reporting development.</p>		31/12/2025 & 30/12/2025						
6	7. Achieve the highest standards in all that we do.	<p>1. Ensure policies and procedures meet legal and regulatory standard.</p>	<p>1. Ensure that the policies and procedures are up to date, reviewed within set out timelines, and conform with regulation and best practice.</p>	<p>1. Policies are relevant and in date</p>	31/03/2026						
Other Key Tasks:											
		Internal reporting									
7	6. Use our resources efficiently and effectively. Build and contribute to effective partnerships.	<p>5.</p> <p>Management Accounts</p>	<p>Prepare management accounts and analysis and report results to Committee quarterly</p>	<p>1. Committee receive reports by agreed timeline.</p> <p>2. Committee are well informed and understand the financial information.</p>	Q2, Q3, Q4						
8	3. Deliver value for money. 5. Build and contribute to effective partnerships.	<p>Annual Budget</p>	<p>1. Prepare annual budget in conjunction with budget holders 2. Monitor budget throughout the year and provide sectional reports to Budget holders on quarterly basis.</p>	<p>See item 3</p>	<p>1. Q3 2. Q2 onwards</p>						

9	6. Use our resources efficiently and effectively.	30 Year Plan	1. Collate information provided by budget holders. 2. Prepare 30 year plan using information. 3. Ensure assumptions used are sound. 4. Prepare KPI and Sensitivity analysis	1. Production of robust 30 year plan	Q4 FY 25/26								
10	6. Use our resources efficiently and effectively.	Treasury compliance	1. Prepare Treasury Management report and report to committee in line with management accounts.	1. Committee are well informed of treasury management activities	30/04/2025								
11	4. Be innovative and risk aware.	Risk management	1. Continuous monitoring of the organisations risk register and identifying opportunities of mitigation.	1. pertinent risks are reviewed continuously and updated accordingly.	Continuous, Q4 review								
12	6. Use our resources efficiently and effectively.	KPI monitoring and Benchmarking	1. Monitor and report data required against outlined benchmarks within business plan. 2. Compare this to the sector analysis of SHR submissions. 3. Review better benchmarking tools for value for money and output. 3. Assist and support in smoother data collection and collation.	1. Collation of benchmarking data. 2. Improved process for collection and collation. 3. External benchmarking in value for money and time spent explored.	30/04/2025								
13	7. Achieve the highest standards in all that we do	Ensure all policies and procedures meet regulations and best practice	1. Policies are up to date, accurate and reviewed prior to anniversary.	1. Anniversary reviews complete and changes approved by board. 2. Policies compliant with legislation and practice	Continuous								
		External Reporting											
		HMRC:											
14		VAT	1. No VAT - Consider VAT registration/reson for de-registration	N/A until further notice	No deadline, however continuously assessed and considered.								
15	6. Use our resources efficiently and effectively.	CIS	Ensure CIS submissions and payments are completed in line with prescribed deadlines	1. Submissions and payments meet prescribed deadlines	Q2, Q3, Q4								
16	6. Use our resources efficiently and effectively.	Corporation tax	Ensure Corporation tax submissions and payments are completed in line with prescribed deadlines in conjunction with tax advisor.	1. Submissions and payments meet prescribed deadlines	Q3 2024								

24	6. Use our resources efficiently and effectively.		<p>1. Ensure statutory pension submissions are complete within prescribed deadlines. 2. Ensure pension assumptions used in asset/deficit calculations are sound and fit for the associations outlook. 3. Pensions accounted for correctly at financial year end and disclose true and fair view. 4. Explore potential risks to the association from DB pension scheme and explore closure of the DB pension scheme to new entrants and/or closure and debt crystallisation.</p>	<p>1. Submissions and payments meet prescribed deadlines. 2. Pension assumptions are agreed by auditor and deficits are accurate. 3. Explore tailored risks of DB continuation and these are quantified and understood.</p>	Q2, Q3, Q4						
25	6. Use our resources efficiently and effectively. Deliver value for money	3.	<p>1. Ensure the insurance cover is appropriate and mitigates risk appropriately from the association. 2. Ensure value for money is achieved without compromising cover or excess.</p>	<p>1. Insurances are tendered and cover is appropriate and provides value for money.</p>	31/03/2025						
26	6. Use our resources efficiently and effectively.		<p>1. Support development of digital strategy and digital inclusion initiatives.</p>	<p>1. Digital strategy is future looking and fit for purpose. 2. Continue to support tenants in relation to digital inclusion.</p>					support		
			Operational improvement								
27	6. Use our resources efficiently and effectively. Build and contribute to effective partnerships.	5.	<p>1. Develop staff team to ensure the most effective use of skills and talents. 2. Develop training plan to ensure skillsharing and absence cover is sufficient to continue operations. 3. Provide and seek training opportunities to allow staff to become experts in their field.</p>	<p>1. Staff ability is enhanced and more value added tasks are being carried out</p>	30/09/2025						
28	6. Use our resources efficiently and effectively. Build and contribute to effective partnerships.	5.	<p>1. Review and develop internal procedures to ensure first class service delivery. 2. Improve internal systems to allow realtime information availability and drive business change and efficiency through value added tasks</p>	<p>1. obsolete of non-functioning procedures are cut out or improved.</p>	31/03/2025						

	<p>6. Use our resources efficiently and effectively. 7. Achieve the highest standards in all that we do</p>	<p>Internal audit</p>	<p>1. Tender for internal audit services. Coordinate and be the key point of contact for Internal audit services</p>	<p>1. Internal audit services are procured and value for money achieved. 2. internal audit reviews are meaningful and provide meaningful insight. 3. internal audit recommendations are implemented (if agreed) and followed up.</p>	<p>Q4</p>					