

Section Operational Plan 2024/25: Finance Services

Strategic Objective	Key Activity/Target	Outcome(s)	Specific Activities for Year 3	Deadline	Lead role
(1) Provide high quality and affordable homes	Assess the viability of the development of the site we now own at the former Gowanbank Primary School for net zero homes.	Established Viability of Deveopment	Carry out financial appraisal for potential new build development at Gowanbank	Q3/Q4	W+B
(3) Deliver value for money	As a minimum continue to cap rent increases to inflation only	Rents remain affordable; Rents remain lower compared to neighbouring RSLs; Rents remain amongst the lowest in Scotland	Contribute to Annual Rent Review	Q3	W&B
(6) Use our resources efficiently and effectively	Benchmark our costs and outcomes against other landlords to find performance gaps, identify areas for action and promote a culture of continuous improvement	Be clear on how we compare with other Landlords Are better informed of improvements needed	Benchmark results from SHR AFS 2023/24;	Q4	W&B/SFO
	Continue to support the development of our people (committee and staff) through access to good quality training and learning/development opportunities	Our people are equipped with the necessary skills to carry out their roles to the highest standards	Annual Training Plans 2024/25	Q1	SFO
(7) Achieve the highest standards in all that we do	Establishment of factoring service for Glenmuir Estate	Providing a factoring service in accordance with our written statement of service	Undertake specific financial tasks to support factoring service	Q1-Q4	SFO
	Ensure our policies and practices meet legal and regulatory requirements	Policies are up-to-date and comply with legal/regulatory requirements	Review Treasury Management Policy	Q3 Q1	W+B SFO
Other Key Tasks	Ensure we continue to comply with DP and FOI requirements	Ongoing compliance with DP, FOI	Annual data cleansing exercise in accordance with Retention Policy	Q1	SFO
	Annual Review of 5 Year Business Plan 2021-26	Our Annual Plan reflects current challenges and priorities. Identified resources required for delivery of objectives and priorities	Contribute to Annual Plan Produce Finance Section Operational Plan in conjunction with Director	Q3/Q4	W+B/SFO SFO
	Publish an Annual Performance Report	Tenants provided with clear information on how we are performing, complied with Regulatory Requirements	Provide required financial information for Annual Report - 31/03/24	Q2/Q3	W&B
	Production and Submission of ARC	Accurate submission;	Provide any financial information required for ARC	Q1	SFO
	Participation in National Fraud Initiative - RSLs Pilot	External validation of our internal controls and processes	Submit required data to Audit Scotland	Q3	SFO
Strategic Objective	Area	Task	Timescale/Deadline/Target	Lead Role	
(6) Use our resources efficiently and effectively	Management Accounts	Prepare Management Accounts and Supporting Schedules	Q1-Q4	W+B/SFO	
	Annual Budget	Collate budget information provided by Section Managers Prepare Annual Budget and Supporting Schedules	Q3 Q4	W+B	
	30 Year Financial Projections	Collate information provided by Section Managers Prepare 30 Year Financial Projections including KPIs, loan covenants & sensitivity analysis	Q3 Q4	W+B	

Treasury Management	Collate loan & deposit information	Q1	W+B
	Prepare annual treasury management review and report to Management Committee	Q1	
Financial Statements	Prepare Financial Statements and Supporting Schedules	Q1	W+B/SFO
	Liaise with Auditors whilst on-site collating any additional information requirements	Q1	W+B/SFO
	Present Financial Statements to Management Committee for Approval	Q2	Ext Auditor
	Present Financial Statements at AGM	Q2	W+B
SHR Loan Portfolio Return	Prepare return and present to Management Committee for approval	Q1	W+B
SHR Five Year Financial Projections Return	Prepare return and present to Management Committee for approval	Q1	W+B
SHR Audited Financial Statements Return	Prepare return and present to Management Committee for approval	Q2	W+B
Statutory returns	Preparation and submission of CIS, Payroll, Pension Returns as they fall due	Q1-Q4	SFO
Covenant compliance	Monitor and report on loan covenants	Q1-Q4	W+B/SFO
Factoring Management Fees	Contribute to Annual Review of Costs	Q3/Q4	SFO
Service Charge Costs	Annual Review of Costs	Q3/Q4	SFO

Provide necessary info for TS Manager to review Factoring Management Fees