

## For Approval

Agenda Item: 11.1  
Date of Meeting: 25/03/26

To: The Management Committee

From: The Director

Subject: New 5 Year Business Plan 2026-31 and Section Operational Plans

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### 1. Introduction and Purpose

- 1.1 Our new business plan has been developed following the business planning day in November which covered various matters including: our operating environment and where we wanted to be in 5 years. This resulted in a revised Vision, Values and Strategic Objectives and refreshed SWOT analysis and strategic risks. Committee also considered an “options appraisal” to determine if our current model of an independent community based charitable RSL remained fit for purpose. After considering the alternative models, Committee concluded that to best serve the interests of its tenants, Rosehill should remain an independent community based RSL.
- 1.2 Over the last 2 months Committee has been presented with drafts of various sections of the Business Plan for consideration. Last month Committee considered the feedback from tenants and stakeholders about our proposed plans, which showed that the vast majority of respondents supported our plans. This resulted in the Committee formally approving the Strategic Objectives and Priorities.
- 1.3 Committee is reminded that the approach to the new Business Plan involves producing a high-level BP for publishing. The detail and supporting information will be contained in Data Books which will be held internally and can be provided if required e.g. if requested by SHR. The data books are held on the Board Portal as follows:  
  
Business Plan > New Business Plan 2026 – 2031 > Data Books
- 1.4 The purpose of this report is to present the high-level Business Plan for 2026-31 for Committee’s consideration and approval. The intention would then be to pass the Plan to the designer of our newsletters and other publications, to design it for publication.
- 1.5 The Committee is also being asked to consider and approve the draft Section Operational Plans 2026/27

## 2. New Business Plan 2026-31

2.1 Attached is the draft new high level Business Plan. It consists of 7 sections:

Section 1 – Introduction, Purpose and Developing our Plan

Section 2 – Vision, Values and Strategic Objectives

Section 3 – About Us

Section 4 – Operating Environment

Section 5 – Risk Management

Section 6 – Financial Management

Section 7 – Delivering our Plan and Measuring our Success

Section Operational Plans

2.2 Attached are the draft Operational Plans for Corporate Services & HR, Finance & IT, Housing Services and Technical Services. I have also drafted an Annual Plan of Priorities for the Chief Executive. However, I would expect the new CEO would want to review this and make changes. Therefore, this should be brought back to Committee for approval.

## 3. Risk

3.1 We have considered risk in relation to developing our new 5 Year Business Plan and have identified the main risks as follows:

Risk Category	Mitigating Measure
<b>Governance:</b>  Business Plan not sufficiently robust; Insufficient consideration of operating environment and strategic risks; Fail to deliver business plan commitments	Business Planning Day which considered operating environment, options appraisal, where we want to be in 5 years. Resulting in a refreshed SWOT analysis; Strategic Risks; new Vision, Values and Strategic Objectives; Robust financial planning and comprehensive stress testing (30 year projections); Quarterly reports to Management Committee on progress with Section Operational Plans. Remedial action will be agreed for any objectives and targets not on track.

	Annual reviews throughout life of new 5 year plan to ensure BP remains relevant and takes account of any new/emerging challenges and risks. Annual options appraisal built into annual reviews.
<b>Legislative and Regulatory:</b>  As above Not meeting Regulatory Standards 1, 2, 3 and 4	As above

#### 4. Delivering our Strategic Objectives

Area	Related Strategic Objective(s)
Business Planning processes and production of new 5 Year Plan	7) Achieve the highest standards in all that we do 6) Use resources efficiently and effectively

#### 5. Application of our Core Values

Area	Related Core Value(s)
Business Planning processes and production of new 5 Year Plan	<ul style="list-style-type: none"> <li>• Engaged and Responsive</li> <li>• Accountable and Compliant;</li> <li>• Efficient and Responsible;</li> <li>• Excellent and Committed</li> </ul>

### 6 Compliance and Assurance

- 6.1 By carrying out our business planning processes we are ensuring that our new 5 Year Business Plan is relevant and reflects the current risks and challenges/issues that we need to take account of and that financial planning is robust and effective. This means we are compliant with the following Regulatory Standard(s):

Compliance Source	Details
The Standards of Governance and Financial Management for RSLs	<b>Standard 1</b> - The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

**Guidance 1.1** - 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 2** - 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.

**Guidance 2.1** - The RSL gives tenants, service users and other stakeholders information that meets their needs about the RSL, its services, its performance and its future plans.

**Guidance 2.4** - The RSL 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.

**Standard 3** - The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.

**Guidance 3.3** - 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><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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## 6.2 Evidence Bank

Evidence	Assurance Exercise Location
<ul style="list-style-type: none"> <li>• Report for 25/03/26 meeting;</li> <li>• New Business Plan 2026 - 31</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Standard 1 – Guidance 1.1</li> <li>• Regulatory Standard 2 – Guidance 2.1 and 2.4</li> <li>• Regulatory Standard 3 – Guidance 3.3</li> <li>• Regulatory Standard 4 – Guidance 4.4</li> </ul>

6.2.1 Committee is reminded that our Assurance Exercises are available in the Committee Log-in Area of our website, which Committee can access at any time.

## 7. Summary and Decisions Sought

7.1 Following the business planning day in November in relation to our preparations for our new 5 year plan, Committee has considered various drafts of sections of the new plan over the last 2 months. In addition, Committee considered the feedback from the consultation over our proposed strategic objectives and priorities, acknowledging that on average 90% of respondents supported our plans. This resulted in Committee formally approving the objectives and priorities at its February meeting.

7.2 The new style Business Plan will be a high-level Plan which once approved by Committee, will be published after it has been designed by our newsletter/other publications designer. The detailed information and supporting documents will be contained in data books, which will be held internally and made available if required e.g. if requested by The Regulator. The Data Books are held on the Board Portal.

- 7.3 The final version of the new style Plan is attached for Committee's consideration and approval, along with the draft Section Operational Plans.
- 7.4 Risk is considered at Section 3.
- 7.5 Section 4 shows how carrying out our business planning processes and developing a new 5 Year Business Plan, links to the delivery of our strategic objectives.
- 7.6 Section 5 shows how carrying out our business planning processes and developing a new 5 Year Business Plan, links to the application of our Core Values.
- 7.7 Section 6 sets out how we comply with Regulatory requirements.
- 7.8 Committee is asked to consider and approve the high level Business Plan but to ensure Committee is satisfied that the Plan meets its needs and reflects the decisions it has made, it is strongly advised to consider the Data Books that underpin the Plan.
- 7.9 Committee is also asked to consider and approve the draft Section Operational Plans. Committee is asked to note that I have drafted a Chief Executive's Annual Plan of Priorities which will need further review once the new Chief Executive is in place. Therefore, it is likely that an amended Plan will subsequently be brought to Committee for further consideration and approval.