

To: The Management Committee
From: The Director
Subject: 5 Year Business Plan 2021-26 – Annual Review and Proposed Key Priorities/Activities for 2022/23: Outcome of Tenant Consultation

1. Introduction and Purpose

1.1 We are almost at the end of Year 1 of our new Business Plan. In July 2022 Committee held its annual business planning event to consider the following:

- Where we are at with achieving our priorities for Year 1;
- The challenges facing Rosehill and the Social Rented Sector;
- Understanding the local and wider context that we operate within.

1.2 The outcome of the event resulted in a refreshed Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis and proposals for our key priorities for Year 2.

1.3 The purpose of this report is to present the following for Committee's consideration:

- The revised SWOT Analysis
- The findings of the tenant consultation about our proposed priorities for Year 2
- The draft Programme of Key Priorities/Activities for Year 2 (2022/23)
- The Strategic Risk Register

1.4 Following consideration of the above, Committee will be asked to approve the revised SWOT Analysis and Programme of Key Priorities/Activities 2022/23. Committee will also be asked to review the Strategic Risk Register and determine if any changes are required.

2. Outcome of Annual Business Planning Event

2.1 Revised SWOT Analysis

2.1.1 Following consideration of our operating environment both in a local context and the bigger picture and the challenges facing Rosehill and the

Social Rented Sector as a whole, participants (Committee and Management Team) broke into 2 groups to consider the SWOT analysis. Not surprisingly similar matters and issues were discussed and identified by both groups.

2.1.2 When drafting the new SWOT Analysis, I took account of the current SWOT Analysis (2021) and established that a number of the items and issues were the same. The draft for 2022 is attached at 12.2.1. The text in blue relates to items/issues that were in the 2021 Analysis which were not specifically covered at the Group Sessions. Committee is asked to consider these and decide whether they are still relevant and should be included in the revised SWOT Analysis 2022.

2.2 Proposed Priorities for Year 2 (2022/23) – Outcome of Tenant Consultation

2.2.1 Our proposals for next year’s priorities, as identified at the group sessions at the Annual Business Planning event, were put out for tenant consultation earlier this month. The consultation leaflet and link to the survey (using SurveyMonkey) were uploaded to our website, with links text and/or emailed to the majority of our tenants. The remaining tenants received a paper copy. The consultation ran from 9th August to 20th August (4 pm deadline). By the end of the consultation, we received a total of 54 responses.

Online Survey	43
Paper Survey	11

2.2.2 The survey consisted of 12 main questions and a 13th asking the tenants to provide their contact details. Questions 1, 3, 5, 7, 9 and 11 set out our Strategic Objectives and the associated priorities and activities we proposed to undertake. The question asked for each of these was “To what extent do you agree with the type of activities we are planning to do?” Attached (12.2.2) is a copy of the survey to remind Committee of the survey questions.

2.2.3 Also attached are the results from both the online and paper surveys (12.2.3). Committee is asked to note that 6 of the online surveys were classed as “incomplete” from the SurveyMonkey results as only a small number of questions were answered. Therefore, the total number of respondents for each question will vary.

2.2.4 As can be seen from the attached table (12.2.3) the majority of tenants who responded supported the various priorities we are proposing, which will deliver our 7 Strategic Objectives.

2.2.5 In terms of any “strongly disagree or disagree” results, 2 tenants selected disagree for 2 separate questions.

Question	Response	Reason
Q1. Relates to Strategic Objectives 1 and 3 (Provide high quality affordable homes, Deliver value for money)	Disagree	Tenant dissatisfied with works done under radiator replacement programme and previous boiler install.
Q5. Relates to Strategic Objective 4 (Be innovative and risk aware)	Disagree	No reasons given.

2.2.6 In terms of the first tenant, the reasons given for disagreeing have been the subject of a complaint which has been handled through our formal complaints process which has now been exhausted. The tenant has been advised, as per our Complaints Handling Procedure, that if they remain unhappy they can refer the matter to the SPSO.

2.2.7 The second tenant did not provide any reasons for answering “disagree” and unfortunately did not provide their name and contact details at the end of the survey. Therefore, we are not able to explore this further.

2.2.8 Attached at 12.2.4 is a summary of the suggestions or comments made by respondents in relation to the question “Are there any other activities you think we should be doing...”. As can be seen from the summary the feedback was quite singular in nature, so it wasn’t possible to identify any particular trends. There were four references that included kitchen and/or bathroom renewals in relation to Q2 (relating to Strategic Objectives 1 and 3). Unfortunately, one of them was from an anonymous respondent but the location of the other respondents showed that two were from the original stock and one was from one of the older new builds in Nitshill. Due to the small numbers involved it isn’t possible to draw any particular conclusions.

2.2.9 Due to the small number of respondents who provided suggestions/comments I intend to pass on the information to the relevant Managers, who will be responsible for ensuring the tenants are contacted to discuss the points raised. We will aim to complete this exercise by mid-October at the latest.

2.2.10 Committee is asked to consider the results from the consultation including the suggestions provided by tenants and to discuss further at the meeting.

2.3 Draft Programme of Year 2 Priorities (2022/23)

2.3.1 The draft programme, which is attached at 12.2.5 covers the key priorities we consulted our tenants on. Committee is aware that we only put out for consultation the priorities that are likely to be of most interest to our tenants e.g. renewal of kitchens, bathrooms, etc, any changes to service provision, and any plans to provide tenants with advice and support on various matters. We do not include other priorities that we need to undertake to support the running of the business e.g. carrying out internal audit, undertaking assurance processes throughout the year, production of Annual Performance Report and the submission of various statutory returns to name but a few. These are key functions that need to be added to the final draft of the Annual Programme. The final draft will be presented at the September meeting for Committee approval. In the meantime, Committee is asked to consider the draft Programme attached at 12.2.5, taking account of the consultation results, and approve it.

3. Strategic Risk Register

3.1 As part of the annual review of our Business Plan, Committee carry out a review of our Strategic Risk Register (formerly referred to as Material Risk Register). Committee needs to decide if any of the current risks set out require any revision, should be deleted or if new risks need to be added. Attached is a copy of our current Strategic Risk Register (see 12.2.6).

3.2 Risk Management was the subject of one the Internal Audits carried out earlier in the year. One of the recommendations from the Audit was that risks should be separated into 2 registers, Strategic and Operational. Over the last couple of months, we have developed 2 new registers, transferring over all the risks set out in our previous registers (material risks, medium risks, and low risks). This resulted in more risks being identified as strategic.

3.3 When reviewing the Strategic Risk Register Committee may wish to take account of the SWOT analysis and our proposed Programme of Key Priorities for 2022/23.

3.4 This review will assist with the process for the Annual Risk Strategy Statement which will be carried out at the September Committee meeting.

4. Assurance and Compliance

4.1 By carrying out annual reviews of our Business Plan we are ensuring that our 5 Year Business Plan remains relevant and reflects the current risks and challenges/issues that we need to take account of. The Business

Planning process ensures we are compliant with the following Regulatory Standard(s):

Regulatory Standard	Guiding Standard
1. The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.	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.
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.	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. 2.4 The RSL seeks out the needs, priorities, views and aspirations of tenants, service users and stakeholders. The governing body takes account of this information in its strategies, plans and decisions.
3. The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.	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.
4. The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.	4.3 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.

5. Risk Management

- 5.1 By carrying out Annual Reviews of our Business Plan including a review of our SWOT Analysis, strategic risks and seeking the view of our tenants on the next year's priorities, we are ensuring that our Business Plan remains relevant. This process mitigates the risk of having an outdated,

ineffectual Business Plan and ensures Committee continues to set Rosehill's strategic direction and to oversee Rosehill's Business Plan.

6. Summary and Decisions Required

- 6.1 We have almost completed the first year of our new 5 Year Business Plan 2021-26. In preparation for Year 2 we are undertaking our annual review of the Business Plan. As part of this we held an "Away Day" in July with the Management Committee and Management Team, with the event being facilitated by Linda Ewart.
- 6.2 The outcome of the event was a revised SWOT Analysis and proposals for our key priorities for Year 2 (2022/23) which would be subject to tenant consultation. The draft SWOT Analysis is attached (12.2.1). The outcome of the consultation is covered under section 2.2 of this report which shows that the majority of tenants support our plans for next year. Further information about the results of the consultation is covered in attachments 12.2.3 and 12.2.4).
- 6.3 As part of the Annual Review of the Business Plan, Committee needs to review our Strategic Risk Register. Committee may wish to take account of our revised SWOT Analysis and draft Programme of Key Priorities for Year 2 when reviewing the Risk Register.
- 6.4 By undertaking business planning processes (Annual Review of Business Plan) and consulting with our tenants we are complying with Regulatory Standards as set out in Section 4.
- 6.5 We have considered the associated risks as set out in Section 5.
- 6.6 Committee is asked to consider this report and attachments and decide the following:
 - SWOT Analysis – are the matters (in blue text) which were part of the 2021 Analysis still relevant and should be included in the revised version?
 - To approve the draft Programme of Key Priorities for Year 2 on the basis that the Final Draft (which will incorporate other key business priorities) will be presented to Committee for approval at the September meeting;
 - Review of Strategic Risk Register – are any changes required to the risks including the deletion or addition of new risks? Subject to any changes, approve the Strategic Risk Register.

- 6.7 Committee is asked to note that the matter of the Annual Risk Strategy Statement will be discussed at the September meeting. Following completion of this, a draft of the Business Plan 2021-26 – Annual Plan 2022/23 will be presented at the October meeting for Committee's consideration and approval.