

Report to: Management Committee 11th April 2019

Prepared by: Marion Menabney, Chief Executive

Subject: 2019 Strategic Planning

Introduction

The purpose of this report is to keep members informed of progress with the development of the Association's 2019 Strategic Plan and to confirm the organisation's planning framework.

The Plan will cover the period 2019 – 2022, with annual reviews to ensure targets and outcomes are consistently current. Strategic decisions made during the organisational review conducted in February 2019 will inform key objectives for the future.

The format and content of the Plan has been developed to comply with SHR guidance. The Strategic Plan is an appendix of the Association's Business Plan for the period 2019 – 2022. It is anticipated both Plans will be presented to Committee by 27th June.

Strategic Planning Inputs

As with the Business Plan, the Strategic Plan is not a single stand-alone document; rather a summary of a combination of various inputs which reflect the Association's strategic direction and key operational targets. These include:

- Short, medium and long term financial forecasts
- Strategic goals across all business activities
- Effective performance review processes
- Updated asset management strategies
- Appropriate governance and staffing structures
- Relevant training and development systems
- Compliance with all Regulatory Standards
- Ongoing risk management assessments
- Regular policy reviews and updates
- Optimum use of information technology where possible
- Robust customer engagement strategies
- Periodic environmental scanning

Yorkhill Housing Association's Mission

As agreed at the strategic review on February 23rd, the Association's Mission Statement has been updated to more accurately reflect its current purpose.

'Yorkhill Housing Association aims to provide quality, sustainable and affordable social housing along with responsive effective local service provision'

Organisational Objectives

Yorkhill Housing Association's key objectives were confirmed as:

- Local control and accountability
- Provision of affordable social housing based on need
- Effective responsive local service provision for residents
- Viability and value for money
- Equality of opportunity and access to all customers
- Compliance with all legal and regulatory obligations

These objectives underpin all activities undertaken by the Association

Planning process

Following the strategy review in February, section meetings have been arranged for April and May, to enable all managers to discuss strategic and operational priorities with the Chief Executive. Each section will produce an operational plan to align with strategic objectives for the short term (1 year), and medium term (3 years and beyond). Where appropriate, ARC outcomes are used to set performance targets.

To ensure risk, assurance and value are considered across all business activities, each section will incorporate the following within their Plans:

- Regular review of Risk Registers
- Ongoing assessment of performance and practice against Regulatory Standards
- Consideration and contribution to the organisation's Value Strategy

The progress of operational plan achievements will be monitored regularly by the Senior Management Team.

The topics to be covered with the relevant sections include, but are not restricted to, the following issues which were agreed by Committee during the strategic review:

- Recruitment of new committee members
- Review of allocations policy
- Stakeholder consultation methods and subjects
- Development of a Value Strategy
- Preparations for implementing Freedom of Information procedures
- Completing procurement of Internal Audit services
- Development of an Audit Plan
- Investigation of possible development projects (including ONC)
- Staff well-being initiatives
- Review of internal component lifespans
- Potential to improve local bulk collection services
- Progression of common repairs to listed properties at Argyle Street
- Improving communication links with community groups
- Review of IT provision and requirements
- Completion of Equality and Diversity Strategy
- Reporting requirements to align with new regulatory requirements
- Affordability Strategy
- Updated Standing Orders

Reporting

The Management Committee and/or appropriate sub committees will receive regular reports on progress with the strategic and operational objectives. Frequency and formats of reports to be confirmed, but will generally follow the framework below.

Management Committee	Governance and Finance	Services
Will consider and approve decisions in relation to: <ul style="list-style-type: none"> - New Policy - Policy Review or Change - Strategy - Strategic Objectives - Strategic Risk - Compliance - Annual Returns - Financial Plans - Treasury Management <p><i>Detailed discussion may be delegated to the appropriate sub-committee on specific policy or strategy issues.</i></p>	Will consider and approve, or recommend on: <ul style="list-style-type: none"> - Draft Policies - Draft Financial Plans Will consider and approve decisions in relation to: <ul style="list-style-type: none"> - Management Accounts - Governance - Governance Risk - Finance and Admin - Finance and Admin Risk - HR matters - Health and Safety - IT and Communications 	Will consider and approve, or recommend on: <ul style="list-style-type: none"> - Draft Policies - Draft Service Plans Will consider and approve decisions in relation to: <ul style="list-style-type: none"> - Performance Targets - Performance Reports - All Service Provision - Operational Procedures - H Management Risk - Maintenance Risk - Factoring Risk - Commercial Properties

Recommendation

Committee members are asked to note and approve the contents of this report.