



Whiteinch & Scotstoun Housing Association Ltd



Business Plan ***2022-2023***

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1. Introduction

This document is Whiteinch & Scotstoun Housing Association's Business Plan for the operational year 1st April 2022 to 31st March 2023

In preparing the plan, the Association has endeavoured to embrace

Regulatory Standards of Governance and Financial Management:

Standard 1. *The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.*

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.*

Standard 4. *The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.*

A checklist of the full Standards that apply can be found in the appendices to the Plan.

To this end, the Plan is laid out in such a way that there is a clear path from the Association's Mission and Aims, to the Activities which the Association will undertake in the coming year to improve the effectiveness of the service it offers to its tenants, factored owners and other customers and potential users.

This year continues to be different from previous years, primarily due to the ongoing effects of the Pandemic situation and the restrictions on operations that the Association has been working through.

However, this year, in addition to current situation, the organisation will see a change of Chief Executive, with the new incumbent expected to take up post sometime between the first months of the second and third quarters. In effect, this means they will join at a time when, it is hoped, planning for a post-pandemic form of operation will be taking on a more informed, concrete approach. At the same time, this should allow the organisation to implement a postponed strategic review, the shape of which has to be influenced by the incoming Chief Executive who will then have to take ownership and control of its execution.

The Plan is therefore designed to account for these issues, largely continuing those objectives still running from last year as we move out of Covid and not imposing any approaches, at this point, which could conceivably restrict the next Chief Executive and their vision for the organisation.

2. Vision & Mission Statements/Aims

Vision:

Aiming for High Quality Homes in a Desirable Environment

Mission Statement:

At Whiteinch & Scotstoun Housing Association, we aim to provide and maintain the highest quality rented housing and environment. We also aim to support this with quality services and associated activities for the betterment of our community.

Aims:

- *To seek achievable development opportunities to extend the range of affordable quality housing choices within the area.*
- *To provide responsive, quality services which reflect the identified needs and demands of our community.*
- *To assess, plan, fund and carry out long-term maintenance and replacement requirements.*
- *To continuously support and develop our staff to enable them to maximise their personal potential and to better deliver services.*
- *To contribute to and participate in the social, economic, cultural and environmental regeneration of the area.*
- *To openly and actively work in partnership with whatever groups or organisations can assist the realisation of these aims.*

3. Strategic Direction

In recent years three strategic avenues have been agreed for the Association to pursue. These are all affected to a greater or lesser degree by radical changes in the political and economic environment since then. Consideration now has to be also given to the effects of the Pandemic and what these might mean in the shorter to medium term.

Growth: the Association had identified growth opportunities through increasing house numbers over the past few years to be achieved by two routes, development and stock transfer. This has been successful in the provision of 43 new build units and the addition of 316 former GHA houses.

Following the financial downturn in 2008, however, the Council stopped requesting the submission of an annual development bid (the Strategy & Development Funding Plan). However, since then they have since revived a form of this and have requested speculative proposals, advising that they wish to support the Association in any feasible development opportunities, if they can. Further to this, the Scottish Government now have a policy that expects an ambitious delivery of new social housing.

Unfortunately, all development possibilities within the area sit within the ownership of private concerns so the Association can merely seek to keep track of any movement or plans that may come to light.

Having been approached, in recent years, by the owners of sites within the Association's area of operation, efforts were made to realise housing developments on one or both of these. However, more recent indications from their respective owners make this seem less likely at the current time but the Association will remain open to any development possibilities that may yet arise.

In recent years, grant support was available from GCC, allowing the purchase and improvement of a small number of flats each financial year-end. While this more recently appeared to have come to a conclusion, the Association continued to identify possible properties should it be revived. It is now understood that there is an intent to revive the initiative but early indications suggest that it may not be adequately supported to make it economically viable. The Association will continue to lobby for appropriate funding and be prepared to take up any opportunities that are deemed to be of benefit.

Diversification: Whiteinch & Scotstoun Housing Association has been involved in Wider Role (that is, non-housing projects and activities) for some years now. This includes activities, such as regeneration projects (one-stop-shop; welfare advice; environmental developments; Whiteinch Community Association/Neighbourhood Centre support).

The Association has assisted Whiteinch Community Association to develop and run the Whiteinch Centre through setting up a joint company, Whiteinch Centre Ltd, which, amongst other things employs the Business Development Manager, to co-ordinate and seek funding for centre activities.

The government and the Scottish Housing Regulator have made clear that they see housing associations as key players in the delivery of regeneration and wider role activities to communities. The Association will therefore continue to focus Wider Role through its support of the Whiteinch Centre but has also decided that, in light of the effect of welfare reforms and the general economic downturn, it will specifically target projects aimed at assisting tenants economically and ensuring that the community and environment is as safe and attractive as possible.

This currently includes the employment of a Money & Financial Inclusion Officer and commissioning of an Energy Adviser.

Towards the end of 2017 the Association set up WS Estate Services, a social enterprise, to deliver a range of services

previously contracted out (initially, close cleaning, backcourt cleaning & uplifts, concierge services, etc). This project has since been expanded to include grounds maintenance, void clearance works, bulk uplift and close redecoration with a view to these services also being provided in a more flexible, cost-efficient and effective way.

Consolidation: in order to face recent challenges (Welfare Reform, procurement changes, Data Protection legislation, the austerity agenda, etc) and to best place the Association to face them for the future, detailed consideration of its continuing strategy is required. However, overriding this perhaps is a consideration of how the organisation will operate in the post-pandemic world. A view will have to be taken on working practices as operating remotely under lockdown conditions has changed perceptions both from a tenant and staff point of view. The principal approach will be determined by the expectations and requirements of tenants but it now has to be considered that there are perhaps different ways of working and delivering services: this will cover the options from a full return to office working to a form of so-called hybrid working where operations take place both “on-site” and remotely.

For longer-term planning, the Association had previously intended to hold a strategic Committee-Staff event with the intention that it would determine how the organisation can consolidate past successes and to ensure that strategic objectives are fit for the challenges ahead. This exercise has been delayed by Covid. It is hoped that it will be able to take place in time to feed into next year’s Plan, allowing the next Chief Executive the opportunity to help shape and lead the longer-term strategic approach of the Association.

Structural Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	OSCR/Charitable Status is breached with regulatory and tax implications	2	2	4	6	- Committee Code of Governance -Policies & Procedures - External Audit	Training and continuous assessment of charitable regulations.	Chief Executive/ Financial Services Manager
2007	Gas Regulations prove over-onerous and unachievable with regulatory implications	1	3	3	6	-Systematic Gas Safety Check procedures	Continuing development of procedures/improve service performance.	Property Services Manager
2007	Welfare Reforms increasing risk of arrears	3	2	6	9	- Proactive Arrears Policy - Welfare Rights Service	Dedicated information campaign to educate and assist tenants. Review of policies to suit.	DHS
2016	SHQS ongoing compliance	1	3	3	3	- SHQS ongoing compliance - Annual budget setting process - Close dialogue with Regulator	Continue to monitor and adapt delivery plans.	Property Services Manager
2007	Legionella; outbreak causes health risk to and need to temporarily re-house WSHA tenants	1	3	3	3	- Testing regime in place - All appropriate units identified and recorded	Continuous review of Policy & Procedures	Property Services Manager
2007	Section 5 Referrals increase with inappropriately supported clients leading to increased workload and turnover	3	3	9	6	- Engagement with Housing Access Team - Liaison with Case Work Team - Monitoring of allocations. -Tenancy Sustainment Officer support	Continued development of tenancy sustainability initiatives	DHS
2009	Deposit Banks Collapse leaving Association with no reserves	2	3	6	6	- Treasury Management Policy; investment only in institutions appearing sound	Appeal to government should collapse threaten solvency	Financial Services Manager/Chief Executive
2009	Lenders provide funding on less advantageous terms	3	3	9	6	- Short-term support from reserves and review development activities - External financial advice employed	Continued lobbying of government to support with realistic grant rates; consider alternative funding sources.	Financial Services Manager/Chief Executive
2014	Factoring Subsidiary proves unsustainable	1	3	3	3	-Board made up of Committee and Staff to oversee activities -Operating on prudent scale -Reviewed by Auditors	Continued monitoring and policy and procedural development.	DCS/Chief Executive/Financial Services Manager
2016	Government impose rent levels	2	3	6	6	- Continuous prudent budgeting - VFM review	Planned maintenance and scenario planning.	Chief Executive/ Executive Team
2022	Tenant Health & Safety endangered	2	3	6	N/A	- Continuous H&S Inspection Programme - Continuous surveys	Introduction of quarterly H&S Committee Reports	Projects manager
2022	Unable to fully comply with EESSH2	2	3	6	N/A	- Stock assessment to be carried out to determine cost benefit of potential improvements with aim of achieving an EPC 'B' rating	Provide analysis and report to Committee	Property Services Manager

Custodial Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	Committee Membership declines, threatening constitutional continuation	2	2	4	6	- Continuous advertising - Promotion of membership to new tenants	Explore options to recruit new Members/training for retention.	Chief Executive
2007	Disaster (unforeseen) prevents operation of services	2	2	4	4	- Insurance cover	Develop disaster recovery plan	Chief Executive/ Executive Team
2012	Regulator's expectations destabilise committee involvement and prove to be onerous to administer	2	3	6	6	- Code of Governance - Training Policy	- Review of relevant policies & procedures - Full Governance Assessment to be implemented	Chief Executive/ Executive Team
2018	Association falls foul of General Data Protection Regulation through data breaches	2	2	4	6	- Policies and systems developed to support data protection.	- Constant review of legislation and best practice.	DCS/ Executive Team

Strategic Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	Organisational Structure fails to deliver efficient services	2	3	6	6	- Continuous reviews planned - Options Appraisal Exercise - Internal Audit	Consider imbedding structural considerations as an ongoing process	Chief Executive
2007	Policies & Procedures become outdated and fail to deliver appropriate services	2	3	6	6	- Policy Management System in place	Review Policy Management System and develop a Procedure Management System	Chief Executive
2007	Whiteinch Centre Ltd becomes a serious drain on the Association's staff resources to the detriment of core services	2	3	6	6	- Assisting WCL to develop a viable strategy for the Whiteinch Centre.	Assist in seeking longer term financial support and explore sustainability options with other organisations	Chief Executive

Operational Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	Target Setting and monitoring to be expanded leading to increased Committee workload with implications for involvement	3	2	6	6	- Committee clear about what they want - Review of Reporting Systems	- Committee training	Chief Executive
2018	Political Activism affects service delivery, day-to-day operations and reputation.	2	2	4	6	- Close communication with the Regulator - Legal advice - PR advice	- SFHA/GWSF active support	Chief Executive
2021	Post-Covid working practices affect service delivery and staff morale.	2	3	6	6	- Staff consultation to establish best practice - Tenants' views on office/staff operations - EVH/Union agreed practices - Health & Wellbeing Working Group	- Continue Working Group - Further tenant/staff consultations	Chief Executive/ Executive Team
2022	Possible cyber-attack.	2	3	6	N/A	- Note & respond to government advice and guidance - Support from IT consultant		FSM

Communication Risk Register

Original Date	Risk Description	Gross Risk				Controls in place	Further Action	Risk Owners
		L	I	Total	Prior Year's Total			
2007	Committee Reporting becomes too onerous, leading to reduced participation	3	2	6	6	- Continual review of Reporting needs and formats	- Committee training - Introduction of Capita Reporting tool	Chief Executive
2007	Committee System fails to allow adequate contributions and development of understanding, leading to reduced participation	2	2	4	4	- Members Training Policy in place - Support from professional staff	- Review Committee Meeting systems.	Chief Executive
2007	Staff Communications operate inefficiently leading to lack of morale and inefficient service provision	3	2	6	6	- Communication Strategy - Regular staff in-service meetings - Regular staff section meetings	- Fully implement Communications Strategy - Review Staff In-service meetings	Chief Executive/ Executive Team
2016	Staff-Committee relations continue to be weak following pensions issue	2	2	4	4	- Conditions of Service - Committee Code of Governance - Staff Code of Governance	- Committee-Staff exercise to be arranged	Chief Executive/ Executive Team

<p>Strengths</p> <ul style="list-style-type: none"> • Financially 'sound'/Strong Capitalisation (Liquidity) • Good, established reputation with tenants/community • High levels of tenant satisfaction • Core of committed and experienced Committee Members/Networks/Involvement/Continuity • Staff – experienced/dedicated/conscientious/flexible • Majority of good housing/estates • External (Tenants) Communication • Organisational structure • Training • Caring organisation • Location • Infrastructure/Well organised • Good knowledge base • Active Community • Wider Role Activities • Partnership – Government bodies • Welfare Rights/Advice Services • High housing demand area • Positive development relationship with NRS • Good office accommodation • Good defined catchment area • Reputation for delivering projects • Regulation • Affiliation to support organisations • Positive support from elected members • NRS ASB Contract • Factoring subsidiary • Pension Scheme • Estate Services subsidiary • Demonstrated ability for home-working • Responsive IT support 	<p>Weaknesses</p> <ul style="list-style-type: none"> • General Communication • Defining/Resourcing Wider Action • Staff morale • Tenant Participation/Involvement/AGM attendance • Optimisation of Resources – Staff levels/costs • Committee profile (diversity)/knowledge (more training)/representation • Working together as a team (all Staff/Committee) • Language barriers with some tenants • Limited Availability of sites for development • Too much information to Committee • Housing Benefit issues • Current/Former tenant arrears • Factoring arrears • Office environment • Centre management regime • Performance of Utilities Companies • Funding environment • Pension Scheme • Age Profile of Staff • Uncertainty about future working patterns
<p>Opportunities</p> <ul style="list-style-type: none"> • Wider Action/WCL • Review of Committee Structure • Training • ICT System/Data use • Local development opportunities (land assembly and developer acquisitions) • Future development (innovative approaches) • Maximising income – factoring revenue/rental income – continue to reduce arrears – void turnover • Improving communication – tenants/staff/committee • Welfare Rights/Advice Services • Expansion/tenancy sustainment initiative • Ability to provide special/special needs developments • Relationships with local and wider partners • Committee/Staff Events • Change & opportunity to re-evaluate • High profile Office location • Section 5/other referrals • The Scottish Social Housing Charter • New funding methods • Extension of WS Estate Services activities • Governance Assessment Exercise • New forms of post-Covid working 	<p>Threats</p> <ul style="list-style-type: none"> • Changes in legislation/Government Policy/regulation • Reform of Benefits System • Increasing economic uncertainty/volatility/Brexit/Ukraine • Increasing arrears • Factoring • Charitable Status • HA's wishing to develop in our location • Section 5 referrals/tenant sustainability • Environmental issues • Debt – factoring, rent & others • Gas Safety expectations • Housing Support Framework • WCL viability (impact on WSHA) • Legionella management • SHQS/ESSH/Planned Maintenance/Repairs Costs • Procedures for Housing of Sex Offenders • The Scottish Social Housing Charter • Regulator's governance/risk expectations • Movement of benefit administration to DWP • Future development (innovative approaches) • New Energy Efficiency Measures • Funding climate • Government imposed rent levels • Committee strength/succession planning • Social Enterprise • Removal of Supported Accommodation funding • Mainstream/Social Media Activity • Politically Motivated Activists • Data Protection Legislation • Post-Grenfell Fire Regulations • Post-Covid work expectations • Potential cyber attacks

5. Strategic Objectives

While this Plan is set up for the current year of operation, it is always seen as part of a continuing process. As such, although it will be reviewed at least annually, it needs to state what is aimed for over the short-to-medium-term of about three-to-five years.

This is done by formulating Strategic Objectives. These should be seen as “outcomes”, that is “what” the organisation hopes to achieve as opposed to “why” we are doing things (as covered by the Mission Statement and Aims). They do not deal with “outputs” which can be found in the following section. Following Risk Assessment carried out for this year and taking into account the defined Strategic Direction, the Strategic Objectives listed below cover the whole organisation and are specific to the intentions of the Association. And, while it is anticipated that they are likely to apply for the period, they too, being “strategic” are open for review and could change, possibly even annually.

- Consider how the Association might best operate following the experiences of working through the Pandemic restrictions.
- Following the Options Appraisal exercise and the appointment of a new CE, undertake a detailed review of the Association’s strategic direction (as part of a Committee-Staff exercise when conditions permit).
- Continue to seek stock growth opportunities building partnerships with funders and other stakeholders to maintain this.

- Continue the medium-to-long-term strategy for Wider Action and regeneration that does not compromise core activities (with particular focus on delivering to tenants through supporting and working with the Whiteinch Centre)
- Consolidate the continuing delivery of the Association's factoring service through the activities of its subsidiary (WS Property Management Ltd).
- Continue to address rent arrears against the background of welfare benefit reforms and the uncertainties posed by the Pandemic and the current wider geo-political situation affecting the economy.
- Continue to positively address changes and challenges presented by government (UK and Scottish) policies.
- Constantly employ a value-for-money and efficiency approach, with particular focus on services bought in and related overheads.
- Consolidate WS Estate Services with the express aim of better delivering services to tenants and owners.

Operational Objective	Outputs	Timescale	Responsibility	Resources/ Costs	Performance Measure
1. Governance					
Strategic Planning Review (incorporating revised risk approach).	Revised Planning framework fully operational.	March 2023	CE/Executive Team/Committee	Committee & Staff Time/ Consultant Costs.	New plan in place drawn up following Committee-Staff event (with review of approach to risk management applied.)
Post-Covid Working Set-up	A trial approach to possible working methods for a post-pandemic future.	May 2022 (initial 50:50 approach) March 2022	CE/Executive Team/Committee	Committee & Staff Time/ Consultant Costs.	New, trial, working practices to be monitored and reviewed and medium term proposals developed.
Seek to revise the WSHA support to Whiteinch Centre.	More efficient support service to WCL.	March 2023	CE/DCS/FSM	Staff Time	Revised approach to servicing WCL that reduces WSHA input and time and is affordable to WCL.
Collection of Equality Information	New system of equality data gathering and use.	July 2022 (subject to government guidance)	CE/Executive Team	Committee & Staff Time/Training Costs	New equality data collection and management system in place.
2. Finance					
Review use of Allpay rent payment system.	Implementation of Pay 360 system.	March 2022 (subject to Office re opening)	FSM/DHS	Staff Time/Consultant Costs	Pay 360 fully running to allow rent payments
3. Development Programme/Stock Growth Opportunities					
Maintain interest in local sites, retaining dialogue with DRS and developers.	Achieve a supported project for any potential site.	March 2023	CE/FM/PSM	Staff time.	Project agreed and funded with DRS; agreement reached with site owner for sale of land and/or Design & Build.
Increase and consolidate RSL ownership in factored blocks to enable communal repairs to be completed.	Acquisition of additional stock in closes to provide majority ownership.	March 2023	CE/PSM	Staff time	Subject to appropriate grant, purchase flats for rent in factored closes.

Development of former shop premises at 940 and 942 Dumbarton Road	Development of new domestic accommodation.	March 2023	PSM	Staff time/ Consultants' costs/ Contractors' costs	Accommodation available for letting.
4. Planned Maintenance					
Stock Condition Information	Continue preparation for EESSH 2.	March 2023	PSM/SPO/PO's	Staff time/ Consultants' costs.	Confirmation of outline requirements for addressing EESSH2.
Planned Maintenance Programme 2022/2023	Continue identified, budgeted programme.	March 2023	PSM/SPO/PO's	Staff time/ Consultant's costs/Contractors' costs.	Completion of planned programme.
Tenant Health & Safety Compliance	Formalised, coordinated approach to tenant H&S requirements.	May 2022	Psm/SPO/SRO/ PO's/RO's	Staff time	Quarterly reporting on tenant H&S compliance.
5. Housing Management					
Rent Structure Review	Continue rent structure exercise.	March 2023	DHS/CE/FSM	Staff time/Consultant's Costs	Second year of rent structure review implemented.

7. Review

This Internal Management Plan covers the period 31st March 2023.

A mid-year review of Operational Plans will take place at the October Meeting of the Management Committee.

Should any events occur or developments arise in the course of the year which are considered likely to have a significant effect on the Plan as a whole or any of its constituent aims or objectives, staff will alert Committee who may then wish to carry out appropriate revisions.

By the close of the financial year, that is 31st March 2023, the Committee shall consider a final review of performance for the period, essentially as part of the Planning Process for the following year.

Appendix i: Financial Projections 2022-2027 Five-year Investment Plans

Detailed Consolidated Statement of Comprehensive Income | WSHA 30 YEAR PLAN
2022-2027 | Plan

Period: 01 April 2022 - 31 March 2027	2023	2024	2025	2026	2027	Total
	£000's	£000's	£000's	£000's	£000's	£000's
TURNOVER						
Gross Rental Income						
Rent Receivable	6,305.20	6,658.30	6,911.30	7,187.80	7,475.30	34,537.80
Service Charge Income						
Charges For Support Services						
Gross Rental Income	6,305.20	6,658.30	6,911.30	7,187.80	7,475.30	34,537.80
Management Charge Income						
Less Voids	-110.3	-116.5	-120.9	-125.8	-130.8	-604.4
Net Rental Income	6,194.90	6,541.80	6,790.40	7,062.00	7,344.50	33,933.40
HC Grants For Major Repairs						
Other Housing Corporation Revenue Grants						
Other Revenue Grants						
Other Income						
Total Turnover From Social Housing Lettings	6,194.90	6,541.80	6,790.40	7,062.00	7,344.50	33,933.40
Turnover - Other Social Housing Activities						
Turnover - Non Social Housing Lettings						
NSHO Turnover						
Other activities						
Factoring	191.4	200.2	205.8	211.9	218.3	1,027.60
Other Income						
Income - Development Grants	4	4.2	4.3	4.4	4.6	21.5
Income - Agency Income	30	31.4	32.3	33.2	34.2	161.1
Income - 64 Curle Street Radio Base Licence	11.5	12.1	12.4	12.8	13.1	61.9
Other Income Total	45.5	47.6	49	50.4	51.9	244.4
Other activities Total	236.9	247.8	254.7	262.4	270.2	1,272.00
Grant Amortisation Accrual Method Total	29.4	29.4	29.4	29.4	29.4	147.1
Grant Amortisation Performance Method Total						
Other Capital Grant Amortised						
PRS Stock Grant Amortised						
Total Turnover	6,461.20	6,819.00	7,074.50	7,353.80	7,644.10	35,352.50
OPERATING EXPENDITURE						
Operating Costs Social Housing						
Management Costs Total						
Operating Expenditure						
Management Costs - Overheads	-609.1	-626.7	-644.2	-663.6	-683.5	-3,227.10
Management Costs - Staff Salary Costs	-1,811.80	-1,869.80	-1,903.50	-1,939.60	-1,978.50	-9,503.10
Management Costs - Insurance	-154.4	-161.5	-166	-171	-176.2	-829.1
Operating Expenditure Total	-2,575.30	-2,658.00	-2,713.70	-2,774.20	-2,838.10	-13,559.40
Asset - Office Building	-11.3	-11.3	-11.3	-11.3	-11.3	-56.5
Asset - other	-11.4	-11.4	-11.4	-11.4	-11.4	-56.8
Management Costs Total Total	-2,598.00	-2,680.70	-2,736.40	-2,796.90	-2,860.70	-13,672.70
Service Costs	-610.4	-638.4	-656.3	-676	-696.3	-3,277.40
Care And Support Costs						
Routine Maintenance	-867.9	-886.9	-911.7	-939.1	-967.3	-4,572.90
Planned Maintenance	-752.8	-810.6	-816.7	-845.5	-864.1	-4,089.60
Major Repairs	-3,219.60	-1,819.20	-3,302.70	-1,414.20	-1,255.50	-11,011.20
Bad Debts	-94.6	-99.9	-103.7	-107.8	-112.1	-518.1
Lease Charges						
Depreciation of Housing Properties	-1,036.20	-1,036.20	-1,036.20	-1,036.20	-1,036.20	-5,181.10
Impairment Of Housing Properties						
Other Costs						
Operating Costs Social Housing	-9,179.50	-7,971.80	-9,563.70	-7,815.70	-7,792.20	-42,323.00
Other Activities Expenditure Total						
Other Social Housing Expenditure						
Non Social Housing Lettings Expenditure						
Non Social Housing Other Expenditure	-125.4	-94.5	-97.2	-100.1	-103.1	-520.3
Non Social Housing Depreciation						
Exceptional Items						
Other Items						
Gift Aid						
Other Activities Expenditure Total	-125.4	-94.5	-97.2	-100.1	-103.1	-520.3
Operating Expenditure Total	9,304.90	8,066.40	9,660.90	7,915.80	7,895.30	42,843.20
Other income						
Operating Surplus/(deficit)	-2,843.70	-1,247.40	-2,586.40	-562.1	-251.2	-7,490.70
Gain/(loss) on disposal of fixed asset						
Share of operating surplus/(deficit) in joint venture						
Share of operating surplus/(deficit) in associate						
Interest Receivable	11.8	8.8	6.4	4.3	5.2	36.5
Interest and financing costs	-70.5	-64.7	-58.5	-52.1	-45.3	-291
Movement in fair value of financial instruments						
Decrease in valuation of housing properties						
Reversal of prev. decrease in valuation of housing						
Movement in fair value of investment properties						
Surplus before tax	-2,902.30	-1,303.20	-2,638.60	-609.9	-291.3	-7,745.30
Taxation						
Surplus after tax	-2,902.30	-1,303.20	-2,638.60	-609.9	-291.3	-7,745.30
Change in fair value of hedged financial instruments						
Actuarial loss/gain in respect of pension schemes						
Unrealised surplus/deficit on revaluation of housing						
Surplus/Deficit Adjustments Total						
Comprehensive Income for the year	-2,902.30	-1,303.20	-2,638.60	-609.9	-291.3	-7,745.30
Comprehensive Income Brought Forward	16,157.10					
Transfers (to)/from Reserves						
-- Cumulative Retained Profit	13,254.70	11,951.50	9,312.90	8,703.00	8,411.80	8,411.80

Consolidated Statement of Financial Position | WSHA 30 YEAR PLAN 2022-2027 | Plan

Period: 01 April 2022 - 31 March 2027	2023	2024	2025	2026	2027
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Fixed Assets					
Intangible assets and goodwill					
Land & Buildings Total	34,540.90	34,540.90	34,540.90	34,540.90	34,540.90
Depreciation Land & Buildings Total	-8,554.80	-9,591.00	-10,627.30	-11,663.50	-12,699.70
Housing Properties NBV	25,986.00	24,949.80	23,913.60	22,877.40	21,841.10
Other Fixed Assets Tangible	494.6	471.9	449.2	426.6	403.9
Tangible fixed assets	26,480.60	25,421.70	24,362.80	23,303.90	22,245.00
Investments FA					
Investments in joint ventures					
Investments in associates					
Fixed Assets Total	26,480.60	25,421.70	24,362.80	23,303.90	22,245.00
Current Assets					
Stock					
Trade and other debtors	1,042.10	1,090.10	1,119.20	1,150.50	1,181.80
Investments CA					
Cash and cash equivalents	4,594.20	3,971.90	2,010.80	2,307.80	2,917.50
Current Assets Total	5,636.30	5,061.90	3,130.00	3,458.30	4,099.20
Less - Creditors - amounts due within 1 year	-957.1	-1,001.10	-1,029.10	-1,060.00	-1,091.80
Net current assets/liabilities	4,679.20	4,060.80	2,100.90	2,398.30	3,007.40
Assets less current liabilities Total	31,159.80	29,482.50	26,463.70	25,702.20	25,252.40
Creditors - amounts due after more than 1 year					
Outstanding Loan Balance	-1,238.40	-1,128.80	-1,013.00	-890.7	-761.7
Loan Fees					
Fair Value Provision Total					
Deferred Income	-1,308.60	-1,279.10	-1,249.70	-1,220.30	-1,190.90
Long Term Creditors Balance	-787	-552	-317	-317	-317
Deferred Premium					
Creditors - amounts due after more than 1 year	-3,334.00	-2,959.90	-2,579.70	-2,428.10	-2,269.60
Provisions for liabilities					
Pension provisions					
Other provisions					
Net assets Total	27,825.80	26,522.60	23,884.00	23,274.10	22,982.90
Reserves					
Income and Expenditure Reserve	13,254.70	11,951.50	9,312.90	8,703.00	8,411.80
Cash Flow Hedge Reserve					
Revaluation Reserve	14,571.00	14,571.00	14,571.00	14,571.00	14,571.00
Restricted Reserves Total					
Stockholders Equity Total	0.1	0.1	0.1	0.1	0.1
Designated Reserves Total					
Pension Reserve Total					
Goodwill Reserve					
Restricted [and/or Endowment] Reserve	0.1	0.1	0.1	0.1	0.1
Total reserves	27,825.80	26,522.60	23,884.00	23,274.10	22,982.90
Balance Sheet Check	Balanced	Balanced	Balanced	Balanced	Balanced

Appendix ii: Wider Role Plan 2022-2023

Appendix ii Wider Role Plan

1.0 Introduction

The Scottish Government's has set out a strategy, promoting a vision where our most disadvantaged communities are supported and where all places are sustainable and promote well-being:

<http://www.scotland.gov.uk/Publications/2011/12/09110320/0>

The regeneration strategy, 'Achieving a sustainable future', provides the framework for local action to tackle area inequality, create opportunities and improve communities.

(The following Bills and legislation are gaining more prominence as they gain momentum within communities and local authorities:'

The Community Empowerment (Scotland) Act 2015 came into force in 2015 and gives community bodies new rights, and public sector authorities new duties, to boost community empowerment and engagement.

Business Improvement Districts (BIDs) came into force in Scotland in 2007 as a result of primary legislation in Part 9 of the Planning etc. (Scotland) Act 2006 and other secondary legislation, including UK parliamentary regulations to implement reserved aspects of the policy.)

The regeneration strategy also sets out plans for delivering this vision in partnership with stakeholders, stating that:

“Regeneration is the holistic process of reversing the economic, physical and social decline of places where market forces alone won’t suffice.”

The Association’s Wider Role Plan seeks to support the vision and outcomes of this strategy as they improve local delivery of Services through empowering residents in learning new skills and gaining knowledge in terms of online services, financial services and affordable energy.

It is also introducing new approaches to tackling area-based disadvantage and support for community led regeneration by adopting the 'Thriving Places' agenda which sets out an asset-based approach targeting specific neighbourhoods with more focused action. This approach should assist the Association and its partners to work collaboratively in the local communities to make better use of existing resources and assets, many of which are already embedded in communities themselves.

The asset-based approach focuses on the capacity, skills and strengths in our communities rather than a 'needs'-based or 'deficit' approach which looks at the weaknesses and problematic issues within our areas. The asset-based approach is also based on the premise of 'doing with' rather than 'doing to', that is:

"Successful regeneration begins at ground level and by empowering communities to make changes for themselves."
and;

"RSLs have a key role to play in both physical and social regeneration and through their wider action role and being based within local communities play a very significant role in delivering successful outcomes."

The strategy also recommends that RSLs have

"Key roles to

- ✓ *Act as landlords and housing developers, maintaining stability and quality of both their service and the physical environment locally.*

- ✓ *Use their role in the community to deliver positive economic, social and environmental changes for the people they house.”*

Further supporting outcomes have been identified within the Strategy as follows:

Economically Sustainable Communities

- People have access to the learning and development opportunities that they need and the right support is in place to help people to work
- Infrastructure fosters the right conditions for growth and community cohesion, including good transport and digital connectivity
- Sustainable employment and reducing welfare dependency

Physically Sustainable Communities

- Well-planned neighbourhoods and local areas, with accessible facilities and amenities

Socially Sustainable Communities

- Delivery is focussed on the needs of people
- Communities are involved in designing and delivering the services that affect them
- Strong and effective community networks are in place
- People have access to appropriate community facilities and places to meet
- Communities have a positive identity and future aspirations
- People have good physical and mental health
- People have access to effective local services and facilities, including health, education and early years support

- Communities are fair and inclusive, where all have a voice and can participate

The Association's Wider Action Plan aims to contribute to the above strategy and supporting outcomes.

2.0 Existing and Potential Wider Role/Regeneration Projects

The Association has in recent years focussed its Wider Role Strategy through the Whiteinch Centre with a resource contribution being made by the Association to WCL's Activities.

The Association has also identified discrete projects that meet the Association's Wider Role Strategy, which are delivered by the Association, therefore in continuing this strategy the following projects have been identified as continuing for 2022/2023:

2.1 *WS Estate Services Limited*

In January 2016, Whiteinch and Scotstoun Housing Association commissioned GAP Communications to consider the feasibility of developing a social enterprise to deliver a range of close cleaning and grounds maintenance services for the Housing Association.

The Feasibility Study was carried out and determined the social enterprise could be sustainable, profitable and, above all, deliver much needed employment, volunteering and training opportunities in Whiteinch and Scotstoun. The close cleaning, bulk uplift and concierge services would also reduce, and minimise WSHA's reliance on existing outsourced contracts. Based on the success of the services

provide in the aforementioned areas, WSHA have agreed to transfer the Grounds maintenance contract to WSES Ltd as from 1st April 2019 and the Void Clearance contract during July/August 2019 and Internal Close Redecoration in 2021.

The Association's Management Committee also highlighted the key benefits would be:

- ✓ To allow WSHA to make a greater economic contribution to its tenants
- ✓ The opportunity to raise the quality of the day to day delivery to tenants
- ✓ To increase the actual levels of work being delivered in the WSHA estate
- ✓ The creation and sustainment of local employment, training and volunteering
- ✓ Opportunities to deliver increased core environmental and cleaning services to local residents in Whiteinch and Scotstoun
- ✓ Operating other initiatives on the back of the social enterprise such as employability and recycling programmes and
- ✓ A proportion of any surplus produced will be gift aided to Whiteinch and Scotstoun Housing Association Ltd

WS Estate Services Limited is a wholly owned subsidiary of Whiteinch and Scotstoun Housing Association Ltd

2.2 WSHA Money Advice and Financial Inclusion Officer/WSHA Energy Advice Project

These projects were originally grant funded exercises but both their success in providing much needed support to tenants and the identification of continuing and potentially growing demand for the services has meant that the

Association took the decision to directly fund them. Consequently, WSHA directly employs a Money Advice and Financial Inclusion Officer and contracts the part-time services of an Energy Adviser from the Wise Group.

Although, in “normal times”, targets would be set against each of the services, under current conditions, as lockdown restrictions lift further, the drive is to assist as many tenants as possible.

2.3 Working with Whiteinch Centre (WCL)

WSHA supports the Whiteinch Centre through the joint subsidiary Whiteinch Centre Ltd (along with Whiteinch Community Association). WCL is run by a board made up of two WSHA Directors (the Chairperson and Chief Executive) and two WCA Directors and an independent Chairperson.

WSHA also provides Financial and Human Resources services to WCL, governed by service level agreements.

To assist with the effects of Covid restrictions and lockdown WSHA utilised gift-aid funding from its subsidiaries to support the Whiteinch Centre and to ensure that it can reopen. Further to this, funding of £35,000 per annum has been agreed for a two-year period, subject to being directed towards projects and activities that benefit the Housing Association’s tenants.

Wider Role Project	Outcomes	Timescale	Responsibility	Resources/Costs	Performance Measure
Energy Advice Project	Affordable energy understanding Increased for local residents through access to advice, support and training.	March 2023	1 x Trained Wise Group Home Energy Advisor (17.5 hours per week)	£1,440 per calendar month	<p>The Wise Group continued to provide a comprehensive energy support service to WSHA tenants to help maximise fuel bill savings and to ensure that they can sustain their tenancy. The Wise Group in-home support provided includes but is not limited to:</p> <ul style="list-style-type: none"> •Advice on general electrical appliance running costs and assistance to make behavioural changes to reduce energy costs. •Support on the efficient operation of the heating systems. •Assistance to set up realistic budget plans and to agree repayment of any outstanding balances. •Support on Supplier schemes (Warm Home Discount, Priority Services; Hardship Funding, etc, etc. Reference to WSHA Money Advice where appropriate. •Advocacy support for energy-related issues or complaints.
Money Advice & Financial Inclusion Project	<p>1. Increased tenancy sustainment through access to advice and support on managing money and debt.</p> <p>2. Improved financial wellbeing for tenants</p>	March 2023	Money Advice & Financial Inclusion Officer/DHS	Staff Time	Although the broad outcomes have been retained, the object for this year's Plan is to reach as many tenants as possible in need of support and advice as Covid restrictions continue to lift.

	<p>through access to financial planning and budgeting training and take-up of appropriate financial products.</p> <p>3. Increased online access for financial services and products and improved IT skills for tenants through IT training and guided support.</p>				
WS Estate Services Limited	WSHA subsidiary social enterprise delivering a range of close cleaning and grounds maintenance, etc services for the Housing Association	March 2023	Operations Manager	Staff time	Extension of services into internal close redecoration.
Whiteinch Centre	The continued support and promotion of the Whiteinch Centre to ensure its continuing operation.	March 2023	WCL Business Development Manager	Staff time/ consultant costs/ Wider Action general budget.	Continued support of Centre operation, with benefits for WSHA tenants clearly identified.

Appendix iii: Regulatory Standards Checklist

Regulatory Standards Checklist

Regulatory Standard 1

“The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users”.

The following principles should help to ensure compliance with this standard:

- the approach to business planning should reflect the RSL’s **vision, mission statement and strategic objectives**. This approach should ensure that the business plan reflects the vision and leadership of the RSL and allows the exploration of opportunity and innovation where appropriate.
- a **whole organisation** approach to business planning should be adopted with an understanding and ownership right across the RSL. (Committee-Staff exercise planned)
- the business plan should support **day to day decision making** and be aligned to key external strategies.
- the business plan should have **informed consent**. The management and governing body should understand and support the business direction and ensure that the business plan is consistent with that direction.
- a **clear and consistent approach** to business planning should be adopted. The business plan should reflect and complement other strategies and plans, and clearly link with the asset management strategy and financial plans. It should be supported by an appropriate range of plans which cover the RSL’s business activities.
- asset management** and **service planning** are crucial elements of business planning. The business plan should answer the questions of “*Are we doing the right things?*” and “*Are we doing things right?*”
- the business plan should reflect the chosen strategic direction. **Strategic options appraisal** should be part of the business planning process.

Regulatory Standard 2

“The RSL is open 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.”

The following principles should help to ensure compliance with this standard:

- the RSL should **actively manage and build constructive relationships** with key stakeholders. It should understand how it is perceived by key stakeholders and use the business planning process and the business plan to provide assurance to them.
- stakeholder intelligence should be used to set a **positive culture with a strong customer focus** and this should be embedded throughout the RSL.
- RSLs should understand how the business plan is **aligned to the objectives of key stakeholders**. This can be facilitated by appropriate stakeholder and customer mapping. (Tenant satisfaction Survey and Complaints Handling Procedure employed)

- ☑ the business plan should reflect a **good understanding of tenants' and other service users' needs and expectations** and provide quality information that meets these. It should where appropriate take into consideration tenants' surveys and tenant scrutiny panel's views.
- ☑ the business plan should be sustainable and should demonstrate a **good understanding of what tenants and other service users want**.
- ☑ the business plan should reflect a good understanding of **how priorities and needs are changing over time** and the business impact of adapting to these changes.
- ☑ the RSL should have a **good understanding of lenders' requirements**. A robust business plan is key to providing assurance around future financial viability and stability.
- ☑ the business plan should be based on an understanding of the current and potential future **operating environment**. This can be facilitated by appropriate environmental analysis.

Regulatory Standard 3

"The RSL manages its resources to ensure its financial well-being and economic effectiveness."

Robust financial planning should be at the heart of the business planning process. This can be achieved by embedding **appropriate principles of financial planning** at the following different stages of the planning process:

- ☑ linking the financial plan to key strategies;
- ☑ developing the financial plan; and
- ☑ producing adequate financial plan outputs.

Linking the Financial Plan to Key Strategies

The financial plan should support **strategic objectives**, priorities and decision making and should be closely linked to:

- ☑ **performance management** supported by appropriate Key Performance Indicators (KPIs);
- ☑ **a VFM strategy** which should incorporate an effective monitoring system; and
- ☑ **a procurement strategy** which should aim to build flexibility into contracts and achieve the best VFM.

Developing Financial Plans

The financial profiling of expenditure should be supported by **appropriate trend analysis, evidence-based planning** and a **zero based budgeting** approach should be used to show that all planned expenditure is justified. The chosen approach to budgeting should take into consideration:

- ☑ the risk impact associated with rent affordability, welfare reform, pension costs and grant allocations; and
- ☑ other significant variables which may negatively impact on operations.

Cash flows of all activities in the short, medium and long term should be adequately planned, monitored and controlled and should ensure:

- ☑ a good understanding and evidence of business plan cash forecasts;
- ☑ a good understanding of the necessary controls to mitigate risk and maintain covenant compliance; and
- ☑ a good understanding of the demands on cash flows. The adoption of financial health check indicators can further help liquidity planning.

RSLs should have a good understanding of their **organisational cost structure**. To achieve this clarity is required on:

- ☑ resources and the ability to ensure that any cost increases can be linked to effective improvements in the services provided and assets managed;
- ☑ high expenditure areas and the proportion of tenants' rent which is devoted to these areas; and
- ☑ which costs are controllable or uncontrollable and the contribution level that each business activity achieves.

Producing Adequate Financial Plan Outputs

The aim of **financial reporting** is to ensure the provision of accurate, quality and timely management information. Good financial reporting should also help to achieve the following key financial reporting outcomes.

- ☑ **Cash position** - Good understanding of the demands on cash flows and how these are linked to the business plan pressure points.
- ☑ **Debt & covenant position** - Information requirements of lenders (particularly in respect of covenants) and other stakeholders, including regulatory expectations are fully met.
- ☑ **Rent affordability** - Good understanding of how the rent policy impacts on tenants both now and in the future and what effect changes to this policy will have on the RSL's sustainability.
- ☑ **Level of investment** – Good understanding of the investment requirement needed to sustain services and maintain assets over their lifetime and what impact these funding requirement levels have on e.g. Private Finance and Rental Policy.
- ☑ **Level of contingency** – Good understanding of how to react to unforeseen circumstances and what levels of working capital are available to deal with negative eventualities.
- ☑ **Performance Indicators** – Clear insight into which aspects of the business are working well, where improvement is required and how the business compares with other RSLs and other relevant organisations.

Sensitivity Analysis should ensure that the key assumptions are robustly tested.

Scenario Planning should ensure that a range of scenarios outwith standard sensitivity analysis are tested. There should be adequate **KPI reporting** which should include benchmarking information with other RSLs and other sectors where appropriate.

The **Financial Models** which support the business plan should be in an appropriate format and be provided with sufficient detail.

Regulatory Standard 4

“The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation’s purpose.”

The business plan should be based on:

- ☑ appropriate challenge and advice;
- ☑ quality information and assumptions; and
- ☑ an appropriate Risk Management Strategy.

Appropriate Challenge and Advice

Each RSL should encourage a culture where staff members, senior management and members of the governing body provide constructive challenge to the business planning process and the business plan.

RSLs should consider the role that **internal audit** can play in providing assurance that the business plan is on track and that the internal controls that support the achievement of the plan are functioning effectively.

The role of the **external auditor** is to provide an opinion on whether the accounts for the year show a true and fair view. RSLs should ask the external auditor to plan its work so that it has a reasonable chance of detecting any material non-compliance with the Regulatory Standards. Each RSL should seek the view of its external auditor on the extent to which the auditor can provide assurance in relation to compliance with the Regulatory Standards.

Appropriate Quality of Information and Assumptions

The RSL should satisfy itself as to **the integrity and robustness of the business plan, financial information and model**. The following principles should help to ensure this:

- ☑ the plan is founded on the **most up-to-date and reliable data** available on tenants, stock, other assets, services, staff, performance, contracts, finance, competitors and the external operating environment. This should be used to produce clear and succinct strategic and financial analysis. Likewise, **financial projections** should be based on realistic assumptions and the best and most up to date information available which has been subjected to some form of validation.
- ☑ financial projections should be supported by an **independent stock condition survey** normally no more than 5 years old.
- ☑ the **assumptions should be** reasonable, clearly set out and regularly discussed at meetings of the governing body. Any subsequent changes to the assumptions should be reflected in an updated business plan.
- ☑ the **overall investment and maintenance expenditure** is almost always the largest component of expenditure in any plan. It is therefore critical that the RSL is clear on what is required and how it will be achieved.
- ☑ the business plan should draw on the views of service users to show how core services will be developed and improved. Where there are plans to **diversify** into new areas the plan should show the overall impact of this upon the RSL.
- ☑ cash is essential in ensuring continuity of operations and should be closely managed to ensure the business can survive and grow effectively. This can be achieved through risk assessment using a range of **financial health check indicators** including peak debt, debt repayment, closing cash balances, covenant impact and business plan pressure points.

Appropriate Risk Management Strategy

The RSL should be able to demonstrate **an understanding of the main risks, the trigger points and the effectiveness of the mitigation strategies which are in place**. There should be a comprehensive risk review and the key areas and risks should be explicit as in the following Risk Review table.

Risk Review

- ☑ **Development.** The RSL should demonstrate a clear understanding of the impact of its development program (where one exists) on future cash flows.
- ☑ **Covenant Compliance.** There should be effective systems to monitor covenant compliance and report to the governing body on this at appropriate intervals.
- ☑ **Pension Affordability.** The plan should take account of any pension deficit and the financial projections should include the effects of auto enrolment.
- ☑ **Diversified Activities.** Where non-social housing activities are undertaken (through a subsidiary or directly), it should be clear what impact this will have on core activity and tenants.
- ☑ **Treasury Management.** The potential impact of prolonged low or no inflation upon the RSL's ability to meet its obligations as they fall due should be considered.
- ☑ **Arrears and Welfare Reform.** The progress of the implementation of the welfare reform program should be monitored and its potential impact should be assessed. Business planning assumptions should be adjusted as appropriate. This may include additional resources being targeted on arrears recovery.
- ☑ **Debt risk.** The RSL should clearly understand the detailed conditions in loan documents and understand the implications the conditions can have in the future. Risks and obligations when entering into new loan arrangements should be fully understood and based on appropriate financial and legal advice before finalising any facility.
- ☑ **Rents.** The RSL should be able to demonstrate how rent affordability for tenants has been considered and how it has determined if rents are affordable now and in the future.
- ☑ **Stock.** There should be an active approach to asset management that recognises the current and long term demand of stock, the physical condition of stock and the suitability of stock for investment.
- ☑ **Insolvency.** The RSL should fully understand the demands on its cash flows as this is critical to its business. Whilst the precise timing of some events cannot be ascertained, the adoption of financial health check indicators can prove helpful in planning liquidity. The RSL should be able to demonstrate a clear understanding of the impact any development program has on future cash flows and ensure there are adequate cash reserves throughout the life of the plan. It is essential that funding is in place before the commencement of any development.
- ☑ **SHQS & EESSH Compliance.** The impact of maintaining SHQS compliance and achieving EESSH compliance in the business plan assumptions should be included.
- ☐ **Business Continuity.** Each RSL should have an awareness of what could break the business and what contingency plans are required to manage this. There should be suitable Business Continuity Planning exercises carried out to test the plans. **(To be considered in line with Strategic Review exercise)**

Regulatory Standard 5

“The RSL conducts its affairs with honesty and integrity.”

The actions taken by the governing body and staff determine how the RSL will be perceived by stakeholders.

Compliance with this standard in business planning should ensure the business plan underpins the whole business and through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.

The Scottish Federation of Housing Associations (SFHA) has published a Model Code of Conduct and Model Policy on Entitlements, Payments and Benefits. These codes have been endorsed by SHR. So where an RSL adopts and applies the SFHA’s Models it can have confidence that it complies with the Regulatory Standards. An RSL can choose a different approach provided it complies with the Regulatory Standards.

Regulatory Standard 6

“The governing body and senior officers have the skills and knowledge they need to be effective.”

The people on the governing body, and the skills and knowledge they collectively have, are the most significant contributors to good governance.

Compliance with this standard in the business planning process should ensure that:

- the governing body and senior management are **engaged and supportive** of business and financial planning.
- the governing body has the **appropriate mix of experience and objectivity** enabling effective strategic direction.
- there is a **good understanding of the business plan and financial model** and overall control is with the governing body and senior team – not one person (eg the Financial Director), and not externally (range of consultants).
- there is a **joined-up approach to assumption setting** across the RSL (asset management, service delivery, development, diversification, financial control, governance) and between executives and non-executives.
- there are clear key **business planning financial performance indicators**, business risk stress factors and clear links between the business vision and strategy.
- there is appropriate and effective **internal constructive challenge and external appraisal**.