

EXECUTIVE SUMMARY

While W.H.A.'s Business Plan relates to the next three years, certain elements focus on the next financial year, such as our budget, business and departmental objectives, while others focus on a longer time frame. We provide, for example, details of our proposed development programme, over the next five years and provide a full 30 year financial forecast.

The following paragraphs indicate the form and contents of the chapters which make up our Business Plan for 2019/20 – 2021/22.

Section one identifies the planning process by which the Association seeks to establish the strategy for achieving our objectives and outlines how we will review our performance.

Section two explains the origin of the business, outlines the structure of the organisation and provides other useful background information.

Section three describes the business, indicating the nature of the products and services provided. It covers our objectives, in terms of the provision of quality housing and the housing needs we seek to address. It details how we have arrived at the housing stock available to W.H.A. and indicates how we seek to make best use of our existing stock. It also provides an indication of our development activity anticipated over the short to medium term future.

Section four provides an analysis of our current position, through an examination of the present strengths, weaknesses, opportunities and threats facing the business.

Section five analyses the major implications for our business, through a review of the environment in which we operate, by considering the political, economic, social and technological pressures we face.

Section six is a summary of the financial information available to assist the Association make decisions about future success. In addition to the 2019/20 budget, a 30 year forecast of income and expenditure is provided.

Section seven outlines our vision statement i.e. this statement of purpose indicates the reasons for the Association's existence and highlights the fundamental values which act, as a guide, to those actions and decisions which form our vision of future success.

Section eight provides a statement outlining the Association's strategic objectives.

Section nine indicates the Association's agreed strategies for the business, which are aimed at implementing our vision. These focus on our long term direction and state our business objectives as continuous improvement and growth.

Section ten defines our statement of direction, through a set of business objectives. Statements of intent, they are specific, measurable, achievable, realistic and time bound (SMART), and allow checks for progress, achievement, review and evaluation.

Section eleven formalises the key 'actions' required, in order to make our business and departmental objectives a reality. These enable the Association to consider the resources required to achieve our objectives in the areas of people, finance, operations and information systems. They identify actions, timing and responsibilities and provide a method for regular review and evaluation.

Section twelve details the Association's key staff and the skills and experience they contribute to the overall success of the business. It also provides details of those members who make up W.H.A.'s Management Committee and the experience and expertise which they contribute towards the Association's success.

Section thirteen is designed to meet the Scottish Housing Regulator's regulatory guidance that the governing body determine the Association's future strategic direction, having undertaken an appraisal against a range of alternative options.

Section fourteen provides an analysis of the core skills, knowledge and attitudes critical to meeting our business objectives and organisational success, now and in the future. It is presented along with the Association's plan on how to respond to any shortfall in recruitment or training identified, in these areas.

Section fifteen is an assessment of the principal risks facing the Association and the strategy adopted to minimise these risks.

The final section outlines how we would propose to review whether the business is achieving our plans, whether a change of direction is necessary or whether we need to change our working methods, in order to achieve better results.

In acknowledging our commitment to 'continuous improvement', Appendix A provides a comprehensive set of performance targets, for all areas of our business, against which actual performance can be measured.