

SECTION 10.

**BUSINESS OBJECTIVES**

## **SECTION 10.**

### **BUSINESS OBJECTIVES**

These define our statement of direction through a set of strategic objectives. Statements of intent, they are Specific, Measurable, Achievable, Realistic and Timebound (SMART) and allow checks for progress, achievement, review and evaluation.

In an attempt to translate our 'vision' into more specific statements of intent, in order to guide the business, eight business priorities, aimed at implementing the Association's twin strategies of continuous improvement and growth, have been approved by Committee.

#### **Business Objective No.1.**

We will meet the Scottish Housing Regulator's requirements, in respect of the Director's departure. This will involve:

- reviewing the current business plan to ensure compliance with recommended practice and provide a sound framework for W.H.A., over the next three years,
- developing and implementing an appropriate strategy, to address the retiral of W.H.A.'s Director, in the context of the agreed business plan, and
- conclude the strategic options appraisal by the end of April, in order to advance (if appropriate) the resulting recruitment process, towards its successful conclusion, by August 2019.

#### **Business Objective No.2.**

We will ensure W.H.A.'s compliance with the new Regulatory Requirements and Standards of Governance and Financial Management. This will involve gaining assurance based on evidence and be subject to external validation.

- This exercise will be advanced, in order that the Association can confidently submit the necessary assurance statements to the Scottish Housing Regulator, before the deadline of October 2019.

#### **Business Objective No.3.**

We will maintain our agreed development programme involving the four sites identified therein and seek to continue an active development role beyond 2021. Development activity will be advanced on a scheme by scheme basis, to ensure incremental growth in W.H.A.'s stock, while all the time maintaining our existing stock, in good repair and keeping rents affordable.

- We will work to the site starts, as identified on pages 24/25.
- We will achieve the ongoing investment in our existing stock, as identified in our planned maintenance programme on pages 26/27.
- We will maintain our rents at affordable levels, as evidenced by available affordability measures and continuously monitor our rent levels, in comparison to social landlords both locally and nationally.

**Business Objective No.4.**

We will maintain and develop W.H.A.'s contribution to meeting the needs of homeless people and help to ensure successful tenancy sustainment. We will actively participate in the Homelessness Partnership and explore the potential for new initiatives, as identified in the Rapid Re-housing Transition Plan (RRTP).

- While working in partnership with Renfrewshire Council and the other local social landlords towards tackling homelessness, we will not only give ongoing access to homeless referrals from the Council but will accept homeless applications directly, monitoring the level of lets directed towards such households. W.H.A. will actively explore how we might contribute towards any new initiatives, aimed at assisting those who are or are threatened with homelessness.

**Business Objective No.5.**

We will achieve our exit strategy, in respect of the RAGG project. This will involve the transfer of the lease and grant funding to the Group.

- We expect the assignation of the lease and the grant funding to RAGG to be concluded by the end of July 2019.

**Business Objective No.6.**

We will review our Community Regeneration Strategy and commit the necessary resources to advance the schemes prioritised therein.

- Our community regeneration projects, together with our programme of events, will be progressed throughout the current financial year.

**Business Objective No.7.**

Together with our FLAIR partners, we will advance a comprehensive tenant satisfaction survey.

- Research Resource will be commissioned in April, to undertake the survey, during the summer, in order that the final output/report is available by September 2019.

**Business Objective No.8.**

The Association, recognising the importance of good governance to maintain an effective organisation, will seek to advance further the recruitment of people with the appropriate expertise, to complement our existing Management Committee members.

- Potential committee members will be identified through the FLAIR Academy, which starts April 2019 and, thereafter, by staff/committee members with a view to enhancing the numbers serving on W.H.A.'s Management Committee, as of our Annual General Meeting to be held September 2019.