

DECISION

Committee:

**Board of Management of Sanctuary
Scotland Housing Association Limited**



Date:

13/06/2023

Agenda Item:

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Report from:

Director - Sanctuary Scotland

Title: Scotland Operations Plan 2023/2024

Executive Summary: To submit the draft Operations Plan for 2023/2024 for consideration and approval by the Board of Management.

1. Introduction

- 1.1 The purpose of this report is to submit the draft Operations Plan (the Plan) for Sanctuary Scotland Housing Association Limited (Sanctuary Scotland Housing Association) for 2023/2024 for consideration and approval by the Board of Management.
- 1.2 The Plan focuses on operational and service issues for the coming year across Scotland. The Plan links directly to the Sanctuary Affordable Housing Operations Plan 2023/2024 and to the Sanctuary Group Corporate Strategy 2023/2026.
- 1.3 The approved plan, along with the Sanctuary Group Corporate Strategy, requires to be submitted to the Scottish Housing Regulator (SHR) as part of Sanctuary Scotland Housing Association's regulatory requirements by 30 June 2023.

2. Operations Plan

- 2.1 The Plan includes a strategic overview and the inclusion of the Group Corporate Strategy to satisfy the requirements of the SHR.

- 2.2 The Plan reflects, and has been informed by, a number of key documents and other sources. These include:
- the Sanctuary Group Corporate Strategy 2023-2026
 - the Sanctuary Affordable Housing Operations Plan 2023/2024
 - priorities and issues identified by the Board of Management
 - feedback from, and issues raised by staff, tenants and other service users; and
 - impacts of external factors.
- 2.3 The objectives contained in the plan reflect the key themes in the Group Corporate Strategy - Putting our Customers First, Investing in Our Assets and Growing Our Services.
- 2.4 A number of performance targets are included in the Plan, and these are summarised.
- 3. Appraisal**
- 3.1 Risk management
- 3.1.1 RM 1 Rental Income and Collection, RM 5 Management and operational overstretch and RM 7 Technology platform; having robust, appropriate plans will ensure that staff teams and activities are directed in a structured way to develop services, scope of activities and performance. This mitigates a number of the risks identified in the Association's Risk Map.
- 3.2 Value for Money
- 3.2.1 The Plan recognises the requirement to deliver services that focus on customer service but are also affordable and deliver value for money.
- 3.3 Corporate Strategy
- 3.3.1 The operations plan details how objectives are relevant to and will be delivered against all three strategic priorities of Putting our Customers First, Investing in our Assets and Growing our Services.
- 3.4 Customer and/or Employee considerations
- 3.4.1 Any customer and/or employee considerations are detailed where relevant.
- 4. Recommendation**
- 4.1 The Board of Management is recommended to approve the Operations Plan for 2023/2024 for Sanctuary Scotland Housing Association.