

Section 1: Introduction (April 2021)

This Business Plan document is a core strategic document of the Association developed for the purpose of determining and communicating our organisational objectives and recognising the actions we require to undertake to achieve our objectives. Effective business planning is crucial for the continued success of the Association. Our planning process allows the organisation to link strategic and operational aspects of our business. It is a cyclical and continuous process and needs to be core to the work of the Association.

Our Committee of Management has ultimate responsibility for the governance and direction of the Association, and it is crucial that all business planning flows from this. Our plan sets out what our Committee of Management have determined the Association should be trying to achieve and identifies the opportunities and choices available and the risks that need to be considered and managed. Staff are responsible for ensuring that accurate, relevant, and good quality information is provided to allow our Committee to determine a strategy with a full understanding of strategic options and risks. All staff, individually, in partnership and as departments, have responsibilities for delivering various aspects of the plan.

It is important in our planning that we take account of the views, opinions and actions of other stake holders including our customers, government, funders, regulators, and other partners.

Business planning is an ongoing process within the Association and the business plan document is not an end in itself. Our plan document is utilised to assist Committee and Staff to meet the aims and objectives which they have agreed for the Association and allows other stakeholders to have a comprehensive strategic view of our organisation and our objectives.

In everything that the Association does it is aware of its duties as a registered Scottish Charity and a Registered Social Landlord. The Association is aware of its requirements to meet the regulatory requirements of the Office of the Scottish Charity regulator (OSCR) and the Scottish Housing Regulator (SHR). Compliance with the requirements of both regulators assists the Association to ensure that it keeps its tenants and customers at the core of everything it strives to do.

The Association understands that good and effective governance is essential to both the success of the Association and the reputation of the social rented sector. In recognition of this, the Association conducts its business under the guidance of its Charitable Rules, reviewed in 2021 and based upon the SFHA Charitable Model Rules (Scotland) 2020. The review of our Rules was approved by our shareholding members at our Special General Meeting held on 16 September 2021. The Association also manages its responsibilities to ensure compliance with the SHRs Regulatory Standards of Governance and Financial Management.

The Association undertakes independent annual reviews of the Committee of Management and its effectiveness. This assists the Association to ensure that effective governance is considered and reviewed on an ongoing basis and action plans developed for any area(s) of attention. This process also assists with succession planning and training needs identification and identifies any area of priority from the Committee.

The 2020/21 process identified governance strength, especially through a year of great change:

“The 2021 reviews confirmed that there is **strong confidence in the effectiveness of Pineview’s governance**, in the contributions of individual members and in the relationship between committee and staff. Pineview’s successful management of / response to Covid-19 has been achieved whilst also concluding a successful ToE from Kendoon HA. The committee has been well-informed throughout.”

The 2020 process also identified the following committee general priorities for the year ahead:

- Getting 'back to normal'.
- Restoring face to face meetings (with virtual attendance remaining as an option: a hybrid approach).
- Continue to adapt / evolve in response to Covid.
- Embed Kendoon into Pineview and bring PHA's standards to all tenants quickly.
- Deliver on the ToE promises; keep assumptions under careful review.
- Be mindful of how fragile household budgets are when planning / delivering services.
- Maintain Pineview's community effectiveness.
- Balance community development and growth with Pineview's longer-term viability.
- Be cautious about going 'too far' with digitalisation.

The Association's commitment to good governance is also complemented with an annual programme of internal audit based on risk analysis and recommendations from independent Internal Auditors. The programme of internal audit is detailed at Section 10.

As a Scottish registered social landlord (RSL) the Association undertakes its work with close reference to the Scottish Social Housing Charter. The Charter is a core document of guidance for the Association in seeking to provide first class services to tenants and customers.

To keep updated and aware of requirements in an ever-changing landscape, the Association affiliates to several good practice and representative bodies (SFHA, GWSF, EVH, SHN, CiH, TiS, TPAS, SHARE etc.).