
Overview

This standard is for you if you have an operational business role within a local authority, housing group or housing association. You will be required to develop operational business plans that secure core services and supports the development of new initiatives, or services, and to review those plans. You will work in partnership with stakeholders, partners, community groups and those in governance. You will access local community or regional plans to inform your decision making. The role includes identifying and using performance indicators and measurement methods to evaluate the achievement of objectives and success of the business plans.

Performance criteria

You must be able to:

P1 work in partnership to develop an achievable vision which sets out the direction of the business plan

P2 consult with those providing governance to identify the main purpose, aims, objectives, core and operational parameters of the business plan

P3 evaluate demographics, trends and changes that are likely to have an impact on the business plan

P4 access and take into account the local community plans to inform decision making

P5 analyse market intelligence to identify risks and opportunities to the business plan in the short, medium and long term

P6 analyse the implications of changing internal needs relating to the continuing development and viability of the business plan in the short, medium and long term

P7 identify potential sources of funding and business development opportunities to ensure the viability of the business plan

P8 develop a business risk assessment strategy to ensure the viability of the business plan

P9 engage with stakeholders, partners and community representatives to gather their feedback

P10 work in partnership with stakeholders, individuals and those providing governance to produce and review operational business plans

P11 ensure the plan is flexible and open to change

P12 ensure that the strategic business plan complies with relevant legislative, regulatory and sustainability requirements

P13 develop performance indicators for the operational business plan and methods for monitoring its performance

P14 review and analyse the information and data collected from monitoring activities

P15 identify that performance objectives have been met and areas for improvement identified

P16 identify changes required to make improvements, minimise risks and take advantage of new opportunities

Knowledge and understanding

You need to know and understand:

- K1 governance arrangements of your organisation, how to access and work to the procedures and agreed ways of working
- K2 the roles, responsibilities and accountabilities of others with whom you work
- K3 principles of strategic management and business planning
- K4 relevant legislation, statutory codes, standards, frameworks and guidance related to your work and business plan
- K5 social, political, economic and technological trends and changes that impact upon the business plan
- K6 what constitutes a viable business plan
- K7 where to find information on demographic, trends and changes, how to interpret and analyse the information
- K8 where to find information on regional and sub-regional business plans
- K9 the importance of short, medium and long term business planning
- K10 where to find information on funding sources and how to access such funds
- K11 principles and frameworks of risk assessment and risk management
- K12 how to work in partnership with individuals, key people and relevant others
- K13 how to set performance indicators, objectives and targets, know appropriate systems for monitoring performance and relevant regulatory triggers, actions and sanctions that can be applied in respect of poor organisational performance and the implications for the organisation
- K14 how to review and analyse performance information
- K15 how to identify opportunities for new services or improved service provision
- K16 statutory functions of local authorities and the rules and mechanisms in respect of local authority and housing association funding, income generation and permitted expenditure
- K17 how to access peer networks for continuous professional development purposes
- K18 keep up to date with relevant government housing legislation, policy and strategy frameworks for the country you operate in

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Develop and review operational business plans within a housing environment



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