



GREAT HOMES,
GREAT PEOPLE,
VIBRANT COMMUNITIES.

**BUSINESS
STRATEGY
2021-2026**

Purpose of this Plan

Our Business Plan Strategy provides a framework for our work over the next five years; outlining our ambitions, ensuring clear strategic alignment of our business Vision, Objectives and Priorities. It will ensure we remain a dynamic community anchor organisation, delivering high performance standards set by our Management Board. Providing a “Golden Thread,” the Strategic Plan links the key elements of our corporate planning framework.



Our Vision

Our vision is for:

Great Homes - where people feel proud to live in high-quality, sustainable homes.

Great People - where everyone has opportunities to achieve excellence; and

Vibrant Communities - where people want to belong.

Our Vision is commonly expressed as **“Great Homes, Great People, Vibrant Communities”**.

It encapsulates the importance we give to:

- Delivering high quality affordable rented homes.
- Having high quality Staff and Board Members at the heart of our business.
- Maintaining strong communities.

Strategic Direction

The last three years have seen us strengthen our position as a provider of high-quality affordable housing and services across East Ayrshire. Strong governance, led by our Management Board supported by our staff team, is at the heart of our business development.

During that time, we have:

- Restructured our staffing team to reflect our Business Plan
- Strengthened our Board and Governance capabilities
- Enhanced our reputation with the Scottish Housing Regulator
- Improved our brand recognition through community and partnership work.
- Maintained high levels of customer satisfaction and value for money.
- Retained Customer Service Excellence and Investors in People Accreditation.
- Won and been finalists in various Ayrshire Chamber of Commerce Business Awards.

Our 2021-26 Business Plan strengthens our preparations for future growth, proactively responding to our priorities of engaging with current and future tenants, strengthening community wellbeing, and responding to climate challenge. To achieve this, we will:

- Grasp opportunities to work with partners, improve the welfare of our communities in areas such as health, employability, and social care integration.
- Further develop our youth work with partners like East Ayrshire schools and the Ayrshire Chamber of Commerce's Developing Young Workforce, and the many community-based groups, building capacity in the tenants of tomorrow.
- Pursue innovative asset solutions reducing our carbon footprint, alleviating fuel poverty in our housing assets.

Enhancing our role as a community anchor is at the heart of our strategy for the next five years, with a focus on building our capacity and organisational skills, whilst ensuring our continued financial resilience.



Our values

Our Vision is supported by our Core values. The Staff Team and Management Board refined these during the Business Planning process:

 Integrity - we are open and accountable in all we do.	 Inclusion - we value diversity.
 Diligence - we get things right.	 Caring - what matters to you matters to us.

These values define how we operate, interact with our stakeholders, and shape the delivery of our strategic objectives. They drive our business transformation, ensuring value for money in our work delivering high quality outcomes for our tenants and customers.

Strategic Objectives

We reviewed our strategic objectives to ensure that we stay focused on working towards our vision over the next 5 years. All our activities will be aligned to delivering these specific objectives. Outcomes and targets will help us measure our performance.

Community Engagement To empower our communities through engagement.	Wellbeing To enhance wellbeing in our communities.	Climate Change To take positive action on climate change.
Organisational To strengthen our internal capabilities and resilience.		

Strategic Priorities

Community Engagement

Wellbeing

Climate Change

Organisational

To Empower our Communities through engagement

- We will develop and implement a new Community Engagement Strategy, including strengthening our work with partners, stakeholders and Community Led Action Plans.
- We will help to shape the tenant of tomorrow and community of the future.
- We will explore the development of a training academy and appropriate resources at Office HQ/Hub.
- We will increase our engagement with East Ayrshire schools, colleges,

and universities through training opportunities, careers events and skills development

- We will develop the young workforce through work experience, modern apprenticeships, and training.
- We will support CANI to develop a Bellsbank Community Hub.
- We will work with community partners to support groups in all areas.
- We will support all of our families
- We will partner with other agencies to deliver intergenerational projects.

Community Engagement

Wellbeing

Climate Change

Organisational

To Enhance Wellbeing in our Communities

- We will proactively support our communities and stakeholders in mitigating the social and economic impacts of the Covid-19 pandemic.
- We will increase our awareness of communities and their challenges/opportunities and deliver community-based engagement sessions, focussing on placemaking.
- We will access funding to support, develop and start new community-led initiatives.

- We will build new office HQ/Hub with community space that attracts community use and engagement.
- We will collaborate with the East Ayrshire Health and Social Care Partnership to address housing, health and social care integration and consider opportunities to develop properties in this area.
- We will invest in our properties to ensure they remain safe havens for tenant wellbeing.
- We will adapt our properties to allow tenants to remain in their homes as their needs change.

Community
Engagement

Wellbeing

Climate Change

Organisational

To Take Positive Action on Climate Change

- We will ensure carbon impact awareness is in everything we do, including procurement of reactive and planned maintenance.
- We will develop a Carbon Reduction Strategy.
- We will research and utilise carbon impact funding.
- We will implement an Energy Efficiency Programme.
- We will identify problem stock for demolition/disposal as part of a refined asset management strategy.
- We will build new stock to meet/exceed future energy efficiency standards.
- We will develop and implement a Travel Strategy.
- We will educate and encourage our tenants to be energy efficient
- We will create a Sustainability Group involving tenants and their children to help to change behaviours for the good of the planet.
- We will work collaboratively with the National Energy Research and Demonstrator project (NERD) establishing Cumnock as a low carbon town.
- We will work in partnership to reduce fuel poverty amongst our tenants.

Community
Engagement

Wellbeing

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To Strengthen our Internal Capabilities and Resilience

- We will utilise our increased financial flexibility following completion of our loan refinancing with RBS.
- We will develop and implement a People Strategy, encouraging talent management and professional development.
- We will implement effective succession planning for Staff and Board Members.
- We will achieve Investors in People Gold Accreditation and retain Investors in Young People Silver Accreditation.
- We will re-secure Customer Service Excellence Accreditation.
- We will review and strengthen organisational contingency planning.
- We will commit to undertaking training opportunities and ensuring continuous personal development
- We will develop and implement an ICT Strategy.
- We will develop and implement a Digital/ Channel Shift Strategy.
- We will enhance our remote and mobile working and meeting capabilities.
- We will continually improve our processes and procedures to support our operations.

Measuring our success

During the life of the Business Plan the Management Board will monitor progress in meeting our strategic objectives, working closely with our Management Team to identify annual priorities. Progress in meeting these annual priorities will be monitored quarterly by the Management Board and will inform Departmental Action Plans and individual performance objectives as part of our “Golden Thread”.

Managing Risks

Risk management is a key part of our business, with strong governance ensuring we are “risk aware,” identifying and taking action to mitigate risks. Our Risk Matrix identifies:

- Individual risks- Strategic and Operational,
- Business impact including timescale,
- Mitigation required, and
- Lead officer.
- Our approach to risk management supports our Assurance Map which reviews our compliance with the Scottish Housing Regulator’s Regulatory Framework and informs our Annual Assurance Statement.

Resourcing our Plan

Both our five and 30-year Financial Plans support the aspirations of this Business Plan. With projected revenue of approximately £5 million per annum, and our term loan of £8million and £2.5 million Revolving Credit Facility from RBS we will continue to develop our role as a community anchor over the next five years. During that time, we will invest £5.3 million in upgrading our properties to ensure we continue to provide high quality homes across East Ayrshire.





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**INVESTORS
IN PEOPLE**



**INVESTORS
IN YOUNG
PEOPLE**

**GOOD
PRACTICE
AWARD
SILVER**



**CUSTOMER
SERVICE
EXCELLENCE**



This report is available in PDF format on our website and can be made available in a range of formats and different languages if required.

Shire Housing Association Ltd is a Registered Charity number SC038664